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Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 30th November, 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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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THE CITY OF EDINBURGH COUNCIL

1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

3.1 If any

4. Minutes

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5. Forward Planning

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7. Executive Decisions

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7.2	Public Bodies Climate Change Duties Report 2020/21 – Report by the Executive Director of Place	67 - 126
7.3	Council Emissions Reduction Plan - Final Version – Report by the Chief Executive	127 - 206
7.4	2030 Climate Strategy and Implementation Plan – Report by the Chief Executive	207 - 390
7.5	Fossil Fuel Non-Proliferation Treaty - Response to Motion by Councillor Burgess – Report by the Executive Director of Corporate Services	391 - 396
7.6	Delivering the 20-Minute Neighbourhood Strategy – Report by the Executive Director of Place	397 - 408
7.7	Women's Safety in Public Places – Report by the Interim Executive Director of Education and Children's Services (Note: Councillors Osler and Watt have been called for this item)	409 - 422
7.8	Edinburgh's Winter Festivals - Consultation Results – Report by the Executive Director of Place	423 - 552
7.9	Edinburgh Economy Strategy – Report by the Executive Director of Place	553 - 604
7.10	Supporting the Visitor Economy in Edinburgh – Report by the Executive Director of Place	605 - 612
7.11	Performance Update Report – Report by the Executive Director of Corporate Services	613 - 660

7.12	Duty of Candour – Report by the Interim Executive Director of Education and Children's Services	661 - 690
7.13	Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21 – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	691 - 704
7.14	Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	705 - 804
7.15	Bed Based Care - Progress Report – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	805 - 808
7.16	Chief Social Work Officer Annual Report 2020-2021 – Report by the Chief Social Work Officer	809 - 872
7.17	Council's Risk Appetite Statement – Report by the Executive Director of Corporate Services	873 - 890
7.18	Enterprise Risk Management Policy – Report by the Executive Director of Corporate Services	891 - 908
7.19	Draft Response to the Scottish Government National Care Service (NCS) Consultation – Report by the Executive Director of Corporate Services	909 - 964

8. Routine Decisions

8.1	Update on Indoor Air Quality (Response to Motion) – Report by the Executive Director of Place	965 - 970
8.2	City 2030 Net Zero Target Annual Report – Report by the Chief Executive	971 - 984
8.3	City of Edinburgh Council Response to the Local Food for Everyone Consultation – Report by the Executive Director of Place	985 - 1002

8.4	Policies - Assurance Statement - Legal and Assurance – Report by the Executive Director of Corporate Services	1003 - 1010
8.5	Policy Assurance Statement - Customer Services – Report by the Executive Director of Corporate Services	1011 - 1016
8.6	Human Resources (HR) Policies - Assurance Statement – Report by the Executive Director of Corporate Services	1017 - 1020
8.7	Welfare Reform Update – Report by the Executive Director of Corporate Services	1021 - 1036
8.8	Contact Centre Performance - April -September 2021 – Report by the Executive Director of Corporate Services	1037 - 1044

9. Motions

9.1 If any

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 5 October 2021

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Arthur (substituting for Councillor Wilson items 13-27), Burgess, Jim Campbell, Kate Campbell, Gardiner, Gloyer, Macinnes, Miller, Mitchell (substituting for Councillor Hutchison), Mowat (substituting for Councillor McLellan), Munn, Perry, Rose (substituting for Councillor Cook) and Whyte.

1. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 3 August 2021 as a correct record.

2. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 5 October 2021 was presented.

Decision

To note the Work Programme.

(Reference – Work Programme 5 October 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 5 – Edinburgh and South East Scotland City Region Deal Annual Report

Action 8 – End Poverty in Edinburgh Delivery Plan 2020-30

Action 10 – Best Value – COVID 19 Engagement and Consultation Approach

Action 11 – Equality and Diversity Framework 2021-2025

Action 15 – Motion by Councillor Whyte - Protect Transport for Edinburgh

Action 16 – Adaptation and Renewal Programme Update – Community Centres

Action 19 – Motion by Councillor Day – In-house Service Provision

Action 20(1) and (2) – Adaptation and Renewal Programme – Vaccination Programme and Transport to Vaccination Centres

Action 21 – Edinburgh Integration Joint Board Progress Report

Action 22(1) and (2) – Edinburgh Response to the Mental Welfare Commissions Report – Authority to Discharge

2) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

4. Business Bulletin

The Policy and Sustainability Committee Business Bulletin for 5 October 2021 was submitted.

Decision

To note the Business Bulletin.

(Reference – Business Bulletin 5 October, submitted.)

5. Police Scotland City of Edinburgh Division - Quarterly Update

Chief Superintendent Sean Scott and Superintendents Sam Ainslie and Mark Rennie provided an update for April to June 2021 on Police Scotland's City of Edinburgh Division city-wide plans, policies and performance.

Decision

To note the update.

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

6. Protect Transport for Edinburgh – Response to Motion

In response to a motion by Councillor Whyte, details were provided on antisocial behaviour and transport concerns highlighted by the motion together with detail and context around several topics including local police accountability: partnership working and youth engagement.

Motion

1) To note the report by the Interim Executive Director of Education and Children's Services.

2) To note the contribution of services across the city working to protect transport in Edinburgh through the Transport Community Improvement Partnership.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

1) To note the report by the Interim Executive Director of Education and Children's Services.

2) To note the contribution of services across the city working to protect transport in Edinburgh through the Transport Community Improvement Partnership.

3) To thank the officers and partner agencies involved.

4) To call for a further report to detail the relative levels of local Police officers and crimes/incidents in Edinburgh compared to other Scottish Cities and what steps had and could be taken to lobby Police Scotland and the Scottish Government to ensure Edinburgh gets its fair share of policing resources.

- moved by Councillor Whyte, seconded by Councillor Jim Campbell

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

Voting

The voting was as follows:

For the motion (as adjusted) - 10 votes
For the amendment - 7 votes

(For the motion (as adjusted): Councillors Burgess, Kate Campbell, Day, Gardiner, Macinnes, McVey, Miller, Munn, Perry, and Wilson.

For the amendment: Councillors Aldridge, Jim Campbell, Gloyer, Mitchell, Mowat, Rose and Whyte.)

Decision

To approve the following adjusted motion by Councillor McVey:

1) To note the report by the Interim Executive Director of Education and Children's Services.

2) To note the contribution of services across the city working to protect transport in Edinburgh through the Transport Community Improvement Partnership.

3) To thank the officers and partner agencies involved.

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

7. End Poverty in Edinburgh Annual Report

a) Deputation – End Poverty Edinburgh

The deputation indicated that their main goal was to banish poverty in the Capital and also from the whole country. The 3 key aims of their group were:

- To engage with the Council, Edinburgh Partnership and other groups to share experiences;
- To hold those that have power to account in influencing decision making and providing guidance and advice;
- To working with other groups and organisations working to tackle poverty in the city, to lend support.

The deputation welcomed the first annual report on progress towards the delivery of ending poverty in the city and urged the Committee to ensure that any proposals had the flexibility to reach everyone who required support.

b) Report by the Executive Director of Corporate Services

A summary of actions taking by the Council and partners in response to the calls to action made by the Edinburgh Poverty Commission was provided as the first annual progress report against the Council's End Poverty in Edinburgh Delivery Plan.

Decision

1) To approve 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.

2) To note that the report by the Executive Director of Corporate Services also incorporated and met the Council's statutory duty to publish an annual Local Child Poverty Action Report.

3) To agree to refer the report 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 of the report.

4) To note that the report would be further referred for discussion by the Edinburgh Partnership and related groups.

(References: Policy and Sustainability Committee of 1 December 2020 (item 8): report by the Executive Director of Corporate Services, submitted.)

8. Scottish Fire and Rescue Service - City of Edinburgh Area Update

Area Commander Kenny Rogers and Station Commander Keith Langley provided 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 1 April to 30 September 2021.

Decision

To note the update.

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

9. Best Value Assurance Audit Response – October Update

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

Motion

1) To note the progress made to date to respond to the Best Value Assurance Audit Report recommendations.

2) To note the Council's external auditors (Azets) would 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.

3) To refer the report by the Executive Director of Corporate Services to the Governance Risk and Best Value Committee for its consideration.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

1) To note the progress made to date to respond to the Best Value Assurance Audit Report recommendations.

2) To note the Council's external auditors (Azets) would 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.

3) To refer the report by the Executive Director of Corporate Services to the Governance Risk and Best Value Committee for its consideration.

4) To further agree to restart work on detailed medium and long-term financial plans and a detailed workforce plan immediately with the results to be presented to Council and available to political groups ahead of the 2022 budget setting process; recognising that these documents provided more than a route to maintain financial stability but were core to the delivery of any strategy to reshape Council services.

- moved by Councillor Whyte, seconded by Councillor Mowat

Voting

The voting was as follows:

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

(For the motion: Councillors Aldridge, Burgess, Kate Campbell, Day, Gardiner, Gloyer, Macinnes, McVey, Miller, Munn, Perry and Wilson.

For the amendment: Councillors Jim Campbell, Mitchell, Mowat, Rose and Whyte.)

Decision

To approve the motion by Councillor McVey.

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

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

In response to a motion by Councillor Day, details were provided on the provision of services by the City of Edinburgh Council which had to take into account a complex range of factors, not least financial and legal, to ensure that the Council was not only able to provide over 700 public services, but also to ensure that it achieved Best Value.

Motion

1) To note the report by the Executive Director of Corporate Services.

2) To endorse 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 focussing on the needs of residents and service users.

3) To note the work being undertaken by officers and request a further update in 3 cycles to look at opportunities to bring services in house from the hard FM contract during 2021/22 financial year.

- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

1) To note the report by the Executive Director of Corporate Services.

2) To endorse 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.

3) To note that Best Value was a statutory requirement, enacted by the then Labour led Scottish Executive, and thus compliance ranked higher than with an internal Council "Coalition Commitment" especially given the Council's approved Risk Appetite.

4) To further note that the decisions recorded in Paragraph 4.9 in the report on "Alternative Business Models" and Property and asset Management services were demonstrably not Best Value.

- moved by Councillor Whyte, seconded by Councillor Rose

Amendment 2

1) To note the report by the Executive Director of Corporate Services.

2) To endorse 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.

- moved by Councillor Aldridge, seconded by Councillor Gloyer

Voting

The voting was as follows:

For the Motion	-	10 votes
For Amendment 1	-	5 votes
For Amendment 2	-	2 votes

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

For Amendment 1: Councillors Jim Campbell, Mitchell, Mowat Rose and Whyte.

For Amendment 2: Councillors Aldridge and Gloyer.)

Decision

To approve the motion by Councillor McVey.

(References – Act of Council No 21 of 24 June 2021; report by the Executive Director of Corporate Services, submitted.)

11. Accounts Commission: Local Government in Scotland Overview 2021

Details were provided on a recent report by the Accounts Commission looking at Local Government in Scotland in the context of the Covid pandemic including the evolving and long-term impact of Covid. This was the first in a series of reports which in future would look closer at the lessons learned and assess the progress made in 2022.

Decision

1) To note the report by the Executive Director of corporate Services.

2) To refer the report to the Governance, Risk and Best Value Committee as part of its work programme.

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

12. Equality and Diversity Framework 2021-2025 – Further Information

The Committee had called for a further report on demonstrating how aspects of the Equality and Diversity Framework 2021-2025 would be addressed through a suitable action plan or existing work plans.

Details were provided on 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 together with information on the Integrated Impact Assessment (IIA) process, a summary of the Council's approach to consultation and engagement and how the effective use of these would address the issues raised.

Decision

1) To approve the actions described in response to the concerns raised by the Edinburgh Access Panel and other groups at its April 2021 meeting as detailed in the report by the Executive Director of Corporate Services.

2) To note 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 had fallen

outwith the Council's Committee timeframe and so had been submitted with approval by the Executive Director of Corporate Services.

(References – Policy and Sustainability Committee of 20 April 2021 (item 13): report by the Executive Director of Corporate Services, submitted.)

13. 2030 Climate Strategy

Details were provide on the latest wave of the strategy development process and, included 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. The Strategy consultation had closed on 12 September and significant numbers of responses had been received right up to the closing date.

Motion

1) To note the summary of consultation hub and engagement insights in appendix 1 to the report by the Executive Director of Place.

2) To note 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 agree that appropriate time be taken to reflect on, and take account of, these contributions within the final strategy documents.

3) To agree the high-level priorities for the Draft Strategy as outlined in the report and the priority council actions identified in paragraph 4.16 of the report to; support community capacity building and citizen engagement, private owner occupier retrofit, community energy generation and business transition.

4) To 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.

5) To agree the approach to governance outlined in the report and note that this would be recommended to the Edinburgh Partnership Board at their next meeting.

6) To note that the draft Climate Strategy would take account of the outcomes reached during COP26 and would be published after consideration by the Policy and Sustainability Committee on 30 November 2021.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

1) To note the summary of consultation hub and engagement insights in appendix 1 to the report by the Executive Director of Place.

2) To note 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 agree that appropriate time be taken to reflect on, and take account of, these contributions within the final strategy documents.

3) To note concerns raised in the responses that the Council's decision to aim for Net Carbon Zero by 2030 conflicted with the UK or Scottish Government's aims for Scotland to be Net Zero by 2045 and was concerned that this lack of alignment would mean the city could not take advantage of funding and policy initiatives from the UK and Scottish Government; to agree to align with the Governmental target of 2045; chosen because funding streams that the City needed to bid into would only emerge from Government over that longer time period and because national changes to reduce emissions would be implemented in the same timescale; that to have a policy unit producing plans for a city region rather than aligning with a population of 5,500,000 was an inefficient use of resources through duplication of effort.

4) To not approve release of any monies until such time as a detailed and funded implementation programme was presented to Committee.

- moved by Councillor Mowat, seconded by Councillor Whyte

Voting

The voting was as follows:

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

(For the motion: Councillors Aldridge, Arthur, Burgess, Kate Campbell, Day, Gardiner, Gloyer, Macinnes, McVey, Miller, Munn and Perry.

For the amendment: Councillors Jim Campbell, Mitchell, Mowat, Rose and Whyte.)

Decision

To approve the motion by Councillor McVey.

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

14. Pay Gap Report

An update was provided on the organisation's gender pay gap, gender pay gap by age and part-time gender pay gap which this year the Council had expanded reporting to include pay gap analysis for additional protected characteristics including disability (and long-term health conditions) and race/ethnicity.

Decision

To note the outcomes of the 2021 annual pay gap report (for gender, race/ethnicity and disability pay gaps), which would be published later in October 2021.

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

15. BioQuarter Outline Business Case

Details were provided on the Outline Business Case (OBC) for the procurement of a Private Sector Partner (PSP) for BioQuarter project which built upon the Strategic Business Case (SBC).

Decision

1) To approve the Outline Business Case (OBC) as provided in Appendix 1 to the report by the Executive Director of Place.

2) To agree 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 was preserved.

3) To refer the report to Council seeking agreement to enter into EBQ3 Ltd on the terms outlined in the paper.

4) To agree to delegate authority to the Chief Executive to nominate officers to the EBQ3 Ltd Board for the purposes of running the procurement process.

5) To note that EBQ3 Ltd would take the final decision on appointment of a development partner and that an update report would be brought back to Committee in late 2022 advising of the outcome of the procurement process and outlining next steps.

(References – Policy and Sustainability Committee of 25 February 2020 (item 14); report by the Executive Director of Place, submitted.)

16. Granton Waterfront Regeneration – Outline Business Case

Details were provided on the Granton Waterfront would set the standard for sustainable economic growth in Edinburgh with an ambitious approach to low carbon living in an environment that was climate resilient, inclusive and well connected would support prosperity and wellbeing, locally, and across the city region. A progress update on Early Action Projects was also provided.

Approval was sought for the Outline Business Case (OBC) and to progress with stage 3 activities.

Motion

1) To approve the findings and recommendations set out within the Outline Business Case (OBC).

2) To agree to undertake stage 3 activities, as outlined in section 5 of the report by the Executive Director of Place, to produce a Final Business Case (FBC) for Phase 1 'Heart of Granton', which would include procurement of a development partner and progression of the business case stages for a low carbon district heat network.

3) To note progress with delivering Early Action Projects within the Programme.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

1) To approve the findings and recommendations set out within the Outline Business Case (OBC).

2) To agree to undertake stage 3 activities, as outlined in section 5 of the report by the Executive Director of Place, to produce a Final Business Case (FBC) for Phase 1 'Heart of Granton', which would include procurement of a development partner and progression of the business case stages for a low carbon district heat network.

3) To note progress with delivering Early Action Projects within the Programme.

4) Agrees to retain all possible funding and partnership options with the private sector for consideration through to Final Business Case stage in order to explore options to close the funding gap and thus make possible, or even accelerate the provision of high-quality housing and employment development in the area in line with other Council policies.

- moved by Councillor Jim Campbell, seconded by Councillor Whyte

Voting

The voting was as follows:

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

(For the motion: Councillors Arthur, Burgess, Kate Campbell, Day, Gardiner, McVey, Miller, Munn and Perry.

For Amendment 1: Councillors Aldridge, Jim Campbell, Gloyer, Mitchell, Mowat, Rose and Whyte.)

Decision

To approve the motion by Councillor McVey:

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

17. Edinburgh and South East Scotland City Region Deal Annual Report 2020/21

A summary was provided of the key findings from the City Region Deal Annual Report for 2020/21 which had been published on 30 August 2021 and approved by the City Region Deal Joint Committee on 3 September 2021.

Decision

To note the summary findings of the third annual report for the Edinburgh and South East Scotland City Region Deal for 2020/21.

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

18. Edinburgh and South East Scotland – Regional Prosperity Framework

An update was provided on the Regional Prosperity Framework (RPF) consultation process; key feedback received from the consultation; and the proposed final version of the Framework together with an outline of the expected timetable for developing the action and implementation plan. Formal ratification was sought by the Edinburgh and South East Scotland City Region (ESESCR) Deal partners of the RPF by the City of Edinburgh Council.

Decision

1) To note that the Edinburgh and South East Scotland City Region (ESESCR) Deal Joint Committee had formally approved the Regional Prosperity Framework on 3 September 2021.

2) To formally ratify the Regional Prosperity Framework (Appendix 1 of the report by the Executive Director of Place).

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

19. Scottish Government Consultation: Scottish Building Regulations

Details were provided on a proposed response to the Scottish Government Consultation on Scottish Building Regulations which consultation related 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.

Motion

1) To 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.

2) To note that the consultation on Scottish Building Regulations closed on the 29 October 2021.

- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

1) To 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, subject to the following minor amendments:

   a) To amend the answer to questions 2 and 3 to call for the introduction of net zero carbon new domestic and non-domestic buildings, in line with the recently approved Proposed City Plan 2030;

b) To amend the answer to question 24 to call for significantly bolder proposals for consequential improvements to existing buildings, considering that less than 1% of the building stock each year is new build;

c) To amend the answers to questions 61-64 to call for robust action to ensure as built compliance with section 6 regulations, including but not limited to consideration of independent Scotland-wide research into on-site as built compliance with section 6 and a review of the resources & training available to Buildings Standards Officers to deal with as built section 6 compliance;

d) To amend the answer to question 65 to urge the Scottish Government to introduce changes to section 7 (sustainability) to set high universal standards for the storage within buildings of bicycles and other human-powered vehicles, particularly non-standard bikes such as adapted bikes for disabled people, tandems, hand cycles and cargo bikes; it is likely that separate standards would be required for domestic and non-domestic buildings, in line with the recently approved Proposed City Plan 2030.

2) To note that the consultation on Scottish Building Regulations closed on the 29 October 2021.

- moved by Councillor Burgess seconded by Councillor Miller

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

Amendment 2

To approve the motion by Councillor McVey as originally proposed.

- moved by Councillor Whyte, seconded by Councillor Mowat

Voting

The voting was as follows:

For the motion (as adjusted)	-	12 votes
For Amendment 2	-	5 votes

(For the motion (as adjusted): Councillors Aldridge, Arthur, Burgess, Kate Campbell, Day, Gardiner, Gloyer, Macinnes, McVey, Miller, Munn and Perry.

For Amendment 2: Councillors Jim Campbell, Mitchell, Mowat, Rose and Whyte.)

Decision

To approve the following adjusted motion by Councillor McVey:

1) To 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, subject to the following minor amendments:

a) To amend the answer to questions 2 and 3 to call for the introduction of net zero carbon new domestic and non-domestic buildings, in line with the recently approved Proposed City Plan 2030;

b) To amend the answer to question 24 to call for significantly bolder proposals for consequential improvements to existing buildings, considering that less than 1% of the building stock each year is new build;

c) To amend the answers to questions 61-64 to call for robust action to ensure as built compliance with section 6 regulations, including but not limited to consideration of independent Scotland-wide research into on-site as built compliance with section 6 and a review of the resources & training available to Buildings Standards Officers to deal with as built section 6 compliance;

d) To amend the answer to question 65 to urge the Scottish Government to introduce changes to section 7 (sustainability) to set high universal standards for the storage within buildings of bicycles and other human-powered vehicles, particularly non-standard bikes such as adapted bikes for disabled people, tandems, hand cycles and cargo bikes; it is likely that separate standards would be required for domestic and non-domestic buildings, in line with the recently approved Proposed City Plan 2030.

2) To note that the consultation on Scottish Building Regulations closed on the 29 October 2021.

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

20. Mental Welfare Commission – Authority to discharge report - Edinburgh improvement plan

On 5 May 2021, the Mental Welfare Commission (MWC) for Scotland had published a report titled ‘Authority to discharge’ which contained a series of improvement actions for Health Boards and Health and Social Care Partnerships (HSCPs), eight of which related to Health and Social Care Partnerships.

A summary of EHSCP plan to implement the recommended actions was provided.

Decision

1) To approve the Edinburgh Health and Social Care Partnership (EHSCP) improvement plan, prepared in response to the Mental Welfare Commission (MWC) report – Authority to Discharge.

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 was in progress.

3) To agree that updated reports would come forward to the Policy and Sustainability Committee as the work progressed.

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

21. System Pressures – Edinburgh Health and Social Care Partnership

Details were provided on 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 had arisen 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.

Decision

1) To note the report by the Chief Officer, Edinburgh Health and Social Care Partnership relating to both the increasing demand for services as well as the decrease in available care capacity.

2) To note the escalations which had taken place and the increasing risk rating in relation to support to vulnerable people.

3) To endorse the actions being taken to mitigate the increasing risk to people.

4) To endorse escalation within the appropriate resilience arrangements locally, regionally and nationally as necessary.

5) To agree that HSCP officers communicate the extent of the pressures directly to people that used services and that officers communicate the potential need to adjust packages of care and support where this was considered appropriate within professional judgement.

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

22. Internal Audit Overdue Findings and Key Performance Indicators as at 11 August 2021 – referral from the Governance, Risk and Best Value Committee

The Governance, Risk and Best Value Committee had referred a report on the outcome of the Internal Audit Overdue Findings and Key Performance Indicators as at 11 August 2021.

Motion

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

- moved by Councillor McVey, seconded by Councillor Day

Amendment

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

2) To instruct the Chief Executive to provide a detailed report on the actions overdue by more than a year, within the purview of this Committee, for review regarding future timescale for sign off and adequacy of actions taken.

- moved by Councillor Whyte, seconded by Councillor Jim Campbell

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 report by the Governance, Risk and Best Value Committee.

2) To instruct the Chief Executive to provide a detailed report on the actions overdue by more than a year, within the purview of this Committee, for review regarding future timescale for sign off and adequacy of actions taken.

(References – Governance, Risk and Best Value Committee, 21 September 2021 (item 4); referral from the Governance, Risk and Best Value Committee, submitted.)

23. Adaptation and Renewal Programme Update

An update was provided on the Adaptation and Renewal Programme which covered decisions taken in period 23 July to 24 September 2021 together with an update on the reopening of Community Centres and continuing and new pressures on services which were directly and indirectly impacted by Covid-19.

Decision

1) To 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.

2) To note the Covid-19 Response Dashboard at Appendix 1 to the report by the Executive Director of Corporate Services.

3) To note the decisions taken to date under urgency provisions from 23 July to 24 September 2021 at Appendix 2 to the report.

4) To note the closure summary for the Adaptation and Renewal Programme.

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

24. Our Future Work Strategy

Details were provided on work that had been carried out to consider options for changes to working practices and what that might mean for the future use of the operational estate, aligned to other Council strategies including the proposed Our Future Work Strategy.

Motion

1) To approve the proposed Our Future Work Strategy, delegating authority to the Executive Director of Corporate Services in consultation with the Leader and Depute Leader to make any final adjustments to the strategy, particularly in respect of presentation and the inclusion of further case studies, prior to publication.

2) To note that the scope of the strategy was 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.

3) To note that the content of the strategy reflected engagement with both employees and elected members over the past 18 months.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

1) To approve 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 and that the finalised strategy be reported to Committee.

2) To note that the scope of the strategy was 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.

3) To note that the content of the strategy reflected engagement with both employees and elected members over the past 18 months.

- moved by Councillor Miller, seconded by Councillor Main

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

Decision

To approve the following adjusted motion by Councillor McVey:

1) To approve the proposed Our Future Work Strategy, delegating authority to the Executive Director of Corporate Services in consultation with the Leader and Depute Leader to make any final adjustments to the strategy, particularly in respect of presentation and the inclusion of further case studies, prior to publication and that an update report on implementation of the strategy be reported to Committee in 6 months.

2) To note that the scope of the strategy was 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.

3) To note that the content of the strategy reflected engagement with both employees and elected members over the past 18 months

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

25. Diversity and Inclusion Strategy Update

An update was provided 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.

Decision

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.

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

26. Digital and Smart City Strategy - Update

An update was provided on the Council's Digital and Smart City Strategy together with the Implementation Plan for this. Updates on key programmes being delivered as part of the Strategy were also provided.

Decision

To note the progress to date of the Digital and Smart City Strategy Implementation Plan in delivery against the principles of the Strategy.

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

27. Council Asbestos Policy 2021-24

Details were provided on the Council's Asbestos Policy which reconfirmed the position of the Council with regards regulatory compliance with the management of asbestos in council operated/managed buildings, both domestic and non-domestic together with clarification on 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. The Policy replaced the existing Corporate Policy for Managing Asbestos, dated 3 October 2017.

Decision

To approve the Council Asbestos Safety Policy 2021-24.

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

Work Programme

Policy and Sustainability Committee

30 November 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 2022
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	February 2022
7	Edinburgh Biodiversity Action Plan 2019-21	Annual Update	Executive	Caroline Peacock/Susan Falconer	Place	Annual	February 2022

	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	February 2022
11	Policy Assurance Statement – Customer 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 and Assurance	Annual report	Executive	Nick Smith	Corporate Services	Annual	November 2021
14	Contact Centre	Update report	Executive	Nicola Harvey	Corporate	Quarterly	November

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	Performance				Services		2021
15	Digital and Smart City Strategy	Annual report	Executive	Nicola Harvey	Corporate Services	Annual	October 2022
16	Chief Social Work Officer's Annual Report	Annual report	Executive	Jackie Irvine	Education and Children's Services	Annual	November 2021
17	Diversity and Inclusion Strategy	Annual update	Executive	Katy Miller	Corporate Services	Annual	October 2022
18	Police Scotland Update	Annual plan	Executive	Gavin King	Corporate Services	Annual	October 2022
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
21	Carbon Impact of the Council's International Travel	Annual Report	Executive	Paula McLeay/Gavin King	Corporate Services	Annual	Spring 2022

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
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
26	Annual Performance report and LGBF report	Annual	Executive	Edel McManus	Corporate Services	Annual	June 2022

Policy and Sustainability Committee Upcoming Reports Appendix 1

Report Title	Directorate	Lead Officer
FEBRUARY 2022		
Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21	Chief Officer, Edinburgh Health and Social Care Partnership	
Edinburgh Biodiversity Action Plan 2019-21	Place	Caroline Peacock/Susan Falconer
Energy Management Policy for Operational Buildings - Annual Report	Place	Peter Watton
Police Scotland – City of Edinburgh Division Update	Corporate Services	Jamie Macrae
Corporate Performance Updates	Corporate Services	Edel McManus
Better School Milk – response to a motion by Councillor Burgess	Place	Christopher Ross
Report on the Petition for consideration – Resettle Refugees and Asylum Seekers from the Aegean Island Camps in Edinburgh	Education and Children's Services	
Community Wealth – Response to a motion by Councillor Day	Place/Corporate Services	Elin Williamson

Small Business Saturday – response to a motion by Councillor Lezley Marion Cameron	Place	Elin Williamson
Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 - Actions Overdue by More than a Year	Chief Executives	
Gaelic Language Plan 2018-22	Corporate Services	Eleanor Cunningham
MARCH 2022		
Recycling in Schools	Place	Mark Stenhouse
In-house Service Provision - Response to a Motion by Councillor Day	Corporate Services	

Rolling Actions Log

Policy and Sustainability Committee

30 November 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		**Update 9 July 2020** With the instigation of the Covid-19 lockdown and other measures in place, the transfer of the two schools was put on hold on the 25th March 2020. 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.

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							Update 25 June 2020 To agree that a final report be submitted to Committee.
2	01.02.18	City of Edinburgh Council Motion by Councillor Mowat – Edinburgh's Christmas and Hogmanay 2017/18 (Agenda for 1 February 2018)	Council requests that the review of the contract for Edinburgh's Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.	Executive Director of Place	Summer 2022		This contract is in place until Winter Festival 2022. The review of the contract will be presented to Policy and Sustainability Committee.
3	06.02.20	City of Edinburgh Council – Motion by Councillor Main – Recycling in Schools	To request: a) All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work	Executive Director of Place	7 June 2022		**Update 1 June 2021** Due to the ongoing Covid restrictions in place in schools and schools meals continuing to be delivered in

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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. 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.				classrooms until September 2021, it is proposed to provide committee with a update report in early 2022 **Update - 6 October 2020** Report to Committee – agreed to leave open until the information requested had been provided. **Update – 11 June 2020** 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

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	Notes the importance of Business tourism to the City's hospitality sector and the importance of business tourism in helping many of Edinburgh's sectors access the global market; Notes this would require additional engagement with industry and key partners to fully develop a long-term approach and agree that this should be reported back to the Policy and Sustainability Committee, including how the organisational structure will operate throughout the City.	Executive Director of Place	30 November 2021		**Recommended for closure** Report on the agenda for this meeting **Update 20 April 2021** Discussions are continuing to develop a partnership model for business tourism for the city. **Update 23 February 2021** An update has been provided on the Business Bulletin for

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							this meeting **Update 10 November 2020** An update will be provided in the Committee's Business Bulletin in December 2020
5	06.10.20	Recycling and Waste Collection in Schools	1) Requests that a report on the progress of the introduction of the new service is brought back to committee in six months. 2) To agree to consider food waste recycling receptacles in schools as broken down in Appendix 2 and provide an update to members	Executive Director of Place Executive Director Place	7 June 2022 Early 2022		**Update 1 June 2021** 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

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
6	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		**Recommended for closure** Report on the agenda for this meeting
7	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		
8	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	Executive Director of Corporate Services	30 November 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
			accelerating and delivering the Council's carbon targets as well as the contribution to the citywide net zero target. These should include, but not be limited to, involvement in decarbonising heat of the Council's estate and moving to EV and/or hydrogen for Council fleet- with opportunities to help accelerate decarbonisation of transport in the wider City. Proposals should be written to be able to be fully incorporated into the plans due for approval in October. 2) Requests that when the final reports come back in October for the Council's carbon reduction and the wider	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
			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				
9	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		**Recommended for closure** An update has been provided on the Business Bulletin on the agenda for this meeting
10	29.04.21	City of Edinburgh Council - Motion by Councillor Watt - Women's Safety in Public Places (See action 16 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	Executive Director of Corporate Services	30 November 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
			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 improve their safety. With actions being reported back to the appropriate committee.				
11	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		**Recommended for closure** Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
12	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	22 February 2022		
13	03.08.21	Adaptation and Renewal Programme Update	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).	Chief Executive	30 November 2021		**Recommended for Closure** Dona Milne will be in attendance at this meeting.
14	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		**Update – October 2021** 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

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							Scottish Government launch the National Youth Work Strategy in early 2022. An update will be included on the Business Bulletin in November.
15	03.08.21	Ventilation – Motion by Councillor Jim Campbell	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.	Chief Executive/ Executive Director of Place	30 November 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
16	26.08.21	City of Edinburgh Council - Creating a Safer First and Last Mile Journey for Women and Girls – motion by Councillor Osler (See action 10 above)	To welcome the motion by Councillor Osler and ask that it be included in the remit of Councillor Watt's 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.	Executive Director of Corporate Services	30 November 2021		**Recommended for closure** Report on the agenda for this meeting
17	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		**Recommended for closure** Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
18	23.09.21	City of Edinburgh Council – Council Owned Care Homes – EIJB – motion by Councillor McVey	To request an update report from the Chief Officer of the EIJB within one cycle to the Policy and Sustainability Committee updating Council on these plans	Chief Officer, Edinburgh Health and Social Care Partnership	30 November 2021		**Recommended for closure** Report on the agenda for this meeting
19	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		
20	05.10.21	In-house Service Provision - Response to a motion by Councillor Day	To note the work being undertaken by officers and request a further update in 3 cycles to look at opportunities to bring services in house from the hard FM contract during 2021/22 financial year.	Executive Director of Corporate Services	29 March 2022		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
21	05.10.21	Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 - referral from the Governance, Risk and Best Value Committee	To instruct the Chief Executive to provide a detailed report on the actions overdue by more than a year, within the purview of this Committee, for review regarding future timescale for sign off and adequacy of actions taken	Chief Executive	22 February 2022		
22	28.10.21	City of Edinburgh Council – Community Wealth - Motion by Councillor Day	To call for a report in two cycles to Policy and Sustainability committee setting out Edinburgh's approach to People centred approaches/Community Wealth building and identify any further opportunities going forward	Executive Director of Place	22 February 2022		
23	28.10.21	City of Edinburgh Council – Small Business Saturday - motion by Councillor Lezley	To call for a report to the Policy and Sustainability Cttee within 2 cycles setting out what advice and practical support Council	Executive Director of Place	22 February 2022		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Marion Cameron	can give to the small business sector to assist them improve the accessibility of their premises and to improve the overall sustainability of their business operations				

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Business Bulletin

Policy and Sustainability Committee

10.00am, Tuesday 30 November 2021

Hybrid Meeting - Dean of Guild Court Room / Microsoft Teams

Policy and Sustainability Committee

Convener:	Members:	Contact:
Councillor Adam McVey Vice Convener: Councillor Cammy Day 	Councillor Adam McVey (Convener) Councillor Cammy Day (Vice-Convener) Councillor Robert Aldridge Councillor Kate Campbell Councillor Jim Campbell Councillor Nick Cook Councillor Neil Gardiner Councillor Gillian Gloyer Councillor Graham Hutchison Councillor Lesley Macinnes Councillor Claire Miller Councillor John McLellan Councillor Rob Munn Councillor Ian Perry Councillor Steve Burgess Councillor Iain Whyte Councillor Donald Wilson	Jamie Macrae, Committee Officer Louise Williamson, Assistant Committee Officer

Recent news	Background
Gaelic Language Plan 2018-22 - Annual progress report Under the provisions of the Gaelic Language Act, Bord na Gaidhlig require an annual progress report to be submitted to them by relevant public bodies. The deadlines for report submission for 2018-19 and 2019-20 were in December, reporting on activity between September to September. Assuming this timescale to apply to the 2020-21 report, a progress report was been drafted for consideration by Policy and Sustainability Committee in advance of a December submission. However, we have now been informed that the deadline for submission will be March 2022, and the period covered will be the 12 months ending December. Accordingly, the report has been withdrawn and an updated report will be provided to the 22 February committee.	Contact: Paula McLeay, Head of Policy and Insight, Policy and Insight Team, Corporate Services Directorate
Family and Household Support Service (FHS) The ASB Procedure ratified by the Council's Policy and Sustainability Committee in April 2021 is now fully implemented across the Council's Family and Household Support Service (FHS). Practice associated with case management standards delivered through the Procedure are embedded in our response to managing ASB and domestic residential noise complaints. The city has seen a relatively small, yet incremental increase in successful legal action taken against those individuals displaying the most damaging and destructive behaviours, where the offer of support is refused or ineffective in changing behaviour. As a result numbers of active Antisocial Behaviours Orders (ASBO's) have risen from 7 to 10 during the second half of 2021. Mediation as an early intervention approach has also proven effective in resolving low level ASB complaints and brings a better understanding of the impact of behaviour for each individual or household involved in this process. A key performance indicator reported by FHS designed to capture the effectiveness of first response and interventions where ASB and noise are reported [% of Repeat Antisocial Behaviour Complaints] was recorded at 0.9% in September 2021, significantly below our service target of >3%. Antisocial behaviour complaints per 10k population recorded in August (1.9%) and September (2.0%) are at their lowest levels since March 2020 (1.98%).	Contact: Jon Ferrer, Senior Manager, Quality, Governance and Regulation, Children's Services and Criminal Justice Division, Education and Children's Services Directorate

Edinburgh Slavery and Colonialism Legacy Review The independent Edinburgh Slavery and Colonialism Review Group met for the fourth time 24 August 2021. Between the June and August meetings, a small working party of both Review and Advisory Group members met to continue to refine the list of features in scope and to draft contextual information for public presentation. The August meeting discussed the outcome of the working group discussions, the proposals emerging for headline recommendations on potential future action and feedback from organisations which manage or own some of the features. The feedback was overwhelmingly positive with many welcoming the opportunity to help profile the city's work on this and confirming their support for it. The Review Group also welcomed confirmation of intern support from the University of Edinburgh to carry out and/or collate research on features of shared interest. The online consultation survey went live on [date to be added] and will run on the Consultation Hub for 12 weeks. This is being supported by a Communications plan and web pages to provide information about the background and aims of the review. In addition, a schools' engagement plan has been developed (focused on P5-S6 pupils) and a series of discussion sessions with target community groups and schools will take place through the Autumn/Winter period.	Contact: Gillian Findlay, Acting Museums and Galleries Manager, Culture and Wellbeing Division, Place Directorate
City Strategic Investment Fund (CSIF) – Heat and Energy Within the CSIF, £50,000 has been allocated to explore commercial delivery models for new heat and energy solutions. However, this has not yet been drawn down as initial attempts to procure services for this purpose were unsuccessful (due to market interest). Officers are instead receiving advice from Scottish Futures Trust and service providers and will report on this in due course. The Council has also secured Scottish Government funding to move forward initial stages of the Local Heath and Energy Efficient Strategies (LHEES) methodology, as part of early work to support the development of a city-wide approach to heat and energy.	Contact: David Cooper, Commercial Development and Investment Senior Manager, Sustainable Development Division, Place Directorate

Forthcoming activities:

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Policy and Sustainability Committee

10.00am, Tuesday 30 November 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, 26 October 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 24 September to 12 November 2021 at Appendix 2.

Andrew Kerr
Chief Executive

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Policy and Sustainability Committee

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 This is the thirteenth report to Committee and includes the latest Covid-19 dashboard and details decisions taken in the period 24 September to 12 November 2021 at the Council Incident Management Team (CIMT).

1.3 Dona Milne, Director of Public Health and Health Policy from NHS Lothian will also be in attendance at the Committee and a separate update on vaccination roll out will be circulated to the Committee, in advance.

2. Background

Responding to Covid-19

2.1 The Chief Executive continues to chair the weekly CIMT meeting and, in consultation with the Leader and Deputy Leader. As restrictions evolve and change depending on the pandemic, CIMT will continue to respond, plan and communicate to the organisation the altered ways of operating.

First Minster's Update on Restrictions

2.2 On 26 October 2021 the First Minister provided an update on current measures including as assessment of current Covid-19 case numbers – noted to have decreased by 60% in the previous five weeks. It was acknowledged that while the situation in terms of infection rate had ameliorated since August 2021, this progress may soon be undermined by anticipated winter pressures. In consideration of this, the Cabinet agree to leave the regulations currently in place unchanged.

2.3 On 23 November 2021, a further update was announced which confirmed no changes to the current legal restrictions with one exception. From 6 December 2021 a negative test can be used as proof for access to the current restricted venues and there is no extension of the types of venues included.

2.4 In a plea to the public however, the First Minister asked for continued take up of the vaccine where applicable and to test more regularly before heading out to hospitality and/or meeting up in groups.

2.5 The vaccine programme continues to progress at pace and the Covid-19 booster programme is underway. Those eligible for the booster are:

- those living in residential care homes for older adults
- frontline health and social care workers
- all adults aged 40 years or over
- adults aged 16 to 39 years with underlying health conditions that put them at higher risk of severe coronavirus
- adult carers (aged 16 or over)
- household contacts (aged 16 or over) of immunosuppressed individuals

2.6 Apace with the booster vaccine programme the NHS plans to deliver more than four million flu vaccines this winter. Booster and flu vaccines will be administered at the same appointment, where feasible to do so.

2.7 A further update on the vaccine programme will be made available by Dona Milne, Director of Public Health and Health Policy for NHS Lothian, in advance of the meeting. Dona Milne will also be attending the meeting to update the Committee and respond to questions.

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 24 September to 12 November 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 24 September to 12 November 2021 is at Appendix 2. Matters requiring a decision under urgency powers by the Chief Executive are discussed at CIMT.

3.4 CIMT has taken the decision to meet once a week with the option to meet twice a week if required, the weekly meeting now takes place on a Thursday. Urgent issues are also raised weekly through the Corporate Leadership Team meeting.

3.5 Covid-19 specific risks are captured and presented monthly to the CIMT and are also incorporated into quarterly Corporate Leadership Team risk report presented at the Governance, Risk and Best Value (GRBV) Committee. The next paper scheduled to be presented at GRBV 14th December 2021 includes a high rated resilience risk for the Council that reflects the current Covid-19 operational resilience environment and the potential risk of concurrent resilience events that are more likely to occur during winter.

Service Resumption

Health and Safety Update

3.6 The Council have applied a broad 1m distancing rule between colleagues in the workplace as part of Covid-19 workplace controls. While the Scottish Government no longer specify set distancing as they once did as part of the Covid-19 controls, employers are asked to assess risk and put in place appropriate workplace controls.

3.7 The 1m rule is easy to communicate and relatively straight forward to deliver given typical spacing of desks allows for this distance. In addition, the requirement in law to wear a face covering only applies where people can't be more than 1m apart. Therefore, having this broad rule affords colleagues the opportunity to remove face coverings when sitting at workstations.

3.8 Some teams and in particular Education have applied a 2m rule in certain buildings. Currently Test and Protect pick up close contacts of confirmed Covid-19 cases where someone has been within 2m for more than 15 minutes. Therefore, from a business continuity perspective this control has merit.

3.9 More generally the direction and guidance from the Scottish Government and Health and Safety Executive require employers to assess risk in workplaces and put in place adequate controls, the above distancing arrangements do not replace the need for:

- good levels of ventilation;
- hand hygiene;
- surface cleaning;
- respiratory hygiene (face coverings); and,
- protective arrangements for extremely vulnerable and pregnant colleagues.

3.10 Currently there is a high focus from government on ventilation levels within workplaces, this is evident through the government funded programme to assess ventilation levels within all Scottish schools. Work is underway to assess the Council's operational estate and, as any legal requirements change, on face coverings a full review of the 1m/2m social distancing in Council buildings will be undertaken.

Enhanced Outbreak Response

3.11 In partnership with NHS Lothian and neighbouring authorities, the Council continues to operate an Enhanced Outbreak Response at this time. Asymptotic Testing Centres (ATCs) as of the week beginning 15 November are now operating from two sites, one at McDonald Road and the other at Craigmillar Library. Due to adjustments on site we are able to keep libraries at those sites open as a way of minimising service disruption to our local communities.

3.12 The Council's Communications team has continued to support the Community Testing programme, using a range of communications channels (online and off) to target local communities across the city. The team is also working closely with NHS Lothian to promote the Edinburgh Vaccination Bus on a week-by-week basis.

Vaccine Certification Scheme

3.13 The Council's Coronavirus Compliance team has been engaging with businesses subject to the new requirement to implement a plan to check Vaccine certification for people attending certain venues or events. Anyone over the age of 18 unless exempt will be required to show that they have had both doses of a Covid-19 vaccine before they are allowed entry to the nightclubs and certain events depending on the capacity of the event.

3.14 The scheme itself set out by the legislation and the guidance has differing requirements based on the type of business. The Coronavirus Compliance team has been providing advice and guidance to all businesses affected to ensure their plans meets the requirements. They are also working with other regulatory teams to monitor compliance of venues to ensure plans work in practice. The team has adopted a risk-based approach, initially engaging with businesses with very large capacities and nightclubs for example where vaccine certificate compliance plans are required at all times. Both engagement and compliance across Edinburgh have been very high to date.

Vaccination Update

3.15 Dona Milne, Director of Public Health and Health Policy for NHS Lothian, is attending the Committee to update on the Lothian wide Covid-19 Vaccination programme. A further briefing paper from NHS Lothian colleagues will be circulated in advance of the meeting for elected members.

Adaptation and Renewal Programme - Closure

3.41 The Adaptation and Renewal programme was established to guide the Council's initial response to Covid-19. Since then, the Council Business Plan has been published and much of the programme has either been delivered or become business as usual.

3.42 A close report is therefore underway to capture deliverables and whether the original scope has been achieved. Lessons learned will also be captured to inform

this type of work in the future and will feed into the wider Covid-19 Lessons Learned.

4. Financial impact

4.1 The financial impacts arising from this report are dealt with in Council Business Plan and Revenue Budget 21- 26 which was considered at Finance and Resources Committee and referred to the Budget Full Council on 18 February 2021.

4.2 A further budget update was considered at Committee on 20 May 2021 and approved at Full Council on 27 May 2021.

5. Background reading/external references

5.1 Finance and Resources 20 May _ Revenue Budget Framework 2021/26 Update

5.2 City of Edinburgh 27 May _ Motions and Amendments

5.3 Scottish Government Guidance

6. Appendices

6.1 Appendix 1 - Covid-19 Response Dashboard

6.2 Appendix 2 - Decisions taken from 24 September to 12 November 2021

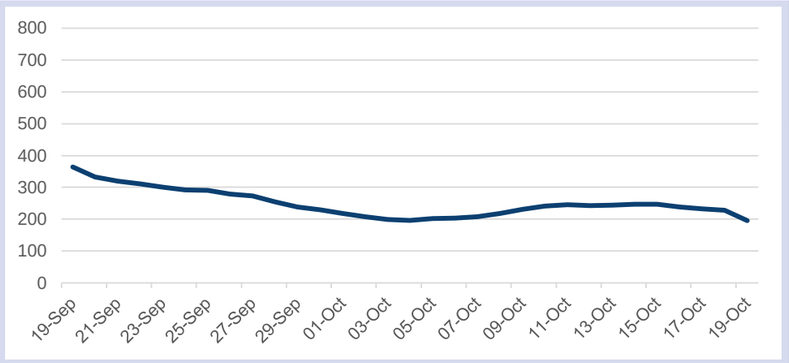
Covid-19: Key indicators

The figures and charts have been updated using data published daily from Public Health Scotland. Last updated to 19th October 2021

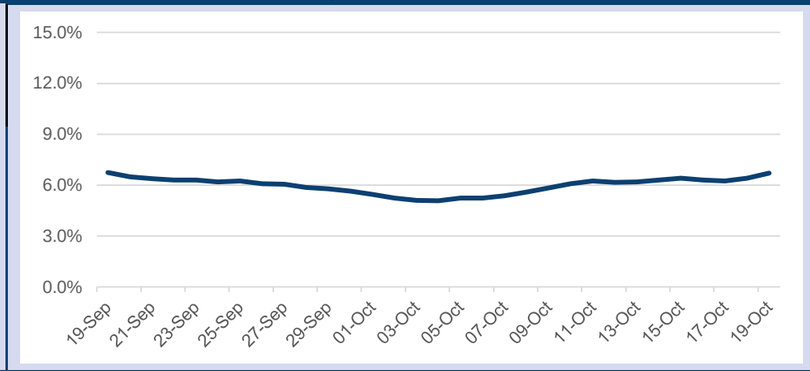
Overview of cases

196	**cases per 100,000 (Edinburgh)**		**6.7%**	**Test positivity rate (Edinburgh)**		**3**	**deaths within 28 days of a positive test (Edinburgh)**	
▼ -47	less than last week	-19.4% decrease	▲ 0.56%	more than last week	0.56% increase	▼ -3	less than last week	-50.0% decrease

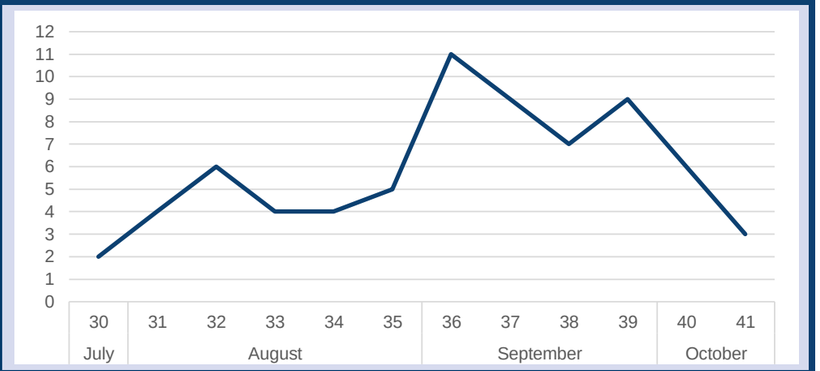
Weekly cases per 100,000 (Trend over last month)



Test positivity rate (Trend over last month)



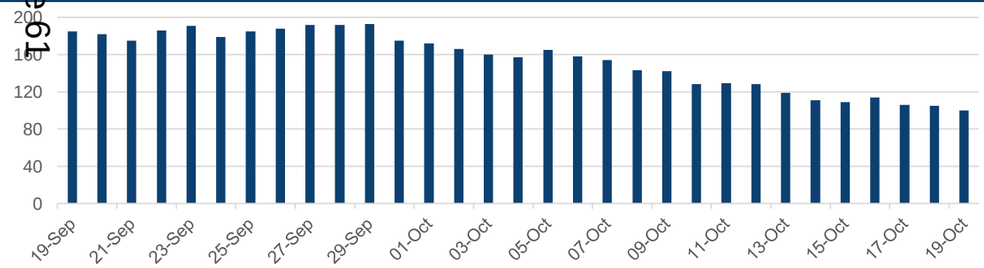
Number of deaths (Trend over last twelve weeks)



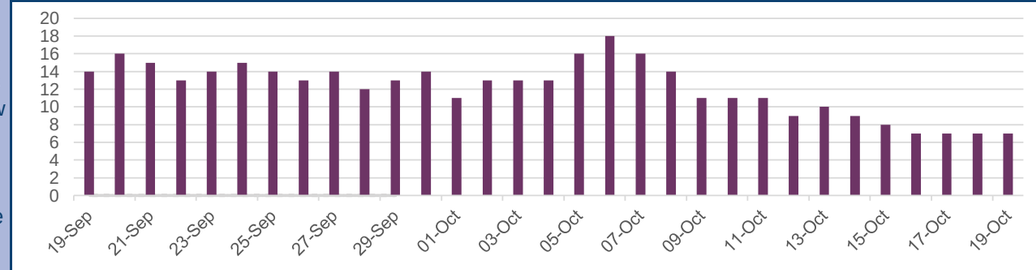
**The figures and charts are reviewed and updated as PHS publishes revised data.*

100	**people in hospital with Covid-19 (NHS Lothian)**	-28 ▼	less than last week -21.9% decrease	* Please be aware than **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.	**7**	**people in ICU with Covid-19 (NHS Lothian)**	-2 ▼	less than last week -22.2% decrease

People in hospital (Trend over last month)



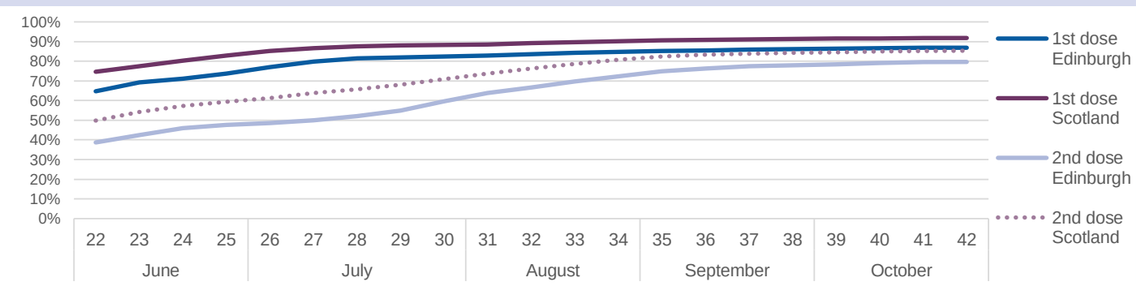
People in ICU (Trend over last month)



Vaccinations

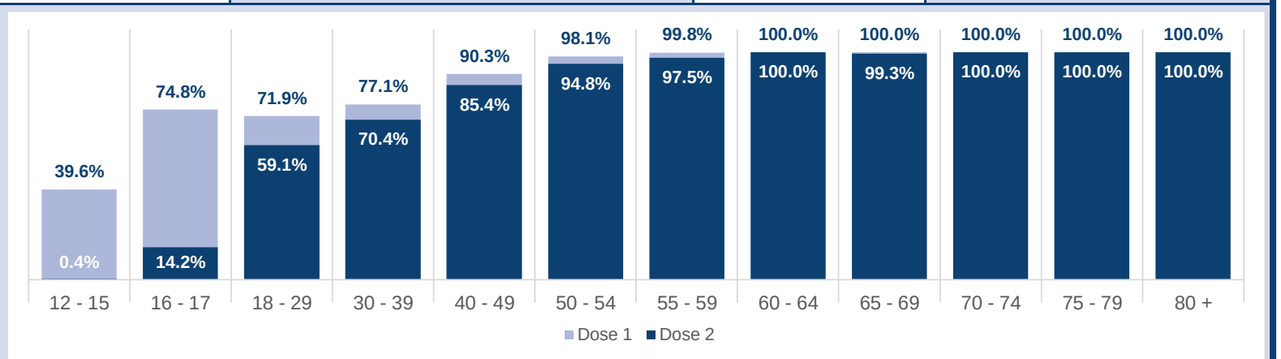
Vaccinations by dose for people over 16

389,597	**1st dose vaccines in Edinburgh**	**357,239**	**2nd dose vaccines in Edinburgh**
4,177,071	1st dose vaccines in Scotland	3,882,801	2nd dose vaccines in Scotland
86.9%	**1st dose coverage in Edinburgh**	**79.7%**	**2nd coverage in Edinburgh**
91.8%	1st dose coverage in Scotland	85.4%	2nd dose coverage in Scotland



Vaccinations in Edinburgh by age group (includes age group 12-15 and 16-17)

754,392	**total number of vaccines administered in Edinburgh***	**4,029**	**vaccines last week***



**Data excludes booster vaccine since there is no data publicly available for Edinburgh*

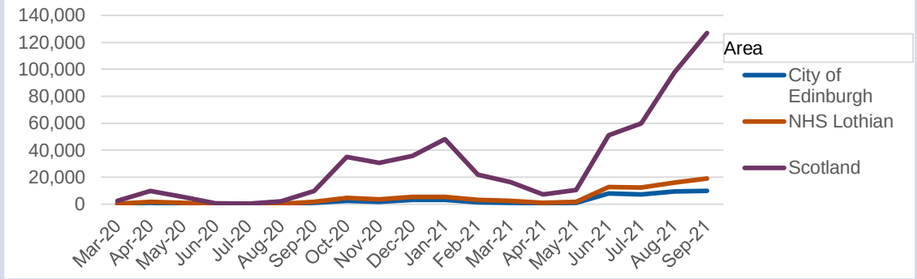
Public Health and Safety

Public Health Data

Link for Source and further info

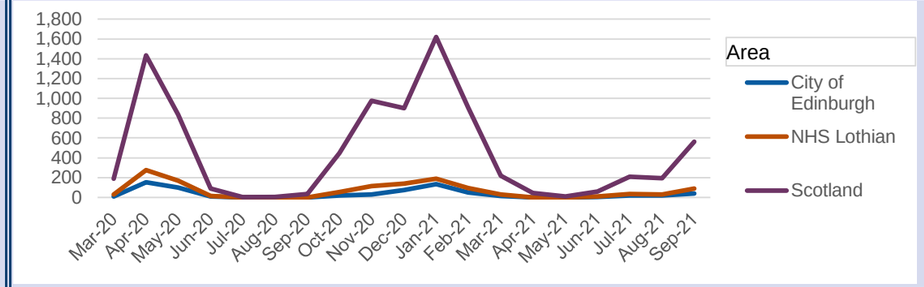
Number of positive tests

Area	Sep-21	Difference vs last month		Cumulative
Scotland	126,899	29,456	▲	571,360
NHS Lothian	19,035	2,879	▲	93,411
Edinburgh	9,906	312	▲	52,810

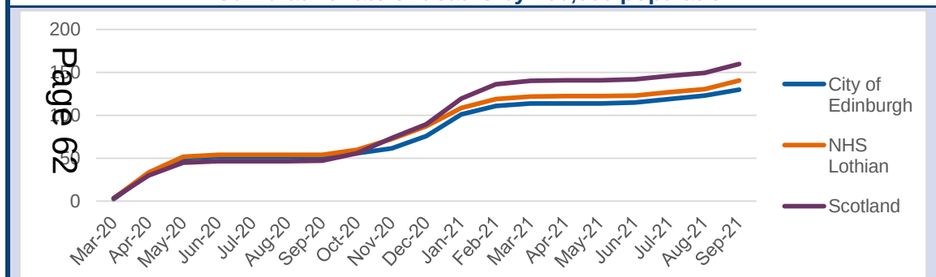


Number of deaths within 28 days of a positive test

Area	Sep-21	Difference vs last month		Cumulative
Scotland	564	372	▲	8,732
NHS Lothian	91	59	▲	1,282
Edinburgh	38	18	▲	685

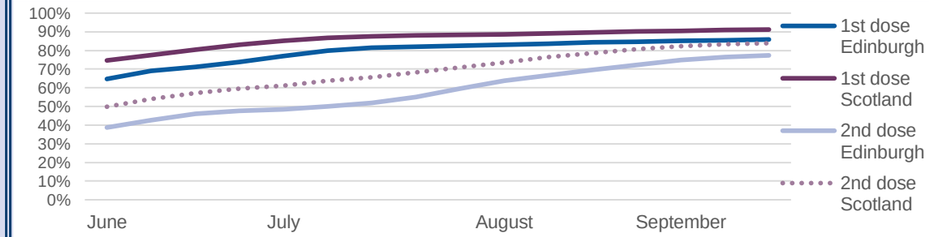


Cumulative rate of deaths by 100,000 population



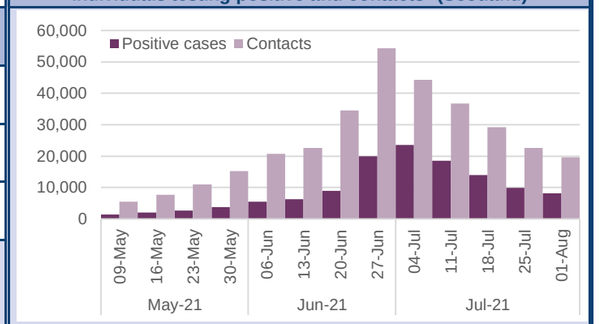
Vaccination coverage

Percentage of people aged 18+ who has received a first dose of the vaccine

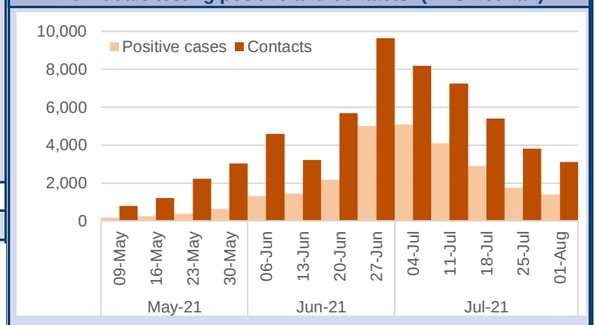


Test and Protect

Individuals testing positive and contacts* (Scotland)



Individuals testing positive and contacts* (NHS Lothian)

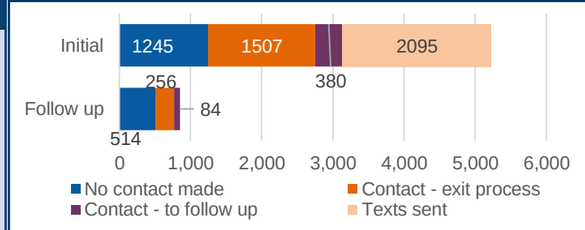


*Unique contacts within Scotland/ within health board

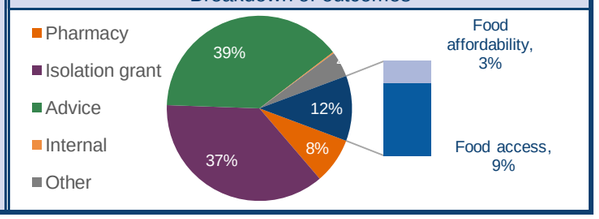
Outbound calls from CEC to self-isolating individuals

Number of outbound calls + texts Sep-2021	Difference vs last month	
4,031	-2,050	▼

Breakdown of cases

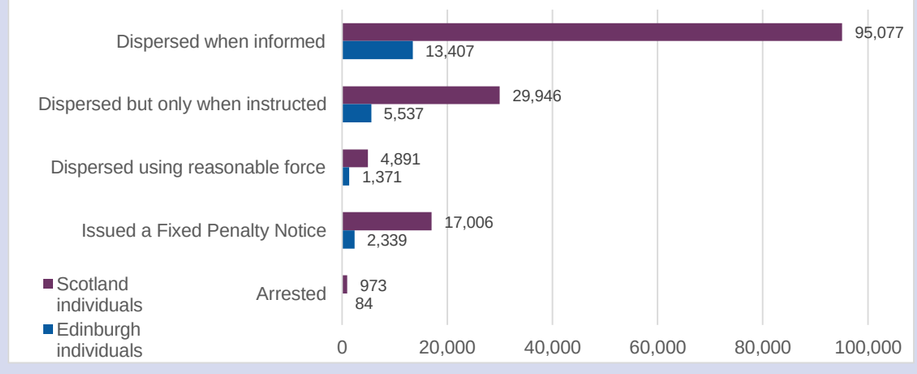


Breakdown of outcomes



Police enforcement for COV-19

Cumulative from 6th Apr 2020 to 6th October 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

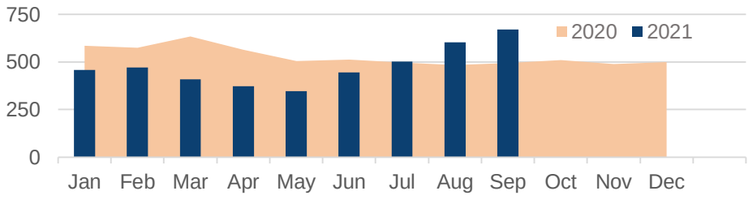
Advice requests: *from business about how best to follow the new coronavirus guidelines.*
Enquiries/ complaints: *about business operating when they should not or did not have in place the necessary provisions.*
Open premises-Interventions *: officer engagement with premises to explain new policy and 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

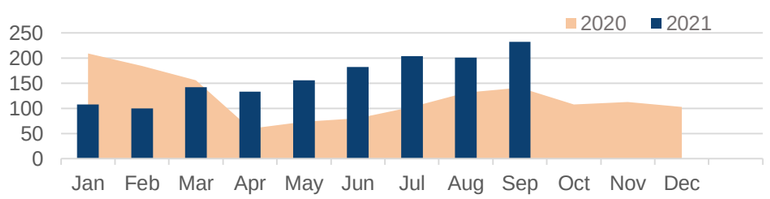
670

Individuals awaiting domiciliary care



232

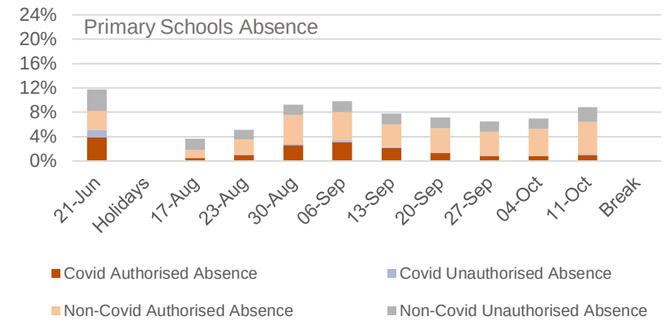
Delayed discharges



Schools

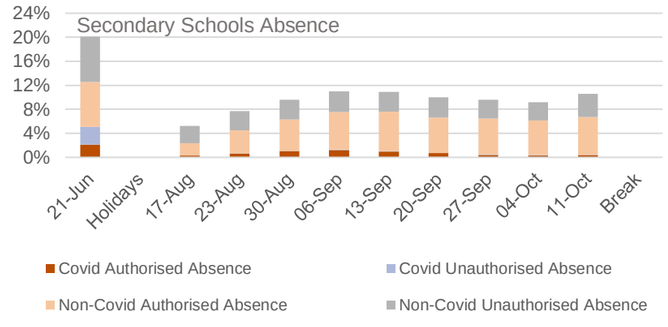
Pupil Absence in Primary Schools

0.80%	Covid authorised absence	vs last week	-0.04% ▼



Pupil Absence in Secondary Schools

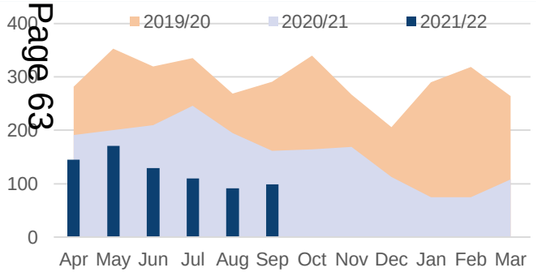
0.3%	Covid authorised absence	vs last week	-0.07% ▼



Homelessness

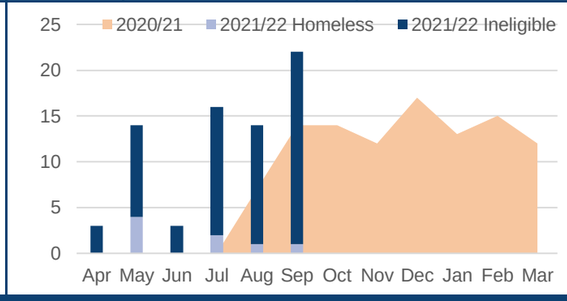
Total number of homeless presentations in Sep

99	vs last month	8 ▲
	vs last year	-63 ▼



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

22	vs last month	8 ▲
	vs last year	8 ▲



Customer Contact

excluding Vulnerable line

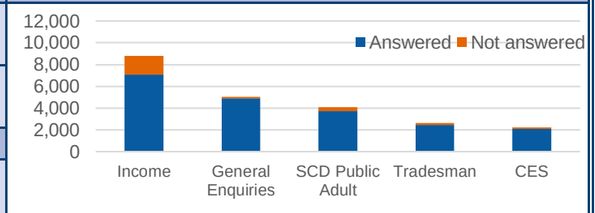
Contact Centre

41,189	Number of calls to Customer Contact Centre in Sep
90.9%	Percentage of calls answered

Council Resilience Centres

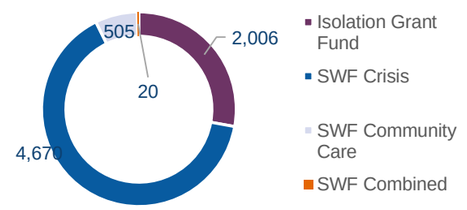
2,577	Council Resilience Centres footfall

Top 5 lines

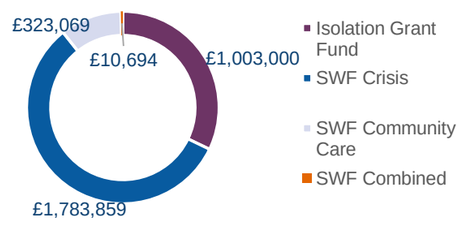


Scottish Welfare Fund and Isolation Suport Grant

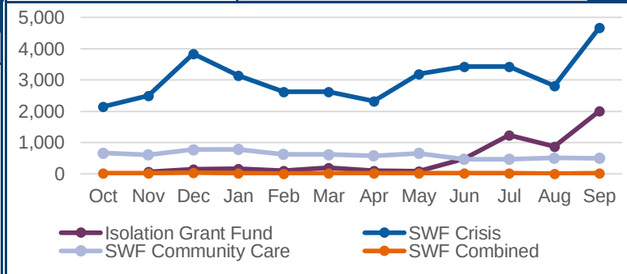
Volume of applications by type of grant

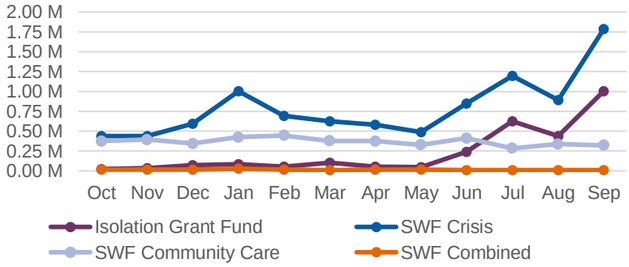


Funds requested by type of grant



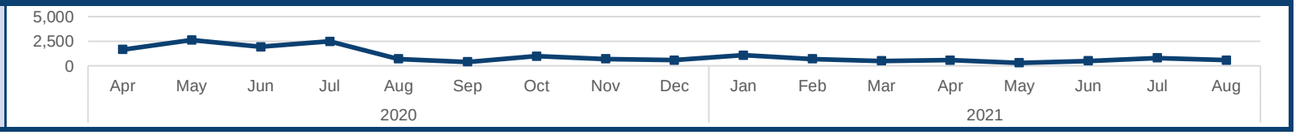
5,195	Total number of applications excluding ISG in Sep	SWF Grants	£ 2,117,622	Total funds requested excluding ISG in Sep
5,505	Cumulative applications to new Isolation Support Grant	ISF Grants	£ 2,776,000	Cumulative funds requested through Isolation Grant Fund





Vulnerable line calls

499	calls during Sep-2021	17,468	cumulative calls from Apr-20
59	less than previous month		

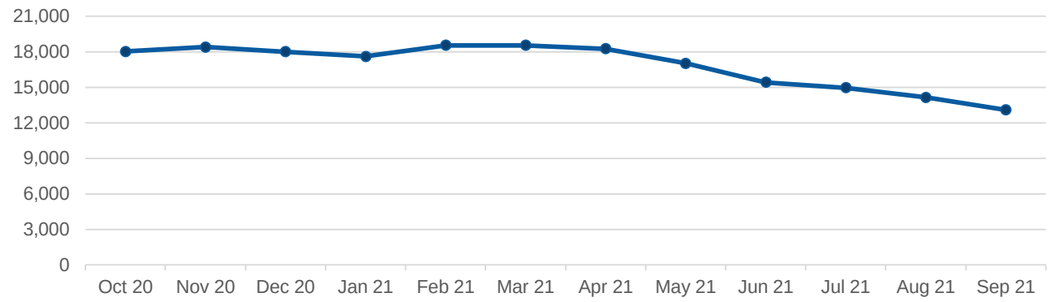


Economy

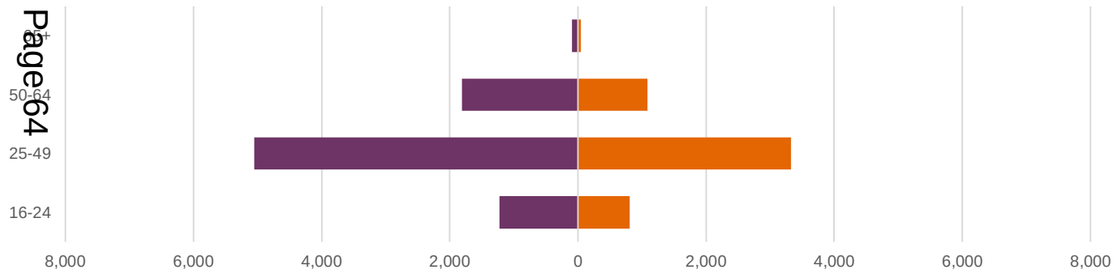
Job Seekers Allowance

Number of claimants in Sep-21	Difference vs last month (%)		This represents 3.5% of Edinburgh residents aged 16-64	Percentage of population who claims JSA by gender			
13,080	-7.50%	▼		Male ■	4.5%	Female ■	2.6%

Number of claimants (last 12 months)



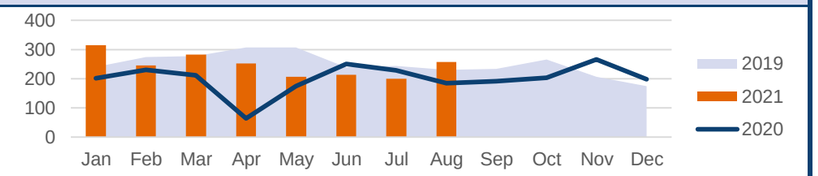
Claimants by age and gender



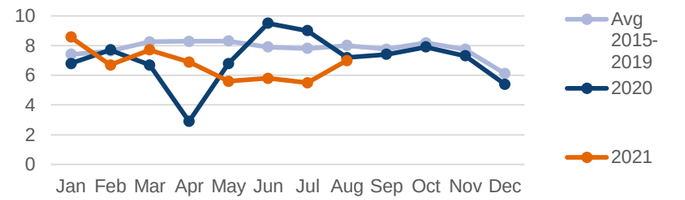
Business Start-ups in Edinburgh

New Start Ups Aug 2021	Difference vs Jul 2020		Number of new Start Ups (YTD)	Difference vs last year	
257	57	▲	1,970	424	▲

Number of Start Ups by month

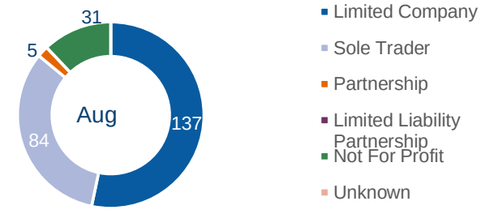


Business Start Ups rate* against 5 years average

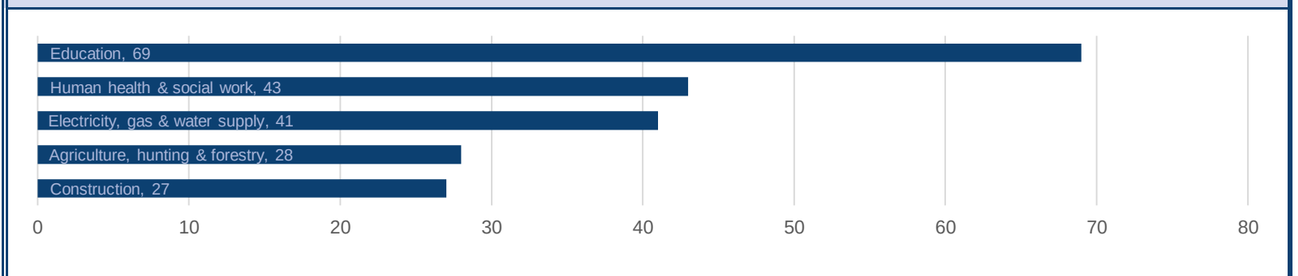


*Number of start ups/ (working population/10,000)

Start Ups by Legal Status



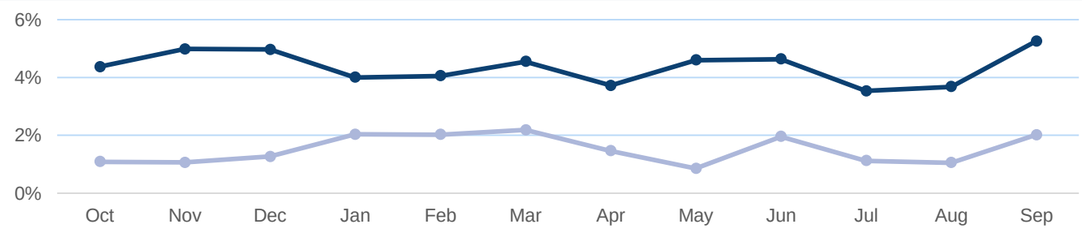
Start Ups by Industry (Top 5)



Resources

HR - Councilwide absence

Sickness absence in Sep 2021			
5.3%	vs last month	1.58%	▲
Covid-19* absence in Sep 2021			
2.0%	vs last month	0.97%	▲



*Covid-19 absence includes the following categories:

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

Appendix 2 - Decisions taken from 24 September to 12 November 2021

Ref.	Approved decisions	Date
D800	C203 Re - Introduction of Library Live Events 1) To note this proposal was agreed via email on 21/10 as a matter of urgency as the first event is due to take place on 28/10. 2) To therefore formally approve the reintroduction of an Events Programme, which is part of the Library Service Offer.	28/10/2021
D801	C205 Museums and Galleries - Exhibition Private Views To approve the resumption of Private Views for exhibitions.	28/10/2021
D802	C206 Resumption of limited museum outreach services face to face for priority groups To approve the resumption of some museum outreach services for priority groups.	28/10/2021
D803	C207 Museums & Galleries Edinburgh - resume limited in-person volunteering in venues To approve the resumption of limited in-person volunteering in museums and galleries.	28/10/2021
D804	C210 CALM Physical Intervention and Escapes Skills Instructor Training 1) To note that due to time constraints, the proposal is yet to be considered by the Service Resumption Group. To therefore approve the proposal subject to approval by the SRG.	28/10/2021
D805	C199 – ASL and Early Years 1) To approve access for ASL and EY staff into WC/the locality hubs as detailed in the report	28/10/2021
D806	Events in Parks - Friends of Montgomery Street Park Halloween Event To approve the Friends of Montgomery Street Park Halloween Event to take place in Montgomery Street Park on 31 October 2021 and enable the team to notify organisers as soon as is practicable.	28/10/2021
D807	Events in Parks – Santa Fun Run 2021 To approve the Santa Fun Run to take place in West Princes Street Gardens on 5 December 2021 and enable the team to notify organisers as soon as is practicable.	28/10/2021
D808	C209 Family Group Decision Making, Multi-Systemic Therapy and Wellbeing Nurses 1) To note this proposal was agreed via email on 04/11 as there was	11/11/2021

	no CIMT meeting that week. 2) To therefore formally approve the proposal to allow staff from Family Group Decision Making, Multi-Systemic Therapy and the Wellbeing Nurses access to use room 42, City Chambers.	
D809	C191 Capability Scotland Day Support Remobilisation Re-opening of Corstorphine Room Drumbrae Hub 1) To note this proposal was agreed via email on 04/11 as there was no CIMT meeting that week. 2) To therefore formally approve the proposal for access to the Corstorphine room within Drumbrae hub for day support service for adults with Learning disabilities.	11/11/2021
D810	C211 Business Support Service one staff member to support Waste Cleansing at Murrayburn Depot To agree the proposal to allow office working for one staff member from Business Support to support the Waste and Cleaning Service from Murrayburn Depot.	11/11/2021
D811	C212 Lifelong Learning Health & Wellbeing team Pilots – new Mental Health Matters materials To approve the proposal to allow one off access for 2 days in a CEC building for staff to finalise the new Mental Health Matters materials.	11/11/2021
D812	C213 Pest Control BPCA training course at main Pest Control office 20/12/2021 To approve the proposal for the Essential Pest Control BPCA training course held at the main Pest Control office based in the grounds of Mortonhall Crematorium.	11/11/2021
D813	C214 Four Business Support staff to provide support for Fleet Services at Russell Road Depot To agree the proposal to allow office working for 4 staff members from Business Support to support Fleet Services from the Russell Road Depot as detailed in the report	11/11/2021
D814	C215 Essential Manual Handling and Management and Administration of Medicine refresh training for front-line care colleagues H&SC settings To agree the proposal to resume essential Manual Handling and Management and Administration of Medicine refresh training for front-line care colleagues H&SC settings as detailed in the report	11/11/2021

Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Public Bodies Climate Change Duties Report 2020/21

Executive/routine	**Executive**
Wards	**All**
Council Commitments	18

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee:

1.1.1 Considers and approves the City of Edinburgh Council Public Bodies Climate Change Duties (PBCCD) Report 2020/21, for submission to the Scottish Government on 30 November 2021;

1.1.2 Notes that Council emissions have reduced by 66% from a 2005/2006 baseline and that there has been a 11% decrease in emissions since last year;

1.1.3 Notes that emissions reductions have been largely achieved through a reduction in electricity consumption - mainly due to lighting or other energy efficiency upgrades, property closures during the pandemic, and grid decarbonisation; and

1.1.4 Notes that the Council's strategic approach to reducing its corporate emissions is set out in the Council's Emissions Reduction Plan (CERP) and is presented separately to the Policy and Sustainability Committee on the 30 November 2021 agenda.

Paul Lawrence

Executive Director of Place

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Public Bodies Climate Change Duties Report 2020/21

2. Executive Summary

2.1 This report seeks Committee's approval of the Council's statutory report for 2020/21 on compliance with the Climate Change (Scotland) Act 2009 Public Bodies Climate Change Duties (PBCCD), for submission to the Scottish Government on 30 November 2021.

2.2 The Act requires the Council to report against its emissions reduction target. In 2011 the Council set a target of achieving a 42% reduction in its operational corporate emissions by 2020/21 from a 2005/2006 baseline, in line with Scottish national targets. Greenhouse gas emissions since 2005/06 have reduced by 66%. This means that the Council has now achieved and surpassed the 42% target.

2.3 It should be noted that the 2020/21 target was met a year early and exceeded, with a 62% reduction being achieved in 2019/20. This was prior to the outbreak of Covid-19 and so is not attributable to the energy usage changes which have since resulted from the pandemic.

2.4 The target of achieving a 42% reduction from a 2005/06 baseline, has now been replaced by the more ambitious net zero by 2030 target.

2.5 Council emissions have decreased by 11% since last financial year. The main reason for the decrease is due to the reduction in electricity consumption (mainly due to property closures during the pandemic) and grid decarbonisation.

2.6 The Covid-19 pandemic has had a profound impact on all Council's emissions sources, and this will be detailed throughout the report.

3. Background

3.1 The City of Edinburgh Council is a 'Major Player' under the terms of the Climate Change (Scotland) Act 2009 and has a legislative duty to submit an annual report on what it is doing to meet the statutory PBCCD. This report must be submitted to Scottish Government by 30 November each year and will cover the most recently completed financial year.

3.2 The Public Bodies Climate Change Duties Report has seven sections.

3.2.1 Part 1: Organisational Profile;

3.2.2 Part 2: Governance, Management and Strategy in relation to climate change;

3.2.3 Part 3: Corporate Emissions, Targets and Projects;

3.2.4 Part 4: Adaptation to the impacts of climate change;

3.2.5 Part 5: Procurement actions and achievements regarding climate change;

3.2.6 Part 6: Data Validation and sign-off Declaration by a senior person responsible for climate change; and

3.2.7 Part 7: Reporting on Wider Influence.

3.3 The first six parts apply to the Council's own carbon emissions reduction, climate change adaptation and sustainable procurement activities. Part seven is not a statutory requirement and was reported on for the first-time last year.

3.4 City-wide emissions are monitored and reported through the Carbon Disclosure Project (CDP) on a voluntary basis. A progress report outlining progress against the city-wide net zero target is also separately presented to Committee on this agenda.

3.5 Integrated Joint Boards (IJBs) are required to complete a climate change report under the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015. This is the sixth year that the IJB will report. In practice, the IJB simply reports that carbon emissions are generated and reported as part of the Council and National Health Service (NHS) activity, through which the Health and Social Care Partnership delivers its services.

3.6 In April 2021, Edinburgh IJB (EIJB) developed a Climate Charter which recognises the work of the Edinburgh Climate Commission and outlines the EIJB's commitments, pledges of support and changes to business practices which will help Edinburgh reach its net zero carbon target by 2030.

4. Main report

Organisational profile and governance

4.1 Parts one and two of the report detail the Council's organisational profile and climate change governance and management arrangements. It describes the political decision-making structures, including the role of the Policy and Sustainability Committee and Climate Emergency and Sustainability All Party Oversight Group (APOG), along with relevant high-level strategic and operational structures across the Council. Progress made in the 2020/21 financial year has been detailed, as well as detailing measures that are planned in the year ahead.

Council emissions

4.2 Part three of the report covers the Council and Edinburgh Leisure's emissions. The overall reduction in these combined emissions since 2005/06 is 66%. This represents significant progress, surpassing the Council's previous target of achieving a 42% reduction in emissions by 2020/21.

4.3 The Council's emissions scope has been slightly improved in 2020/21 thanks to further monitoring improvements. The main changes are the inclusion of Edinburgh

Leisure's waste and business travel data, as well as PPP1 schools, as more data has become available. The Council's carbon budget has been re-calculated to account for this expansion of the baseline.

4.4 For the first time this year, it has been possible to retrieve electricity generation data from the waste collected by the Council. This is detailed in paragraph 4.9.6.

4.5 There has been a 11% reduction in Council and Edinburgh Leisure carbon emissions since last year. In 2019/20, total emissions amounted to 73,503 tonnes of CO_{2e}, dropping to 65,647 tCO_{2e} in 2020/21.

4.6 The main reason for the decrease in emissions is due to the reduction in electricity consumption (mainly due to property closures during the pandemic) and grid decarbonisation.

4.7 Emissions from buildings make up 66% of the Council's carbon emissions footprint. This is consistent with the previous year. Emissions from landfill waste, recycling and waste to energy recovery make up 9%, fleet 10% and water supply and treatment less than 1%. Business travel represented 3% of the total in 2019/20, but its share in the total decreased to 1% in 2020/21 due to a drop in emissions, as explained in paragraph 4.8.8. Other energy consumption covers street lighting, stair lighting, alarms, park and ride, trams, through to traffic signals.

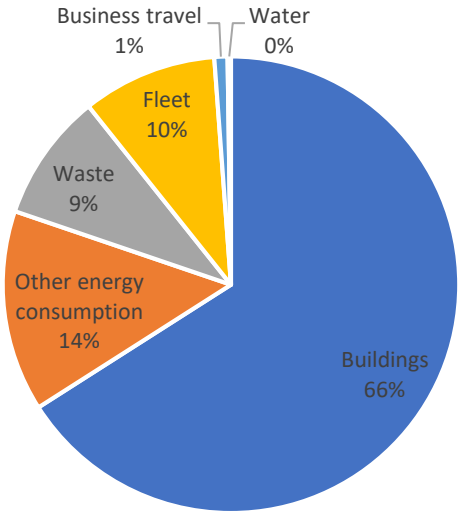

Figure 1: Breakdown of City of Edinburgh Council's emission sources in 2020/21

4.8 Key points relating to this year's footprint include:

4.8.1 Electricity consumption decreased by 14% since 2019/20, despite the new inclusion of PPP1 buildings. Without this addition in the scope, electricity consumption would have decreased by as much as 19%, mainly due to buildings closures during lockdowns. In parallel, the greening of the grid has resulted in the emission factor for electricity reducing by 9% between 19/20 and 20/21. As a result of both the grid decarbonisation and the reduced consumption, the carbon footprint associated with electricity has decreased by 22%. Latest emission factors published by the Department for Business, Energy and Industrial Strategy (BEIS) already indicate the same decrease for

the coming year, and it is likely that this pattern will continue in future years as the grid continues to decarbonise.

4.8.2 Total gas consumption has increased by 1% due to the addition of PPP1 buildings in the footprint. Without this addition in the scope, gas consumption would have decreased by 7%. Both electricity and gas figures include Edinburgh Leisure run properties. Note that once operational, Meadowbank Sports Centre will also be included in the total carbon footprint of the Council and will represent additional emissions.

4.8.3 Reductions in street lighting electricity consumption as a result of the LED upgrade programme accounted for about one third of the overall reduction to electricity use. Further reductions are mainly attributable to property closures.

4.8.4 This is the fifth year of Edinburgh Community Solar Cooperative (ECSC) solar panels being operational on Council and Edinburgh Leisure buildings. The amount of renewable energy generated during the year was 1.4 million kWh, the same as last year. ECSC have launched Phase 2 of their project with solar panels being installed on an additional six Council and Edinburgh Leisure buildings with Council officers exploring how this can be increased further.

4.8.5 Total household waste tonnages collected by the Council have only increased by 2.3% in 2020/21. This is to be expected considering that during the pandemic lockdowns people were spending more of their time at home and therefore generating more waste in a household setting. The increase in online shopping and deliveries also contributes towards the amount of waste collected. There has been a reduction in tonnages collected from Council buildings and litter bins across the city during the pandemic. Overall, waste emissions increased by 1.8% compared to last year. It is worth noting that emissions are still well below 2019/20 levels due to Millerhill recycling and processing facility becoming fully operational last year. Commercial and industrial waste tonnages are not collected by the Council and thus not included in the Council's carbon footprint, but they are expected to drop in 2020/21 due to the closure of businesses during lockdowns.

4.8.6 Anaerobic digestion of food waste collected by the Council has generated 4,169 MWh of electricity in 2020/21[1]. 74,370 MWh of electricity were exported to the grid through the incineration of the residual waste collected by the Council in the Millerhill Energy from Waste plant. The overall electricity generated from the Council's food waste and residual waste is enough to cover the annual electricity needs of more than 25,300 average UK households.

[1] About 7 % internal use – the rest is exported to the grid

4.8.7 As a direct result of the national lockdowns, the Council's business travel footprint has dropped by 69%, including a sharp reduction in emissions from grey fleet[2] (- 58%); taxis (- 75%); and rail and flights (- 98%).

4.8.8 On the one hand, the first lockdown (April-July 2020) has led to a drop in diesel and gas oil consumption with most trucks delivering essential service only (8% decrease in annual diesel and gas oil consumption). On the other hand, physical distancing requirements led to an increased use of hire cars (mainly petrol cars) as staff can no longer share vehicles meaning additional vehicles are required. Overall, Council's fleet emissions have decreased by 6% compared to the previous year, but this is likely to rise in the next reporting year due to the lifting of restrictions. It is anticipated future reductions will come from the continued replacement of vehicles with alternatively powered alternatives.

4.8.9 The carbon footprint associated with water is 157 tonnes of CO_{2e}, which is less than 1% of the Council's total carbon footprint. There has been a 35% reduction in water consumption compared to the previous year, mainly due to the closure of buildings during the pandemic. Furthermore, there has been a decrease in the emission factor associated with water supply and treatment. SSN took the decision on request from Scottish organisations to reflect the emission factor produced by Scottish Water rather than the UK-wide water industry.

4.9 Questions 3e to 3j of Appendix 1 relate to carbon reduction projects. The projects described in this section have been provided by Property, Facilities Management and Edinburgh Leisure. Active energy management of the Council's operational estate is a key focus across Property and Facilities Management services. The Council's emissions reduction plan includes key areas such as the commitment for Council new builds to achieve Passivhaus standards, an aim to roll out a Passivhaus Enerphit-informed approach focussing on reduction of thermal demand through improving building fabric for existing buildings, and a commitment to increase the installed solar PV capacity by 4 MW by 2030.

Climate Change Adaptation and Procurement Sections

4.10 Part 4 of the PBCCD Report covers the Council's climate change adaptation activity. A climate risk and cost analysis assessment for Edinburgh is underway. The outcomes from this will be used to develop a long-term Climate Ready Edinburgh plan as the next phase of Edinburgh Adapts and will include actions that will support Council adaptation activity.

4.11 The return reports a large increase in adaptation activity across the Council, with climate risk and adaptation being embedded across a range of Council services, polices and plans. This includes embedding of adaptation into planning policy and processes, development and implementation of green infrastructure and nature-based solutions to climate-related impacts, the establishment of Edinburgh

[2] Despite the inclusion this year of Edinburgh Leisure grey fleet data. Without this inclusion, there would have been a 59 % decrease.

Drainage Partnership to identify and reduce flood risk and manage water in the city, integration of climate change risks and adaptation responses into Edinburgh's Biodiversity Action Plan, work to identify risks and protect Edinburgh's World Heritage Site, historic buildings and our coastal communities, and integration of adaptation into Council and citywide resilience planning processes. A citywide Edinburgh Adapts Steering Group works to mainstream climate change adaptation across the city.

4.12 Part 5 of the PBCCD Report covers the Council's sustainable procurement activity. The Council's Commercial and Procurement Services Division continues to ensure that sustainability is firmly embedded in procurement policies and contract activity. A new five-year Sustainable Procurement Strategy was launched in March 2020. The Strategy was informed by the Council's strategic commitments, and also by the developing local and national policy framework that now gives greater recognition to the important role that public procurement has in helping the Council deliver its key outcomes such as the target to become net zero by 2030. The first annual report on the Strategy was published in August 2021. Procurement activity is contributing to the Council's compliance with climate change duties in relation to construction, housing, public and active transport, and waste activities.

5. Financial impact

5.1 There are no financial impacts arising from this report.

6. Stakeholder/Community Impact

6.1 Consultation has taken place with Commercial and Procurement Services, Planning, Flood Prevention, Corporate Property, Waste Services, Environment, Resilience and Edinburgh Leisure in compiling this report.

6.2 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the proposals in this report will help improve social justice, economic wellbeing and environmental good stewardship.

6.3 Equality and rights are a key component of the Council's CCPBD report to Scottish Government and are underpinned by principles including being inclusive, engaging and sustainable.

7. Background reading/external references

7.1 Public Bodies Climate Change Report 2019/20.

7.2 Public Bodies Climate Change Report 2018/19.

7.3 Public Bodies Climate Change Report 2017/18,

8. Appendices

8.1 Appendix 1 – Public Bodies Climate Change Report 2020-21 to the Scottish Government

TABLE OF CONTENTS

Required

PART 1: PROFILE OF REPORTING BODY
PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

PART 3: EMISSIONS, TARGETS AND PROJECTS

PART 4: ADAPTATION
PART 5: PROCUREMENT
PART 6: VALIDATION AND DECLARATION
Recommended Reporting: Reporting on Wider Influence

RECOMMENDED – WIDER INFLUENCE
OTHER NOTABLE REPORTABLE ACTIVITY

PART 1: PROFILE OF REPORTING BODY

1(a) Name of reporting body
City of Edinburgh Council

1(b) Type of body
Local Government

1(c) Highest number of full-time equivalent staff in the body during the report year
14,946

1(d) Metrics used by the body			
Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.			
Metric	**Unit**	**Value**	**Comments**
Population size served	population	527,620	NRS for 20/21 reporting https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2020

1(e) Overall budget of the body	
Specify approximate £/annum for the report year.	
Budget	**Budget Comments**
£1,106,000,000	This is net of fees and charges for services provided.

1(f) Report year	
Report Year	**Report Year Comments**
2020/21 Financial (April to March	

1(g) Context
Provide a summary of the body's nature and functions that are relevant to climate change reporting.
The Council has a property portfolio comprising 604 operational buildings (this excludes investment buildings i.e. those owned by the Council and operated as shops, pubs etc as these premises are not used for the discharge of public duties but includes 35 PPP/DBFM school buildings). As a local authority, the City of Edinburgh Council is responsible for providing a range of public services, including education, social care, roads and transport, economic development, housing and planning, environmental protection, waste management, cultural and leisure services. As a public body, Integration Joint Boards (IJB) are required to prepare reports on compliance with climate change duties. Systems are in place to ensure double counting has not occurred. Capital assets and staff remain with the Council and NHS Lothian, as do the accountability and responsibility for climate emissions data reporting. The EIJB is responsible for the future direction of and overseeing the operational delivery of integrated health and social care services and as such has responsibility for consideration of climate change for new projects, planning and policies. This is considered through the regular reporting procedures at the regular meetings of the EIJB and its Futures sub-group.

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

2(a) How is climate change governed in the body?
Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements.
The Council set a new ambitious target of becoming net zero by 2030 and approved a draft 2030 Climate Strategy in June 2021. Sustainability and climate emergency action are being championed within the Council and across the city through a significant programme of corporately led activity. The Council's Policy and Sustainability Committee provides political oversight and scrutiny of progress towards the Council and city targets. a Sustainability and Climate Emergency All Party Oversight Group (APOG), comprising the Convener and Vice Convener of the Policy and Sustainability Committee, the Council's Sustainability Champion and an elected member form each of the other political groups, provides a mechanism for Elected Members to engage with the sustainability programme. .A Sustainability Programme Board co-ordinates actions across the Council, drives programme implementation, provides officer and elected member leadership and oversight and supports the development of the new 2030 Climate Strategy. The APOG. The Sustainability Programme Board is chaired by the Council's Chief Executive and includes the Executive Director of Place as Senior Responsible Officer for Sustainability and Heads of Service for the Council's key service areas, including planning, transport, parks and greenspace, property and facilities management, housing, procurement, finance and corporate function. The Council's response to and recovery from the coronavirus outbreak is being undertaken through an adaptation and renewal programme, aiming to ensure the Council's recovery is a fair and green recovery, with sustainability, poverty alleviation and well-being as its core objectives. An All-Party Oversight Group (APOG) provides political scrutiny and oversight of the Programme. The Council published a new Business Plan in February with sustainability as one of its three core priorities.

2(b) How is climate change action managed and embedded by the body?
Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body (JPEG, PNG, PDF, DOC)
The Policy and Insight Team in the Corporate Services Directorate lead on the corporate response on carbon mitigation, climate change adaptation and sustainability initiatives, including the development of strategies, action plans and engagement activities. The Director for Place is the Council's Senior Responsible Officer for Sustainability and leads at strategic level on Council services relating to housing, energy and water management, waste services, transport, planning, and parks. Sustainability is being embedded across the city through major programmes such as the Council's City Mobility Plan, City Centre Transformation Programme and the development of the Council's new local development plan, City Plan 2030. The Director of Corporate Services is responsible for procurement, asset management and ICT. A Sustainability Programme Board co-ordinates actions across the Council, drives programme implementation and provides officer oversight of actions arising out of the Sustainability Programme. The Programme Board oversees the Council's Emissions Reduction Plan (CERP) and led the development of the new citywide 2030 Climate Strategy on behalf of the Council , with scrutiny of progress being the responsibility of the Council's Policy and Sustainability Committee. Behavioural change and citizen engagement activity is coordinated by the Policy and Insight and Communications sections in the Council's Corporate Services directorate. The Council is co-sponsor of the Edinburgh Climate Commission, which brings together key organisations and actors from across the city, from the private, public and third sectors. The Commission aims to act as an enabler, working to accelerate action and impact on climate change in the city, and provide independent, expert and authoritative advice.

2(c) Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?	
Objective	**Doc Name**
The Edinburgh 2050 City Vision sets out a long term vision for the future of Edinburgh and has been developed following the broadest citizen engagement ever undertaken by the Council. The City Vision values – fair (inclusive, affordable, connected), thriving (green, clean, sustainable), welcoming (happy, healthy, safe) and pioneering (culture, data, business) – reflect a positive ambition based on citizens' aspirations for the city. The City Vision consultation found that what residents consider most important is for Edinburgh to be clean, green, sustainable and litter-free.	2050 Edinburgh City Vision

People want to live in a city where they know the air is clean and that there are plenty of green spaces for them to enjoy. Committing to carbon neutrality is one way in which organisations can embed the 2050 Edinburgh City Vision principles into their work and play their part in making Edinburgh the place our citizens want it to be in 2050. The Council is working with wider city partners to create a coalition of communities across city stakeholders committed to delivering on the city vision principles and supporting one another in embedding these within their own strategies and values. The 2050 City Vision has informed the development of the 2030 Climate Strategy for the city.	
Council Commitments related to a better environment and transport systems that work for all: 17. Guarantee 10% of the transport budget on improving cycling in the city 18. Improve Edinburgh's air quality and reduce carbon emissions. Explore the implementation of low emission zones 19. Keep the city moving by reducing congestion, improving public transport to rural west Edinburgh and managing roadworks to avoid unnecessary disruption to the public 25. Increase recycling to 60% from 46% during the lifetime of the administration	City of Edinburgh Commitments
The draft 2030 Climate Strategy: Delivering a Net Zero, Climate Ready Edinburgh sets a vision for creating a city where: • People live in neighbourhoods with easy access to greenspaces and local services reducing the need to travel. • Homes are well-insulated, energy efficient and heated and powered by low-cost, renewable energy. • More people work from home or in local hubs more of the time. • The city has a network of safe and attractive active travel routes, and an integrated world-class sustainable public transport system, which is affordable for everyone. • Car use is significantly reduced with a network of car clubs and electric vehicle charging hubs available to support those who do. • The city centre will have been re-imagined as a place for people walking, cycling and wheeling, with excellent public transport accessibility and with the needs of the most vulnerable fully catered for. • Edinburgh is a hub for net zero innovation, with a new breed of sustainable local businesses creating local jobs and skills development opportunities. • Our city is cleaner, healthier and greener, with natural habitats helping to protect the city from flooding and other climate change impacts. The draft strategy lays out how, as a city, we will enable, support and deliver action to meet our net zero ambition. It's aimed predominantly at partners within the city who have: • a duty to transition to net zero. • a significant city emissions footprint.	Draft 2030 Climate Strategy: Delivering a Net Zero, Climate Ready Edinburgh

• the power and budgets to make impactful change. The strategy also speaks to citizens, communities and the wider business community who collectively could have the greatest impact of all.	
Covering the period 2021-2024, the Business Plan focuses on the three core priorities of becoming a sustainable and net zero city, ending poverty by 2030, and ensuring well-being and equalities are enhanced for all though: • Delivery of a 2030 Climate Strategy and implementation plan which sets out targeted actions to achieve net zero emissions and adapt the city to the impacts of climate change. • Delivery of a City Heat and Energy Masterplan laying out a strategic citywide approach to heat and energy production, distribution and efficiency that can inform and support local net zero energy plans; • Development of a Council Emissions Reduction Plan that focuses on our own organisational emissions and reflects our commitment as a signatory of the City Climate Compact; • Development of a costed plan to retrofit the Council estate to become energy efficient and switch to zero-emission vehicles across our commercial fleet • Delivery of modern, energy efficient and low carbon Council housing; • Using our new Carbon Scenario Tool, reduce emissions of all our new major infrastructure investments over the next ten years to net zero • Service Level Agreements for our arms-length external organisations (ALEO) that reflects our commitment to fair work and sustainability, incorporates the net zero target and asks that ALEOs develop plans to reduce their emissions to net zero by 2030; • Building of sustainability into our governance structures by delivering carbon literacy training to all staff and to support elected members' decision-making and scrutiny; • Delivery of an updated climate change risk and economic assessment for the city and new adaptation plan, as the next phase of Edinburgh Adapts. • Delivery of a Water Management Strategy for the city to deal with climate risks from all sources of flooding. • Protection of our coast starting with the development of a climate ready coastal park in north of the city. • Protection and enhancement of our green spaces and biodiversity through delivery of the Edinburgh Biodiversity Action Plan 2019-21, Edinburgh Nature Network, One Million Trees City initiative and the development of a green and blue network for the city.	Council Business Plan: Our Future Council Our Future City

2(d) Does the body have a climate change plan or strategy?
If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.
Draft 2030 Climate Strategy: Delivering a Net Zero, Climate Ready Edinburgh https://www.edinburgh.gov.uk/downloads/file/29617/edinburgh-2030-climate-strategy Draft Council Emissions Reduction Plan https://democracy.edinburgh.gov.uk/documents/s33244/Item%207.7%20-%20Councils%20Emissions%20Reduction%20Plan.pdf Resilient Edinburgh Climate Change Adaptation Framework 2015-2020; adopted October 2014; http://www.edinburgh.gov.uk/downloads/download/1256/resilient_edinburgh Edinburgh Adapts Climate Change Adaptation Action Plan 2016-2020; adopted August 2016 http://www.edinburgh.gov.uk/downloads/file/8506/edinburgh_adapts_climate_change_action_plan_2016-2020 Edinburgh Adapts Our Vision 2016-2050 http://www.edinburgh.gov.uk/downloads/file/8507/edinburgh_adapts_our_vision_2016-2050

2(e) Does the body have any plans or strategies covering the following areas that include climate change?			
Topic Area	**Name of Document and Link**	**Time Period Covered**	**Comments**
Adaptation	Resilient Edinburgh Climate Change Adaptation Framework Edinburgh Adapts Our Vision 2016-2050 Edinburgh Adapts Climate Change Action Plan 2016-2020	2014 - 2020 2016 - 2020 2016 - 2020	High level strategic actions are being identified through the Council's draft 2030 Climate Strategy. A climate change risk and economic impact assessment for the city is being undertaken. These and partner inputs will inform the development of the next Edinburgh Adapts Action Plan for 2021-2030. The 2020 plans remain 'live' in the interim, with ongoing actions and actions delayed due to Covid continuing. These will be included in the new 2021-30 plan as appropriate.
Business travel	Business Travel and Accommodation Guidance	Published August 2018	The Council's Business Travel and Accommodation Guidance recognises that there is a need to travel to carry out Council business but states that travel outside the UK should on principle only be taken in exceptional circumstances. Carbon impact is currently considered as part of the overall cost benefit assessment. Within this process, the Council must be clear; that

			the business travel is necessary; the type of transport used is the most efficient; and an attempt has been made to minimise the environmental impact. The guidance further states that the Council will always seek to make sustainable transport choices by prioritising low emission modes of transport. This mean that in addition to an assessment of cost and journey times, C02 emissions are quantified and considered when choosing the type of transport.
Staff Travel	Active Travel Action Plan	2016 – 2020 Development of a new staff travel plan for 2021 onwards has been delayed due to the impact of Covid on recruitment, but is now underway	£18m has been allocated from the Sustainable Capital Budget Strategy (SCBS) 2021-2031 as part of the Council's 10% cycling commitment and there is significant investment in road safety, active travel and public transport. This funding will be further augmented by the Cycling, Walking and Safer Street funding received from the Scottish Government and other external funding sources. The Council was awarded £450k revenue grant funding for 2020/21 towards the Smarter Choices, Smarter Places (SCSP) programme. This is delivering activities which promote active and sustainable transport in place of the private car, particularly for short, local journeys. This funding assures progress can be made on the Active Travel Action Plan. Phase 2 of the EV Action Plan for increasing the provision of EV charging infrastructure as well as e-mobility operations in the city is being scoped and will see explore the potential for mixed models of finance to support further charging capacity at strategic locations across the city by 2023. £12.6 million has been allocated to replace more than 200 vehicles with lower emission ones. Tram extension to Newhaven including £2.4m to support local business. As an employer the Council has: a bike to work scheme, with the cap recently raised to enable purchase of e-bikes under the scheme; an allowance for cycling on Council business; a policy on the use of bikes by employees including pool bikes; invested over

			£60k in active travel facilities such as showers, lockers and cycle parking in Council buildings; and supported a number of cycle initiatives including bike breakfasts. The Council encourages partners to undertake similar measures and work to increase uptake of the CFE awards among local businesses. Cycle Friendly Schools and the STARS programme: This is a national award scheme run by Cycling Scotland that recognises the wide range of work schools do to promote and encourage cycling and to make their schools cycle friendly. Schools are encouraged to apply when they become part of the I-bike scheme and over 40 schools subscribed.
Energy efficiency	Energy Management Policy for Operational Buildings	2013 onwards. Reviewed in 2020.	The Council was awarded certification to the energy management standard ISO50001 in November 2019. This provides a framework through which objectives are set and performance reviewed including the improvement of energy efficiency. The policy is applicable to all the Council's operational buildings and activities and outlines three core aims. These are: a) minimising energy use with focus given to building better, improving the Council's estate and generating renewable power on site, b) managing energy usage through monitoring, investigation and control, and c) promoting energy management including informing partners of energy use and promoting activities and best practice. Passivhaus standard is the default standard on all new builds across the operational estate. For existing buildings, the Council will roll out a Passivhaus Enerphit-informed approach focussing on reduction of thermal demand through improving building fabric. Interventions will prioritise reducing energy consumption by targeting issues such as insulation, air leakage, ventilation and glazing (a fabric first approach) in addition to the traditional objectives such as improving condition. To optimise the level of intervention and approach, buildings will be analysed on an individual basis.

Fleet transport	Electric Vehicle Action Plan Fleet Renewal Programme	Approved Dec 2017	Sets out the Council's approach to the development of Electric Vehicles. The Council's target is to electrify 100% of its internal fleet. The Council's Fleet Renewal Programme aims to replace the current aged fleet to ensure that the Council has a fleet that is fit for purpose, contributes towards carbon reductions and improved air quality, has the level of reliability and flexibility required and is more cost efficient without comprising health and safety.
Information and communication technology	Digital and Smart City Strategy	2020-2023	Sets out the Council's approach to the provision of services for a modern, efficient local authority operating in the digital age and enabling Edinburgh to become a Smart City. The Strategy supports the aims of the Council's Vision and Business Plan in delivering a sustainable future and reducing resource use.
Renewable energy	Draft Council Emissions Reduction Plan (CERP)	2021 - 2030	The Council's draft CERP focuses on the Council's key corporate emissions sources (energy in buildings, waste, fleet and travel) and has set a target of expanding the Council's solar PV capacity by 4MW. This involves the installation of solar PV on all appropriate new build Council properties and on existing buildings as part of suitable roof replacement works.
Sustainable/renewable heat	Draft Council Emissions Reduction Plan (CERP)	2021 - 2030	The CERP commits to ensuring all Council new builds use alternatives to gas boilers for heat and are built to the highest standards aiming to achieve Net Zero Carbon Public Sector Buildings Standard. Assessing the options for delivering low carbon heat will be central to the future strategy for Council buildings, involving either local plant and/or connection to heat networks. Low carbon heat will be adopted as the default option for new builds and for replacement works. The feasibility of localised heat networks for operational buildings will be examined where they offer the potential to deliver efficiencies on individual plant replacement.
Waste management	Waste and Recycling Strategy	2010 - 2025	The Strategy aims to: • promote waste reduction and reuse • change behaviour and attitudes in Edinburgh • reduce the amount of waste being sent to landfill

			• complement the Scottish Government's waste plan work in partnership with the community sector and other organisations
Water and sewerage	Vision for Water Management in the City of Edinburgh	Adopted November 2020	A new partnership to enhance water management across Edinburgh and the Lothians was launched in 2018. Scottish Water, Scottish Government, SEPA and local authorities across the region have joined forces to plan for future growth and changes in climate that impact on how the area's waste water and surface water is processed. The Vision sets out how the Council will develop a long-term and sustainable approach to water management across the city, identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding.
Land Use	Local Development Plan Edinburgh Design Guidance (EDG) City Plan 2030	LDP published 2016 EDG reviewed 2020 City Plan 2030 Main Issues report published Jan 2020. Proposed plan published September 2021. Final plan due to be adopted in 2023,	The LDP has specific measures dealing with climate change, aiming to promote development in sustainable locations and enhance the city's green network by encouraging land management practices which capture, store and retain carbon, and prevent and manage flood risk. The Design Guidance supports the Local Development Plan. It was reviewed in 2020. The Council is preparing the next local development plan for Edinburgh 'City Plan 2030'. The consultation on the Plan identified and set out ways to address changes required to support climate change mitigation and adaptation, including improvements and changes required to planning policies and supplementary guidance. A Proposed Plan version has been approved and a formal period of representations will be undertaken.

		subject to Scottish Government approval	
Other (state topic area covered in comments)	Edinburgh City Centre Transformation Strategy	Approved September 2019	Place-based strategy to improve the public realm and transform Edinburgh's city centre into a pedestrian and cycling friendly zone, well connected by public transport and reduced car traffic.
Other (state topic area covered in comments)	City Mobility Plan 2021 - 2030	2021-2030	Ten year mobility and transport strategy that aims to decarbonise Edinburgh's transport system by 2030 through transforming the way people, goods and services travel around the city. An implementation plan sets out the key actions to achieve the 2030 target.
Other (state topic area covered in comments)	Edinburgh Biodiversity Action Plan 2019-2021	2019-2021	This is the fifth edition of the plan. It includes actions on carbon sequestration and adaptation.
Other (state topic area covered in comments)	20-Minute Neighbourhood Strategy: Living Well Locally	Approved June 2021	A strategy has been developed to find ways for Edinburgh residents to meet their daily needs within 20 minutes of their homes by walking, using public transport, wheeling or cycling. This is a new approach for the Capital and the aim is to deliver more sustainable places, improve public services, and build on what is already a powerful sense of local community across Edinburgh.
Other (state topic area covered in comments)	Growing Locally, Edinburgh's first food growing strategy	2021-26	Growing Locally is Edinburgh's first food growing strategy. It has three main aims 1. To grow more food in Edinburgh 2. Encourage people to buy and eat more locally grown food 3. Improve awareness of and engagement in sustainable food across the city

2(f) What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?
Provide a brief summary of the body's areas and activities of focus for the year ahead.
1. Finalise and begin delivery of the new Climate 2030 Strategy: Delivering a Net Zero, Climate Ready Edinburgh to achieve Edinburgh's target of being a net zero city and adapted to the impacts of climate change by 2030. This includes working with the Edinburgh Climate Commission and city stakeholders to achieve a net zero and climate resilient Edinburgh by 2030. 2. Deliver the next phase of Edinburgh Adapts, working in partnership to develop a Climate Ready Edinburgh plan that addresses the climate change risks and economic impacts identified through undertaking of an updated citywide climate change risk assessment and incorporating the high-level strategic adaptation priorities set out in Edinburgh's 2030 Climate Strategy. 3. Implement the Council's Emission Reduction Plan which sets out the Council's strategic approach to reducing its corporate emissions and estimates the impact of carbon reduction projects (both planned and potential) on the Council's current and future carbon footprint. 4. Continue working towards achieving a green economic recovery for the city through the Council's Adaptation and Renewal Programme including delivery of City Plan 2030, a refreshed economy strategy and City Mobility Plan. 5. Mainstream sustainability into all the Council's services, functions and activities through delivery of the Council's new Business Plan 2021: Our Future Council, Our Future City, ensuring a just transition that also promotes well-being.

2(g) Has the body used the Climate Change Assessment Tool(a) or equivalent tool to self-assess its capability / performance?
If yes, please provide details of the key findings and resultant action taken.
Yes. As part of its European-funded Healthy Clean Cities sustainability programme, the Council worked with Edinburgh Climate Change Institute (formerly Edinburgh Centre for Carbon Innovation) and the University of Edinburgh to develop a 'Carbon Scenario Tool' to support the city's 2030 net zero target. The tool has been developed to support city-wide and Council-specific emissions footprinting, enabling tracking towards the Council's 2030 target with the first progress report against the new target published in April 2021 (and the second one will be published on 30th November 2021). The tool will also support greater consideration of sustainability issues within key Council decisions by providing data on the carbon consequences of different proposed projects or programmes, and where possible, assessing their impact on other factors such as air quality - allowing for greater transparency and comparison between different options.

2(h) Supporting information and best practice
Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.
In May 2019, the Council declared a Climate Emergency and set a target for the city to become a net zero by 2030. A draft 2030 Climate Strategy was approved in June 2021. This has embedded sustainability and climate change throughout the Council's strategic and operational functions. The Council is taking forward a series of citywide initiatives to reduce emissions and adapt including a new city mobility plan to decarbonise Edinburgh's transport system by 2030, and an ambitious £2.5 billion investment programme over the next ten years to build and improve Council homes and deliver on Council commitments on affordable housing and net zero carbon. Consultation on the Council's new local development plan, City Plan 2030, included a proposal that all new development should be net zero carbon and set out ways to address the changes required to support climate change adaptation. The City of Edinburgh Council is the only UK city that was successfully selected as a Healthy Clean Cities Deep Demonstration (HCCDD) site in 2020. Funded through a partnership between EIT and the Climate Knowledge Innovation Community, the HCCDD programme works with 15 other European cities who are recognised as having a high degree of ambition in relation to sustainability and a commitment to innovation to change whole systems and trigger transformation to a net zero and resilient future. An independent Edinburgh Climate Commission has been established and is co-sponsored by Council and the Edinburgh Climate Change Institute. The Commission works with city partners to provide independent and expert advice and challenge, to galvanise partnership action to achieve a net zero and well adapted city by 2030.

PART 3: EMISSIONS, TARGETS AND PROJECTS

3a Emissions from start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year							
Reference Year	**Year**	**Scope 1**	**Scope 2**	**Scope 3**	**Total**	**Units**	**Scope1**
Year 1 carbon footprint	2005/06				192,911	tCO2e	This baseline was chosen following Carbon Trust Standard accreditation.
Year 2 carbon footprint	2006/07				0	tCO2e	
Year 3 carbon footprint	2007/08				0	tCO2e	
Year 4 carbon footprint	2008/09				0	tCO2e	
Year 5 carbon footprint	2009/10				0	tCO2e	
Year 6 carbon footprint	2010/11				171,568	tCO2e	
Year 7 carbon footprint	2012/13				165,454	tCO2e	
Year 8 carbon footprint	2013/14	35,794	56,859	40,077	132,730	tCO2e	First year of using the RES Carbon Footprinting Tool & Project (CFPR) Tool
Year 9 carbon footprint	2014/15	40,624	64,158	39,283	144,065	tCO2e	Used the CFPR tool
Year 10 carbon footprint	2015/16	40,285	50,973	58,611	149,869	tCO2e	Used the CFPR tool
Year 11 carbon footprint	2016/17	39,405	44,587	55,413	139,405	tCO2e	Used the CFPR tool
Year 12 carbon footprint	2017/18	40,067	38,054	73,221	151,342	tCO2e	Used the CFPR tool
Year 13 carbon footprint	2018/19	38,971	29,094	52,816	120,881	tCO2e	Used the CFPR tool
Year 14 carbon footprint	2019/20	41,687	25,075	10,664	77,426	tCO2e	Used the CFPR tool
Year 15 carbon footprint	2020/21	37,623	19,619	8,404	65,647	tCO2e	Used the CFPR tool

3b Breakdown of emission sources							
Emission source	**Scope**	**Consumption data**	**Units**	**Emission factor**	**Units**	**Emissions (tCO2e)**	**Comments**
Grid Electricity (generation)	Scope 2	84,152,645	kWh	0.23314	kg CO2e/kWh	19,619.3	Council buildings including Edinburgh Leisure
Grid Electricity (transmission & distribution losses)	Scope 3	84,152,645	kWh	0.02005	kg CO2e/kWh	1,687.3	Council buildings including Edinburgh Leisure
Natural Gas	Scope 1	165,668,192	kWh	0.18387	kg CO2e/kWh	30,461.4	Council buildings including Edinburgh Leisure

Water - Supply	Scope 3	487,838	m3	0.11000	kg CO2e/m3	53.7	Council and Edinburgh Leisure Buildings
Water - Treatment	Scope 3	447,258	m3	0.23000	kg CO2e/m3	102.9	Council and Edinburgh Leisure Buildings
LPG kWh	Scope 1	1,092,674	kWh	0.21448	kg CO2e/kWh	234.4	Council buildings including Edinburgh Leisure
Diesel (average biofuel blend)	Scope 1	2,151,419	litres	2.54603	kg CO2e/litre	5,477.6	This is Council Fleet vehicles and Edinburgh Leisure vehicles
Petrol (average biofuel blend)	Scope 1	125,752	litres	2.16802	kg CO2e/litre	272.6	This is Council Fleet vehicles
Gas Oil kWh	Scope 1	2,571,571	kWh	0.25672	kg CO2e/kWh	660.2	Council buildings including Edinburgh Leisure
Gas Oil litres	Scope 3	187426.22	litres	2.75776	Kg CO2e/litre	516.9	Council Fleet - Gas Oil
Refuse Municipal to Landfill	Scope 3	4,452	tonnes	437.37200	kgCO2e/tonne	1,947.2	All Council waste sent to landfill – includes household waste & waste from council buildings. Council waste now being diverted from landfill to Millerhill waste to heat and waste to energy reprocessing facilities following Millerhill becoming fully operational in 2019/20
Mixed recycling	Scope 3	48,956	tonnes	21.31700	kg CO2e/tonne	1,043.6	All Council collected waste that is recycled excluding food waste
Refuse Municipal /Commercial /Industrial to Combustion	Scope 3	122,428	tonnes	21.31700	kg CO2e/tonne	2,609.8	Total unrecycled waste sent for reprocessing into refused derived fuel and residual waste which was previously landfilled but now sent for energy recovery at FCC Millerhill
Organic Food & Drink AD	Scope 3	10,966	tonnes	10.20400	kg CO2e/tonne	111.9	Sent for anaerobic digestion at Biogen Millerhill, so that it is both recycled and produces energy
Organic Garden Waste Composting	Scope 3	23,143	tonnes	10.20400	Kg CO2e/tonne	236.2	
Average Car – Unknown fuel	Scope 3	2,305,559	km	0.17140	Kg CO2e/km	395.2	This reflects travel by staff using their own vehicles

Taxi (black cab)	Scope 3	449,744	passenger km	0.20793	kg CO2e/passenger km	93.5	These are not Council owned vehicles
Taxi (regular)	Scope 3	824,378	passenger km	0.14549	kg CO2e/passenger km	119.9	CEC business travel vastly reduced this year because of COVID
Rail (national rail)	Scope 3	42,598	passenger km	0.03694	Kg CO2e/passenger km	1.6	Information is provided by Council travel provider
Domestic flight (average passenger)	Scope 3	2,103	passenger km	0.24430	Kg CO2e/passenger km	0.5	CEC Business flights - UK domestic
Short-haul flights (average passenger)	Scope 3	8,874	passenger km	0.15553	Kg CO2e/passenger km	1.4	CEC Business flights – Europe.
Long-haul flights (average passenger)	Scope 3	0	passenger km	0.19562	Kg CO2e/passenger km	0	The COVID pandemic meant that there were no CEC long-haul flights taken
Homeworking emissions	Scope 3		percentage of total FTEs home-based	0.30000	tCO2e/FTE/annum	-	An accurate percentage of total FTEs home-based during the coronavirus pandemic could not be produced. A staff survey which asked this question had a very low response rate and was not representative of total Council staff numbers working from home during the pandemic.
Total						65,647.10	

3c Generation, consumption and export of renewable energy					
Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.					
	Renewable Electricity		Renewable Heat		
Technology	**Total consumed by the organisation (kWh)**	**Total exported (kWh)**	**Total consumed by the organisation (kWh)**	**Total exported (kWh)**	**Comments**
Solar PV	1,094,998	288,996	0	0	kWh reflects energy generated onsite, used onsite and exported to the grid
Solar thermal			60,330	0	kWh reflects energy generated onsite and subsequently used onsite
Energy from Waste		74,370,000			Electricity generated through incineration of residual waste at FCC Millerhill EFW plant (pro-rata based on Edinburgh waste tonnages only)
Anaerobic digestion		4,169,360			Electricity generated through anaerobic digestion of food waste (data from Biogen)

3d Targets										
List all of the body's targets of relevance to its climate change duties. Where applicable, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and heat targets should be included.										
Name of Target	**Type of Target**	**Target**	**Units**	**Boundary/ scope of Target**	**Year used as baseline**	**Baseline figure**	**Units of baseline**	**Target completion year**	**Progress against target**	**Comments**
Corporate net zero target.	absolute	Net Zero emissions	tCO2e reduction	All emissions	2005/06	192,911	tCO2e	2030/2031	66%	Scope of target: CEC's full carbon footprint as disclosed in question 3b Note: The CERP introduces carbon budgets for the Council to measure progress. These correspond to the total emissions that can be emitted in a three-year period and are based on a linear reduction pathway

City-wide net zero target	absolute	Net Zero emissions	tCO2e reduction	Other (please specify in comments)	2018/19	2.427	MtCO2e	2030/31	8%	The scope of the target and the monitoring approach are detailed in this committee report : https://democracy.edinburgh.gov.uk/documents/s33245/Item%207.8%20-%202030%20City%20Target%20Monitoring%20Approach.pdf

3e Estimated total annual carbon savings from all projects implemented by the body in the report year			
Total	**Emissions Source**	**Total estimated annual carbon savings (tCO2e)**	**Comments**
1,858	Electricity	1,358	Street lighting energy consumption reduced by more than 4.5 MWh compared to 2019/20, thanks to the successful implementation of the LED street lighting replacement programme. This represents a reduction of 1,141 tCO2e. The LED replacement programme is expected to be completed by December 2021. Street lighting electricity consumption has decreased by more than 30 % in the past 3 years and (by the end of the project) is projected to decrease by around 52% compared to the energy consumed in 2017/18. Total electricity consumption has decreased by 18.5 MWh compared to last year, mostly due to buildings closure and energy efficiency improvements. Council Lighting upgrades through SALIX and 'Spend to Save' budget programmes. Edinburgh Leisure CHP, Led lighting and pool pump upgrades in Edinburgh Leisure centres and swimming pools
	Natural gas	96	SALIX project and BEMS upgrade programme
	Other heating fuels		
	Waste		
	Water and sewerage		
	Travel		The Council's City Centre Transformation programme and City Mobility Plan aim to encourage a shift to more sustainable travel modes including delivering cycling infrastructure and public transport

			improvements. Funding has been awarded and some active travel projects have been delivered. A large scale public engagement exercise has been undertaken on the Plan. An EV Action Plan for increasing the provision of EV charging infrastructure as well as e-mobility operations is now in implementation stage and will provide 66 on-street charging points located across 13 city sites. Phase 2 of the project will explore the potential for mixed models of finance to support further charging capacity at strategic locations across the city. The number, size, type of charger and locations will be subject to a feasibility study and rolled out in line with the City Mobility Plan.
	Fleet transport	404	The Council has increased its electric fleet vehicles from 25 in 2018 to 170 as of June 2021. Fleet emissions decreased by 404 tCO2e compared to 2019/20. The first lockdown (April-July 2020) led to a drop in diesel and gas oil consumption with most trucks delivering essential service only (8% decrease in annual diesel and gas oil consumption). However social distancing requirements has led to an increased use of hire cars (mainly petrol cars). Overall, Council's fleet emissions have decreased by 6% compared to the previous year, but this is unlikely to be repeated next year.
	Green Infrastructure		The Council is undertaking a programme of work on green and blue infrastructure development and retrofit, in order to enhance biodiversity, sequester carbon, improve air quality and adapt to the impacts of climate change. This includes secured funding of £899,500 to deliver a Thriving Green Spaces Project whose aims include addressing environmental issues such as climate change.
	Property Estate		The Council is investing significantly in its property estate through its asset management works programme. This includes work carried out for boiler, lightning, window and roof replacements and controls upgrades particularly across the school estate. Whilst the primary focus of these works remains the improvement in the condition of the Council's buildings, there has been a consequential benefit on energy efficiency from these works. From an energy management perspective, there is a continued focus on investment and management of the Council's Building Energy Management Systems. Active energy management of the Council's operational estate is a key focus with a commitment for Council new builds to achieve Passivhaus standards and a Passivhaus Enerphit-informed approach to be rolled out focussing on reduction of thermal demand through improving building fabric for existing buildings. A further commitment is to increase the installed solar PV capacity by 4 MW by 2030.

3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year											
Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.											
Project name	**Funding source**	**First full year of CO2e savings**	**Are these savings figures estimated or actual?**	**Capital cost (£)**	**Operational cost (£/annum)**	**Project lifetime (years)**	**Primary fuel/emission source saved**	**Estimated carbon savings per year (tCO2e/annum)**	**Estimated costs savings (£/annum)**	**Behaviour Change**	**Comments**
Street lighting LED replacement programme		2019/20	actual	£24.5m over 3 years			Grid Electricity (generation)	1,141			The budget for the street lighting LED replacement programme covers the full duration (3 years) and represents full costs including project management and the introduction of the new CMS (Content Management System). Carbon savings are directly dependent on the carbon intensity of the grid so these savings will decrease over time.
Lighting Upgrade programme	SALIX and 'Spend to Save' budget	2020/21	Estimated	169,719			Grid Electricity (generation)	56	26,467		Lighting upgrades in Bankhead Roads Depot, Edinburgh Bus Station, Inch View Care Home, Usher Hall, the City Chambers and Waverley Court
BEMS Upgrade	BEMS Upgrade programme	2020/21	Estimated	734,584			Natural Gas	96	12,704		BEMS Upgrade in Churchill Theatre, the Assembly Rooms, Gate 55 Community Centre, East Craigs, Canal View, Flora

											Stevenson, Colinton and Hillwood Primary schools and Oakland School
Fleet Transport Electric Vehicles		2020/21	Actual					404			The Council has increased its electric fleet vehicles from 25 in 2018 to 170 as of June 2021.
Edinburgh Leisure Projects		2021/22	Actual	652,051			Grid Electricity (generation)	161	127,129		CHP, Led lighting and pool pump upgrades in Edinburgh Leisure centres and swimming pools

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year

If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction.

Emissions source	Total estimated annual emissions (tCO2e)	Increase or decrease in emissions	Comments
Estate changes	3,600	Increase	The Council's emissions scope has been improved in 2020/21 thanks to further monitoring improvements. The main changes are the inclusion of Edinburgh Leisure's waste and business travel data, as well as PPP1 schools, in anticipation for when the Council will get back control in 2033.
Service provision	9,100	Decrease	Coronavirus pandemic leading to closure of building
Staff numbers			
Other (specify in comments)	2,030	Decrease	Electricity grid decarbonisation

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead

Source	Saving	Comments
Electricity		Passivhaus standard is the default standard on all new builds across the Council's operational estate. For existing buildings, the Council aims to roll out a Passivhaus Enerphit-informed approach to energy efficient refurbishment focusing on reduction of thermal demand through improving building fabric. A pilot will be developed using Enerphit based methodology for building refurbishment to build knowledge on the best value balance between demand reduction and adoption of low carbon heat. The Enerphit pilot will ensure

		the Council can take an evidence-based approach to understanding the operational and financial implications of retrofitting the Council estate. A first Passivhaus building will be delivered in 2021/22 and construction will state Enerphit Pilot buildings. A spend-to-save proposal to expand and accelerate installation of solar PV on appropriate Council-owned buildings is in development. The Council has set a target of expanding its solar PV capacity by 4 MW by 2030 (Council Draft Emissions Reduction Plan). The Council's street lighting LED replacement programme is underway with completion expected by November 2021. This is expected to reduce emissions by around 450 tCO2e in 2030. Edinburgh Leisure will undertake an LED lighting upgrade in the Edinburgh International Climbing Arena and pool pump upgrades in two of their swim centres. CHP is planned for two of their leisure centres.
Natural gas		The Council's draft emissions reduction plan includes the following commitment in relation to gas: where new buildings are required, the Council will 'lock out' future emissions by committing to ensuring all new builds use alternatives to gas boilers for heat and are built to the highest standards, enabling Edinburgh to become an exemplar early adopter of the Net Zero Carbon Public Sector Buildings Standard.
Other heating fuels		
Waste		Improvements to recycling facilities in schools and options to enhance Council capacity to support diversification of further waste towards recycling as opposed to recovery will be explored in 2021/22. An awareness raising campaign to encourage citizens to reduce, re-use and recycle waste will be launched in 2021/22.
Water and sewerage		The Council, Scottish Water and SEPA are developing a Water Management city wide strategy to tackle fluvial, pluvial and sea level rise and increase in intensity of rainfall. Implementation of the strategy will be through the Edinburgh and Lothians Strategic Drainage Partnership. This partnership links the Council to adjacent councils for a more strategic approach to water management. This will also help to reduce emissions through more efficient water management and reduced wastage.
Travel		The Council's City Centre Transformation programme and City Mobility Plan 2021-2030 (published Feb 2021) aim to encourage a shift to more sustainable travel modes including delivering cycling infrastructure and public transport improvements. Model share targets will be set. These will help to inform proposals for new developments across the city as part of City Plan 2030. Additional promotional activities will be undertaken to raise staff awareness of the benefits of switching to more sustainable transport forms and of the support available to do so. Relevant travel policies will be strengthened to ensure staff minimise the use of air travel, particularly for domestic travel. An EV Action Plan for increasing the provision of EV charging infrastructure as well as e-mobility operations has been approved. The first phase will provide 66 on-street charging points through 14 hubs across the city. Phase 2 will explore the potential for mixed models of finance to support further charging capacity at strategic locations across the city. The Council will explore options for future transport infrastructure. Over the longer term, this work will also support transport planning to respond to changes to travel habits as a result of longer-term increases in home-working and active travel post-Covid.

3i Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the year ahead				
If the emissions are likely to increase or decrease due to any such factor in the year ahead, provide an estimate of the amount and direction.				
Total	**Emissions Source**	**Total estimated annual carbon savings (tCO2e)**	**Increase or decrease in emissions**	**Comments**
0.0	Estate changes		Decrease	The Council's 20-Minute Neighbourhood Strategy and Our Future Work Strategy will aim to support the delivery of services and workplace hubs from a reduced number of sites, focusing on using the Council's best facilities more flexibly. New buildings will open, such as the future Currie High School or the new Meadowbank Sports centre, however the expansion of the estate will be compensated by the closure of several buildings. The net reduction of the estate is estimated at around 12,000 m2. It is estimated that this would reduce emissions by around 1,900 tCO2e by 2030 (taking into account projections for future carbon intensity of the electricity grid). However it is not possible to estimate the impact that this will have in the year ahead.
	Service provision			
	Staff numbers			
	Other (specify in comments)		Decrease	Following the coronavirus pandemic the Council is developing Our Future Work programme looking at how staff can work more flexibly long term, including a mix of office based and home working.

3j Total carbon reduction project savings since the start of the year which the body uses as a baseline for its carbon footprint	
If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").	
Total	**Comments**
	The organisation has not quantified this therefore ongoing project specific detail is not available for the years since the 2005/06 baseline year. A carbon scenario tool has been developed to support city-wide and Council-specific emissions footprinting, enabling tracking towards the Council's 2030 target with the first progress report against the new target due in April 2021. The tool will also

	support greater consideration of sustainability issues within key Council decisions by providing data on the carbon consequences of different proposed projects or programmes, and where possible, assessing their impact on other factors such as air quality - allowing for greater transparency and comparison between different options. It will be applied to major Council projects on a phased basis in future years.

3k Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to its emissions, targets and projects.

The Council led the development of a draft 2030 Climate Strategy for the city, which sets out a vision for a net zero, climate ready Edinburgh by 2030. The Council has developed its first Council Emissions Reduction Plan (CERP) – setting out how the Council will reduce its emissions in support of becoming net zero by 2030. The CERP includes a carbon budget which will be monitored on an annual basis, supported by emissions reporting through the Public Bodies Climate Change Duties report.

The CERP commits the Council to:

- Ensuring that all new council operational buildings are constructed to the highest energy criteria and using alternatives to gas boilers for heat as a standard.
- A £0.6m investment in scoping and planning for the retrofit of existing Council buildings so they can meet the highest energy efficiency standards.
- A plan for electrifying all Council car and van fleets.
- An immediate improvement to school recycling facilities.
- Investing in the organisations funding capacity and expertise.
- Investing in a programme of staff training to develop climate knowledge and skills.

The Council also has a target of expanding its Solar PV capacity by 4 MW by 2030.

The Council has been working with the University of Glasgow's coastal research team to identify and raise awareness of the risks to Edinburgh's coast from climate change and look at ways to alleviate them. This has resulted in proposals for a new coastal park as part of the regeneration of Granton Waterfront to help manage the risks from sea level rise and coastal erosion.

Reporting best practice: In 2020 and 2021, Edinburgh has been awarded with the maximum of six badges by the Global Covenant of Mayors for Climate and Energy recognising its climate mitigation and adaptation efforts. The Council participated in the Carbon Disclosure Project (CDP) for the first time in late 2020. The CDP is an international non-profit organisation for companies and cities' environmental reporting. It is the largest climate change focused data collection and assessment programme in the world. CDP evaluates the quality of the submission, benchmarks performance against other cities, and finds areas of opportunity for cities.

PART 4: ADAPTATION

4(a) Has the body assessed current and future climate-related risks?
If yes, provide a reference or link to any such risk assessment(s).
The Resilient Edinburgh Climate Change Adaptation Framework and Evidence Base 2014-2020 took a risk based approach to assessing Edinburgh's vulnerability to climate change, identified the key city sectors and services that could be affected and presented high level actions to address the most significant of these. These risks are being addressed through implementation of the Edinburgh Adapts Climate Change Adaptation Action Plan 2016-2020 (Weblink: http://www.edinburgh.gov.uk/downloads/download/1256/edinburgh_adapts) and embedding of climate risk in Council planning, flood prevention, roads, parks and greenspace, and resilience services. The Council's resilience risk register (which includes those risks related to climate change) is normally reviewed on a quarterly basis as part of the Resilience service's risk management procedure. This procedure is aligned with the Council's risk strategy. An updated rapid climate risk and cost analysis assessment for Edinburgh is underway, to be completed by autumn 2021. Work feeding into this process includes a citywide Strategic Flood Risk Assessment, mapping of the city's blue and green network, and the development of a natural network for Edinburgh and the ecoservices it provides. A climate change risk assessment of Edinburgh's World Heritage Site is also being undertaken. Risks and impacts identified and actions to alleviate these will align with and where relevant, be incorporated into the wider risk assessment for the city.

4(b) What arrangements does the body have in place to manage climate-related risks?
Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.
Climate-related risks are currently being addressed through delivery of the actions in the Edinburgh Adapts Action Plan and internal action by the Council. Governance and oversight for Edinburgh Adapts is through a citywide Steering Group comprising the Council, the city's universities, heritage organisations, greenspace and biodiversity groups, and Adaptation Scotland A long-term Climate Ready Edinburgh plan to 2030 will be developed as the next phase of Edinburgh Adapts, informed by the outcomes from the citywide and Edinburgh's World Heritage risk assessments and work being undertaken by the Council and city partners on climate risk and vulnerability. The Council's Resilience service drives and manages the Council's Resilience Management Programme and is the focus for the Council's resilience activities. The Resilience service is responsible for ensuring the Council complies with its statutory emergency planning and business continuity obligations as stipulated by the Civil Contingencies Act 2004 and other relevant legislation; this work is carried out in conjunction with designated Resilience Coordinators and Resilience Specialists from each Council service area / key function together with

stakeholders, other responders and partner organisations. In addition, the Resilience service oversees and supports community resilience initiatives such as the Edinburgh Resilience Project, which aims to understand and help mitigate community resilience risks.

The Edinburgh Local Development Plan (LDP) has specific measures dealing with climate change adaptation. It aims to promote development in sustainable locations and enhance the city's green network by encouraging land management practices which capture, store and retain carbon, and prevent and manage flood risk. This includes managing surface water drainage, treatment and flood risk through sustainable urban drainage, providing amenity and biodiversity benefits. Climate change adaptation considerations are embedded into strategies for green and blue networks as well as into wider land use planning decisions through forest and woodland strategies, Local Development Plan and supplementary planning guidance. The Council is preparing Edinburgh's next local development plan, 'City Plan 2030'. The consultation 'Choices for City Plan 2030' identified and set out ways to address changes required to support climate change adaptation, including improvements and changes required to planning policies and supplementary guidance. Following consideration of the consultation responses received the Council has prepared a Proposed Plan version of City Plan 2030 which will now undergo a formal period of representations.

The Council has been working with SEPA and Scottish Water to create a Water Management Strategy for Edinburgh that will influence all new developments, policy and increase awareness and understanding of climate change and risk with respect to water and the multi-functional benefits for biodiversity and place-making of storing and managing water above ground. Sustainable Rainwater Guidance for Edinburgh is in development and will be completed by autumn 2021. It provides guidance on principles of rainwater management and factsheets relating to detailed elements of the SUDs management train including design, construction and maintenance guidance and how to undertake adaptation within the historic core of Edinburgh and in areas with airport restrictions. This should provide consistent guidance for any new developments across and outwith the council for adapting to climate change with respect to water, which will have biodiversity benefits. The council has been working with all interested parties (SW, SEPA, HES, SNH) to ensure their views are embedded in the guidance.

Edinburgh has Flood Prevention Schemes in place on the Braid Burn and Water of Leith. These schemes are designed for a 1 in 200-year event and include an allowance for climate change. Undeveloped areas of land fulfil an important flood function and should be allowed to flood to protect built-up areas from floodwater. These are shown on the Edinburgh Local Development Plan Proposals Map as areas of importance for flood management. There are also robust inspection regimes in place for watercourses, coastal defences and reservoirs. These inspections help inform and prioritise planned maintenance work. In the event of flooding the Council provides an emergency response and there are always two members of staff on standby to co-ordinate activities. Action Packs have been prepared which detail where temporary defences should be deployed. Sandbags, pallet barriers and pumps are stored and are to be utilised in the event of flooding. A limited number of sandbags are stored at various fire stations throughout the City and these are available to the public.

The Council is a signatory to the Central Scotland Green Network and is working in partnership with neighbouring authorities and other stakeholders to support a range of projects. Edinburgh's Local Biodiversity Action Plan for 2019-2021 includes a number of climate related

risks and actions. A Green and Blue network project has been initiated and will bring together active travel, Scottish Water, all sources of flooding, ecological and open space information from an Edinburgh Nature Network and Open space strategy into a multi-functional blue/green network across the city. This will help mitigate climate change and promote walking/cycling by identifying missing links and opportunities for water attenuation and biodiversity enhancements. The council has been working with SW, SNH and SEPA.

The Council's Parks and Greenspaces Strategy aims to conserve natural habitats and wildlife. Climate change adaptation considerations are embedded into strategies for green and blue networks as well as into wider land use planning decisions through forest and woodland strategies, Edinburgh's Local Development Plan and supplementary planning guidance. Species Action Plans, site management plans and other conservation strategies ensure that risks from adverse climate change have been identified, future changes in these pressures are assessed; that these are being explicitly addressed wherever possible incorporating adaptation measures. Green infrastructure and green networks are promoted in new developments and awareness raised of the relationship between the built and natural environments and issues such as climate change.

Since 2014 Edinburgh's Parks & Greenspace Service has led the Edinburgh Landscape Programme, working in partnership with Scottish Wildlife Trust, the Royal Botanic Garden Edinburgh, Edinburgh & Lothians Greenspace Trust amongst other partners. This programme involves naturalising areas of the Council's green estate utilising relaxed mowing regimes, planting sustainable shrubs and sowing a variety of floral meadows. Whilst the primary aim of this programme is to increase biodiversity and improve the health of our greenspaces it does also positively impact on climate change and helps mitigate the effects of rainfall run-off for example as well as the obvious reduced pollution impact of a reduction in machinery use on our sites.

4(c) What action has the body taken to adapt to climate change?					
Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action.					
4(d) Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?					
(a) This refers to the programme for adaptation to climate change laid before the Scottish Parliament under section 53(2) of the Climate Change (Scotland) Act 2009 (asp 12) which currently has effect. The most recent one is entitled "Climate Ready Scotland: Scottish Climate Change Adaptation Programme" dated May 2014.					
Objective	**Objective reference**	**Theme**	**Policy / Proposal reference**	**Delivery progress made**	**Comments**
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment	N1-8	Potentially Vulnerable Areas have been highlighted and the risk assessed in relation to Flood Risk which has been reported in the Local Flood Risk Management Plan (LFRMP). Scottish Water have completed the sewer integrated catchment study for most of Edinburgh, the results of which will be used to start preparing surface water management plans. SEPA in collaboration with local authorities have introduced Objectives Target Areas (OTA's) which further identifies and reviews specific areas at flood risk within the PVA's.	
			N1-10	Scottish Government commissioned the Scottish Flood Defence and Asset Database. SEPA published flood maps to help understand areas potentially affected by flooding. The Council maintains GIS records of existing assets in relation to culverted watercourses.	
Support a healthy and diverse natural	N2	Natural Environment	N2-2	Edinburgh's Local Development Plan aims to enhance the city's green network by encouraging land management practices which capture, store and retain carbon and prevent and mange flood risk. Through	The Edinburgh Design Guidance planning policy (updated January 2020) includes guidance on green and blue infrastructure

environment with capacity to adapt.				various policies, the LDP aims to protect, promote and enhance the wildlife, recreational landscape and access value of the green network. The Council is preparing Edinburgh's next local development plan, 'City Plan 2030'. A Proposed Plan version of City Plan 2030 has been approved which will now undergo a statutory period of representations. The Proposed Plan sets out ways to address changes required to support climate change adaptation, including improvements and changes to planning policies and supplementary guidance. The Council's Edinburgh Design Guidance contributes to promoting green infrastructure in planning. It was last updated in January 2020. In January 2020 the Council approved the "Edinburgh Million Tree City" report supporting the ambition to reach a target of one million trees in Edinburgh by 2030. This will involve the planting of 250,000 new trees across Edinburgh's urban environment. These additional trees will provide a nature-based solution to the impacts of climate change by improving air quality, cooling the urban environment, intercepting rainwater, and protecting and enhancing biodiversity. An Action Plan to implement this ambition is currently being finalised. As part of the Thriving Green Spaces project the Council is working with the Scottish Wildlife Trust and other partners to develop Nature Network for Edinburgh (ENN). The ENN will identify opportunities and interventions comprising nature based solutions (NbS) to enhance the habitat network in Edinburgh to allow species to migrate and adapt to climate change. The ENN will also map supply and demand of several key ecosystem services within Edinburgh (e.g. flood	requirements in new developments. Climate change adaptation information has been promoted through internal training workshops. As well as improving the visual and biodiversity amenity of these sites, these changes, specifically the less frequently cut relaxed grass areas, will slow rainwater run-off and help lock-up carbon in soils, reducing CO2 release. It will also mean a reduction in operational fuel consumption and associated pollutants.

				regulation, air purification, health benefits etc.) and will aim to identify opportunities for green infrastructure with multiple benefits for both people and nature.	
			N2-7	The Council continues to manage INNS (invasive non-native species) where they occur on their land. The Edinburgh Biodiversity Action Plan 2019-21 section on invasive species addresses habitat and genetic resilience and being 'plant smart' in terms of biosecurity and plant choice and source. Invasive species can be native or non-native, although attention has focussed on non-native. The Council continues to work on management of INNS on its land.	The Council will continue to work with partners such as the Water of Leith Conservation Trust to manage INNS along the Water of Leith and seek to work at a catchment scale level through the RBMP area partnerships. The Council's Natural Heritage Service continues to work with volunteers and Friends groups to carry out practical work on eradication of INNS.
			N2-11	The Local Development Plan identifies Local Nature Reserves and Local Nature Conservation Sites to protect biodiversity at the local level. The plan includes policies relating to a range of biodiversity designations. LDP and Council guidance also recognise the value and potential of biodiversity outwith designated areas and sets out key principles for enhancing habitat and ecosystems. The Edinburgh Nature Network has evidenced the importance of the approach taken in City Plan 2030 to utilize ecological features to provide multifunctional assets that provide a range of ecosystem services. In addition the new Green and Blue Network project will feed in habitat information into the LDP.	
			N2-20	The Flood Risk Management Strategy and Plan for the Forth Estuary have been published which will aid in understanding the risks associated with coastal flooding. City of Edinburgh Council officers continue to have input into the Forth Estuary Forum where such issues are discussed, and action plans developed.	

				The Edinburgh Biodiversity Action Plan 2019-2021 ensures that appropriate emphasis is placed on the Firth of Forth Special Protection Area when dealing with conservation projects. The EBAP also incorporates the action to identify opportunities to ensure that biodiversity data is collected in advance of regional marine planning.	
Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks	B1-13	The Forth Estuary Flood Risk Management Strategy and the Forth Estuary Local Flood Risk Management Plan were published in June 2016. An interim report was developed and published in June 2019 reviewing the progress made in delivering actions in the flood risk management plan. The Council has published an "Assessment, inspection, clearance and repairs schedule" which can be found at http://www.edinburgh.gov.uk/info/20045/flooding	The Assessment, inspection, clearance and repairs schedule will be revised annually (April)
			B1-19	The Council is working in partnership with Scottish Water, East and Midlothian Councils to evaluate flood risk and consultants were commissioned to undertake an integrated catchment study. The sewer integrated catchment study is now complete for Edinburgh, results to be fully analysed. The Council has published an "Assessment, inspection, clearance and repairs schedule" which can be found at http://www.edinburgh.gov.uk/info/20045/flooding.	Guidance states: An integrated approach to the drainage of surface water arising from impermeable surfaces such as roofs and roads that takes account of all aspects of the drainage systems and produces long-term and sustainable actions that will ensure they are resilient to the changing climate. The Assessment, inspection, clearance and repairs schedule will be revised annually (April).
Increase the resilience of buildings and infrastructure networks to	B3	Buildings and infrastructure networks	B3-2	A flood map published by the Scottish Environment Protection Agency shows some areas on Edinburgh's waterfront potentially at medium to high risk of coastal flooding, taking into account climate change.	Advice on sustainable flood risk management is ongoing through planning applications. Advice on SUDs has been made available online in the form of Sustainable

sustain and enhance the benefits and services provided.				The Local Development Plan does not prevent development in such locations but will require all proposals to consider and address any potential risk of flooding through flood risk assessments and surface water management plans. The LDP also states that flood risk from water flowing over land during heavy rainfall should be avoided by the use of SUDs. All development requires a Surface Water Management plan. This includes an assessment of risk from overland flow which is addressed by the use of SUDs and attenuation on site up to the 1:200 plus 40% climate change allowance. Certain developments are required to be protected to 1:1000 plus 40% climate change allowance. The Edinburgh Design Guidance gives advice and clear information in order to guide applicants towards a design process that fully incorporates sustainable flood risk management and SUDS from the outset.	Rainwater guidance and factsheets that explain SUDs. Advice on sustainable flood risk management concerning fluvial, coastal and pluvial (overland) is ongoing through all planning applications. The long term maintenance of the SUDS schemes (up to the 1:30 level) is currently under discussion with Scottish Water and subject to arrangements for the signing of the Section 7 agreements.
			B3-3	The Council published its first Open Space Strategy in 2010, informed by an Open Space Audit (2009) and accompanied by 12 Neighbourhood Open Space Action Plans. This was updated with Open Space 2021 – a revised open space strategy for Edinburgh. The 2021 Strategy takes a coordinated approach to protecting and developing the city's network of open space, helping to deliver Edinburgh's contribution to the development of the Central Scotland Green Network. The Strategy is aligned with the Local Development Plan and co-ordinates with related strategies, including those for parks and gardens, allotments, play, sport facilities, active travel, climate change adaptation and biodiversity. The Open Space Strategy is to be revised as part of City Plan 2030.	

			B3-6	The Council was awarded £4.8m in HEEPS:ABS funding in 2020/21 to deliver free insulation to private homes across the city. The programme has targeted mixed tenure of areas with high levels of fuel poverty, containing suitable homes for solid wall insulation, and in areas in the bottom 25% of the Scottish Indices of Multiple Deprivation (SIMD). The programme includes projects at Drumbryden, Gracemount, Oxgangs, Ratho and Kirkliston along with two city wide internal and hard to treat cavity wall insulation projects. Nearly 732 households will be warner and easier to heat as a result of the 2020/21 HEEPS:ABS programme. The Council has been awarded 5.0m of HEEPS:ABS funding for 2021-22. In total this funding will help a further 926 households across the city.	
			B3-7	75% of Council homes currently meet the EESSH standard. Projects to install measures to improve energy efficiency have been delayed due to Covid 19. These projects are now restarting. The Council anticipates achieving a pass rate of 80-82% by the end of the 2021/22 financial year. The EESSH 2 standard, which will come into effect in 2032, will require significantly more complex solutions. The Council is undertaking a whole house retrofit study. Phase 1 will be a 2-year programme to assess the feasibility of Whole House retrofit and establish design principles.	
			B3-8	The Council complies with the Scottish Housing Quality Standard (SHQS). The Council continue to have abeyances relating to door entry systems in mixed tenure blocks. Progress is being	

				made addressing this issue through constructive engagement with private owners. This work is continuing.	
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society	S2-5	The Edinburgh Community Resilience Pilot Project was completed in June 2017. The community resilience groups that were established in two Community Council areas as part of this project continue to operate and enhance their resilience. A second phase of the above project was scoped, with the aim of extending community resilience to include and align: local communities, local businesses and Responder organisations. Partial funding was awarded and further funding is being sought following unavoidable delays due to Covid-19. Information and advice regarding flooding, severe weather and business continuity is published on the Council website. The Council participates in the preparation and monitoring of a Community Risk Register for the Lothian and Borders area	Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.

4(e) What arrangements does the body have in place to review current and future climate risks?
Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).
Current and future climate risks are currently being assessed through the Edinburgh Adapts Climate Change Adaptation Action Plan 2016-2020 and Council policy. An updated rapid climate risk and cost analysis assessment for Edinburgh is underway, to be completed by autumn 2021. Work feeding into this process includes a citywide Strategic Flood Risk Assessment, mapping of the city's blue and green network, and the development of a natural network for Edinburgh and the ecoservices it provides. A climate change risk assessment of Edinburgh's World Heritage Site is also being undertaken. Risks and impacts identified and actions to alleviate these will align with and where relevant, be incorporated into the wider risk assessment for the city. The 2030 Climate Strategy will define the high-level strategic direction for adaptation

post 2021 that will be taken forward through the next phase of Edinburgh Adapts through the development of a long-term Climate Ready Edinburgh plan.

In terms of the Council's internal resilience arrangements, risk assessments are monitored and reviewed on a quarterly basis through the Council Resilience Group and through the Council's contribution to the Lothian and Borders Local Resilience Partnership, risk assessment is a continual process. Current assessments are reviewed on an annual basis, as new information emerges or following any significant incident or exercise. The Resilience service regularly reviews the Council's Severe Weather Resilience Arrangements in conjunction with a range of specialist colleagues.

Edinburgh's Strategic Development Plan is the South East Scotland Plan (SDP 1) and was approved in 2013. A new Strategic Development Plan (SDP 2) was prepared for the Edinburgh City Region, along with an assessment of housing need and demand (HNDA 2), however SDP 2 was rejected by the Scottish Ministers in 2019 on transport grounds. Following approval of the new Planning (Scotland) Act 2019 there is no requirement to prepare a new Strategic Development Plan. National Planning Framework 4 is expected to be approved in late 2021.

A study to ascertain the impact of siltation on the Water of Leith Basin was completed in February 2017 a study report was produced that demonstrates that it is not anticipated that the Water of Leith will flood out of bank at the Water of Leith Basin, until approximately the 1 in 200-year flood. The 1 in 200 year event, is a flood event that statistically has a 0.5 percent likelihood of occurrence in any year. As the risk of flooding is low/medium it is not intended to provide defences or dredge this stretch of the Water of Leith to manage flooding. The levels of silt will be visually inspected during the annual river inspections. If it is found there is significant change a further survey could be undertaken. The Niddrie Burn flood study to ascertain the effects of potential flooding is now complete. The Water of Leith is currently being remodelled to provide a better understanding of flood defences and levels using the most up-to-date standards. Building on existing and new flood risk studies including the Integrated catchment studies, the Flood Prevention Team will continue to develop Surface Water Management Plans to improve knowledge and assess current and future flooding risks for the city. This will enable further consideration of potential mitigation opportunities going forward.

The Edinburgh Biodiversity Action Plan for 2019-21 incorporates climate change actions and will review current and future risks to biodiversity and greenspace.

4(f) What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?
Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).
Monitoring and evaluation of the impacts of adaptation actions have been assessed through the Edinburgh Adapts Climate Change Adaptation Action Plan 2016-2020.

The Council monitors the impact of the Local Development Plan policies on the physical and environmental characteristics of the area, including those related to climate change. This is reported in a statutory Monitoring Statement which will inform the next Local Development Plan. The Strategic Environmental Assessment (SEA) assesses the impact of plans, programmes and strategies on environmental factors including climatic factors. Monitoring the significant environmental effects for any unforeseen adverse environmental effects is a statutory requirement within the 2005 Act.

Biodiversity actions are monitored through the Edinburgh Biodiversity Action Plan 2019-2021. Annual reports for 2018 and 2019 are available at www.edinburgh.gov.uk.

4(g) What are the body's top 5 priorities for the year ahead in relation to climate change adaptation?

Provide a summary of the areas and activities of focus for the year ahead.

1. Work in partnership to deliver the next phase of Edinburgh Adapts through the development of a Climate Ready Edinburgh plan that addresses the climate change risks and economic impacts identified through undertaking of an updated citywide climate change risk and economic impact assessment and incorporating the high-level strategic adaptation priorities set out in Edinburgh's Draft 2030 Climate Strategy.

2. Embed adaptation into the Council's next Local Development Plan, City Plan 2030 and associated planning guidance to ensure adaptation is embedded into the future development of the city and that the opportunities identified are delivered.

3. Deliver a Water Management Vision and Strategy identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding in the city. This includes delivery of surface water management plans across the city to further understanding of flooding and prioritise action and delivery of Sustainable Rainwater Design Guidance and Factsheets to support new City Plan 2030 policy and inform retrofit projects. Work with the Edinburgh and Lothians Drainage Partnership (SEPA and Scottish Water) to identify opportunities for nature-based solutions to combined sewer or road flooding using parks and greenspaces.

4. Develop and deliver a Green and Blue Network and Active Travel Network for the city highlighting key areas where green and blue infrastructure projects would have the greatest benefit in reducing flooding with ecosystem service benefits for carbon, air pollution, noise and habitat linkage.

5. Deliver a co-ordinated approach to managing and enhancing Edinburgh's natural assets and maximising the ecological services delivered by the city's green and blue spaces through delivery of the Edinburgh Living Landscapes programme, One Million Tree City initiative, Edinburgh Biodiversity Action Plan and development of the Edinburgh Nature Network.

4(h) Supporting information and best practice
Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.
The Council worked with pilot areas within the city as part of the Edinburgh Community Resilience Project, seeking to enhance communities' abilities to respond to and recover from resilience incidents. Whilst the pilot has now been completed, the community resilience groups established as part of the pilot continue to operate and build resilience. A new project has been scoped in relation to community resilience, to involve local communities, businesses and Responder agencies and funding is being sought. The Council along with SEPA, other local authorities in the Forth Estuary and Scottish Water have developed a Local Flood Risk Management Plan. The Plan has identified flooding from rivers, coast and overland flow to prioritise work at the national level. The Council has been working with Scottish Water to scrutinise the sewer network and how it interacts with flooding from other sources. The Niddrie Burn River Restoration Project included construction of building platforms so future proofing development against flooding in the area. The Council are procuring flood studies to provide better knowledge and understanding of flood risk from watercourses throughout the City. In accordance with the new climate change guidance provided by SEPA, the Council has raised the climate change allowance to 40% for all new planning applications to further future proof Edinburgh from flooding. The implementation of this is to be finalised

PART 5: PROCUREMENT

5(a) How have procurement policies contributed to compliance with climate change duties?
Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

Sustainable Procurement Strategy

The Council introduced a revised five year Sustainable Procurement Strategy (the Strategy) in March 2020. The Strategy places sustainability at the heart of the Council's procurement programme for the next five years, to ensure that the Council's considerable spending power is used to promote those economic, environmental and social outcomes that support growth, and simultaneously assist the Council in addressing the challenges that the city is facing.

The Strategy was informed by internal and external consultation, by the Council's strategic commitments, and also by the developing local and national policy framework that now gives greater recognition to the important role that public sector procurement has in assisting the Council deliver its key outcomes such as the Council's target to become a net zero -carbon city by 2030. The Council published its first annual report on the Strategy in August 2021 (https://democracy.edinburgh.gov.uk/documents/s35956/Item 7.8 - Sustainable Procurement Strategy Annual Report - 2021.pdf).

The Council's procurement activity also directly supports the delivery of Council services, and key Council projects and initiatives, such as the award of contracts for a Passivhaus architect lot on the new Professional Services Framework, a Housing Energy Projects Delivery Partner, electric vehicle charge points for Council fleet and general public access, a managed print service that will monitor energy usage and planned reductions in volume of printing, and empty homes estates management which includes commitments around reduced vehicle emission, re-cycling and re-use.

Sustainable Procurement Policy

The Council has also had a comprehensive Sustainable Procurement Policy in place since 2012. The sustainable procurement policy and objectives are addressed within every procurement plan, which is at the start of each procurement process. Thus, the policies build awareness and are discussed with stakeholders. There is also a mandatory sustainability risk assessment of procurement projects as part of the individual procurement plan which is a practical tool to ensure compliance with climate change duties (available on request).
The Commercial and Procurement team also use sustainability as selection and award criteria and seek to constantly evaluate processes that minimise the impact of the procurement for example in construction off-site fabrication, use of electric vehicles and use of local suppliers to reduce transport emissions are encouraged and scored accordingly.

The Policy has 4 main Outcomes

Outcome 1: the social and economic benefits from our procurement are maximised
Outcome 2: the environmental impacts are minimised and the environmental benefits maximised from our procurement
Outcome 3: Edinburgh has a more sustainable supply chain
Outcome 4: sustainable procurement is embedded within the Council

The following are some of the specific examples that sit under these outputs: - (please note this is just a selection)

- Minimise carbon based energy use
- minimise waste and consumption
- specify goods and materials made with a high content of recycled material and/or goods
- achieve a minimum sustainability performance of BREEAM 'Very Good' rating, and aspire to BREEAM 'Excellent' rating, when procuring new buildings and refurbishing old buildings. [BRE Environmental Assessment Methodology], where applicable.
- specify the most energy efficient goods, services and works
- ensure that vehicles we purchase, lease or hire have low emissions of greenhouse gases and air pollutants.
- procure timber and timber-based goods from verifiable sustainable sources that evidence clear chains of custody in line with the Council's Purchasing Policy for Sustainable Timber and Timber Products
- The use of Government Buying Standards

The use of Community Benefits – this is reinforced on the requirement in Contract Standing Orders to consider the inclusion of community benefits in all procurements over £50,000.

5(b) How has procurement activity contributed to compliance with climate change duties?

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

The Council seeks expert support in educating and awareness raising for Council staff involved in tendering and managing contracts

- Zero Waste Scotland and Sustainable Procurement Scotland supported design of specification and ITT questions on £180m Hard FM tender, e.g. tenderers committed to fully electric fuel of vehicles for contract by 2023, 50% by contract commencement.
- The Council Commercial and Procurement Service (CPS) is represented on cross sector Climate and Procurement Forum, supported by Scottish Government, as Scottish local authority representative, with information cascaded to the wider CPS team and other colleagues.
- The Council engages with suppliers and experts to understand carbon-reducing actions that can be delivered
- CPS staff are undertaking carbon literacy training, through Scottish Government sustainable procurement toolkit.
- The new Professional Services Framework awarded in Autumn 2020 had a Lot specifically for Passivhaus Designer (Architect) Services, to help ensure that our new buildings are designed to actively support our net zero ambitions.

- The appointment of Changeworks as the Council's Housing Energy Projects Delivery Partner, to help manage grant funding programmes linked to energy retrofit and installation of low zero carbon technologies.
- The Council is adopting a whole-life costing approach to evaluation criteria
- Whole life cost is considered early at the time of strategy development, with evaluation focused on a balanced cost, quality and sustainability threshold, and embedded in the Council's procurement procedures. There is also continual monitoring on the use of whole-life costing within our tender approach, with Best Practice shared and recorded for future reference.
- In the procurement for the Council's new Managed Print Services tenderers were required to provide details of the energy usage of all devices to be used within this contract (including printing, standby and sleep modes), with the electricity usage against the expected outputs calculated and added to the tendered fee as a whole life cost. The inclusion of energy use and associated costs as part of the commercial evaluation provides tangible cost avoidance associated with electricity use and contributes towards efforts the Council's net zero carbon target.
- The Council routinely considers the potential for reuse, repair and recycling of goods and materials to prevent waste
- In the new £20m Domestic Repairs and Maintenance Framework, Lot 6 (Cosmetic Repair Works) will provide greater focus on repairing damaged properties (e.g. doors) than simply replacing them.
- It is a standard approach in Council capital projects where there is an element of refurbishment (e.g. JGHS Darroch School Refurbishment) that tender evaluation includes an assessment on how the contractors would reuse, repair and recycle existing material.
- In the new contract for the Supply and Distribution of Janitorial Products, the supplier will work with the Council to reduce the amount of non-recyclable packaging and promote re-usable packaging against single use, and also agree delivery routes and volumes of stock transfer to minimise the carbon impact associated with deliveries.
- The Council adopts industry standards to ensure consistency in approach with the market
- It is established in the Council's procurement procedures that suitable standards and certifications are sought in tender exercises.
- New schools are to be built to passivhaus standard, e.g. Currie High School,
- The Council's new Managed Print Service contract requires as standard devices which will operate using recycled paper and devices which have an Energy Star rating and management software to enable automatic shutdown outside office hours.
- The Council Housing Service's net zero design guide will be used for new home developments, including at Western Villages Granton and Silverlea. The Design Guide was refreshed in November 2020 and sets a high standard in quality design, placemaking and sustainability. The design approach to homes follows fabric first principles supplemented by the provision of renewable heat and onsite renewable electricity. In addition, KPI targets for all Housing construction projects adhere to guidance set by Zero Waste Scotland in relation to targeting on site levels of waste.

5(c) Supporting information and best practice
Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

Miscellaneous

The Council has an established internal Sustainability Board which meets monthly to coordinate and prioritise an accelerated reduction in climate emissions, and the procurement team is represented on this board. The Council is a member of the Scottish Government Procurement and Climate Change Forum whose aim is to work towards the Government Commitment to mobilise the £11 billion of annual public procurement to support our climate emergency response. This includes consulting on legislation to require public bodies to set out how they will meet our climate change and circular economy obligations and to identify and/or commission targeted activities or work streams which will help influence and empower our buyer, supplier and key stakeholder communities. The Council has also been working closely with the Scottish Government's Sustainability Team and Zero Waste Scotland to look at embedding the circular economy in Council practices.

In addition to contracting activity, the Council has taken steps to actively enhance its engagement with its suppliers and the market more generally, including introducing a monthly virtual engagement session aimed at supporting new businesses to find out more about opportunities for working with the Council, launching a new quarterly Supplier Newsletter and working with City Region Deal colleagues to present and exhibit at a recent virtual 'Meet the Buyer' event. This engagement has been supported via the city's Business Gateway, and additional engagement with the Chamber of Commerce, the Federation of Small Businesses and social enterprises. The Council also undertook a large amount of other contact during the height of the pandemic to seek to mitigate risk to the Council's supply chain, but also to make suppliers aware of the supports that were available to them from the Council and the Scottish and UK governments. The Council uses this engagement to make potential suppliers aware of its strategic outcomes, including its target of being net zero by 2030.

The Council revised its Contract Standing Orders in February 2021 to further embed its strategic procurement objectives into its purchasing activities, including its net zero ambitions. Linked to this, Service area use of Public Contracts Scotland was withdrawn in the reporting period and only permitted again once suitable assurance provided over provision of training and adherence to governance framework, including the application of Contract Standing Orders.

The Council is committed to growing its local supply chains, which will further assist in mitigating the carbon impact of its purchasing activity. The Local Government Benchmarking Framework figures for 2020/21 recorded that 41% of the Council's procurement spend was with local enterprises, this being the 2nd highest of those authorities solely located on the mainland. This figure was well above the average of 28.5%, and again placed the Council as the 5th highest of all Scottish local authorities. The Council Housing Service's net zero design guide will be used for new home developments, including at Western Villages Granton and Silverlea. The Design Guide was refreshed in November 2020 and sets a high standard in quality design, placemaking and sustainability. The design approach to homes follows fabric first principles supplemented by the provision of renewable heat and onsite renewable electricity. In addition, KPI targets for all Housing construction projects adhere to guidance set by Zero Waste Scotland in relation to targeting on site levels of waste.

PART 6: VALIDATION AND DECLARATION

6(a) Internal validation process
Briefly describe the body's internal validation process, if any, of the data or information contained within this report.
Validation energy checks done by Council's Carbon and Utility Officer. Annual energy review report delayed due to COVID-19

6(b) Peer validation process
Briefly describe the body's peer validation process, if any, of the data or information contained within this report.
Report considered by Policy and Sustainability Committee

6(c) External validation process
Briefly describe the body's external validation process, if any, of the data or information contained within this report.
Validation of energy consumption data through Council's Carbon and Utility Officer checks.

6(d) No validation process
If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

6e - Declaration		
I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.		
Name	**Role in the body**	**Date**

RECOMMENDED – WIDER INFLUENCE

Q1 Historic Emissions (Local Authorities only)
Please indicate emission amounts and unit of measurement (e.g. tCO2e) and years. Please provide information on the following components using data from the links provided below. Please use (1) as the default unless targets and actions relate to (2). (1) UK local and regional CO2 emissions: **subset dataset** (emissions within the scope of influence of local authorities): (2) UK local and regional CO2 emissions: **full dataset:**
Select the default target dataset
Subset

Table 1a - Subset														
Sector	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**Units**	**Comments**
Total Emissions	3,251.43	2,956.16	3,060.95	2,761.59	2,924.68	2,826.43	2,388.72	2,366.57	2,205.61	2,090.90	2,049.48	1,952.08	ktCO2	
Industry and Commercial	1,091.11	963.81	1,005.18	905.42	979.41	941.32	714.51	690.79	582.15	569.10	547.04	499.34	ktCO2	
Domestic	1,158.59	1,038.36	1,101.21	971.58	1,058.76	1,023.17	861.37	834.94	787.39	740.73	732.63	720.76	ktCO2	
Transport total	683.42	670.49	649.95	615.87	595.58	586.35	585.93	592.48	601.93	586.61	571.85	556.52	ktCO2	
Per Capita	7.09	6.38	6.51	5.78	6.06	5.80	4.85	4.74	4.35	4.07	3.95	3.72	tCO2	
Waste													tCO2e	
LULUCF Net Emissions													ktCO2	

Q2a – Targets									
Please detail your wider influence targets									
Sector	**Description**	**Type of Target (units)**	**Baseline value**	**Start year**	**Target saving**	**Target / End Year**	**Saving in latest year measured**	**Latest Year Measured**	**Comments**
Citywide	In 2019 Council agreed to set a citywide target of achieving net zero carbon emissions by 2030.	Absolute (TCO2e)	2,427,000	2018/19	0.0	2030/31	8%	2019/20	The Council is working with the Edinburgh Climate Commission and wider city partners to secure sign-up to the 2030 net zero target. A Carbon Scenario Tool is being developed that will support the development of sector targets to achieve net zero.

Q2b) Does the Organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below.

The City of Edinburgh Council declared a climate emergency in February 2019 and set a new target for the city to achieve net zero carbon emissions by 2030. The net zero target covers the city of Edinburgh (territorial boundary). A high-level strategy for achieving the net zero target and adapting Edinburgh to the impacts of climate change by 2030 is in development. The Draft 2030 Climate Strategy: Delivering a Net Zero, Climate Ready Edinburgh sets out high level priorities and actions on: home and buildings energy efficiency; heat and energy generation; accelerating the decarbonisation of transport: climate resilience and accelerating adaptation; citizen empowerment, behaviour change and community activism; supporting business transition and the green economy; and developing a citywide programme/pipeline of green investment proposals. The final strategy will be supported by an implementation plan detailing deliverables, milestones, timescales, resources and an approach to measuring outcomes and impact.

The Council's work in developing the strategy, and contributing to its delivery, will impact emissions beyond the Council's corporate organisational boundary. Furthermore, although the net zero city target is defined and monitored on a territorial boundary basis, the 2030 Climate Strategy includes actions for the Council and other city partners which are intended to reduce emissions beyond the scope of the Council organisational target.

For example, through the 2030 Climate Strategy and delivery partner Capital City Partnership we will work with Edinburgh and South East Scotland City Region Deal partners to develop regional renewable energy solutions. This work will draw on the region's wind, geothermal, hydro and solar assets and will look to learn from the H100 hydrogen pilot.

The 2030 Strategy also aims to address consumer behaviour, partner and supplier's procurement activity and innovation in construction methodology and materials. The Council will work with universities, colleges, schools and employers to identify emerging skills gaps, and develop the education, training and workforce development supported needed to make sure people from all backgrounds can aspire to and access rewarding net zero careers. This will build on the work undertaken by the Edinburgh and South East Scotland City Region Deal to develop the skills and local supply chains needed to make construction activity in the city sustainable and low carbon. Through the Edinburgh and South East Scotland City Region Deal, the £25m IRES programme includes two skills gateways - Housing and Construction Infrastructure (HCI) and Data Driven Innovation (DDI). The gateways operate through the regions' universities and colleges providing skills development in housing, construction, renewables, and digital sectors to support delivery of the latest sustainable energy and construction solutions. IRES also has an Integrated Employer Engagement programme, which creates an enhanced employability and skills service for employers, helping transition those with new skills into work.

Q3 Policies and Actions to Reduce Emissions							
Sector	**Start year for policy / action implementation**	**Year that the policy / action will be fully implemented**	**Annual CO2 saving once fully implemented (tCO2)**	**Latest Year measured**	**Saving in latest year measured (tCO2)**	**Status**	**Metric / indicators for monitoring progress**
Overall reduction target	2021	2030				In implementation	tCO2e reduction
Delivery Role	**During project / policy design and implementation has ISM or an equivalent behaviour change tool been used?**	**Please give further details of this behaviour change activity**	**Value of Investment (£)**	**Ongoing Costs (£/ year)**	**Primary Funding Source for Implementation of Policy / Action**	**Comments**	
Enabler	Yes, other	A number of citywide engagement				A new 2030 Climate Strategy: Delivering a Net Zero, Climate	

		activities have been held on behaviour change				Ready Edinburgh is in development

Please provide any detail on data sources or limitations relating to the information provided in Table 3
A 'Carbon Scenario Tool' has been developed in partnership with the University of Edinburgh to support sustainability impact assessment and reporting. The tool enables carbon footprinting at a city, Council, and project level and is being applied to major Council projects on a phased basis. This will enable the Council to improve this information over time.

Q4) Partnership Working, Communication and Capacity Building.
Please detail your Climate Change Partnership, Communication or Capacity Building Initiatives below.

Key Action Type	Description	Action	Organisation's project role	Lead Organisation (if not reporting organisation)	Private Partners	Public Partners	3rd Sector Partners	Outputs	Comments
Partnership working / Communication	The Climate Commission for Edinburgh was launched in February 2020 to offer independent advice, expertise and challenge to the city to support accelerated action on tackling climate change. The aims of the Commission are to: > identify and address the challenges critical to Edinburgh meeting its climate targets	To catalyse action, challenge decision makers in the city and convene stakeholder critical to the accelerated response that is needed to meet the 2030 target.	Co-sponsor	Other Co-Sponsor is the Edinburgh Centre for Carbon Innovation at the University of Edinburgh	Scottish Power, Shepherd and Wedderburn, Hilliam Research and Analysis, CCG (Scotland) Ltd , Green Tourism Certification Programme, Scottish Widows	City of Edinburgh Council, Changeworks, Scottish Futures Trust, Sustrans, Edinburgh Centre for Carbon Innovation at University of Edinburgh	Space & Broomhouse Hub, 2050 Climate Group, Living Rent	'Forward, Faster, Together: Recommendations for a Green Economic Recovery in Edinburgh' report Founder of the Edinburgh Climate Compact, a commitment by leading businesses and employers in Edinburgh to take action within their own organisations to contribute to a green recovery and radically reduce the city's carbon emissions.	The Commission aims to address key challenges in the city and also acts as a forum where organisations can exchange ideas, research findings, information and best practice on carbon reduction and climate resilience.

	> Provide independent, expert and authoritative advice to support the city's transition to net zero emissions by 2030 > Catalyse action, challenge the city's decision makers and convene stakeholders > Act as a forum where organisations can exchange ideas, research findings, information and best practice on carbon reduction and climate resilience.								
Partnership working / Capacity building	A new governance framework to support implementation of the 2030 Climate Strategy will be developed in 21/22. This will include a Climate Strategy Investment Programme Board, supported by a suite of thematic groups. which will bring key city partners together to collaborate on strategic climate action	To bring key city partners together to collaborate on strategic climate action, supporting delivery of a new 2030 Climate Strategy for the city							Lead and participating partners, outputs and outcomes will be agreed as part of the strategy's implementation

OTHER NOTABLE REPORTABLE ACTIVITY

Q5) Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below.				
Key Action Type	**Key Action Description**	**Organisation's Project Role**	**Impacts**	**Comments**
Food and Drink	Edible Edinburgh is a cross-sectoral citywide partnership working to make Edinburgh a sustainable food city. It aims to inspire and motivate everyone in the city to work together to build new approaches to food. The partnership plays an important role in developing a sustainable food system in Edinburgh, campaigning for change and informing policy. The partnership's working groups focus on health, sustainability, food growing and the local food economy. It is building a network of those working or interested in sustainable food across the city, that includes growers, businesses and consumers.	The Council chairs the partnership and provides the secretariat for it.	Edinburgh was the second Scottish city to be awarded the Sustainable Food Places Bronze award. The partnership is now working towards achieving Silver accreditation. Edible Edinburgh helped develop and is helping implement Edinburgh's first Food Growing Strategy, Growing Locally and engages with businesses across the city on sustainable food.	Edible Edinburgh has a Sustainable City Food Plan and works to promote healthy, sustainable food.
Biodiversity	The Edinburgh Biodiversity Partnership is a citywide partnership working to protect and enhance biodiversity and habitats across Edinburgh. The breadth of groups represented include Council departments, government agencies, national and local environmental charities, volunteer conservation bodies and community groups.	The Council is a lead member of the partnership and provides the secretariat.	Fifth edition of the Edinburgh Biodiversity Action Plan (2019-2021) continues work to make Edinburgh a greener city with more opportunities for wildlife, enabling people to engage with nature. The Plan aims to raise awareness of the rich biodiversity in Edinburgh, encourage partners and others to take positive action to	Fulfils Council statutory obligation on how it is fulfilling it biodiversity duty and is contributing to meeting national biodiversity targets.

			protect and enhance the city's natural environment, provide co-ordination and communication between partners and others to further conservation action and influence other plans, policies and strategies relating to Edinburgh. It incorporates actions to sequester carbon and adapt to the impacts of climate change.	
Water	An Edinburgh and Lothians Drainage Partnership was established in October 2018 comprising Scottish Water, Scottish Government, SEPA and local authorities across the region. The Partnership seeks to develop a co-ordinated and transformative approach across Edinburgh and the Lothians to drainage, water management and flooding issues with a strong focus on water management using above-ground drainage infrastructure (or Sustainable Drainage Systems; SuDS), increasing biodiversity, creating great places and supporting a climate-resilient city region.	The Council is a lead member of the partnership.	Section 7 Legal Agreement with Scottish Water was adopted on 27 February 2020. A Water Management Vision for Edinburgh has been developed (November 2020). The vision aims to develop a long-term and sustainable approach to river, coastal and storm water management across Edinburgh and its environs. This will involve all stakeholders and address the flooding and water quality risks associated with our changing climate as a result of changes in rainfall and sea level rise.	

			Implementation of the strategy will be through the Edinburgh and Lothians Strategic Drainage Partnership. This partnership links the Council to adjacent councils for a more strategic approach to water management.	
Procurement	The Council is a member of the Scottish Government Procurement and Climate Change Forum whose aim is to work towards the Scottish Government's commitment to mobilise the £11 billion of annual public procurement to support our climate emergency response. This includes consulting on legislation to require public bodies to set out how they will meet climate change and circular economy obligations and to identify and/or commission targeted activities or work streams which will help influence and empower our buyer, supplier and key stakeholder communities.	Participant	Embedding of circular economy principles in Council practices. Information cascaded to the Council's wider Commercial and Procurement Service and to colleagues across the Council.	The Council has also been working closely with the Scottish Government's Sustainability Team and Zero Waste Scotland to look at embedding the circular economy in Council practices.
Other (please specify in comments)	Creative Carbon Scotland coordinate the data gathering and feedback on carbon emissions reporting and carbon management planning for cultural organisations Regularly Funded by Creative Scotland (RFOs) and organisations which receive cultural funding from the City of Edinburgh Council.	Supporting	Creative Scotland Regularly Funded Organisations have reported progress on reducing their carbon emissions since April 2015. Each year the report covers activities which took place during the previous year 1 April to 31 March.	Cultural organisations taking part in this initiative include Artlink Edinburgh and the Lothians, Capital Theatres, Centre for Moving Image (Filmhouse, Edinburgh International Film Festival), Dance Base Ltd, Edinburgh Jazz & Blues Festival Ltd, Edinburgh Art Festival, Edinburgh Festival Fringe Society Ltd, Edinburgh International

				Festival Society, Edinburgh Performing Arts Development, Edinburgh Printmakers Ltd, Edinburgh Science Ltd, Edinburgh Sculpture Workshop Ltd, Edinburgh World City of Literature Trust (Edinburgh UNESCO City of Literature Trust), Festivals Edinburgh Ltd, Imaginate, Lung Ha Theatre Company Ltd, North Edinburgh Arts, Scottish Book Trust, Scottish Chamber Orchestra Ltd, Scottish Poetry Library, Stills Limited (Stills Gallery), The Edinburgh International Book Festival Ltd, The Queen's Hall (Edinburgh) Ltd, The Royal Lyceum Theatre Company Ltd, TRACS and Traverse Theatre (Scotland) Ltd

Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Council Emissions Reduction Plan – final version

Executive/routine
Wards
Council Commitments 18

1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee:

1.1.1 Agree the final Council Emissions Reduction Plan (CERP) as set out in Appendix 1;

1.1.2 Note that Council emissions totalled 65,647 tCO2e in 2020/21 (a 11% decrease compared to 2019/20), representing 35% (just over one third) of the three-years' cumulated carbon budget for the period 2020/21 to 2022/23;

1.1.3 Note that the CERP sets out actions the Council will take to reduce its carbon footprint and that the emissions impact of these will reviewed and refined as further data becomes available and additional actions are developed; and

1.1.4 Note that the Council's organisational emissions are updated annually and reported to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD).

Andrew Kerr

Chief Executive

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Council Emissions Reduction Plan – final version

2. Executive Summary

2.1 The Carbon Emissions Reduction Plan (CERP) sets out an initial pathway to net-zero for the City of Edinburgh Council by 2030 by targeting the Councils major emissions sources; energy (buildings and lighting), waste, fleet and transport. This plan reflects the Council's carbon reduction commitment as a signatory of the City Climate Compact.

2.2 The plan sets out the Council's strategic approach to reducing its corporate emissions and estimates the impact of carbon reduction projects (both planned and potential) on the Council's current and future carbon footprint.

2.3 This final version builds on the draft CERP brought to the April Policy and Sustainability Committee and reflects the Council's latest emissions data (2020/21). In particular it identifies, in each area of the plan, a set of actions to progress towards our net zero target, how these will be resourced, key performance indicators to monitor progress, and the named Council delivery lead.

2.4 The report does not reflect the wider work of the Council that has an impact on city-wide emissions, rather than corporate emissions – for example, active travel infrastructure improvements in the city. A separate report focussing on city-wide emissions ("2030 City target progress report") is also included on the agenda for the November 2021 meeting of Committee.

3. Background

3.1 The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a target of net zero emissions by 2030 for both city and corporate emissions.

3.2 In February 2021, the Council published its new Business Plan, *Our Future Council, Our Future City,* with "Becoming a sustainable and net zero city" being one of the three strategic priorities, alongside "Ending poverty by 2030" and "Wellbeing and Equalities". The CERP contributes to Outcome 8: "On track to deliver our 2030 net zero target".

3.3 Since 2010/11, the Council has publicly reported its organisational emissions annually to the Scottish Government through Public Bodies Climate Change Duty Reporting (PBCCD). The Council's carbon footprint scope is presented in Appendix 1 of the plan.

3.4 The Council substantially exceeded its previous target of achieving a 42% reduction by 2020/21 compared to a 2005/06 baseline, with a 66%[1] reduction achieved. This target is now superseded by the new more ambitious net zero by 2030 target.

3.5 In December 2020, the Council signed the Edinburgh Climate Compact launched by the Edinburgh Climate Commission, along with five other signatories across the health, finance, construction, education, arts and culture sectors. The Climate Compact currently counts sixteen signatories, who pledged to deliver key commitments outlined at Appendix 2.

3.6 The CERP presented in this report sets out the strategic approach and key actions the organisation will take to ensure, subject to the appropriate funding, it will be a net zero organisation by 2030. In doing this, the plan also sets out how the Council is delivering against its Climate Compact commitments.

4. Main report

4.1 Achieving net zero emissions and transitioning to a low carbon economy represents the greatest challenge of our times. This reflects the complexity and breadth of activity needed to tackle harmful greenhouse gas emissions and as such, while this report lays out the City of Edinburgh Council's approach and key actions that will be taken forward, it does not and cannot have all the answers today. As such the CERP will be periodically reviewed and refined as more clarity is obtained from our operational projects and in terms of the grid decarbonisation trend, and future low-carbon HGV and building retrofit technologies evolve.

4.2 The CERP has been developed to cover the next nine years up to 2030. It focusses on the Council's key corporate emissions sources (energy consumption, waste, fleet and travel) and sets out an initial pathway to net-zero by 2030. The CERP does this by estimating the impact of emission reduction projects (both planned and potential projects) on the Council's carbon footprint.

4.3 Since April, further engagement with Council's services has been undertaken to build on the draft plan to develop a fuller implementation plan. This final version includes:

4.3.1 More detailed on estimated costs for near-term actions and how these would be met. Identified resources are indicated in the action tables in each chapter and are based on Council's approved budget decisions and external funding streams;

[1] Based on latest 2020/21 data

4.3.2 Additional emissions reduction projects scoped following thematic CERP workshops with services;

4.3.3 Improved emissions savings estimations based on further work with services;

4.3.4 Updated baseline emissions based on Council's latest carbon footprint as published in the 2020/21 Public Bodies Climate Change Duties Report, and reprofiled projections based on most recent electricity grid decarbonisation projections and other emissions factors;

4.3.5 More detailed completion date and intermediary milestones if relevant; and

4.3.6 Key performance indicators and targets, where appropriate, to measure progress against the various projects listed in the action tables.

4.4 The emissions analysis presented in each chapter shows baseline emissions for each sector and the estimated carbon savings of different projects. Additional analysis of the remaining emissions has also been undertaken to bring greater transparency to what these include and to what extent, and how, they might be tackled. These remaining emissions include:

4.4.1 Emissions that cannot fully be eliminated based on today's technologies (for example, there is currently no zero-carbon alternative for all the heavy vehicles of the fleet);

4.4.2 Emissions that will probably never be fully eliminated (for example, waste emissions cannot reach zero as long as the city generates waste which requires collection and processing);

4.4.3 Residual emissions from the electricity grid (projections indicate a sharp decrease in the carbon intensity of the grid, but unless the UK meets 100% of its electricity demand with renewables supported by storage technology, there will be residual emissions);

4.4.4 Emissions reduction projects that have not been identified yet; and

4.4.5 Emissions which are being reduced by Council activity, but where it is not possible to make projections due to a lack of data or due to a too high level of uncertainty to estimate the effect. These emissions reductions will show in the Council's retrospective reporting through the Public Bodies Climate Change Duties report.

4.5 Latest data shows that in 2020/21, the Council emitted 65,647 tCO_{2e}, representing 35% (just over one third) of the three-years' cumulated carbon budget for the period 2020/21 to 2022/23 (presented to Committee in the draft CERP in April 2021). This means that emissions reductions achieved during the pandemic need be sustained in the coming years to ensure the Council does not exceed its carbon budget for this period.

4.6 Emissions have decreased by 11% during 2020/21. The main reason for this is the reduction in electricity consumption (mainly due to property closures during the pandemic) and grid decarbonisation. The latest Public Bodies Climate Change

Duties report brought to the November Policy and Sustainability Committee explains 2020/21 emissions in more detail.

4.7 Going forward, to stay within its carbon budget the Council needs to emit no more than 124 $ktCO_{2e}$ by 2022/23, or an average of 62 ktCO2e next year and the year after that (corresponding to a reduction of 6% of 2020/21 levels).

4.8 The areas with the greatest potential for securing further reductions are the reduction of thermal demand in buildings through energy efficiency improvements and the replacement of gas boilers with air source heat pumps or other low or zero carbon alternatives. The Council is taking a leading role in Scotland on EnerPHit - informed retrofits with an 'EnerPHit' pilot exercise currently being undertaken to inform the approach and contribution that the operational estate will make to meet the net zero target.

4.9 However, additional investment will be required to secure change at the pace needed to remain within the Council's carbon budget. A successful bid has been made to the Scottish Government's Green Growth Accelerator which will provide up to £10 million to retrofit Council buildings based on a payment in arears funding model and upon the achievement of project outcomes including carbon emissions reductions and green economy opportunities. In addition, the Scottish Government will provide the Council with an additional grant funding of up to £120,000 to develop the EnerPHit Business Case. The Council will continue to seek other sources of external funding opportunities.

4.10 The Council will continue to publicly report its organisational emissions annually:

4.10.1 To the Scottish Government through the PBCCD in October/November;

4.10.2 To the Policy and Sustainability Committee and full Council through the Council's annual performance report (APR) in June/July; and

4.10.3 Through the Carbon Disclosure Project (CDP) platform in July/August.

5. Next Steps

5.1 Council's emissions will continue to be reported annually through PBCCD statutory report, with the latest data brought to Committee each November.

5.2 This plan will be periodically reviewed and refined as more projects are scoped out and more clarify is obtained in terms of the grid decarbonisation trend, future technologies or offsetting mechanisms and accounting, as well as greater visibility around the impacts of COVID-19, the future Deposit Return Scheme and other uncertainties.

5.3 As indicated in the Performance monitoring and reporting section, an annual progress report will be brought to the Policy and Sustainability Committee in November each year and will provide regular updates against actions and progress against KPIs.

6. Financial impact

6.1 Becoming a net zero organisation will have significant capital and revenue implications for the Council. A £1m sustainability fund has been allocated as part of the Council's 2021/22 revenue budget to provide additional capacity to develop a strategic approach to meeting these challenges.

6.2 While many of the short-term actions outlined in the plan have resources assigned, for example £1.1m has been allocated towards developing approaches to building retrofit and many actions are supported by external funding, some of the potential additional interventions outlined in the plan will require further resources. Moreover, significant additional resources will be required in future years to support the required service transformation. These will be considered on a case-by-case basis as part of the Council's capital and revenue budget processes.

6.3 The Council will also re-visit the financial implications of actions required to reduce its emissions, as further emissions and cost analysis of proposed projects and programmes is undertaken.

7. Stakeholder/Community Impact

7.1 Consultation has taken place with Commercial and Procurement Services, Fleet, Active Travel, Street Lighting, Human Resources, Corporate Property and Facilities Management and Waste Services in compiling this report.

7.2 While the financial challenges in achieving net zero emissions will be significant, it should be noted that investing in carbon reduction projects often results in wider co-benefits such as the creation of local jobs, improved air quality and public health, or reduced congestion. Moreover, the cost of inaction for the economy and the society far outweighs the cost of taking action now.

7.3 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the proposals in this report will help to mitigate and adapt the Council and city to climate change, improve social justice, economic wellbeing and environmental good stewardship.

7.4 A Strategic Environmental Assessment (SEA) pre-screening document will be submitted for this plan. It is expected that this plan is exempt from a full Strategic Environmental Assessment, as its implementation will have minimal effect in relation to the environment, either directly or indirectly, due to the relatively small size of the Council's contribution to the city's total emissions; but this is subject from responses from consultation authorities.

8. Background reading/external references

8.1 Draft Council Emissions Reduction Plan – April 2021

9. Appendices

9.1 Appendix 1 - City of Edinburgh Council's Emissions Reduction Plan.

CITY OF EDINBURGH COUNCIL EMISSIONS REDUCTION PLAN

NOVEMBER 2021

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Foreword

Climate Change is one of the most pressing issues of our time – and one we must all play our part in tackling it.

That is why, as an Administration, we made sustainability one of our key organisational priorities and set a target for Edinburgh to be a net zero city by 2030.

We're under no illusion that this will be a hugely ambitious target to meet, but there is also much to gain as a city being at the forefront of climate action and supporting a truly green recovery from the pandemic.

In the year that COP26 is hosted in Scotland, we will lead by example as the capital city, working to become a net zero organisation by 2030 and deliver on the City Climate Compact, which requires organisations who sign up to take action to reduce their own emissions.

Every step we take to become a net zero organisation will also be an opportunity for the city; creating market demand, stimulating green industries and jobs and contributing to sustainable, healthier and happier communities.

We know we don't have all the answers yet, and there's a long way to go – but the Council Emissions Reduction Plan lays out the strategic approach we will take to tackle our own emissions, which largely come from our buildings, our fleet and our waste.

We will make sure that we don't create new emissions problems by investing now in net zero buildings and ensure capital investment and infrastructure delivers our net zero objectives. We will invest in the improvement of services, advance our readiness, skills and knowledge to deliver change, learn from pilots and prototype projects and we will plan to speed up the actions required to meet our target.

As a major land and asset owner and developer in the city, this Council Emissions Reduction Plan rightly provides a focus on our buildings. As we review and improve our estate to net zero standard, we'll also be thinking about how these buildings best serve the city by aligning our retrofit plans to the development of '20-minute neighbourhoods' and sustainable places.

We've made outstanding progress on reducing our waste emissions, largely thanks to the opening of Millerhill waste plant. We'll continue to make progress by further improving waste services for citizens and promoting the reduce, reuse, repair and recycle approach to minimising unnecessary waste. We'll also continue to build on the progress we have made decarbonising our light fleet with a focus on our larger vehicles.

Funding will continue to be challenge but we are already investing in our Council Emissions Reduction Plan and will work to ensure we are well placed to benefit from funding opportunities from the Scottish Government, UK Government and other national bodies looking to invest in net zero action.

In the end, the success of this plan will be an organisational effort supported by the everyday actions and choices of all colleagues, which is why we're also focussing on developing the skills and knowledge of our teams.

We look forward to continuing this journey towards becoming a net zero organisation by 2030 – leading the way for our city to do the same.

Councillor Adam McVey

Leader of the City of Edinburgh Council
Convener of the Policy and Sustainability Committee

Councillor Cammy Day

Depute Leader of the City of Edinburgh Council
Vice Convener of the Policy and Sustainability Committee

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Introduction

Following the publication of an Intergovernmental Panel on Climate Change (IPCC) report,[1] which sent a clear call for climate action to avoid the consequences of global warming of 2ºC, the City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a net zero emissions target by 2030 for both city and corporate emissions.

As noted by the Climate Emergency Response Group, if Scotland is to meet its 2045 target, our cities need to make faster progress. The Council is committed to playing our part by striving to reach net zero by 2030.[2]

This first Council's Emissions Reduction Plan sets out the proposed strategic direction for addressing the Council's major emission sources and the proposed actions the Council will take.

This approach is centred around acting now to ensure efficient service delivery; taking opportunities to reduce emissions; investing in skills and capacity to test new approaches; and maximising external funding to roll out change at scale and pace.

There are a number of drivers for the Council to take climate action:

- **Democratic:** The climate crisis has become an unescapable topic, and our children and our communities are asking us to act.
- **Social:** Tackling climate change provides an opportunity to secure cleaner air, safer routes, cheaper energy, green jobs, thriving wildlife and healthier more sustainable communities, bringing economic and social benefits to Council staff and the communities they serve.
- **Ethical:** Scotland was one of the first nations to sign up to the UN Sustainable Development Goals (SDGs) (*Table 1)* which were adopted to solve global challenges such as poverty, inequality, war, as well as climate change. Tackling climate change is 'the right thing to do' and ensures we deliver on the SDGs.

Table 1: UN Sustainable Development Goals

UN Sustainable Development Goals

1. No poverty	2. Zero Hunger
3. Good health and wellbeing	4. Quality Education
5. Gender Equality	6. Clean water and sanitation
7. Affordable clean energy	8. Decent work and Economic growth
9. Industry, Innovation and Infrastructure	10. Reduced inequalities
11. Sustainable Cities and Communities	12. Responsible consumption and production
13. Climate Action	14. Life below water
15. Life on land	16. Peace, justice and strong institutions
17. Partnerships for the goals	

[1] IPCC Special Report on the Impacts of Global Warming of 1.5 C Above Pre-Industrial Levels. https://www.ipcc.ch/sr15 Accessed. 2019 Oct;1.

[2] *Delivering on Scotland's response to the climate emergency*, Climate Emergency Response Group, September 2021

- **Financial:** The PCAN Achieving Net Zero report[3] has developed an economic case that supports the change required to meet the 2030 target, based on allocating current spending differently. This work has identified a set of interventions that illustrate what it would take to meet the 2030 net zero target for the city and shows that the majority would be cost-effective.

- **Legal:** The Council has a duty to comply with the Public Bodies Climate Change Reporting duties under the Climate Change (Scotland) Act. With a net zero emissions target of 2045, Scotland has some of the world's most ambitious climate change legislation. The Scottish Government "expects Scotland's public bodies to lead by example in combating climate change and making a valuable contribution towards achieving our emissions reduction target"[4].

This plan focusses on the Council's own operations. It shows how we aim to lead by example to accelerate action across the city. The journey to net zero emissions will be challenging, but we know climate action has the potential to deliver wider social, health and economic co-benefits, positively impacting communities and helping to realise the opportunities to reduce inequalities as we recover from the impacts of covid-19 and build back better and greener.

Reducing our emissions can also deliver savings by freeing up resources for reinvestment in services. For example, the electrification of the fleet can yield vehicle maintenance and fuel costs savings. In the same way, the upgrade of lighting and traffic signals to LED deliver electricity savings, but also maintenance savings as this technology needs to be replaced less often.

The investment we make in decarbonising and retrofitting the Council estate will improve energy efficiency but – done at the scale required to deliver a net zero organisation, will also have wider city benefits of green supply chains, green jobs and a green recovery.

Achieving net zero emissions and transitioning to a low carbon economy is a journey and as such the approach laid out in this report will be periodically reviewed and refined, reflecting the organisation's deepening knowledge and learning from the phased approaches.

The Council publicly reports its organisational emissions annually to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD) since 2010/11. The Council also participated in the Carbon Disclosure Project (CDP)[5] for the first time in late 2020.

CDP is an international non-profit organisation for companies and cities' environmental reporting. It is the largest climate change focused data collection and assessment programme in the world.

[3] A Net-Zero Carbon Roadmap for Edinburgh, Robert Fraser Williamson, Andrew Sudmant, Andy Gouldson & Jamie Brogan, 2020

[4] "Protecting Scotland's Future: The Government's Programme for Scotland 2019-20". Published 3 Sep 2019.

[5] https://www.cdp.net/en/cities

A breakdown of the Council's carbon footprint is presented in *Figure 1*.

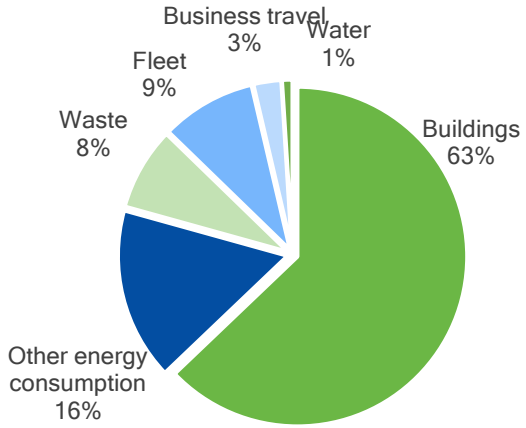

Figure 1: 2019/20 carbon footprint broken down by sector.

It shows the share of the different emission sources pre-COVID (2019/20 data). Emissions breakdown for 2020/21 are not shown as they is not representative of a typical year due to the impact of the pandemic.

Total 2020/21 emissions amounted to 65,647 tonnes of CO_{2e}, a decrease of 11% compared to 2019/20[6]. This is equivalent to the emissions generated by around 33,000 return flights between Edinburgh and New-York City, or by 8,000 average UK citizens annually. The main reason for the decrease is due to the reduction in electricity consumption - mainly due to lighting or other energy efficiency upgrades, property closures during the pandemic, and grid decarbonization. Detailed reasons for change are explained in the Council's latest Public Bodies Climate Change Duties Report.

Council emissions decreased significantly by 66% compared to 2005/06, surpassing our target of achieving a 42% reduction in emissions by 2020/21[7].

This target was met a year early and exceeded, with a 62% reduction being achieved in 2019/20. This was prior to the outbreak of covid-19 and so is not attributable to the changes in energy usage which resulted from the pandemic, but rather to earlier progress achieved through various emissions reduction interventions.

Figure 2 shows that future emissions are forecast to plateau in a business as usual scenario.

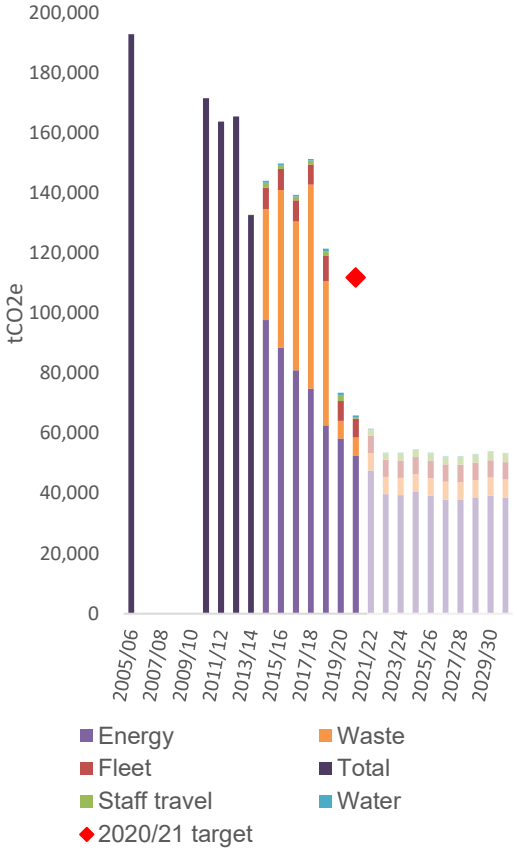

Figure 2: City of Edinburgh Council's carbon footprint: historic and future emissions.

Projections are based on various parameters including expected grid decarbonisation, population growth by age

[6] Note that the unit used throughout this document is tonnes of CO_2 (carbon dioxide) equivalent (abbreviated as CO_{2e}), meaning that all greenhouse gases are taken into account. Refer to the Glossary for more details.

[7] Public Bodies Climate Change Duties Report 2019/20, November 2020

categories[8] and historic Council emissions trend.

This Council Emissions Reduction Plan aims to lay out how the Council will act, across its major emissions sources, to make the necessary reductions to deliver a net zero organisation by 2030.

[8] For example, Age group “over 75 years old” is expected to impact on emissions from care homes. School roll projections are used to model future schools’ emissions.

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Carbon budget

This plan sets targets based on 2019/20, rather than on 2017/18 consistent with the city target. This takes account of the fact that there was a 40% drop in Council emissions due to the waste diversion from landfill to the Millerhill Energy from Waste plant between 2018/19 and 2019/20.

The scale of the effort required to bring Council operational emissions down to zero corresponds to an annual reduction of roughly **7,000 tCO_{2e} per year, or 9% per year,** following a linear target pathway by 2030. The Council Emissions Reduction Plan will however, evaluate progress through a carbon budget that operates on three-year phases.

The proposed carbon budgets are shown in *Table 2*.

Table 2: Proposed cumulated 3-years carbon budgets (recalculated to account for increased carbon footprint scope due to inclusion of PPP1 buildings)

Period	Carbon budget (tCO_{2e})
2017/18 to 2019/20 *(cumulated historic emissions)*	345,728
2020/21 to 2022/23	189,553
2023/24 to 2025/26	126,369
2026/27 to 2028/29	63,184
2029/30 to 2030/31	7,020
From 2030/31	0

They outline the total emissions that can be emitted over a three-year period and are based on a linear reduction pathway.

This approach provides more measured assessments of progress, taking account of fluctuations that can exist in single year achievements for example, due to weather.

The 2017/18 to 2019/20 carbon budget has been retrospectively determined for illustration purposes based on cumulated historic emissions.

Carbon dioxide remains in the atmosphere between 300 and 1000 years, reducing one tonne of CO_2 in 2021 does as much for the stock of carbon in the atmosphere as stopping a source 30 times as large in 2051. As well as planning for net zero emissions this plan also seeks to maximise the actions that can be taken now to minimise the cumulative impact of greenhouse gas emissions.

In 2020/21, the Council emitted 65,647 tCO_{2e}, representing 35% (just over one third) of the three-year cumulated carbon budget, *Fig. 3*.

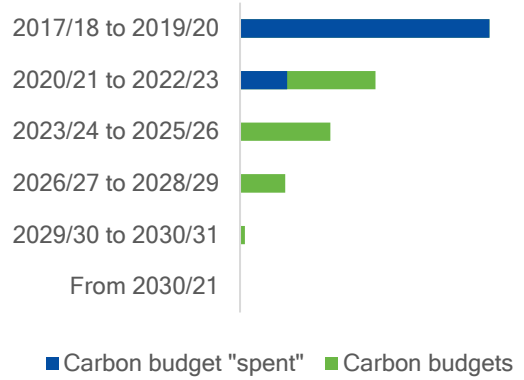

Figure 3: Proposed cumulated 3-year carbon budgets

This means that emissions reductions achieved during the pandemic need to be sustained in the coming years to ensure the Council does not exceed its carbon budget for this period.

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Methodology

The Council's emission reduction plan aims to provide a foundation to achieve net zero emissions by 2030. It presents the scale of the effort required in five key sectors[9]:

Buildings (63%)

Other energy consumption (16%)

Fleet (9%)

Waste (8%)

Business travel (3%)

Net zero ambition has been embedded in numerous Council strategies and programmes currently being developed and which impact the City's footprint, as well as the Council's.

Most of these large-scale projects, such as the City Centre Transformation[10] or the energy-efficient retrofit of 20,000 Council homes[11], are expected to reduce city-wide emissions. These contribute to and are accounted for in the city-wide net zero target, rather than Council's operational emissions and so are not detailed further in this plan.

As a result, this emission reduction plan only estimates carbon savings for projects that will impact on the Council's carbon footprint scope (*Appendix 1*) and where there is sufficient data to carbon cost the project. Three types of projects have been evaluated:

- **"Committed projects"** – which are already underway, or clearly scoped.
- "**Potential projects"** - interventions that would help bring emissions further down, but for which a business case has not been developed yet.
- "**Data not available/ innovation and offsetting"** – which covers projects that cannot be carbon costed as yet, but are expected to contribute to emissions reductions; plus any remaining emissions which will require additional projects, innovation and/or off-setting to remove.

These are presented, for each sector, in a waterfall chart with "committed projects" in solid green, "potential projects" in hatched green, and "data not available/ innovation and offsetting" in orange.

As the Council rolls out its Carbon Scenario Tool and data becomes available, we will revisit this analysis and expect to be able to show further estimated reductions.

[9] Water consumption is not included in this plan due to its small proportion in the Council's carbon footprint (1%). Proportions are based on 2019/20 data – 2020/21 data not representative.

[10] https://www.edinburgh.gov.uk/roads-travel-parking/city-centre-transformation

[11] Housing Sustainability Update, Housing, Homelessness and Fair Work Committee, November 2020

Buildings Energy Consumption

Building energy consumption is the central component of the Council's plan to reach net zero by 2030, representing 63%[12] of the Council's corporate carbon footprint. Building emissions mainly include gas and electricity; with gas oil and LPG[13] contributing to only 1% of the total carbon footprint, *Fig. 4*.

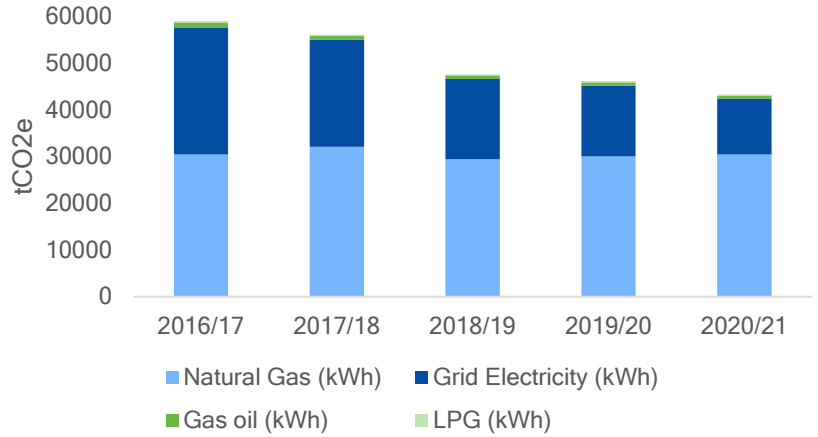

Figure 4: Historic buildings emissions (tCO_{2e})

Buildings emissions have reduced by 27% between 2016/17 and 2020/21, largely due to grid decarbonisation. The grid is expected to decarbonise further with the increase of renewable energy generation. This could reduce Council electricity emissions by almost 10,000 tCO_{2e} compared to 2019/20 based on BEIS projections.[14]

A key chapter of the Scottish Government's Climate Change Plan update[15] focusses on buildings and the main commitments are listed on *Table 3*.

Table 3: Key Scottish Government commitments relevant to buildings

Scottish Government's commitments
Commitment to ensure LHEES[16] are in place for all local authority areas by the end of 2023. Duty on local authorities to consider the designation of heat network zones and assess the suitability of their own estate to connect to heat networks (Heat Networks (Scotland) Act 2021).
Commitment to phasing out the need to install new or replacement fossil fuel boilers in off gas properties from 2025, and in on-gas areas from 2030
invest at least £200m in the Scottish public sector estate over the course of this parliament to improve and reduce energy use and install zero emissions heating systems (new Scottish Green Public Sector Estate Scheme launched in June 2021)
New Net Zero Carbon Standard for new public buildings published in March 2021
Invest £200m of capital funding through the Social Housing Net Zero Fund to support decarbonisation of social housing over the course of this parliament
New Build Zero Emissions from Heat Standard will be introduced from 2024 by which point all new builds will have to have zero emissions heating systems
Accelerate efforts to use 100% renewable electricity on the Scottish public estate.
Bring forward the review of the existing Energy Efficient Standard for Social Housing to conclude in 2023. EESH2 milestone: Social housing to meet EPC B by Dec 2032

[12] In 2019/20. This becomes 66% in 20/21 (not representative due to COVID-19)
[13] Liquefied Petroleum Gas
[14] Department for Business, Energy & Industrial Strategy, Updated energy and emissions projections: 2019.

[15] Securing a green recovery on a path to net zero: climate change plan 2018–2032 – update, Cabinet Secretary for Environment, Climate Change and Land Reform, Dec 2020
[16] Local Heat and Energy Efficiency Strategies

The Council estate:

- There are more than 600 buildings in the Council estate (*Table 4*). Only about 400 of those buildings are heated, the rest being, for example, monuments.
- Primary and secondary schools are the largest component of the Council's estate.
- 35 of these are PPP/DBFM[17] and are unlikely to return to Council ownership before 2030.
- 40% of the Council's operational estate was built within the last 50 years, and 30% is over 100 years old.
- Edinburgh Leisure accounts for 16% of the Council's buildings emissions footprint.
- Domestic buildings[18] account for 4% (this covers housing concierge, communal heating etc.)

Table 4: Repartition of Council buildings – The 665 buildings are spread across 282 sites - 254 Council operational sites and 28 PPP/DBFM sites*

	No of Buildings	Floor area (m2)
Edinburgh Leisure	52	69,152
PPP/DBFM	35	211,348
Council Properties	578	639,999
TOTAL	**665**	**920,499**

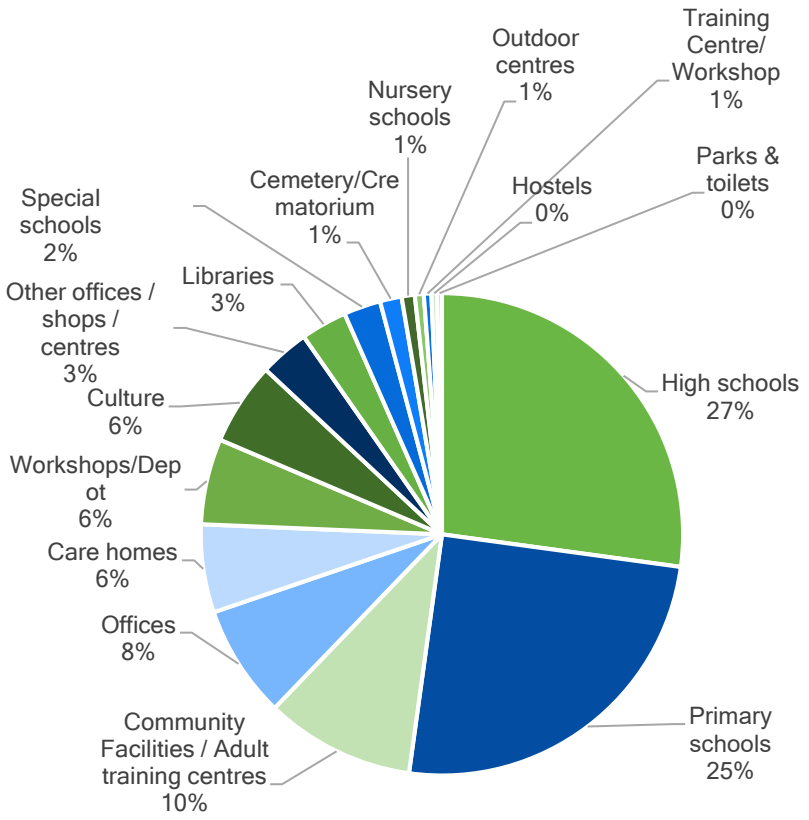

Figure 5: Breakdown of buildings emissions per building type (Includes PPP2 schools but excludes PPP1 schools)

[17] Public Private Partnership and Design Build and Facilities Management

[18] Where the Council is the bill payer

Strategic approach to building emissions reduction

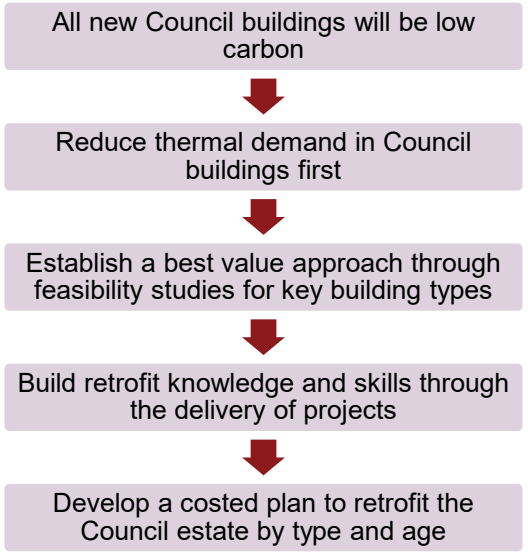

Figure 6: Strategic approach to building emissions reduction

In acting to reduce emissions from its operational estate, the Council will work with its public sector partners to deliver a place-based approach to public service delivery.

This will include ensuring a reduced estate supports a 20-minute neighbourhood model where citizens can access local services within a 10-minute return journey by foot.

In implementing this strategy, the Council will look to use its best assets more efficiently and repurpose existing buildings where possible, within the context of seeking to reduce the overall size of the estate.

Where new buildings are required, the Council will 'lock out' future emissions by committing to ensuring all new builds use alternatives to gas boilers for heat and are built to the highest standards, enabling Edinburgh to become an exemplar early adopter of the Net Zero Carbon Public Sector Buildings Standard.

In re-configuring existing buildings to support 20-minute neighbourhoods, the Council will bring forward a programme of deep energy retrofit of its operational estate, seeking opportunities for collaboration with public sector partners to secure economies of scale and maximise local job creation.

This will require significant levels of resource and the Council's approach is to invest in feasibility studies to scope retrofit requirements across the varied set of building types; build knowledge, skills and supply chains through carrying out pilots; and bring forward a costed plan seeking external funding to deliver a phased programme of retrofits, prioritised by building age and type.

The Asset Management Works (AMW) programme has been identified as the delivery mechanism to implement future EnerPHit works on the Council's operational estate.

The main driver behind the formation of the AMW programme is managing the assets condition of operational buildings and the mitigation of asset risk; this will be augmented by the additional driver of low carbon and energy efficiency considerations.[19]

[19] Asset Management Works Programme – 2020/2021 Update, F&R Committee

Council programmes contributing to net zero

Several key programmes will contribute to the Council's net zero target:

Decarbonisation across the operational estate

Passivhaus standard is the default standard on all new builds across the operational estate. For existing buildings, we aim to roll out a Passivhaus EnerPHit-informed approach focussing on reduction of thermal demand through improving building fabric.

This represents a step change in approach to Asset Management Works (AMW) in the Council and will require significant upscaling of works being undertaken. Interventions will prioritise reducing energy consumption by targeting issues such as insulation, air leakage, ventilation and glazing (a fabric first approach) in addition to the traditional objectives such as improving condition.

To optimise the level of intervention and approach, buildings will be analysed on an individual basis.

A successful bid was made to the Scottish Government's Green Growth Accelerator in October 2021. This could provide up to £10 million to retrofit Council buildings based on a payment in arrears funding model and upon the attainment of certain emissions reduction targets.

In addition, the Scottish Government will provide the Council with an additional grant funding of up to £120,000 to develop the EnerPHit Business Case.[20]

Low carbon heat

We are developing a Passivhaus Enerphit informed approach to demand reduction across Council buildings to facilitate the adoption of low carbon heat. By 2023 it will become a statutory duty for local authorities to designate heat network zones, assess the suitability of its own estate to connect to heat networks, and develop a Local Heat and Energy Efficiency Strategies (LHEES).

Assessing the options for delivering low carbon heat will become central to future strategy for Council buildings. This may involve either local plant and/or connection to heat networks. Low carbon heat will be adopted as the default option for new builds in place of other systems such as gas boilers, and suitability for all replacement works of heat generation plant will be considered. Furthermore, the feasibility of localised heat networks for operational buildings will be examined where they offer the potential to deliver efficiencies on individual plant replacement.

Expansion of solar PV estate

This targets the installation of solar PV on all appropriate new build Council properties based on right sizing for projected electrical load and availability of roof space. In addition, right sized solar PV will be installed (where possible) as standard as part of any suitable roof replacement works. This will align solar PV works with roof warranties and reduce installation costs.

The additional carbon reduction initiatives below will be further developed as part of the wider emissions reduction plan and brought for political consideration as appropriate:

Adopting a circular economy approach to manage the Council's operational estate

[20] Council Leaders welcome investment to make Council buildings greener – The City of Edinburgh Council

A circular economy approach will allow assets (equipment, plant, fabric, etc) which still have residual value to be identified, recovered and where possible reused instead of them being disposed of.

The reuse of assets will not only lead to cost savings but will reduce the carbon footprint of these assets, as well as saving embodied energy. It should also be noted that requirements for Environmental and Sustainability Management are already embedded in the Council's future Repairs and Maintenance contract deliverables.

Investment in 'energy efficiency/demand reduction' innovations and technology to minimise energy use and to reduce overheating

Some energy saving Building Management Systems (BMS) initiatives are already being carried out. This would be an extension to the existing initiatives but on a more granular level and is suggested to look into low-cost 'quick wins'.

The integration of 'Smart' technology can enable better and more efficient control of energy use in our operational buildings.

Embracing the '20-minute neighbourhood' principle

The Council Business Plan places 20 Minute Neighbourhoods at the centre of its approach to improving locally available services, co locating public sector services and reducing the need to travel to access support.

This will have many gains for the city emissions target but also for the Council – particularly where 20-minute neighbourhoods results in a strategic reduction in the Council estate as part of re-configuring it to better meet communities' needs.

Currently there are a number of buildings in the operational portfolio which are redundant/closed or are under-utilised. These buildings still require energy to maintain them, especially during the winter months.

Re-purposing these buildings or decreasing their number, where appropriate, will lead to a reduction in annual energy expenditure and therefore a reduction in carbon.

Case study: Currie High School, the first Passivhaus-designed high school in Scotland

The new school building will be designed in line with the guiding principles of the Scottish Government's Learning Estate Strategy and will be ready in 2024.

The campus will be the first Passivhaus-designed high school in the country, setting a rigorous energy standard which reduces the amount of energy needed for heating by up to 90%. It also lowers the total amount of energy used by around 70% and minimises carbon emissions.

Education, inclusion, outdoor learning, sustainability, digital learning, and community access are the core elements of this new community school.

Table 5 presents a first estimation of the carbon savings resulting from the key programmes listed in this chapter.

The future outcomes of the first pilot study[21] will help to refine the potential achievable energy reduction in the overall building's estate[22]. It should be noted that the school estate is set to expand due to expected population growth and this is reflected in the future emissions.

Table 5: Estimated impact of interventions on buildings emissions projections

Interventions	Working assumptions	tCO2e
Edinburgh Solar Co-op - Phase 2	Installation of solar panels on 3 Edinburgh Leisure buildings - total installed capacity of 0.4 MW (CEC sites of the ECSC Phase 2 are included in the "expansion of solar PV estate")	-27
Estate Remodelling	Estate reduced 50,000m^2 by 2030. Estimated savings based on operational estate benchmark consumption figures	-2,038
Replacement new builds delivered to Passivhaus Standard with ASHP[23]	84,100m^2 of new build delivered to replace existing assets	-2,928
Expansion of estate	38,000m^2 delivered as new/expansion of existing estate	+226
Enerphit based retrofit	Enerphit based retrofit works carried out on half of the retained/existing estate by 2030 (circa 260,000m^2) with a targeted space heating demand reduction of 60%	-3,711
Electrification of heat (via ASHP) and conversion to electricity of other fossil fuel loads	ASHP installed on properties that have undergone an Enerphit based retrofit	-3,601
Electrical efficiencies	Efficiencies through improved control, efficient lighting etc. Estimated at an average of 5% of retained load.	-135
Expansion of solar PV Estate	4000 kWp of additional solar PV by 2030 (estimation)	-268
Grid electricity decarbonisation	BEIS Updated energy and emissions projections: 2019	-10,243
Total reduction	Reduction in 2019/20 buildings emissions based on the above interventions	**-49%**

[21] Asset Management Board, 17 November 2020, Addressing the Net Zero Operational Carbon Target across the Operational Estate

[22] The first pilot only takes two building to feasibility stage only.

[23] Air Source Heat Pump. Note that the electrification of heat with ASHP will lead to an increase in electrical load, compensated by large gas savings.

As outlined previously, buildings will be analysed on case by case basis. It is anticipated that in some cases, applying an EnerPHit approach may not be a suitable option due to the building's construction type, its design/layout or its current condition, leading to high costs or technical constraints. For example, there may be limitation on what can be achieved in a building of significant historic character, and in these cases, other strategies would need to be considered on a case by case basis.

The modelling in *Figure 7 opposite* shows that carrying out Enerphit based retrofits on half of the existing estate by 2030 - which would equate to around 15 properties retrofitted per year - would deliver carbon savings of around 4,000 tCO2e.

Pilot works are at an early stage and no funding is yet available for these retrofits. The introduction of Mechanical Ventilation with Heat Recovery (MVHR) may lead to increased electrical use in some properties but insufficient detail is available at this stage to calculate the potential impact of this.

The carbon savings associated with the installation of ASHP in Enerphit retrofitted buildings have also been modelled with cost models to follow.

It is also anticipated that a degree of non-technological interventions (such as energy efficiency awareness campaigns) will be required to reduce energy demand in the first place. This will be addressed through the Council engagement and behaviour change programme, as detailed in the Staff Engagement section.

The potential for cost increases when switching from natural gas to electricity present a challenge nationally and locally as does the capacity of the city's grid infrastructure. The Council is working closely with Scottish Power Energy Networks as a strategic partner in planning the approach to retrofitting the Council's estate and this will also form a part of the City 2030 Climate Strategy.

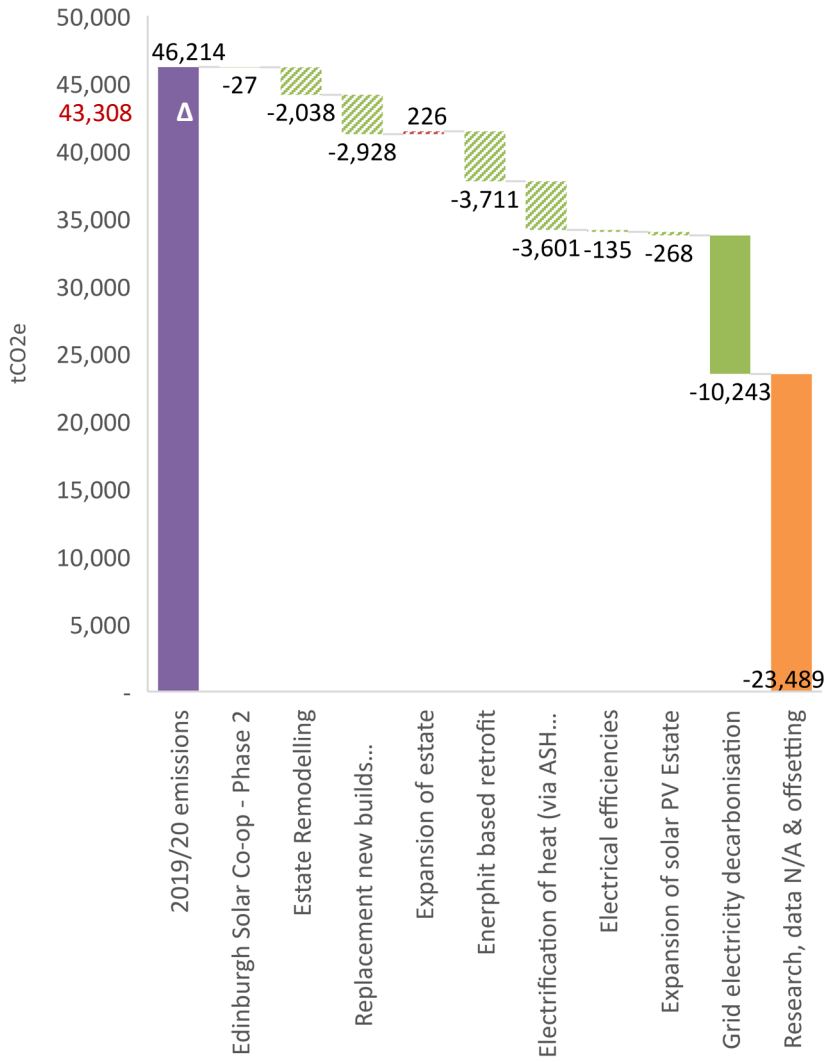

Figure 7: Estimated impact of interventions on buildings emissions. Note that interventions are interrelated: Enerphit based retrofits are necessary to facilitate the deployment of LZC primary plants. Then, large savings from grid electricity decarbonisation can only be achieved if steps have been taken to electrify heat. The white triangle (Δ) shows 2020/21 emissions.

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The diversity of the Council estate is also a challenge as it makes a one size fits all approach impossible. Retrofitting to a high standard will help to manage energy cost pressures; however, doing so for the whole estate would require significant investment and is subject to the availability of external funding and development of the required skills and supply chains. The Enerphit pilot will ensure the Council can take an evidence-based approach to understanding the operational and financial implications of retrofitting the Council estate.

In the modelling shown on *Fig. 7* on the previous page, remaining emissions illustrated by the orange bar include:

- **Emissions from Edinburgh Leisure buildings**. Edinburgh Leisure committed to conclude a mapping exercise of all significant existing equipment including their current CO_2 emissions, plans for replacement, carbon savings and cost estimates. Once this exercise is complete it will be possible to model these reductions.

- **PPP and DBFM buildings**, for which no interventions have been modelled as yet. They present a challenge as the Council does not have direct control over the maintenance or replacement of plant/fabric during the contract term.
  The Council has been working with national bodies, and through the Scottish Cities Alliance Energy Efficiency in Public Buildings working group, to explore approaches that could be adopted to support net zero ambitions across the Council PFI estate;

- **Residual emissions from retrofitted buildings** (the emissions modelling assumes a 60% in space heating demand and a further 5% reduction in electricity consumption; thus, these buildings will continue to use energy, albeit to a much lower extent).

- **Remaining emissions from non-retrofitted buildings** (the emissions modelling assumes a retrofit of half of the estate). Note that the modelling on is for illustration purposes, and this proportion is not an agreed target.

Numerous projects will have significant impact on city-wide emissions rather than Council emissions, hence their absence in the present carbon analysis.

These projects include the development of heat-networks and net zero developments at Granton, Bioquarter, Fountainbridge, and Meadowbank; energy-efficient pilots in communities or the Sustainable Housing Strategy.

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Table 6: Buildings phased emissions reduction plan (Note: all targets and deliverables are subject to approval and funding).

Resources secured (source)	Costs known (potential source)	Costs unknown (potential source)

Phase 1: 2021/22 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
B1. Enerphit pilots: Identification of 2 key properties of differing types taking them to Enerphit Retrofit Plan stage with associated mechanical, electrical and plumbing work to deploy LZC primary plant. Feasibility will be costed allowing decision to commence full design and delivery subject to funding. The Pilot will develop Enerphit based methodology for building refurbishment and develop knowledge on best value balance between demand reduction & adoption of low carbon heat.	£100K (Former CEEF funds)	Completion to feasibility stage by mid-October 2021 for investment decision	10/21	N/A	N/A	N/A	Patrick Brown (Sustainable Development)
B2. Pilot study to include a high-level desk exercise to give an indication of cost across the whole building estate.	Same as B1	Early 2022 report on Tranche 1 feasibilities.	Q1 22	N/A	N/A	N/A	Patrick Brown (Sustainable Development)
B3. In-house staff Passivhaus House Design training and knowledge transfer (included as part of Pilot exercise).	Same as B1	4 staff attending Passivhaus Designer training in Nov. 2021 Recruit at least 2 new trainees or apprentices linked to the project	on-going	No. of staff trained	0	TBC	Patrick Brown (Sustainable Development)
B4. Utilise initial funding to initiate first tranche of Enerphit feasibility studies to EnerPHit informed Retrofit Plan stage for 10-12 additional buildings to provide basis for investment decision.	£500K (CEC)	Completion to EiRP or Feasibility Study stage equivalent to RIBA Stage 2	03/22	No. feasibility studies	2	12	Patrick Brown (Sustainable Development)
B5. Commission the full detailed design of 1 or 2 of the initial pilot buildings for selected demand reduction measures (insulation, glazing, air tightness etc). Enabling the preparation of detailed designs would mean that if a decision was made to progress, works could be brought forward to start in 2022/23.	£500K (CEC)	Completion to EnerPHit full detailed design or equivalent to completion of RIBA Stage 4:Technical Design	03/22	No. of pilot buildings (full detailed design)	0	2	Patrick Brown (Sustainable Development)
B6. Seek budget for commencing pilot works of Enerphit based retrofit	Staff time (CEC)	Bid to Green Growth Accelerator Fund for 2 pilots + 10 Tranche 1 buildings Signature of GGA grant agreement – 04/22	07/22	Bid application	Success-full GGA bid	Funding awarded	Alan Chim (Sustainable Development)

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Phase 2 - by 2025 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
B7. Develop proposal for enhanced asset management works programme based on Enerphit methodology.	Staff time (CEC)	AMW Programme- 2020/21 Status Update' report - F&R Committee - 12 August 2021 Further presentation on EnerPHit to CLT, then to Elected Members - Sept/Oct 2021	No strategy completion date can be advised at this time as it is dependent on budget approval	N/A	N/A	N/A	Alan Chim (Sustainable Development)
B8. Delivery of first Passivhaus new build secondary school (Currie HS) and first Passivhaus primary school (Mayberry PS)	Both projects are in advanced pre-construction stages. Both CIP funded	Currie HS at RIBA Stage 4 expected to go into construction phase Summer 2022 Mayberry PS at RIBA stage 4 expected to go into construction Q1 2022 Both projects are 2 stage design and build.	Currie HS target completion 08/24 Mayberry PS target completion 08/23	% of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent*	15%**	100% of conditioned area where Passivhaus is technically appropriate	Patrick Brown (Sustainable Development)
B9. Start construction works on Enerphit Pilot buildings and the first tranche (budget depending).	£tbc (CEC) + £10m (GGA) + £tbc (external)	2 buildings by 12/23 +5 buildings by 12/24 +5 buildings by 09/25 (*subject to approval and funding*)	10/25	# of building delivered to EnerPHit approach	0	up to 12	Patrick Brown (Sustainable Development)
B10. Work with stakeholders, funders and supply chain to set the groundwork for a step change in approach to asset management works**.**	Staff time (CEC)	N/A	on-going	N/A	N/A	N/A	Sustainable Development
B11. Increase installed Solar Photovoltaic capacity across the Council's operational estate	CEC + SALIX funding available (subject to payback)***	1MW over next 3 years (approx. split year 1 - 250kW, year 2 - 300kW, year 3 – 450kW)	12/30	Installed solar PV capacity (MW)	2.092	3.092 MW by 2023/24 6.092 MW by 2030 (+4 MW)	Paul Jones (Operational services)

Phase 3 – by 2030 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
B12. Report on outcomes from Enerphit Pilot and set 2030 plan and funding requirements. Test delivery of Enerphit based retrofit approach.	Staff time (CEC)	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	(Sustainable Development)
B13. Move to delivery of wide scale Enerphit informed basis for building retrofits and scale up in house resource and supply chain for delivery.	£tbc (potential national funding streams tbc in discussion with Operational Services colleagues)[24]	By 12/23 – 3,019m^2 By 12/24 – another 15,190m^2 By 09/25 – another 8,973m^2 retrofitted to an EnerPHit informed approach		Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to LZC plant (or equivalent)	0 m2	8,973 m2 by 09/25	(Sustainable Development)

*All projects going forward will be delivered to Passivhaus Std with LZC Primary Plant or equivalent as the default position unless there is technical justification to do otherwise (for example, an unheated facility of a vehicle depot shed).

** Out of 45 current in-flight projects, 7 are being delivered to Passivhaus Standard with LZC Primary Plant, equating to 15% of projects. This figure will improve as in-flight projects, which predated the requirement, are completed.

*** PV supported through capital works (new build) with SALIX funding available (subject to payback) to support additional PV on both capital and refurbishment projects.

[24]Scottish Government Green Public Sector Estate Scheme and Low Carbon Infrastructure Transition Programme (LCITP) successor fund. Further investment requirements and sources to be scoped by Energy Efficient Public Buildings Partnership

Other energy consumption

In addition to powering and heating operational buildings, 16%[25] of the Council's carbon footprint also includes a range of energy uses from street lighting, stair lighting, alarms, park and ride, trams, through to traffic signals, as illustrated in *Figure 8* below.

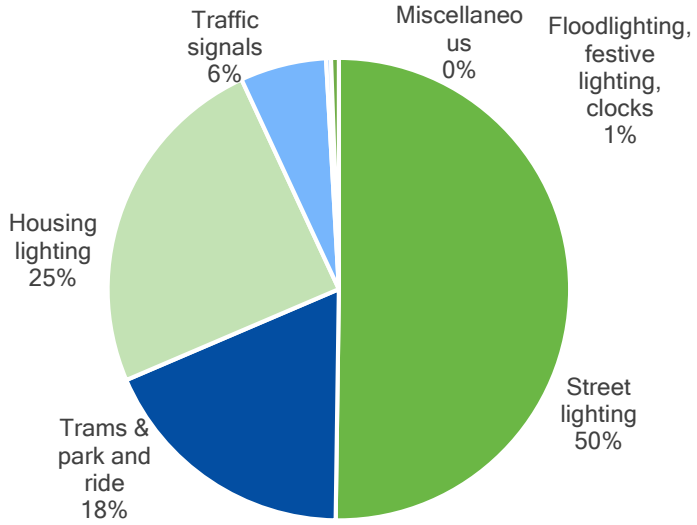

Figure 8: Breakdown of energy consumption, excluding operational buildings (2020/21)

These emissions are directly tied to emissions from the grid, which are forecast to decrease by themselves as a result of grid decarbonisation. Based on BEIS projections, this could lead to a decrease of around 8,000 tCO_{2e}. Should grid decarbonisation rate improve, these emissions will drop to close to zero by 2030, *Fig 9.*

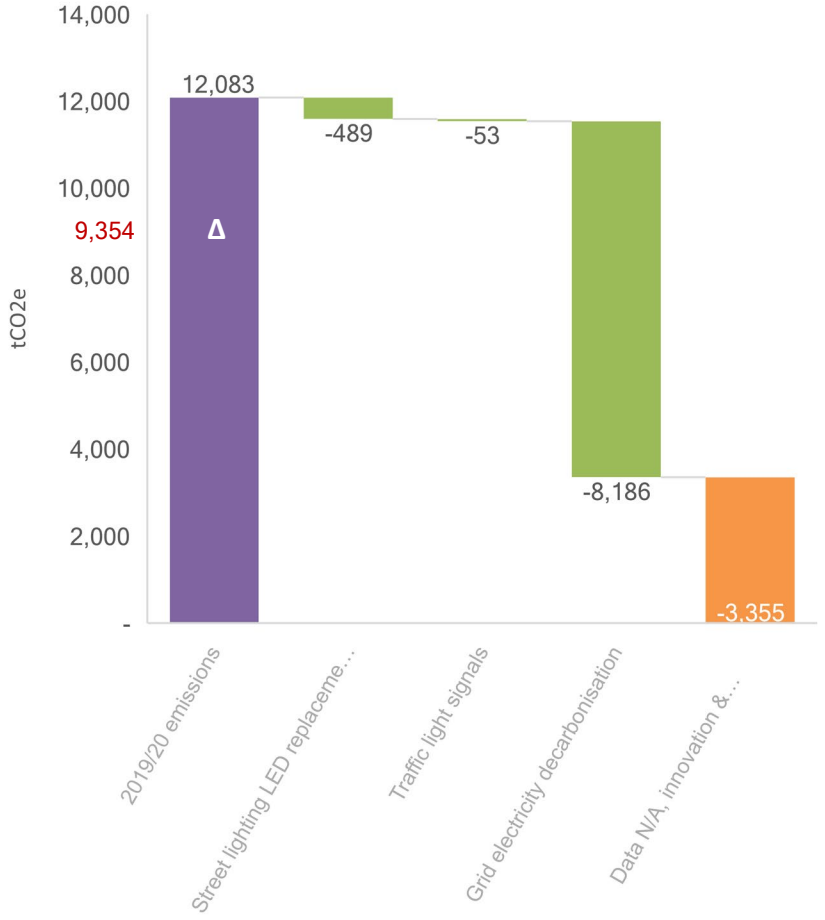

Figure 9: Estimated impact of interventions in 2030, Other energy consumption The white triangle (Δ) shows 2020/21 emissions

[25] In 2019/20. This becomes 14% in 2020/21 (not representative due to covid-19)

Two projects will contribute to the net zero target:

1. **The street lighting LED replacement programme** is already underway with completion expected in December 2021. Street lighting electricity consumption has decreased by more than 30% in the past three years and (by the end of the project) is projected to decrease by around 52% compared to the energy consumed in 2017/18.

   This programme is expected to reduce emissions by a further 489 tCO2e using projected grid electricity carbon factors in 2030[26].

2. **Traffic signal LED optic replacement:** Currently the council has 610 traffic signal installations, 230 of these are still tungsten Halogen optics which are required to be upgraded to LED optics.

   Not only will the new signals consume about 80% less energy, they are also more reliable and need to be changed less frequently, reducing emissions from vehicle mileage (about 1,350 miles a year, not captured here), maintenance costs, and waste arising. Traffic signal energy consumption has decreased by 10% compared to 2019/20, thanks to crossings upgrades.

These interventions are summarized in *Table 7* on page 23. The budget for the street lighting LED replacement programme covers the full duration (three years) and represents full costs including project management and the introduction of the new Content Management System (CMS).

The resource identified for the traffic light signals replacement is an estimate based on basic upgrade works and doesn't take into account all civil works or traffic management costs.

These costs will be partly covered by funding from other projects if traffic signals replacement is part of future active travel schemes or development works.

[26] Using 2020/21 emissions factors, savings amount to more than 1,000 tCO_{2e}

Table 7: Estimated impact of interventions in 2030, Other energy consumption

Resources secured (source)		Costs known (potential source)		Costs unknown (potential source)	

Interventions	Savings (tCO2e)	Resources	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
Street lighting LED replacement programme	-489	£24.5 m (over 3 years)	11/21	Street lighting electricity consumption (MWh)	18.556	13.085 MWh by 2022/23[27]	Alan Simpson
Replacement of 230 incandescent traffic light installations with LED	-53	£6.5m (estimate)	12/24	Number of sites with Tungsten Halogen Lamps Traffic signal electricity consumption (kWh)	254 sites 2,227,693 kWh	243 sites by 03/22 0 site by 03/31 Decrease	Mark Love
Grid electricity decarbonisation	-8,186	N/A	N/A	N/A	N/A	N/A	N/A
Total reduction	**72%**						

[27] Based on an estimated 52% reduction in electricity consumption compared to 2017/18 figures

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Fleet

Transport emissions are Scotland's largest emission source and this area represents a key priority as progress has been historically very slow compared to other sectors.

Although the Council's fleet emissions represent only 10%[28] of the corporate carbon footprint, tackling these is critical in demonstrating that the Council is taking steps to be an exemplar organisation. However, Council fleet emissions have only decreased by 11% since 2014/15, *Fig.10.*

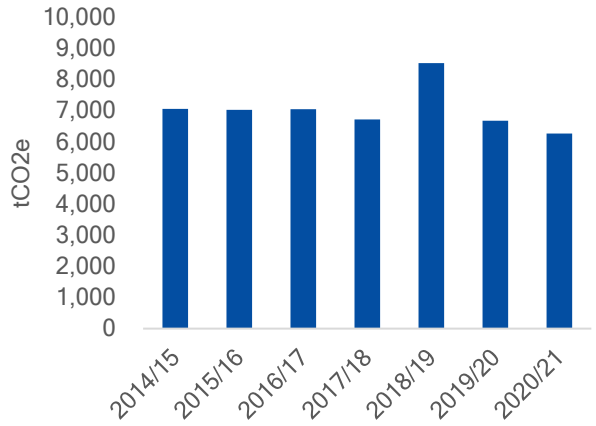

Figure 10: Historic fleet emissions

On the one hand, the first lockdown (April-July 2020) has led to a drop in diesel and gas oil consumption with most trucks delivering essential service only (8% decrease in annual diesel and gas oil consumption). On the other hand, social distancing requirements has led to an increased use of hire cars (mainly petrol cars), as in many cases staff cannot travel together in the same vehicle. Overall, Council's fleet emissions have decreased by 6% compared to the previous year, but this is likely to rise in the next reporting year due to the lifting of restrictions associated with the pandemic. It is anticipated future reductions will come from the continued replacement of vehicles with alternatively powered alternatives.

It is Scottish Government's ambition that the public sector leads the way to decarbonise their vehicle fleet, as mentioned in various key documents such as the latest Climate Change Plan update[29].

Table 8: Scotland's Climate Change Plan update - Key announcements

Scottish Government's ambition	**Target year**
Majority of **new buses** are zero emissions	2024
Need for any new petrol and diesel **light commercial vehicles** in **public bodies** phased out.	2025
Conditions created to phase out the need for **all new** petrol and diesel **vehicles** in Scotland's **public sector fleet.**	2030
Need for **new petrol and diesel cars and vans** phased out	2030

[28] In 2019/20. This becomes 9% in 2020/21 (not representative due to COVID-19)

[29] https://www.gov.scot/publications/securing-green-recovery-path-net-zero-update-climate-change-plan-20182032/

Strategic approach to fleet decarbonisation

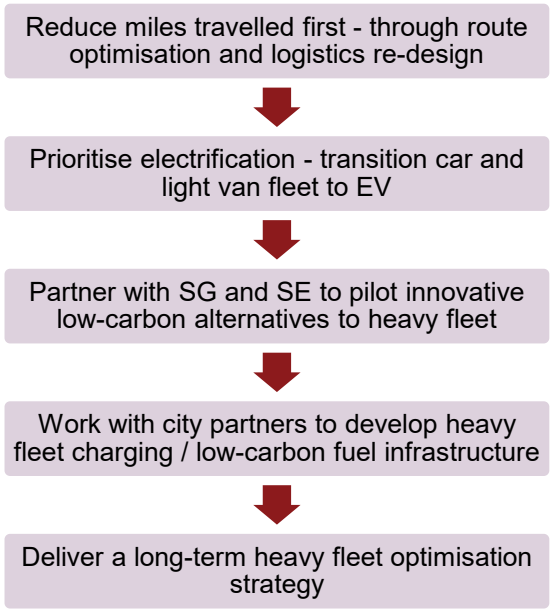

Figure 11: Strategic approach to fleet decarbonisation

In acting to reduce emissions from its fleet, the Council will first act to reduce miles travelled across all vehicle types and reduce the number of vehicles required, by re-designing services and optimising routes.

It will then take a phased approach to replacing remaining vehicles with low emission alternatives, focusing on electrification first and working with partners to develop the required supporting infrastructure.

Over the longer-term, an approach to very heavy fleet will be developed to take account of emerging technologies and circumstances where electrification is not a viable option. The Council will also take steps at every stage to ensure journeys are made by the most sustainable vehicle possible, including for example by e-cargo bike where appropriate.

Council programmes contributing to net zero

Electrification of the Council's car and van fleet will reduce fleet emissions by around 19% but will not be enough to reach net zero. Reducing mileage travelled is a cost-effective way of further reducing these emissions.

For example, the optimisation of the communal service route (12 refuse vehicles) could reduce emissions by at least 87 tonnes of CO2e in 2030. Route optimisation of the Council's Passenger Operations service (75 minibuses) could also reduce emissions by a further 21 tonnes.

More than 98% of the Council's fuel consumption is diesel, of which HGV are the largest consumers (62%), as indicated on *Figure 12 and Table 9*.

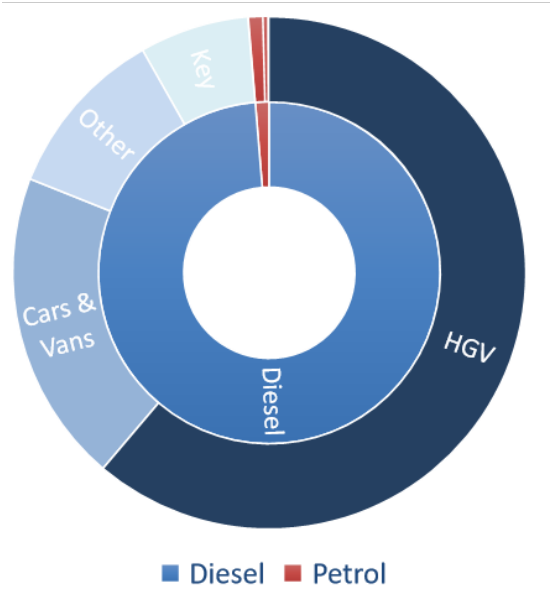

Figure 12: Main fuel users, Council fleet (2019/20 data)

Table 9: Main fuel users, Council fleet (2019/20 data)

	Diesel	Petrol
Cars and vans	20 %	25 %
HGV	62 %	0 %
Key	7 %	70 %
Other	11 %	6 %
Total (litres)	**2,530,054**	**33,250**

To deliver net zero the Council must replace larger vehicles with low-carbon alternatives (hydrogen, electric, biofuel).

Technologies are currently less developed than for cars but are developing quickly and the Scottish Government is committed to support local authorities to "*green their bus, HGV and other vehicle fleets and encourage them to embrace this change*" and to "*continue to work to establish a Zero Emission Heavy Duty Vehicle programme with Scottish Enterprise to support innovation in the Scottish supply chain for HGVs.*[30]" The Council will actively pursue opportunities to participate in this work and pilot new innovations for heavy fleet.

The emissions reduction plan assumes a replacement of around half of these larger vehicles (HGV, 4x4, minibuses, refuse vehicles etc. based on current knowledge of replacement options per vehicle type) with an increased electricity consumption should they be replaced by electric vehicles.

In addition to fleet, 70% of the petrol consumption comes from non-road vehicles such as chainsaws, lawnmowers and other equipment.

The Council will bring forward a plan to upgrade these with non-fossil fuel alternatives. The carbon impact is expected to be marginal as petrol represents about 2% of the total fuel consumption but there are also safety, noise reduction and air quality co-benefits for taking action in this space.

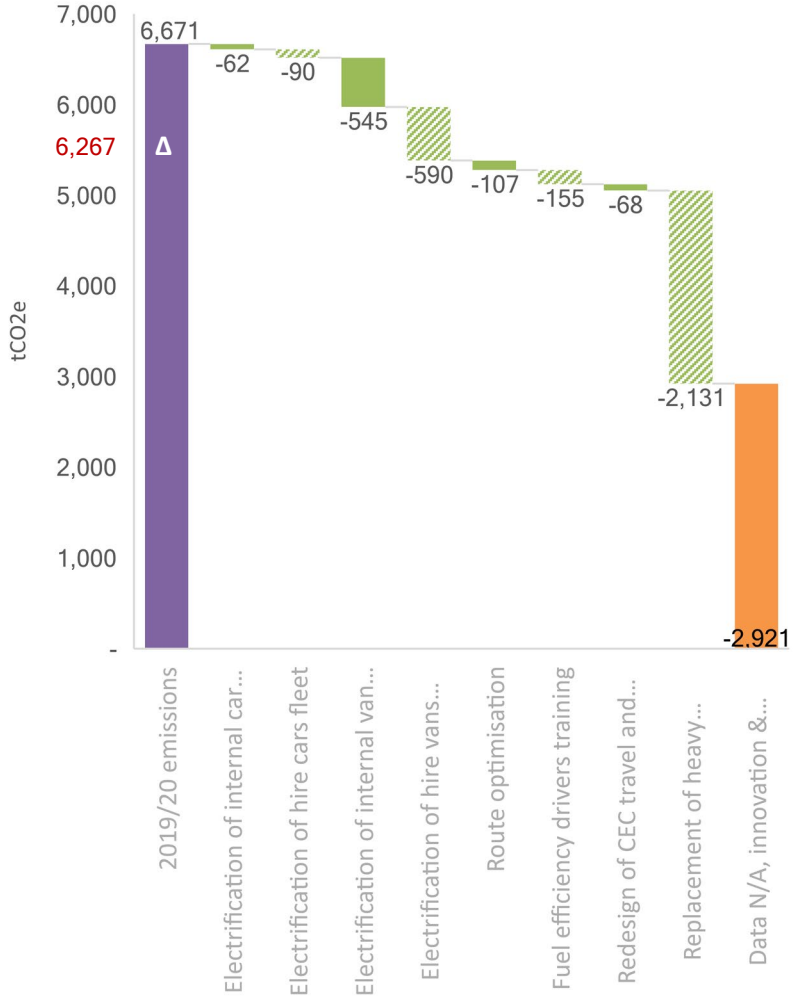

Figure 13: Estimated impact of interventions on fleet emissions. The white triangle (Δ) shows 2020/21 emissions

[30] "Protecting Scotland's Future: The Government's Programme for Scotland 2019-20". Published 3 Sep 2019

The interventions summarised in *Table 10* could reduce fleet emissions by 55%.

Remaining emissions would come from larger vehicles for which low-carbon alternatives are being explored. The phased plan presented on Table 11 aims to close that gap while dealing with current technological uncertainties around the most adequate type of fuel for heavy vehicles (hydrogen, electricity, biofuels).

Other challenges and barriers include ensuring that mobile workers have access to charging infrastructure in their private homes, ensuring that Council locations are equipped with charging points and ensuring that the electricity grid has sufficient capacity to withstand the increased electricity demand.

Work is ongoing to cost transitioning the full fleet to low emission vehicles and further detail will be provided in the final version of this plan. As an example, an electric Refuse Collection Vehicle (RCV) – including charging infrastructure – costs an estimated £500k. For a fully hydrogen powered vehicle, costs can be as high as £600k. This compares with costs of around £160k for a diesel RCV. For smaller vehicles, cost differentials range from £5-12k for cars and small and medium vans. Large electric vans currently cost approximately three times as much as diesel, and electric minibuses cost double their diesel equivalent.

Following work to first redesign services and routes to reduce miles travelled and therefore the number of vehicles required, a costed fleet optimisation strategy will be brought forward. The Council will explore funding opportunities to meet these costs – taking account of potential savings from maintenance (30% estimate) and fuel costs (80% estimate).

Numerous other projects such as the tram network extension to Newhaven, the introduction of a Low Emission Zone, the installation of on-street EV charging infrastructure and the City Centre Transformation Strategy will have significant impact on city-wide emissions rather than Council emissions, hence their absence in the carbon analysis.

Table 10: Estimated impact of interventions - Committed and potential (in italic) - Fleet-related emissions

Interventions	Assumptions	tCO_{2e}
Electrification of internal cars fleet	Assuming 41% of the car fleet is made up of internal cars (rest = hire vehicles) - based on 2020/21 fleet breakdown applied on 2019/20 figures	-62
Electrification of hire cars fleet	*See above assumption*	*-90*
Electrification of internal vans fleet	Assuming 48% of the van fleet is made up of internal vans (rest = hire vehicles) - based on 2020/21 fleet breakdown applied on 2019/20 figures	-545
Electrification of hire vans fleet	*See above assumption*	*-590*
Route optimisation	Route optimisation for communal collection (12 vehicles) + Council's Passenger Operations Service (75 minibuses)	-107
Fuel efficiency drivers training	*Expected savings of 6% in the long term (Energy Saving Trust).*	*-155*
Re-design CEC travel and logistics services	Assuming a mileage reduction of 6,700 miles/week in the long term (approximates at this stage)	-68
Replacement of heavy vehicles*	*Assuming reduction in 50% of diesel & gasoil consumption from diesel, buses, 4x4*	*-2,131*
Total reduction		**-55%**

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Table 11: Fleet phased emissions reduction plan

Resources secured (source)		Costs known (potential source)		Costs unknown (potential source)	

Phase 1 – 21/22 Action	Resources	Intermediary milestones if relevant	Completion date	KPI / Target	2020/21	Target	Delivery Lead
F1. Complete 100% electrification of car fleet.	£0.33m[31] (CEC) + £0.22m (SG funding) + Further resources required[32]	Follow evolution of Scottish Government's guidelines to reduce the number of extra vehicles in the fleet to meet social distancing requirements - ongoing	12/21	% EV (total cars)	11/21 data: 70% - internal fleet/ 38% - incl. hire fleet[33]	100% by 12/21	Scott Millar
F2. Commit to 100% electrification of van fleet and develop a business case in consultation with HR & trades unions for the installation of domestic chargers for mobile workers	Staff time (CEC)	Establish working group with HR & trade unions by 03/22 Discuss with procurement a compliant efficient process Business case finalised by 08/22	08/22	Business case developed	0	BC developed by 08/22	Scott Millar
F3. Work with city partners to explore the potential for alternative fuels and scope the feasibility and cost of a joint approach to electric and/or hydrogen solutions for heavy fleet	Pilot costs met by Lothian Buses & suppliers	Work on-going to trial H2 vehicles with Lothian Buses Work with other cities to inform feasibility of alternative fuel use	12/22	N/A	N/A	N/A	Hannah Ross/ Gareth Barwell/ Daisy Narayanan
F4. Work with EST to develop and implement initial route optimisation strategies, including fuel efficiency drivers' training	TBC	Establish a training programme with L&D by 11/22	*Timeline to be established*	TBC	TBC	TBC	Scott Millar

[31] 32 EV cars – Fleet Renewal Programme – F&R Committee – March 2020
[32] Investment will be funded from savings made through the Council's fleet review and supplemented by third party grants for EV and infrastructure – Fleet Renewal Programme – F&R Committee – March 2020
[33] Note that social distancing requirements has led to an increased use of hire cars (mainly petrol cars) and fossil fuel cars have been retained. The percentage of electric vehicles in the fleet should quickly increase as extra fossil fuel cars will be removed from the fleet.

F5. Work with public sector partners to develop a city-wide network of EV charge points/depots to service public sector fleet, to be made available on Chargeplace Scotland for members of the public to use out-of-hours, beginning with 50 additional chargers initially, with 20% being rapid chargers	£250K (CEC)	PO for an initial phase of chargers at Bankhead depot 1x150 kW rapid charger, 2x dual 7 kW chargers, 1x50 kW rapid charger – by Nov-21	Installation of 6 new charge points by 04/22	# of CEC Fleet chargers installed 86 # publicly accessible 45		136 chargers by 04/22	Scott Millar

Phase 2 – by 2024/25 **Action**	**Resources**	**Intermediary milestones if relevant**	**Completion date (MM/YY)**	**KPI / Target**	**2020/21**	**Target**	**Delivery Lead**
F6. Develop a fleet optimisation strategy	TBC	Fleet optimisation strategy produced by EST – 06/21 Develop outline business case to resource this project – Summer 2022	Summer 2022	Fleet optimisation strategy	Complete	Strategy developed	Scott Millar
F7. Begin the roll out of alternatively powered van fleet	£0.18m (CEC) + £0.27m (SG funding)[34] + Further resources required[35]	Start of procurement exercise – 01/22 Report to F&R Committee to approve funding – 03/22 Out to tender – 04/22 Consensus meetings – from 06/22 Contract award & order place – 08/22	12/23	% EV (total vans)	11/21 data: 20% - internal fleet, 13% - incl. hire fleet	100%	Scott Millar
F8. Begin the roll out of alternatively powered heavy vehicle fleet	£TBC (ZWS, *awaiting bid outcomes*)[36]	Bid for 5 electric RCVs submitted – 07/21	TBC *subject to bid outcomes*	# of alternatively powered HGV	1	6 *subject to bid outcomes*	Gareth Barwell

[34] 40 electric vans – Fleet Renewal Programme – F&R Committee – March 2020
[35] Investment will be funded from savings made through the Council's fleet review and supplemented by third party grants for EV and infrastructure – Fleet Renewal Programme – F&R Committee – March 20
[36] This only covers 5 electric Refuse Collection Vehicles. Costs involved to transition the full heavy fleet are currently unknown but current prices indicate that the cost of an electric RCV is currently three times the cost of a diesel counterpart.

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Phase 3 – by 2030 Action	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI / Target	2020/21	Target	Delivery Lead
F9. Commit to replace equipment such as lawnmowers and chainsaws with non-fossil fuel alternatives when appropriate	50% increase on standard cost	Establish working group with Grounds maintenance team to review small equipment – 11/22	03/25	% of electric small equipment	0%	50% of equipment electric	Scott Millar
F10. Secure external funding to transition the remaining fleet	£TBC	Working with TS and EST for potential future funding opportunities	on-going	N/A	N/A	N/A	Scott Millar
F11. Investigate opportunities for utilising fleet as part of broader approaches to Mobility as a Service (MaaS) within 20 min neighbourhood approach	Staff time (CEC)	Review contract to expand the network of city car club vehicles accessible to staff and vehicle locations by 12/24	2030	N/A	N/A	N/A	Gareth Barwell

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Waste

Waste emissions represented as much as 40% of the Council's carbon footprint in 2018/19. This figure dropped significantly to 8% in 2019/20[37], after Millerhill plant became operational, diverting most of the residual waste from landfill to the Energy from Waste facility. Waste emissions have decreased by 84% since 2014/15.

For the purposes of this plan, emissions from waste refuse vehicles are included in the fleet category.

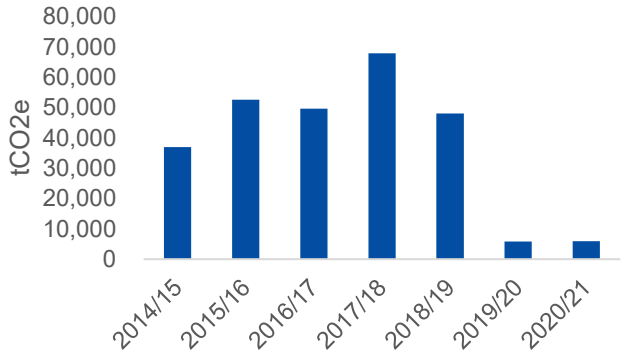

Figure 14: Historic Waste emissions

Total tonnages collected by the Council have increased by 2.3% in 2020/21. This is to be expected considering that during the lockdowns people were eating most of their meals at home and once restrictions were lifted a higher proportion of meals were eaten at home than before the pandemic. There has been a reduction in tonnages collected from Council buildings and litter bins across the city during the pandemic. Overall, waste emissions increased by 1.8% compared to last year.

In the latest Climate Change Plan update, the Scottish Government set ambitious targets to reduce waste related emissions, as indicated in *Table 12*.

Table 12: Waste commitments – Scottish Government's Climate change plan update

	Scottish Government Commitments
Energy from Waste (EfW)	Consider measures to ensure new Energy from Waste plants are more efficient and how waste infrastructure can be 'future-proofed' for CCS technology.
Landfill gas	Double number of landfill gas capture sites that undertake investigative or development work by 2025 & provide funding to support this.
Reductions in waste	- Deposit Return Scheme by 2022 - Ban problematic single use items - Consult on a charge on single use disposable beverage cups + increase the carrier bag charge from 5p to 10p
Increased recycling rates	• 70% of all waste recycled by 2025 • Consult on requirements to separately collect garden waste (by 2023), textiles and hazardous elements of household waste (by 2025). • £70m to improve local recycling collection infrastructure
Food waste	-33% from 2013 baseline by 2025
Biodegradable waste to landfill	Ban by 2025

[37] Waste emissions represented 9% of Council's emissions in 2020/21

Strategic approach to waste emissions reductions

Figure 15: Strategic approach to waste emissions reductions

As the Council provides the domestic waste service for the city, emissions from citizens' waste are included in the Council's carbon footprint. The Council is taking a two-fold approach, focusing on improving the waste collection and recycling offer to citizens, while supporting and encouraging citizens to adopt the 'reduce, re-use, recycle' hierarchy as part of promoting a local circular economy for the city.

In taking this approach forward, the Council will work with Scottish Government and other strategic partners to explore incentivisation models for both citizens and producers of consumer goods to reduce waste, seeking to invest savings from system changes such as the deposit return scheme in the redesign of services and use of SMART technology to improve recycling rates and service efficiency.

Council programmes contributing to net zero

The emission reduction plan considers two measures to reduce waste emissions:

- **Reduce total tonnages of waste arising**. In particular residual waste (landfilled and incinerated), despite the projected increase in population.

- **Divert food waste from incineration to food waste recycling.** It is estimated that roughly one third of residual waste tonnages is food waste. Efforts could be targeted to ensure that this is properly sorted to be recovered through anaerobic digestion.

Reducing waste and improving recycling are in line with the waste hierarchy: "*reduce, reuse, recycle*". Actions are underway to remove single use-plastics in Council buildings and schools (e.g. installing water coolers) and to shift to paperless working across all viable services.

Substantial reduction in paper and envelopes purchased have been achieved with carbon savings estimated at around 25 $kgCO_{2e}$/year. Depending on the numbers of staff working from home, these savings figures could increase further.

Furthermore, the Council is using Warp-it[38], a resource redistribution platform. Since the use of this platform in 2016, a total of 140 tonnes of waste have been saved from landfill, enabling savings of nearly £0.5m to date. This tool meets the Council's three key priorities:

- **Sustainability**, through waste reduction, diversion from landfill and fostering a "circular economy culture".

- **Wellbeing**, through the support of local groups and communities. The platform has already benefited third sector organisations and there is a potential to

[38] https://www.warp-it.co.uk/

- use it more widely in the city, encouraging third sector organisations and business partners to join, thus developing stronger relationships or new partnerships with other local organisations.

- **Poverty prevention and eradication**, through wider engagement with third sector organisations the potential to reuse, refurbish, and redistribute high quality goods and unused items to poorer households.

It should be noted that households waste tonnages are also included in the Council's carbon footprint and dwarf the tonnages generated by Council buildings. Council-specific projects have a negligible impact on overall waste tonnages collected by the Council and are not illustrated on the waterfall chart, *Figure 16*.

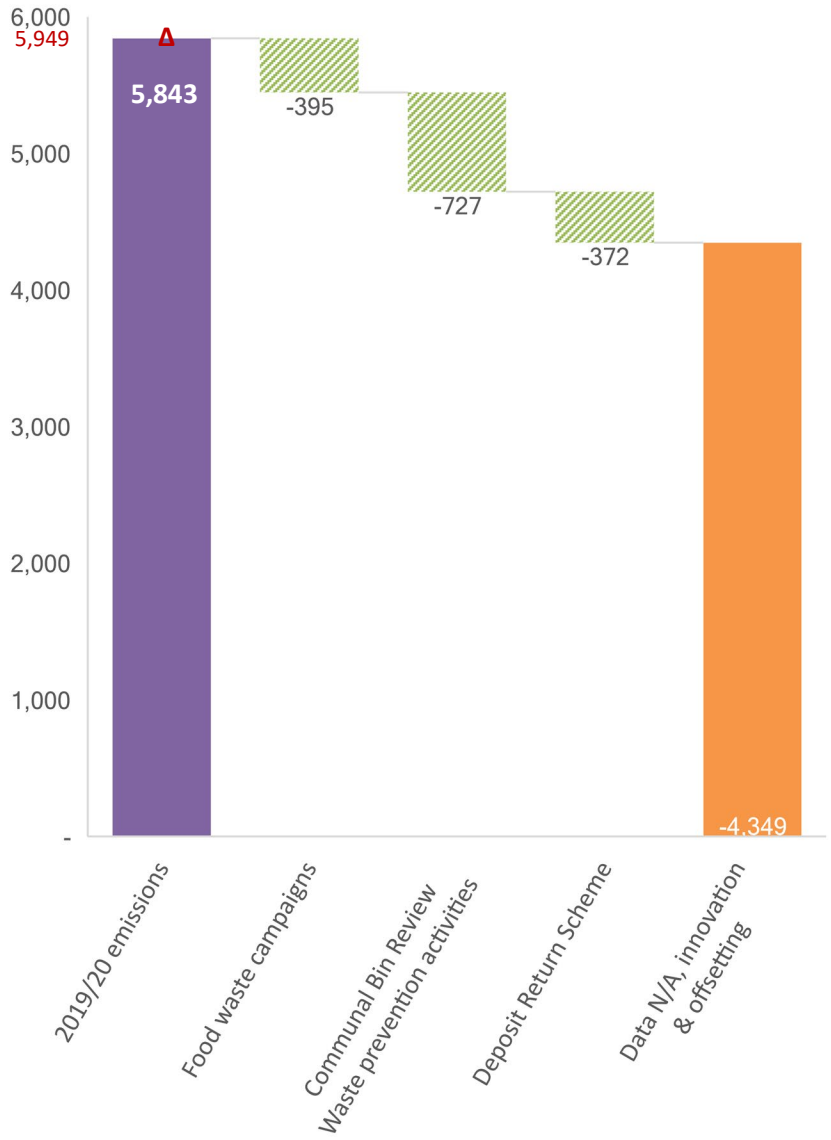

Figure 16: Estimated impact of interventions on Waste emissions
The red triangle (Δ) shows 2020/21 emissions

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However, Council based initiatives are cost-effective and key to supporting the Council's city leadership role, including in acting as an exemplar organisation in reducing its own emissions.

Projects that aim to reduce household waste tonnages and increase recycling are:

Communal bin review

Programme to review current bin locations and enhance capacity for recycling across all streams but in particular food and glass.

Waste prevention activities

Pilot to improve segregation of materials for reuse at one or more household waste recycling centres.

Food waste campaigns

Campaigns to encourage uptake of household food waste collection.

Deposit return scheme

The UK and Scottish Governments are developing a deposit return scheme for selected drinks containers. This means that those containers are likely to be significantly diverted from Council waste and recycling streams. Recycling of these materials is expected to increase but will no longer contribute to local authority waste performance.

There are considerable areas of uncertainty in the coming years as a result of legislative changes in the waste arena which make setting targets very challenging. Future improvements are likely to rely heavily on changes to consumer behaviour, development of new recycling markets, and changes to legislation which are either likely to have less impact than the changes undertaken to date or are out of the Council's control.

For example, the UK and Scottish Governments are reviewing the extended producer responsibility (EPR) legislation around packaging waste and potentially other waste streams such as mattresses. These are expected to support an overall reduction in carbon emissions but the impact of these and the scope of the latter are currently unknown.

As with the deposit return scheme, materials which are collected through retailer takeback will not count towards local authority performance measures. Furthermore, the increase of home working during the pandemic has led to an increase in the amount of household waste arisings. Although working patterns post-COVID are still under review, this trend is expected to continue after the pandemic, leading to an increase in emissions versus baseline.

A phased action plan is summarised in *Table 13* and includes the key milestones for the waste and cleansing services to reduce emissions.

Table 13: Estimated impact of interventions - Waste-related emissions. Note that carbon savings are based on working assumptions

Interventions	Working assumptions	tCO_{2e}
Food waste campaigns	Assuming current food waste tonnages in residual waste bins is reduced by 80% and recycled (Anaerobic digestion) instead.	-395
Communal Bin Review and waste prevention activities	Assuming 10% reduction in incinerated waste, 5% reduction in landfilled waste Achieved thanks to waste prevention activities and communal bin review.	-727
Deposit Return Scheme	Assuming that 17 kt of waste will be diverted from Council waste collections and collected by the scheme instead. Estimate based on Zero Waste Scotland model	-372
Total reduction		-26%

Significant resources are in place to support early actions on improving the services in high-density areas of the city and to carry out initial re-design work to reduce the number of vehicles required. For example, the Communal Bin Review budget amounts to £6.7 million.

The later stages of the phased action plan are subject to successful bids to the Scottish Government's Recycling Infrastructure Fund. It is also anticipated that the Extended Producer Responsibility (EPR) for packaging materials will represent a potential source of funding towards a fundamental re-design of local authority waste collection, but the exact scope and scale of this is not clear yet.

Waste is likely a sector where residual emissions will be impossible to fully eliminate as even if 100% of waste tonnages were recycled or composted, emissions would be generated during the process. As such, it is technically impossible to fully eliminate the orange bar on *Figure 16 (on page 33)*, and this sector will probably rely on offsetting, reemphasising the need for other sectors to achiever larger reductions.

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Table 14: Waste - phased emission reduction plan

Resources secured (source)		Costs known (potential source)		Costs unknown (potential source)	

Phase 1 – 21/23							
Actions	**Resources**	**Intermediary milestones if relevant**	**Completion date (MM/YY)**	**KPI**	**2020/ 21**	**Target**	**Delivery Lead**
W1. Provide additional communal re-cycling bins for high-density properties over the next two years to deliver an increase in communal re-cycling bins across the city	£6.7M (total cost): £1.1M (CEC) + £TBC (ZWS – *awaiting bid outcomes*)	Funding application submitted to ZWS – 07/21 on street roll out starting 11/21 (to 04/22 – estimated) off street roll out – on going since 07/21 to 04/22 (estimated) Traffic Regulation Orders (TROs) advertisement – 11/21 (for an average 9 months). Engagement/Information events – in progress (10-11/21) Bin hub location design – in progress	06/23	% of waste recycled	39.6 %[39]	41% by 2021/22	Andy Williams
W2. Implement routing changes for kerb-side food waste collection to support reduction of the fleet by two vehicles	Staff time (CEC)	Project complete	04/21	No. of waste collection vehicles	- 5	- 2	Andy Williams
W3. Deliver awareness raising campaigns to encourage citizens to reduce, re-use and recycle	£90k (CEC)	Food waste social media campaign - 07/21 to 03/22 Start of door to door engagement – 08/21 Festive waste awareness raising campaign – 12/21 Recycling videos/film launched – 03/22	03/22	Food waste presented for recycling in areas targeted by Changeworks campaign	N/A	+10%	Karen Reeves
W4. Improve the recycling infrastructure in schools and explore options to enhance facilities management capacity to support its use to divert further waste towards recycling as opposed to recovery	£100k	Business Case developed – 02/22 Update on approach and progress – P&S Committee – 06/22	12/22	% of educational settings with recycling in place	20%	100% (circa 150) – subject to funding	Mark Stenhouse

[39] Recycling rate for 2020/21 was artificially low due to the pandemic which resulted in the suspension of some recycling services for a few weeks and the closure of the household waste recycling centers for a couple of months. 2021/22 performance is expected to be improved.

Phase 2 – by 2024/25 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
W5. Work with the third sector and Scottish Government to explore incentivisation models for increasing re-use and recycling of bulk items.	£tbc (CEC/ external funding)	Research around re-use hubs – until 03/22 Bid submission for year 2 of ZWS funding – Summer 2022 *(subject to research outcomes and opening of ZWS funding)*	03/23	N/A	N/A	N/A	Andy Williams
W6. Improve the city's domestic recycling infrastructure through expanded household waste recycling facilities and capacity, and the use of smart technology such as RFID tags, near-field communication and smart phone apps, subject to successful bids to the Scottish Government Recycling Infrastructure Fund.	£TBC (ZWS – *awaiting bid outcomes*)	Application submitted -07/21	12/25	*TBC*	N/A	*TBC subject to bid outcome*	Karen Reeves
W7. Begin the implementation of the City Operations Centre by investing in Internet of Things (IoT) bin sensors to monitor communal waste and recycling and litter bins and a new CCTV system to help us to manage the city on a more proactive basis**.**	£1M for 11,000 bin sensors (£305k funded by ERDF; rest = CEC + other funding streams)	Beta-testing of the bin sensors starting Q4 2022	06/23	Number of datasets opened for innovation	0	5 by 2023	Karen Hill
W8. Review dry mixed recycling contract specifications at point of expiry to identify opportunities for requiring contractors to extract more value from materials.	£100k Year 1 + £100k Year 2 (CEC)	Explore the potential for collection of bulky/hard to recycle plastics collected from HWRCs or the addition of another mixed recycling route – Decision by Dec-21	12/25	% of waste recycled	39.6%	41% by 2021/22	Andy Williams
W9. Finalise proposals for the opening of a fourth HWRC at Braehead to manage increased waste resulting from the significant housing developments in the West of the City.	Staff time (CEC)	Outline business case developed by 03/23	03/23 at the latest	No. of recycling centres	3	4	Andy Williams

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Phase 3 – by 2030 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
W10. Investigate the potential for a joint authority Materials Recovery Facility to extract more value from materials	Staff time (CEC)	Conclude discussions with Midlothian, Borders and West Lothian Councils – end Summer 22	Decision to go for procurement – 03/23	N/A	N/A	N/A	Andy Williams
W11. Review the impact of the Extended Producer Responsibility and Deposit Return Scheme on the city's domestic waste service requirements and bring forward service redesign proposals which ensure that at least 50% of any savings are re-invested in further actions to reduce the Council's emissions	Staff time (CEC)	July-23: Review impact of DRS (after 1 year of DRS implementation – subject to any DRS delays) Dec-24: Review impact of EPR Q1-25: Bring forward service design proposals (subject to any EPR delays)	03/25	% of savings reinvested	N/A	50%	Andy Williams

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Business travel

Business travel accounted for around 3% of the Council's footprint before the pandemic. It does not include employees' commuting to work, which appears in the transport section of the city's footprint. There are significant financial, health and wellbeing benefits associated with staff shifting from cars and taxis and in particular, to active transport such as walking and cycling for both business travel and commuting.

The Council has several schemes in place to support staff in making more sustainable transport choices, many of which have the potential to support shifts in both commuting and business travel behaviour. However, the travel data presented in this plan relates to business travel only, for the purposes of focusing on the emissions within the Council's organisational footprint.

Figures 17 and 18 show the Council's emissions from business travel broken down by transport type and by year.

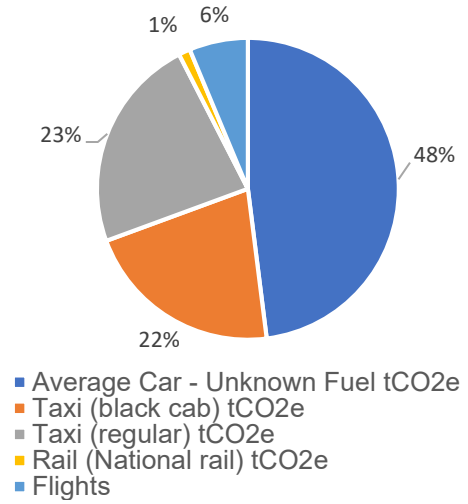

Figure 17: Breakdown of 2019/20 business travel emissions

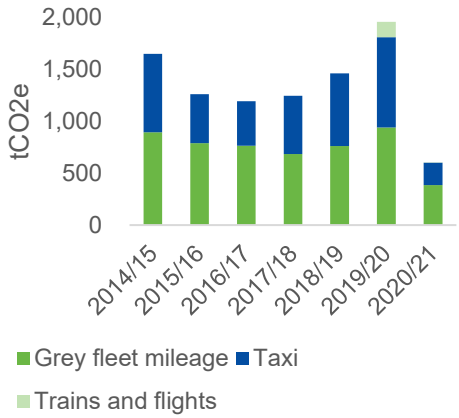

Figure 18: Historic business travel emissions

The Council's business travel emissions have increased by 64% in the four years since 2016 and are 19% higher than 2014/15 levels, mostly due to an increased use of black cabs. Data on trains and flights have only been available since 2019/20 and trend information will be available in future years.

As a direct result of the national lockdowns, the Council's business travel footprint has dropped by 69%, including a sharp reduction in emissions from grey fleet (- 58%), taxis (- 75%); and from rail and flights (-98%) (*Figure 18*)

At present, almost half (48%) of business travel emissions come from 'grey fleet mileage' where staff use their own car for business travel and claim back mileage costs), followed by taxis at 45%, with the majority of use relating to service provision by Health and Social Care and Communities and Families – for example transport for vulnerable adults or home to school transport for children with additional support needs. Grey fleet mileage also predominantly comes from these two directorates (88%) and from Place Management (17%, mostly in connection with inspection activities and site visits).

The Council's Business Travel and Accommodation Guidance requires staff to quantify and consider carbon emissions

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when choosing transport and to prioritise low emission modes. At the end of 2019, the Council agreed to review the guidance to consider extending its scope to Elected Members, but this has been delayed by the impact of Covid and travel by both Elected Members and staff has been significantly reduced as a result of changed working patterns.

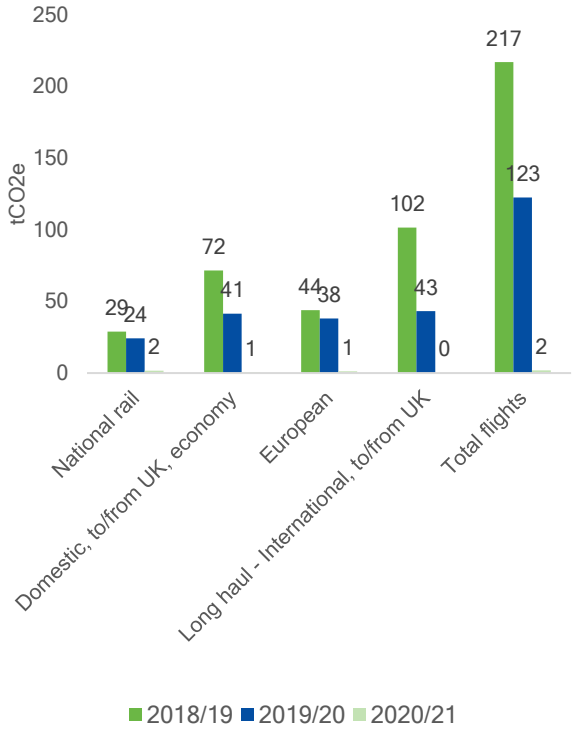

Figure 19: Evolution of business travel emissions

Strategic approach to business travel

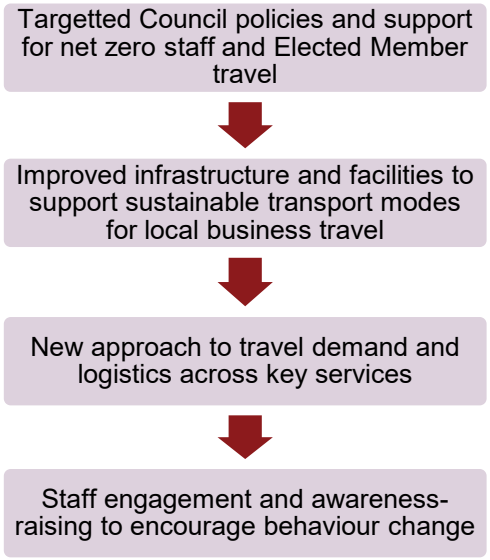

Figure 20: Strategic approach to business travel

In acting to reduce emissions from business travel, the Council's approach is to adopt a 'sustainable first' model - whereby business travel policies, procedures, guidance and benefit schemes are centred around a sustainable travel hierarchy (*Figure 21*), and infrastructure and facilities are improved to make sustainable choices easier.

To build on these foundations, the Council will then bring forward a new travel and logistics service to support citizen's needs and reduce miles travelled by private car or taxi in connection with service provision and support.

To maximise the impact of all these measures, the Council will also focus on enabling activity, including staff engagement and awareness raising to encourage business travel behaviour change.

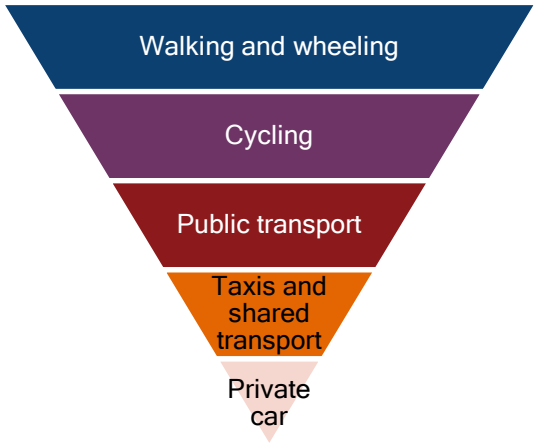

Figure 21: Sustainable transport hierarchy (adapted from City of Edinburgh Council City Mobility Plan 2021-2030)

Council programmes contributing to net zero

Supporting employees to make more sustainable transport choices in both their personal and professional lives is a key priority and the Council has recently put in place a number of new staff benefits schemes which will help facilitate this, including:

The extension of the cycle to work scheme from £1,000 to £3,000, which will allow employees to purchase electric bikes and make cycling an attractive option for a larger number of staff.

The new green car scheme, which will help employees to purchase electric vehicles and contribute to reducing grey fleet emissions, and to a larger extent, city-wide emissions.

In addition to these staff benefits schemes, employees also have access to pool bikes for business travel. Furthermore, supporting employees to work from home and make use of video conferencing is likely to help reduce grey fleet mileage, with these benefits continuing if home working persists at an increased level as part of new ways of working post-Covid. Homeworking will be addressed as part of the Council's '*Our Future Work Strategy*'.

The emissions reductions illustrated at *Figure 21*, plus further emissions reductions which it is not currently possible to carbon cost, will be delivered through a phased emission reduction plan, set out at *Table 15 on the following page.* The plan aims to build on current good practice, increase capacity, and engage staff in Phase 1; focus on service re-design and infrastructure development in Phase 2; and cement the use of electric vehicles in Phase 3.

A 58% decrease in grey fleet mileage from pre-covid levels by 2030 has been assumed, which corresponds to the reduction achieved during 2020/21. It is also likely that the "average car" emission factor per kilometre will become lower over time as electric vehicle uptake increases within the population. This will further reduce business travel emissions.

Interventions that cannot be carbon costed but will contribute to reducing the emissions represented by the orange bar in *Figure 21*, include the revision of the use of Council parking spaces, the revision of the Council business travel policies, or the staff engagement programme.

In addition to the above actions, the work that the Council is doing around transport and infrastructure within the City Plan 2030, City Mobility Plan, and City Centre Transformation puts pedestrians at their core through the 20-minute neighbourhood model. These projects aim to ensure the right infrastructure is in place to encourage business travel as well as commuting to be done on a sustainable way.

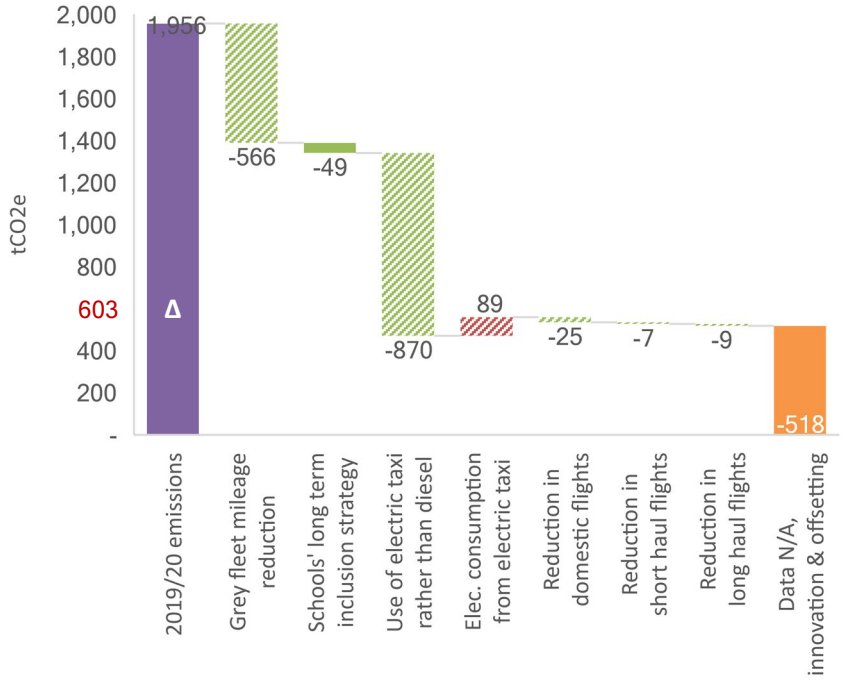

Figure 22: Estimated impact of interventions on business travel emissions. The white triangle (Δ) shows 2020/21 emissions

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Lastly, this area of the footprint is heavily reliant on behaviour change and this will be supported by awareness raising and engagement activities, as detailed in the Staff Engagement section of this plan.

It can be seen on *Figure 22* on the previous page that 2020/21 emissions were around the anticipated 2030 levels, showing that a large decrease is achievable. Although taxi mileage is expected to return to pre-pandemic levels, this could be offset using electric vehicles.

Table 15: Estimated impact of interventions - Committed and potential (in italic) – Business travel-related emissions

Interventions	**Assumptions**	**tCO_{2e}**
Reduction in grey fleet mileage	*-58% Grey fleet mileage - more use of fleet cars and more video conferences*	- 566
Schools long term inclusion strategy	*Potential reduction in home to school transport mileage*	-49
Use of electric taxi rather than diesel		-870
Increase in electricity consumption from electric taxi		+89
Reduction in number of domestic flights	*Estimated 60% reduction (less travel overall and train instead of plane)*	-25
Reduction in number of short haul flights	*Estimated 20% reduction*	-7
Reduction in number of long-haul flights	*Estimated 20% reduction*	-9
Total reduction		-71%

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Table 16: Business travel - phased emission reduction plan

Resources secured (source)		Costs known (potential source)		Costs unknown (potential source)	

Phase 1 – 21/22 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
T1. Review Council business travel policies, procedures & guidance to ensure they are centred around a sustainable travel hierarchy that takes account of employees' operational base location and incentivises to consider the most sustainable mode of transport first.	Staff time (CEC)	Review of current content, benchmarking and developed proposals by 03/22	06/22	Revised business travel guidance published	-	guidance published	Katy Miller
T2. Re-establish Transport Allocation Panels to support citizens' needs and reduce miles travelled by private car and taxi in connection with service delivery	Staff time (CEC)	C&F TAP meetings in place	On-going	CEC Staff travel emissions – taxis	213 tCO2e (870 tCO2e in 2019/20)	decrease	Crawford McGhie
T3. Finalise a Sustainable Staff Travel Plan and create a new corporate Travel Plan and Research/Monitoring Officer post, funded by Paths for All through the Smarter Choices, Smarter Places programme, to oversee its implementation and monitoring and explore additional grants to support improvement of active travel facilities at council sites.	£50K (P4A SCSP)	Publication of Sustainable Staff Travel Plan	03/22	Staff bike mileage claimed	9984 miles	Increase	Beth Hall with support from HR
T4. Deliver a staff engagement programme to raise awareness of new staff travel plan and policies and encourage uptake of staff benefit schemes supporting sustainable transport modes, to events such as Dr Bike sessions, e-bike pools and sustainable transport subsidies.	Path for All – SCSP funding	Autumn Step Count Challenge 10-11/21 Staff walking webinar as part of Wellbeing Roadshow – 11/21	On-going	Uptake of Cycle to Work scheme	408 users (2020)	Increase	Beth Hall
T5. Develop and implement the 'Our Future Work' strategy which identifies opportunities to support and promote sustainable travel	Staff time (CEC) (+ resources to be secured for further trials)	Strategy approved P&S Cttee – 10/21 Implement Phase 1 new ways of working trials 10/21 to 12/21 Outline business case (for further trials) – 11/21 Feedback survey incl. changes in staff commuting habits – 12/21	On-going	Programme benefits approach & KPI in development	N/A	N/A	Gillie Severin

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Phase 2 – by 2024/25 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
T6. Benchmark mileage claims and rates of payment – explore possibility of changing rates, phasing reductions (e.g. diesel cars) and increasing other e.g. bike	£4K[40] (CEC)	Analysis of datasets, external benchmarking and cost modelling – 03/22	03/22	Staff bike mileage claimed	9984 miles	Increase	Katy Miller
T7. Re-design the myTravel booking system to support the new Sustainable Staff Travel Plan and sustainable travel hierarchy	Staff time (CEC)	Project initiation meeting of short-life project team – 11/21	03/22 *(TBC following scoping meeting)*	TBC	TBC	TBC	TBC
T8. Review the designation and use of Council parking spaces to encourage more sustainable transport choices	Staff time (CEC)	Develop general principles for designation of parking spaces – 03/22	06/22	TBC	TBC	TBC	Katy Miller
T9. Commit to phasing out air travel for business as part of an integrated approach to digital innovation in public sector strategic and operational delivery	Staff time (CEC)	Included within scope to review policy guidance – 03/ 22	06/22	Air travel emissions	2 tCO2e (123 tCO2e in 2019/20)	Decrease	Katy Miller
T10. Work with third sector partners to pilot the replacement of business journeys by car with e-cargo bikes and roll-out e-cargo bike training to target staff groups	Path for All – SCSP funding Training delivered by 3rd sector partner (TBC)	Investigate loan of e-cargo bikes from third sector – on-going Cargo-bike loan pilot – 02/03 2022 *(tbc subject to insurance/training requirements)*	TBC with 3rd sector partners	Number of staff receiving e-cargo bike trainings	0	5 for 1st pilot Future target TBC following pilot outcomes	Beth Hall

[40] Estimated costs based on 18/19 and 19/20 data, assuming an increase in the bike mileage rate from 25 to 45 p/mile

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Phase 3 – by 2030 Actions	**Resources**	**Intermediary milestones if relevant**	**Completion date (MM/YY)**	**KPI**	**2020/21**	**Target**	**Delivery Lead**
T11. Ensure the Active Travel Action Plan and Investment Programme delivers an active travel infrastructure which contributes to modal shift for business travel	**£117.6m: £20.5m** (CEC to 2025/26 subject to internal allocations) + **£84.5m** (to 2025/26, Sustrans) + **£12.6m** (to 2025/26, SG CWSR grant) + **£0.1m** (SG Place Based Investment Programme in 2022/23)	Ensure CEC work on service redesign and new ways of working Helps to inform future active travel investments Gather data on business travel routes and transport modes to inform future active travel infrastructure investment by 12/23 – *tbc subject to resources*	03/25	Car mileage claims	2.3 million km	decrea se	Sarah Feldman / Phil Noble with support from Beth Hall
T13. Commit to 'EV only' for business travel by taxi	Staff time (CEC)	Project initiation meeting of short-life project team (HR/ sustainability team) – 11/21 Review of business travel policy – 06/22	TBC	TBC	N/A	TBC	Katy Miller/ Passenger Operations

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Staff engagement

It is estimated that 16% of carbon savings identified in this report will require some degree of behaviour change:

- Staff and school students saving energy at school and in public buildings.
- Staff and Elected Members reducing the amount of flights they take.
- Staff and Elected Members choosing sustainable travel modes when travelling for business.
- Residents reducing the amount of waste they generate and recycling more.

Colleague engagement and empowerment is at the heart of our approach to sustainability. Whilst it is challenging to quantify the impact of individual engagement activities on Council emissions, behaviour change is a key contributor to reaching the Council's 2030 net zero target, even more so for the City target.

Educating, informing and engaging colleagues on the implications specific actions and behaviours can have on Council and city emissions, will empower individuals to make informed choices and take action within the workplace and at home.

The proposed staff engagement programme presented on *Table 17* on the following page includes an objective to roll out 'Climate Literacy' training to 2,250 employees by 2025.

In addition to contributing to the Council's 2030 net zero target, this training will also support the Council's learning and development objectives outlined in the new People Strategy (2021-2024) and the Workforce Plan which underpins it.

This programme also contributes to meeting the Council's commitments as a signatory to the Edinburgh Climate Compact (*Appendix 2*); specifically, to:

- Roll out climate literacy for staff, including the management team as a minimum.
- Promote, support and enable employee choices and behaviours to contribute positively to a net-zero future.

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Table 17: Staff engagement programme

Resources secured (source)	Costs known (potential source)	Costs unknown (potential source)

Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020 /21	Target	Delivery Lead
E1. Climate Literacy training for elected members and colleagues: Support, decision making and scrutiny and enable to make informed choices and act on issues which help to reduce the council's emissions	£40K (CEC)	Contract external provider – 12/21 Deliver training to phase 1 priority groups - 03/22	12/25 *(subject to future funding)*	% of staff who have received CL accreditation % of staff trained to deliver CL training	0 0	15% of staff by 2025 (~ 2,500) *(Silver accreditation)* Minimum 20 by 2025	Beth Hall
E2. Sustainability Network: Collaborative network to harness existing assets and resources for members to enable teams to become more sustainable. Support promotion of best practice across council workstreams.	Staff time (CEC)	Network launched – 03/21 Review of membership and remit – 03/22	On-going	# different departments with sustainability network members	8	16	Beth Hall
E3. Climate lunch and learns: Raising awareness and encouraging action on key issues, such as sustainable staff travel and waste reduction	Staff time (CEC)	First lunch and learn launched: 04/21 Participants feedback survey – 03/22	On-going	# of lunch and learns	3	4 per year	Beth Hall
E4. Supporting colleagues to reduce emissions from energy and waste in the workplace: Promoting and encouraging re-use, repair and recycling.	Staff time (CEC)	Sustainability embedded in Our Future Work pilot workbook Festive waste awareness raising campaign – 12/21	On-going	TBC	TBC	TBC	Beth Hall
E5. Awareness and engagement around procurement strategy: Support decision making & scrutiny and enable to make informed choices in line with the net zero ambition	Staff time (CEC)	*Refer to action P2 on page 52*					Iain Strachan
E6. On-boarding: Refresh sustainability e-learning	Staff time (CEC)	Identification of refreshed content – 12/21 New work module launched – Summer 22 Project initiation meeting of short-life project team (HR/ sustainability team) – 11/21	Summer 22	Number of users who have completed the e-learning module Total e-learning content views on myLearning Hub	N/A	increase	Katy Miller

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Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
E7. The role of our leaders: Ensure sustainability is embedded in decisions about Our Future Work & service/organisational design principles.	Staff time (CEC)	Sustainability embedded in Our Future Work pilot workbook Project initiation meeting of short-life project team (HR/ sust. team) – 11/21	TBC following scoping meeting	TBC following scoping meeting	TBC following scoping meeting	TBC following scoping meeting	Katy Miller
E8. Employee benefits platform: review current offering to improve alignment benefits with net zero ambition	Staff time (CEC)	Green car leasing scheme launched – 03/21 Benchmark and explore further options with benefits providers – until 03/22	Summer 22	Number of green car leasing scheme users	N/A *(Launched in 03/21)*	increase	Katy Miller
E9. Review and develop coherent intranet content (Orb) and policies to ensure alignment with net zero objectives	Staff time (CEC)	Review and integrate Orb content by 01/22	06/22	Orb content updated	N/A	Orb content updated	Katy Miller (policies)Beth Hall (Orb)
E10. Encourage staff modal shift from vehicle use to active travel through the delivery of 20-minute neighbourhood hubs	Staff time (CEC)	Publication of 20-minute neighbourhood strategy – 06/21 Publication of Sustainable staff travel Plan – 03/22	On-going	Grey fleet mileage claims	2.3 million kms (5.3m in 2019/20)	decrease	Beth Hall

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Procurement and circular economy

The annual Scottish public procurement spending power amounts to £11 billion and has a critical role to play in the climate emergency response. Emissions from purchased goods (i.e. 'consumption-related' emissions) are not included in the Council's or the city's carbon footprint, as they are generated out-with the city's territorial emissions boundary. The calculation of procurement-related emissions is complex, and we are working with partners to understand these emissions better.

Although emissions from purchased goods are not included in the city or Council carbon footprint data, the Council is nonetheless working with city partners to reduce these emissions.

The city 2030 Climate strategy seeks to address these emissions and includes the following strategic action for the public sector: "Ensure that all public sector procurement spend actively supports this strategy so that by 2030 all new investment and purchase decisions are net zero". The Council is working to reduce emissions from its procurement activity and engaging with providers to support the reduction of emissions across their supply chains.

The Council has an established internal Sustainability Board which meets monthly to coordinate and prioritise an accelerated reduction in climate emissions, and the procurement team is represented on this board. The Council is a member of the Scottish Government Procurement and Climate Change Forum whose aim is to work towards the Government Commitment to mobilise the £11 billion of annual public procurement to support our climate emergency response.

This includes consulting on legislation to require public bodies to set out how they will meet our climate change and circular economy obligations and to identify and/or commission targeted activities or work streams which will help influence and empower our buyer, supplier and key stakeholder communities. The Council has also been working closely with the Scottish Government's sustainability team and Zero Waste Scotland to look at embedding the circular economy in Council practices.

The Warp-it platform mentioned earlier also contributes to embedding circular economy principles within the organization (see *Figure 23*).

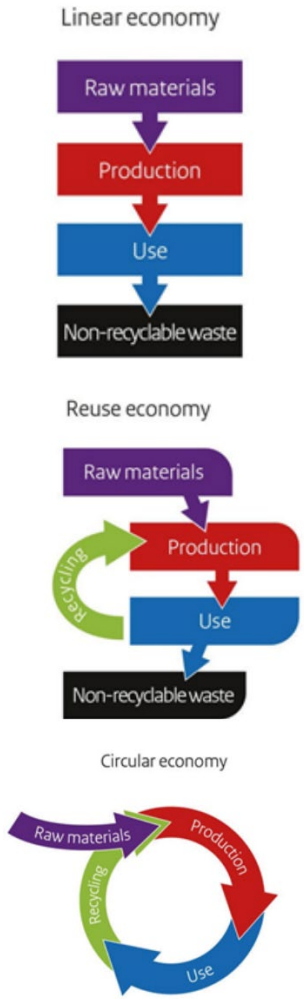

Figure 23: Explainer - from Linear to Circular economy (Source: https://www.government.nl/topics/circular-economy/from-a-linear-to-a-circular-economy)

The Council's Sustainable Procurement Strategy, introduced in March 2020, puts sustainability at the heart of the procurement programme for the next five years and aims to contribute to the city's 2030 target.

Moving forward, the Council will ensure that its net zero commitments remain a central element of its procurement activity. this will include:

- further engagement with suppliers to promote the Council's ambitions and the opportunities it will create,
- closer working with public sector partners to ensure that opportunities for alignment and collaboration in procurement activity are maximised
- focused learning and development opportunities for Council staff to support this work.

The Council's procurement activity directly supports the delivery of Council services, and key Council projects and energy efficiency and carbon reduction is central to initiatives, such as:

- the delivery of new Certified Passivhaus housing and schools,
- the retrofitting of existing Council estate managed print services that will monitor energy usage and planned reductions in volume of printing,
- replacement of more energy efficient street lighting,
- provision of EV charging points for Council fleet and general public access,
- improved public transport and cycling initiatives as well as pedestrian initiatives such as the George Street transformation,
- a collaborative house building framework with emphasis on highly energy efficient homes.

As signatories of the Edinburgh Climate Compact, the Council and Edinburgh Leisure have committed to engaging with the supply chain to drive emissions reduction (*Appendix 2*). This is embedded in the Council's Sustainable Procurement Policy which strives to ensure that "Edinburgh has a more sustainable supply chain". Edinburgh Leisure have also recently committed to revise their Procurement Strategy to "embed the importance of CO2 emissions in procurement practices, including the relative importance of CO2 emissions within tender scoring matrices".

The Sustainable Procurement Policy and objectives are addressed within every procurement plan (including a mandatory sustainability risk assessment of procurement projects), which is at the start of each procurement process. Thus, the policies and Council commitments work to build awareness among staff and stakeholders.

Sustainability is used as selection and award criteria, where for example the use of electric vehicles or local suppliers to reduce transport emissions are encouraged and scored accordingly. The Council is also working with fleet suppliers to ensure they have carbon neutral commitments and specifying Euro 6 standards on new vehicles and a move to hybrid/electric vehicles.

The Council grant funds a number of organisations which, as part of the circular economy commitment, refurbish and repair items such as IT equipment and provide these items to those households most in need. It also funds organisations providing carbon reduction advice and promoting behaviour change in schools, organisations and to individuals.

In accordance with the Scottish Government's SPPN 1/2021 "Taking account of climate and circular economy considerations in public procurement", the Council is working with a wide range of markets to stimulate the development of the circular economy and develop low emission supply chains and solutions. For example in the Council's Hard Facilities Management the Council has worked with Zero Waste Scotland to develop the specification and evaluation documents to embed sustainable development aspirations in the service. Section 28 of the

SPPN[41] makes clear that there is a shared accountability with senior leaders and budget holders to engage early in the planning and development stage of the process with the Council's Commercial and Procurement Services (CPS) on decisions as to whether to buy, what to buy and how to buy allowing sustainability and carbon emissions to be considered at this early stage.

[41] Scottish Procurement Policy Note. SPPN provide advice to public sector organisations and other relevant bodies on procurement policy

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Table 18: Key procurement actions

Resources secured (source)		Costs known (potential source)		Costs unknown (potential source)	

Action	Resources	Completion date (MM/YY)	KPI	2020/21	Target	Delivery Lead
P1. Organise 10 engagement events per year with local suppliers to promote opportunities of working with the Council	Staff time (CEC)	On-going	Percentage of total core spend with local suppliers	41%	39% for 20/21 40% for 21/22 41% for 22/23 42% for 23/24	Iain Strachan
P2. Organise 10 procurement strategy/delivery related training events per year delivered to Council service areas	Staff time (CEC)	On-going	Number of events organised per year	10+	10	Iain Strachan
P3. Rollout of new monthly Supplier Engagement Sessions and new Supplier Newsletter	Staff time (CEC)	12/22	Number of monthly engagement sessions	12+	12	Iain Strachan
P4. Annual Report on Council performance against Strategy to Finance & Resources Committee	Staff time (CEC)	08/22	Report published	Report published	N/A	Iain Strachan

Note that new targets for sustainable procurement will be announced by the Scottish Government later in the year and will be reflected in the CERP progress report in 2022.

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Investment plan

Table 19: Net-zero investment approach

1. Core council service budget alignment and Council budget investment	2. Maximise the opportunity for external grants	3. New models for funding change	4. Offsetting
Maximising core service investment plans to deliver net zero objectives. Additional 2021/22 budget investment for pilots and feasibility studies. Seeking efficiencies through collaborating with city partners. Aligning the current and future Council Capital Plan to net zero objectives	Invest in capacity and skills to develop the Council's project pipeline. Target innovation partnerships with national and local partners; sharing risk and reward. Target known and substantial funding announcements – Green Growth Accelerator; SG Climate Plan Grants and funds; National agencies.	Scope new models of funding public sector investment in net zero; e.g. mixed models for private and public investment; sharing of risk; community wealth building. Pilot new funding models.	At the appropriate time, offset those emissions that cannot be easily or affordably reduced.

Becoming a net zero organisation will have significant capital and revenue implications for the Council, and the Council will re-visit these annually through its budget processes, as further carbon and cost analysis of proposed projects and programmes is undertaken.

This first Council Emissions Reduction Plan is presented to set out the proposed strategic direction for addressing the Council's major emission sources and the current and proposed actions the Council will take. The action plan tables throughout this plan show current and future agreed Council investment, and the additional external funding streams to be targeted, to support delivery of actions – along with the key performance indicators that will be used to track progress.

In developing its approach to investment, the Council will focus on investing in readiness through work to understand the projects and programmes that will deliver the greatest emissions reductions; carrying out feasibility studies and developing pilots to test delivery models; and then scaling and accelerating delivery towards net zero across all Council emissions.

Wherever possible, programmes will be developed jointly with key public sector partners to achieve economies of scale and secure maximum co-benefits – for example through job creation from operational estate retrofit. This is reflected in the City 2030 Climate strategy published in November 2021.

Across all activity, the Council will seek to maximise external funding and revenue generation opportunities. We will work with Scottish Power Energy Networks to align their investment in the grid with the Council's plans, in order to support lower

energy costs, maximise opportunities to return locally-generated energy to the grid, and secure income generation in support of increased spend-to-save initiatives.

There is also significant opportunity to increase capital and revenue resources through external funds, with several additional funding streams to support the transition to net zero recently being announced. These are detailed at Appendix 3 and include, for example Green Growth Accelerator; Solar PV Fund; Green Jobs Fund.

The Council is working with partners, including the Scottish Government, to provide dedicated capacity for developing project proposals, identifying funding opportunities and co-ordinating the development of bids. This will help ensure the Council is able to access the additional resources required to invest in readiness and ensure the Council is well-placed to draw down additional resources as soon as new funding streams are open for bids.

In the interim, the Council brought forward an additional £500,000 in 2021/22 to support additional feasibility work across its operational estate, which accounts for the greatest portion of Council emissions. This is in addition to £600,000 previously identified and is being used to expand and accelerate work to establish which approaches to energy efficient retrofit will deliver best value across the many differing building types which comprise the Council's estate.

The results of this work will inform bids for external investment to support targeted retrofit pilots within a range of building types to both secure emissions reductions and inform the roll-out of further retrofit works across the wider estate. A successful bid to the Green Growth Accelerator fund could provide up to £10 million to retrofit Council buildings (based on a payment in arrears funding model and upon the attainment of certain emissions reduction targets); and additional bids to wider funding streams will also be developed. Further details are provided in the Energy chapter of this plan.

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Offsetting

Figure 24: Explainer of carbon offsetting. (Source: https://www.unep.org/news-and-stories/story/carbon-offsets-are-not-our-get-out-jail-free-card)

The scale of the net zero challenge is such that it is very likely some residual emissions will remain, for example from waste management or from electricity, as it is likely the grid will not be fully decarbonised by 2030. Therefore, the Council will need to identify and agree strategies for achieving net zero by balancing these residual emissions with carbon uptake activities (for example the purchase of offsets). Spending on projects that reduce emissions as much as practically possible will be prioritized and offsetting will generally only be considered as a last resort.

There may be circumstances where offsetting could be considered when further emissions reductions would be technically possible but would come at significant financial cost. This extra cost could potentially impact on the resources available to support other elements of climate action, such as adaptation work to improve climate resilience.

Where offsetting is required, there is a need to consider the form this could or should take. Wherever practicable, the

Council will aim for offsets that are as local as possible.[42] In an urban location such as Edinburgh, off-setting measures which require a lot of land present challenges for the Council and for other city partners. According to the Royal Society, the best solution is to use a portfolio of approaches and the Council will explore this with key city partners as part of its role in helping to implement Edinburgh's 2030 Climate Strategy.

This will include jointly considering a policy position, strategy and budget for off-setting that clarifies when off-sets would be used and which quality principles must be met, including the standards of verification that would be applied to different types of off-sets.

[42] SSN, Offsetting – its Role in the Roadmap to a Net Zero Carbon Scotland 2045

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Governance

The organisational chart at *Figure 25* illustrates the governance structure that will provide political oversight, strategic direction and delivery capacity for this plan to ensure it meets its overall objective of the Council becoming a net zero organisation by 2030.

The Policy and Sustainability Committee has responsibility for formally adopting this plan and will provide political oversight and scrutiny of progress. Progress will be reported to this Committee annually in autumn. It will be accompanied by the Council's statutory Public Bodies Duties Annual Report, which will detail the Council's emissions for the previous financial year. Further detail is provided in the 'Performance Monitoring and Reporting' section below.

The Sustainability and Climate Emergency All Party Oversight Group (APOG) will act as a political sounding board for key decisions and will be able to focus in on aspects of the plan on a thematic basis. It will ensure Elected Members are able to engage in the detail of the plan, and explore any challenges relating to delivery in collaboration with relevant officers.

The Sustainability Board, chaired by the Council's Chief Executive, will provide strategic oversight and have operational accountability for the plan's delivery, the development of future iterations, and the coordination of wider Council projects and programmes in support of the plan's aims and objectives. The Sustainability Board will receive regular updates on progress and will have a specific remit for ensuring Council plans, strategies, and budgets, support the Council's ambition of becoming a net zero organisation by 2030.

The Corporate Sustainability Team will provide policy co-ordination and support, working with relevant service area leads to ensure the plan's delivery. The team will also lead and co-ordinate annual progress reporting and be responsible for ensuring the Sustainability Board, APOG, and Policy and Sustainability Committee are provided with appropriate updates and officer support. The Corporate Sustainability Team will work with service area leads to support the development of further interventions to reduce the Council's emissions and will co-ordinate the refresh of the Council Emissions Reduction Plan as appropriate.

Service area leads will provide support to ensure delivery of service commitments within the plan, and lead the development of further actions, working with the Corporate Sustainability Team to ensure the Sustainability Programme Board is provided with the information required to fulfil its strategic oversight function.

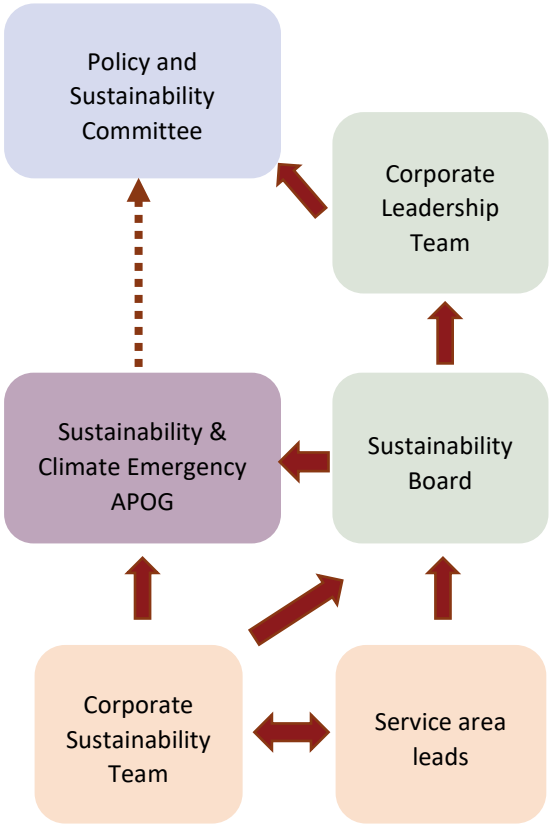

Figure 25: Council's Sustainability Governance structure. (Purple: Political oversight, Green: Strategic oversight, Orange: Delivery)

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Performance monitoring and reporting

The Council will continue to publicly report its organisational emissions annually to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD).

Figure 26: Map of UK local authorities who reported through the CDP-ICLEI Unified Reporting System in 2020

The Council also participated in the Carbon Disclosure Project (CDP)[43] for the first time in late 2020. CDP is an international non-profit organisation for companies and cities' environmental reporting organisation. It is the largest climate change-focused data collection and assessment programme in the world.

In 2021, Edinburgh was one of 95 global cities on **CDP 2021 A-List**; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency.

The reporting arrangements for the monitoring of Council emissions are listed in *Table 20, right.*

Table 21 on the following page summarizes the key performance indicators which will be used to track progress against of the actions identified in each section of this plan. The CERP annual progress reports will provide regular updates against these KPIs.

Table 20: Reporting calendar, Council emissions

Report	Key dates	Schedule
Carbon Disclosure Project	Jul 2021	Annual
Public Bodies Climate Change Duties report	Nov 2021	Annual
Council Emissions Reduction Plan Annual Progress Report	Nov 2021 - Finalised plan Nov 2022 - Report against the actions laid out in the phased action tables in each chapter.	N/A Annual
City of Edinburgh Council Annual Performance report	Jun 2022	Annual

[43] https://www.cdp.net/en/cities

Table 21: Summary of key performance indicators

Sector	KPI	2020/21	Target
All	Total Council emissions (tCO2e)	65,647	Net 0 by 2030
All	3-years carbon budget spend	66 ktCO2e (35% spent)	190 ktCO2e (cumulated from 2020/21 to 2022/23)
Buildings	Total Buildings emissions (tCO2e)	43,308	0 by 2030
Buildings	Installed solar PV capacity (MW)	2.092	3.092 MW by 2023/24 6.092 MW by 2030 (+4 MW)
Buildings	Percentage of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent	15%	100% of conditioned area where Passivhaus is technically appropriate
Buildings	Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to low and zero carbon plant (or equivalent)	0 m2	By Dec 2023 – 3,019m2 By Dec 2024 – another 15,190m2 By Sept 2025 – another 8,973m2
Other energy	Total emissions from other energy consumption (tCO2e)	9,355	Net 0 by 2030
Other energy	Electricity consumption from street lighting (kWh)	18,556,408	13,0852,393 kWh by 2022/23
Other energy	Number of sites with Tungsten Halogen Lamps	254	243 sites by 03/22
Other energy	Traffic signal electricity consumption (kWh)	2,227,693	decrease
Fleet	Total fleet emissions (tCO2e)	6,267	Net 0 by 2030
Fleet	Percentage of Electric vehicles in the total cars fleet (internal + hire fleet) (as of Nov 2021)	38%	100% by 12/2021

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Sector	KPI	2020/21	Target
Fleet	Percentage of Electric vehicles in the total vans fleet (internal + hire fleet) (as of Nov 2021)	13%	100% by 12/2023
Fleet	Number of CEC Fleet chargers installed	86	136 by 04/2022
Fleet	Number of CEC Fleet chargers which are publicly accessible	45	
Waste	Total waste emissions (tCO2e)	5,947	Net 0 by 2030
Waste	Percentage of waste recycled	39.60%	60% by 2022
Waste	Total waste tonnages collected	209,878	decrease
Waste	Total food waste tonnages collected	10,966	increase
Waste	Percentage of educational settings with recycling in place	20%	100% (circa 150) - subject to funding
Business travel	Total business travel emissions (tCO2e)	603	Net 0 by 2030
Business travel	Air travel emissions (tCO2e)	2	decrease
Business travel	Staff bike mileage claimed	9,984	increase
Business travel	Uptake of Cycle to Work scheme	408	increase
Business travel	Number of staff receiving e-cargo bike trainings	0	5

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Sector	KPI	2020/21	Target
Engagement	Number of Climate lunch and learns	3	4 per year
Engagement	Percentage of staff who have received Carbon Literacy accreditation	N/A	15% of staff by 2025 (approx 2,500)
Engagement	Percentage of staff who have been trained to deliver Carbon Literacy training	N/A	Minimum 10 by 2025
Engagement	Number of different departments with sustainability network members	8	16
Engagement	Grey fleet mileage claims (million km)	2.3	decrease
Engagement	Number of green car leasing scheme users	Launched end of 03/21	increase
Procurement	Percentage of total core spend with local suppliers	41%	39% for 20/21, 40% for 21/22, 41% for 22/23, 42% for 23/24
Procurement	Number of events organised per year	10+	10 per year
Procurement	Number of monthly engagement sessions	12+	12 per year

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Evidence-based decision making

The climate emergency requires a change in organisations' culture to ensure decisions consider potential carbon impacts and wider sustainability implications such as air quality or wellbeing, alongside financial and other considerations.

This requires sustainability to be mainstreamed throughout all that the Council does, ensuring that supporting the organisation's transition to net zero by 2030 becomes 'everyone's business'. What this means for different groups of staff and teams within the Council will depend on their role and remit; similarly, the processes applied to different decisions, projects or proposals will depend on their size, scope and potential impact.

The Council has therefore developed a tiered approach designed to ensure that decision-making at every level is supported by proportionate processes and staff have the awareness, knowledge and skills appropriate for their role.

Table 22 below provides an overview of the main corporate measures in place; however individual service areas also make use of further custom processes, such as sustainable procurement toolkits or geographical information systems.

Table 22: Considering carbon impact in decision-making. Processes that relate to policies and strategies are highlighted in purple, to projects in orange and to both policies and projects in blue.

For major change projects	**Change portfolio:** Enhanced project management and monitoring of major change projects with positive negative environmental impacts.		
For major projects	**Quantifies carbon impact analysis to assess major project:** Use of the City of Edinburgh Council Carbon Scenario Tool or engage consultancy support as appropriate.		
Pre-approval stage. Early consideration of CO2 impact	**Business Case process:** Considering carbon impact before projects are agreed for implementation.	**Integrated Impact Assessment:** Identifying potential environmental impacts of policies and strategies.	**Strategic Environmental Assessment:** In depth assessment of policies/ strategies flagged as potentially having significant positive or negative environmental impact.
Foundations	• **Committee reporting templates and framework** ensure decisions taken at Committee consider environmental impact. • **Climate Literacy training:** Targeted accreditation for key staff. • **Programme and Project Management training:** Mainstreaming sustainability in all that we do. • **Sustainability learning modules**		

Focus on residual emissions

Residual emissions illustrated with the orange bars on the waterfall charts across the emissions chapters include:

- Emissions that will be reduced by current or planned interventions, but where it is not possible to quantify the reductions they will achieve due to a lack of data or too high a level of uncertainty to be able to estimate the effect.
- Emissions that cannot fully be eliminated based on today's technologies (for example, there is currently no zero-carbon alternative for all heavy vehicles of the fleet).
- Emissions that will probably never be fully eliminated (for example, waste emissions cannot reach zero as long as the city generates waste).
- Residual emissions from the electricity grid (projections indicate a sharp decrease in the carbon intensity of the grid, but unless the UK meets 100% of its electricity demand with renewables supported by storage technology, there will be residual emissions).
- Emissions for which a reduction intervention is yet to be identified.

Table 23 on the following page details residual emissions for each emission source.

Table 23: 2030 Residual emissions per sector

Sector	Residual emissions sources	Non carbon costed interventions expected to provide emissions reduction
Buildings	- Edinburgh Leisure buildings emissions, - PPP and DBFM buildings emissions, for which no interventions have been modelled as yet, - Residual gas emissions from retrofitted buildings (the emissions modelling assumes a 60% in space heating demand) - Residual emissions from electricity grid, based on carbon intensity projections in 2030 (the emissions modelling assumes a 5% reduction in electricity consumption) - Remaining emissions from non-retrofitted buildings (the emissions modelling assumes a retrofit of half of the estate. Note that the modelling on Figure 7 is for illustration purposes, and this proportion is not a set target.	- New contractual arrangements with DBFM/PPP buildings which require energy efficiency improvements - Edinburgh Leisure commitment to conclude a mapping exercise of all significant existing equipment including their current CO_2 emissions, plans for replacement, carbon savings and cost estimates. Once this exercise is complete it will be possible to model these reductions; - Reduction in energy use in buildings from behaviour change - Potential lower space heating, cooling and lighting energy use in workplaces due to increased home working and lower use of office buildings - Increased domestic emissions due to home working (outside of Council's carbon footprint scope)
Other energy	- This sector is entirely made up of electricity consumption - The street lighting and traffic signals upgrades will drastically reduce electricity consumption but won't eliminate it. As mentioned above, there will residual emissions from the electricity grid in 2030 - Emissions from other electricity consumption such as from housing stair lighting, trams, park and ride are difficult to reduce, (and are likely to increase with the uptake of EVs), and are directly dependent on grid decarbonisation	- Further grid decarbonisation with renewables penetration exceeding current projections
Fleet	- Remaining emissions from half of the heavy vehicle fleet (the emissions modelling assumes a theoretical electrification of half of the heavy vehicle fleet) - Emissions from electricity used by electric vehicles	- Edinburgh Leisure plans to conclude a review of its vehicle fleet with an aim to optimise the proportion of electric vehicles. There is currently no data to quantify the emissions impact, however Edinburgh Leisure's consumption represents less than 0.5% of the total fuel consumption reported in the Council's carbon footprint, so the impact on the emissions modelling is expected to be negligible.
Waste	- Small fraction of food waste in residual bins, despite campaigns to increase food waste recycling	- Anticipated increases in zero-waste & repair shops in the city, as well as new post-covid working patterns could potentially help to further reduce waste generated

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	- Waste generation always leads to greenhouse gas emissions. Even if 100% of the tonnages were recycled (which is often energy-intensive), there would still be emissions linked with waste management.	- There are significant uncertainties linked with the evolution of waste due to Covid, population growth, online deliveries, and evolving legislation such as the future Deposit Return Scheme, and the ban of certain single-use plastics from 2022
Business travel	- The modelling assumes reducing grey fleet mileage by 59% by 2030 (same as 2020/21 levels during the pandemic), so remaining emissions include the rest of grey fleet - Remaining emissions from trains and flights after an estimated 60% reduction in domestic flights and a 20% reduction in long distance flights. - Electricity consumption from electric taxis.	- There are measures in place which support employees to travel more sustainably (Step count challenge, awareness raising campaigns, pool bikes), but no figure/target to help quantify emissions. - Impact of the sustainable staff travel plan on staff travel emissions - More sustainable commuting to the workplace with dedicated engagement as part of the “Our Future Work” programme - Reduced commuting to the office due to increased home working (outside of Council’s carbon footprint scope)

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Glossary

Term	Meaning
Carbon Dioxide (CO_2)	A naturally occurring gas and one of the most abundant greenhouse gases in the atmosphere. Carbon dioxide is also a by-product of industrial processes, burning fossil fuels and land use changes.
Business as usual Scenario	A description of what would most likely occur in the absence of a carbon reduction project, also referred to as the 'baseline scenario'.
Carbon Dioxide Equivalent (CO_2e)	Universal unit of measurement used to compare the relative climate impact of the different greenhouse gases. The CO_2e quantity of any greenhouse gas is the amount of carbon dioxide that would produce the equivalent global warming potential.
Carbon footprint	A carbon footprint is the sum of all emissions (in CO_{2e}), which were produced by an individual or organisation in a given time frame. Usually a carbon footprint is calculated for the time period of a year.
Carbon neutrality	When CO_2 emissions caused by humans are balanced globally by CO_2 removals over a specified period *(Source: IPCC SR15).* This does not apply to other greenhouse gases.
CCC	Committee on Climate Change.
Circular economy	A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. Looking beyond the current take-make-waste extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits. *(Source: Ellen MacArthur Foundation)*
EnerPhit/Passivhaus	EnerPHit is the established standard for refurbishment of existing buildings using the Passive House basic principles and components. The Passivhaus Standard for new construction is not always achievable for works to existing buildings. For this reason PHI (Passive House Institute) developed the 'EnerPHit – Quality Approved Energy Retrofit with Passive House Components' certification process for existing buildings. Significant energy savings of between 75% and 90% can be achieved even in existing buildings. The basic 5 principles of the Passivhaus Standard are still used to achieve the EnerPHit Standard; • optimising thermal insulation levels • reduction of thermal bridges • high thermal performance windows • considerably improved airtightness • good indoor air quality maintained by a ventilation with heat recovery system with highly efficient heat recovery levels
Fabric first	An approach to building design which involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building services systems. *(Source: Carbon Futures)*
Greenhouse gas (GHG)	The collective term for emissions which contribute to the greenhouse effect by trapping heat from the sun. Carbon dioxide is a greenhouse gas, but other gasses such as methane also contribute to the greenhouse effect.

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Grid decarbonisation	Decarbonising the grid means decreasing the emissions per unit of electricity generated. The electricity grid will decarbonise over time due to the UK generating more and more energy from renewables and at the same time closing coal power plants.
Heat network	Heat networks (also known as district heating) supply heat from a central source to consumers, via a network of underground pipes carrying hot water. Heat networks can cover a large area (including even an entire city) or be local (supplying a small cluster of buildings). *(Source: Department for Business, Energy and Industrial Strategy)*
IPCC	Intergovernmental Panel on Climate Change, a research group created by the World Meteorological Organization and the United Nations Environment Programme, responsible for surveying and synthesising scientific work on climate change.
Landfill	Disposal of waste material by burying it under layers of earth.
Net-zero emissions	According to the Scottish Government, a situation in which any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the "net" effect is zero emissions. Edinburgh has committed to 'net zero' emissions by 2030. To achieve this, we must reduce the emissions we produce to a minimum and capture any greenhouse gases we cannot avoid emitting through initiatives like tree planting.
Offsetting	Designs the process of trying to reduce the damage caused by releasing carbon dioxide into the environment by doing other things that remove carbon dioxide, for example, by planting trees". *(Source: Cambridge Dictionary)*
Retrofit	Modifications to existing buildings that improve energy efficiency or decrease energy demand and may include installation of low carbon heating systems.

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Appendix 1: Council organisational carbon footprint boundary

Scope 1		Scope 2		Scope 3		
Transport	Controlled fleet	**Electricity consumption**	Bus stations, tram stops, substations, cabinets and Park & Ride	**Electricity T&D losses**		
	Edinburgh Roads services		Care homes	**Water**	Edinburgh Leisure	
			Cemetery		Council estate	
	Edinburgh leisure		Community / Family / day / education centres	**Waste**	Landfill Recycling Incineration Composting (includes households + Council buildings + litter (bins in parks and in the city) + Edinburgh Leisure).	
Gas consumption	Bus stations, tram stops, substations, cabinets and Park & Ride		Energy centre	**Staff travel**	Car mileage Air and rail travel (including Edinburgh Leisure)	
	Care homes		Offices	**Taxi**	Black cab	
	Cemetery		Culture, arts, theatres and sports, libraries		Regular taxi	Health & social care
	Community / Family / day / education centres		Farmhouses			Communities & families
	Energy centre		Hostels			
	Offices		Housing services / Domestic			
	Culture, arts, theatres and sports, libraries		Parks			
	Farmhouses		Schools			
	Hostels		Workshop / Depots			
	Housing services / Domestic		Toilets			
	Parks		Street lighting			
	Schools		Christmas lighting			
	Workshop / Depots		Traffic signals			
Oil consumption	Workshops/depots		Housing stair lighting			
	Buildings (community centres, cemetery…)		Lothian Pension Fund			
LPG	Edinburgh leisure					

Appendix 2: Edinburgh Climate Compact Commitments

Climate Compact commitments	Council's progress
1.1 Operations	
Share within a month of signature what action we are currently taking to address climate change and our current emissions.	City and Council emissions, as well as action the Council is taking are published through the Carbon Disclosure Project (CDP) and the Public Bodies Climate Change Duties reports
Take demonstrable actions to contribute to the reduction of carbon emissions (by COP26 in November 2021 and beyond).	Key strategies which will be pivotal to deliver the city's net zero target: - The 2030 Climate strategy published in Nov. 2021. - The present Council's emissions reduction plan - The Council's business plan, published in February 2021, had sustainability at its core - The City Mobility Plan, published in February 2021, provides a strategic framework for the safe & effective movement of people & goods up to 2030. - Edinburgh's City Centre Transformation is an ambitious plan for a vibrant and people-focused capital city centre which seeks to improve community, economic and cultural life. - City Plan 2030 sets out locations for new homes and businesses, protect places of value, and ensure essentials for a good quality of life are in place - such as public transport, schools and green space. The vision of the City Plan is to ensure Edinburgh is a sustainable city which supports everyone's wellbeing, in which everyone lives in a home they can afford, where you don't need to own a car to move around, and where everyone shares its economic success.
Publish online (by Nov 2021 latest) our plan to cut carbon emissions within our organisation with identified [annual/biannual/other] target dates for progress.	Publication of present Council Emissions Reduction Plan
Include in this plan a commitment to engage across the whole value chain to drive emissions reduction	Detailed in procurement section of this plan. This will also be addressed within Council actions as part of the city's climate strategy
Set out how we will embed assessment of climate impact into all organisational and investment decisions.	The Council is taking a wide range of actions to identify the risks and adapt to the impacts of climate change. A citywide climate change risk assessment is currently being undertaken. Outcomes from this will provide evidence and inform decision-making on future climate change adaptation action

1.2 Influence and Leadership	
Communicate our approach to tackling climate change and promote the importance of greater efforts to tackle climate change.	Development of a new net zero sustainability mark/branding Comprehensive issues-based citizen engagement and awareness raising programme in place for delivery 2021 onwards
Share learning with members of the Edinburgh Climate Compact and other city organisations looking to accelerate action on climate change.	Co-sponsorship of the Edinburgh Climate Commission The Council will be hosting one of the Climate compact's quarterly meetings later in the year Ongoing collaboration with city partners on climate strategy development and implementation
Roll out climate literacy for staff, including the management team as a minimum.	Detailed in staff engagement section of this plan
Promote, support and enable employee choices and behaviours to contribute positively to a net-zero future.	Detailed in staff engagement section of this plan
Maximise the impact of procurement across the value chain to accelerate emissions	Detailed in procurement section of this plan
1.3 Transport	
Integrate the sustainable travel hierarchy into our organisation's operations, future business planning and lock out a return to the levels of business travel prior to 2020.	Detailed in business travel section of this plan
Prioritise sustainable and active travel choices by our workforces, limiting the need to travel for work wherever possible.	Detailed in staff travel section of this plan
Invest in a switch to zero emission company owned vehicles.	Commitment to electrify the Council's cars and vans fleet, detailed in fleet section of this plan
1.4 Buildings	
Commit to a clear programme of deep retrofit of the owner organisational estate.	Detailed in buildings section of this plan
Maximise and optimise energy use from sustainable energy sources.	Detailed in buildings section of this plan
Explore the potential of the organisational estate to generate renewable and sustainable energy and contribute to increased greenspace, biodiversity and sequestration.	Detailed in buildings section of this plan

Appendix 3: Scottish Government funding streams

Table 24: Applications submitted

Area	Fund	Bid (£)	Project	Service area	Status
Heat and energy	Low Carbon Transition Fund (LCITF)	£3.9m	Western Villages: ~450 homes with >50% for affordable rent. Includes a communal air and water source heat pump farm combined with solar PV arrays to bring the development to net zero carbon. Total cost ~£7.8m.	Place / Housing	Bid through to final assessment stage, awaiting feedback from LCITF
Domestic building retrofit	HEEPS: ABS	£4.8m for this financial year	Retrofit 622 private homes	Place / Housing	Bid successful
Core sustainability team	EIT / ClimateKIC	£200,000 (pot available tbc)	Climate KIC partnership – reduced level from 2020; contribution to core team costs only	Strategy & Communications	Resubmission required due to Brexit, awaiting feedback from EIT
Regeneration	Regeneration Capital Grant Fund	£2.8m in total for two projects	Seven bids submitted	Place / Commercial development	Awaiting updates
Active Travel Investment Programme	Levelling Up Fund	£38.6m	City wide active travel infrastructure, total cot projection of £172.8m 2019-2026, with £134.2m already committed	Place	Bid submitted
Major sustainability programmes	Green Growth Accelerator	Up to £10m per project, designed to leverage up to £200m of additional investment	EnerPhit approach to Council Operational Buildings	Place / Resources	Bid successful
Energy efficiency	Local Heat and Energy Efficiency Strategies (LHEES)	£50,000	Business case development	Corporate Services	Bid submitted

Waste	Household recycling collection infrastructure Fund	£70m	All Scottish LAs can apply for the fund, either individually or in partnership with other LAs, commercial or third sector partners.	Waste	Bid submitted for Communal Bin Review, awaiting feedback
Green urban regeneration	Vacant & Derelict Land Fund	£50m over 5 years	Western Villages at Granton Waterfront	Place	One bid submitted.

Table 25: Funding Opportunities

Area	Fund	Amount available (£)	Proposed project(s)
Active travel	Cycling Facilities Investment Fund	£8m across Scotland	To be rolled out before 2023
Active travel	Active travel investment outlined in Programme for Government	£320m across Scotland 2024-25	TBC
Air pollution	Air Quality Action Plan Measures	£1m total fund across Scotland	Council making annual bids. Fund expected to stay in place for future years
Biodiversity	TBC	£150m across Scotland by 2024 for tree planning.	To accelerate progress towards the commitment for 18,000 hectares of tree planting a year by 2024
Biodiversity / adaptation	Nature Climate Bonds	Suitable for smaller amounts initially of £1m or less, but is scalable and has no closing date.	A pipeline of nature-based projects across the city are being developed that are suitable for financing using nature climate bonds
Biodiversity, urban trees	Trees for Cities	TBC	TBC.
Domestic building retrofit	TBC	£1.8bn to decarbonise 1 million homes by 2030	Includes a minimum of £465 million to support those least able to pay for home energy improvements, and £400 million for large scale heat decarbonisation projects.
Energy – district heating	District Heating Loan Fund	Feasibility studies of up to £20k.	District heating projects
Energy - renewables	Solar Photovoltaics (PV) Fund	TBC	Spend to save money to install solar panels on roofs of suitable properties or land. Upfront investment would be provided from the fund, with payment then received from the Council and/or its ALEOs for energy used

Energy – renewables	Heat Network Early Adopter Challenge	£50m across Scotland	TBC
Energy - renewables, scalable finance	Community Municipal Bonds	£1m is proposed amount for first tranche.	Suitable for commercial-scale solar installations, battery storage, energy efficiency improvements to Council estate
Energy efficiency	Non-Domestic Energy Efficiency (NDEE)	Project value must be over £1m per application.	retrofit of public sector buildings with energy efficiency assets
Finance	Green Investment Portfolio	£3bn across Scotland	Bring investment proposals (including renewable energy) to market by 2022
Green jobs	Green Jobs Workforce Academy	£45m across Scotland	Provides a single solution for those looking to transition into green jobs, will include a skills guarantee for those in carbon intensive industries
Green jobs	Scottish Government Vocational Training programme	£400,000 across Scotland	TBC
Infrastructure	Infrastructure Investment Plan	£2bn across Scotland	Low carbon infrastructure, details TBC
Institutional finance	TBC	Minimum £50m per tranche	Work in progress. Would involve a blended finance approach that leverages significant cash injection from strategic partners such as pension funds for long-term, place-based investment green finance partnerships.
Public sector estate retrofit	Scottish Green Public Sector Estate Scheme	£95m across all LAs in Scotland	TBC
Public transport	Zero Emission Bus Challenge Fund (ScotZEB)	£50m for public transport operators	Linked to Bus Decarbonisation Taskforce, funds will be available 2021-22
Public transport	Bus Partnership Fund	£3.03m from Transport Scotland	For business case and appraisal work 2022-23
Public transport	Future Transport Fund	£287m investment through to 2025-26 across Scotland	Focused on public sector fleet investment in alternatives to petrol and diesel
Regeneration	Place Based Investment Programme (previously the Town Centre Fund)	TBC	Report will be taken to committee in November 2021 with updates

Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

2030 Climate Strategy and Implementation Plan

Executive/routine	**Executive**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 It is recommended that the Committee:

1.1.1 Notes the changes to the 2030 Climate Strategy following consultation and ongoing engagement with city partners, and in response to discussion themes from COP 26;

1.1.2 Notes that the deliverability of the strategy is dependent upon identifying and securing sufficient funding and investment;

1.1.3 Agrees the 2030 Climate Strategy as attached in Appendix 1;

1.1.4 Agrees the supporting 2030 Climate Strategy Implementation plan, as attached in Appendix 2;

1.1.5 Notes the framework for measuring progress against the 2030 Climate Strategy's outcomes set out in the implementation plan; and

1.1.6 Agrees that progress on the 2030 Climate Strategy priorities will be reported in line with annual reporting on the City's 2030 target.

Andrew Kerr

Chief Executive

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

2030 Climate Strategy – Final strategy and implementation plan

2. Executive Summary

2.1 This report provides an overview of the key developments in the Climate Strategy 2030, as well as providing a final strategy and implementation plan.

2.2 A Draft 2030 Climate Strategy was agreed and publicly consulted on between June and September 2021. A report on the findings from consultation and a set of priority actions for the strategy was presented to Committee in October 2021. Since then, work has continued to analyse responses and incorporate feedback into the final strategy and implementation plan. This has been supported by ongoing engagement with city partners to strengthen commitments to actions and milestones.

2.3 COP 26 is a critical milestone for climate action at national and global levels. Edinburgh has held a series of COP 26 events to support climate discussion with citizens, stakeholders, businesses in the lead up to, and during, COP26 – including the launch of a new Community Climate Forum, sponsored by the Council and established by EVOC and Our Future Edinburgh.

2.4 The COP 26 agreement resulting from the negotiations focuses on strengthened future emissions reduction pledges, financial support for developing countries to adapt to climate change, and reducing the use of coal. Subsidiary agreements between smaller groups of parties include pledges on deforestation, methane emissions, and ending investment in coal power generation and the sale of fossil fuel cars. 2030 Climate Strategy has been updated to reflect these themes where relevant to the city, with further detail set out in the body of this report.

2.5 The 2030 Climate Strategy sets out a series of strategic actions across the priority areas of the strategy. To support the delivery of the strategy, an implementation plan has been developed setting out deliverables, milestones, timescales, resources, and an approach to measuring outcomes and impact. It is anticipated that the implementation plan will evolve over the lifespan of the 2030 Climate Strategy with substantive changes being brought back to Committee, where appropriate.

2.6 The report also sets out current known resourcing and notes that deliverability of the plan will be dependent upon identifying and securing sufficient funding and investment.

3. Background

3.1 As noted by the Climate Emergency Response Group, if Scotland as a whole is to meet its 2045 target, our cities need to make faster progress and the Council has committed to playing its part by striving to reach net zero by 2030.[1]

3.2 The 2030 Climate Strategy is for the whole city. It recognises the Council must take a leading role in co-creating a green, clean, and sustainable future for the City and ensuring a just transition to net zero, but it also recognizes the Council cannot do this alone.

3.3 The strategy has been developed following engagement with key city partners – public, private and third sector organisations, and citizens themselves, who can have an impact on the city's emissions by reducing their own footprints or collaborating to unlock change.

3.4 The strategy does not seek to replicate all the individual organisational plans that exists to reduce emissions and tackle climate change. Rather, the strategy and implementation plan include actions and commitments from city partners that contribute to delivering the strategy, and actions to support citizens and businesses in making more sustainable choices.

3.5 The Draft 2030 Climate Strategy was publicly consulted on between June and September 2021, with the results reported to Committee in October 2021. The consultation report included 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.

3.6 Across the consultation and engagement process there has been overwhelming support for the strategy's aims and vision. The strategy's actions are broadly welcomed, indicating support for not just what the strategy aims to do, but also how it proposes to take action.

3.7 Respondents appreciated the depth and breadth of the strategy, reflecting 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.

3.8 A common theme was a desire for more detail on how, and by who, strategy commitments will be delivered. This feedback has been addressed through the production of the supporting implementation plan, provided at Appendix 2.

[1] *Delivering on Scotland's response to the climate emergency*, Climate Emergency Response Group, September 2021

3.9 Some feedback from city partners suggested that the draft strategy did not sufficiently cover specific issues – often aligned with the responding organisation's area of responsibility or interest. Themes included public health, greenspaces, and adaptation. The importance of sustainable tourism and the circular economy was also highlighted, and third/public sector partners commented on the need to ensure commitment from the private sector is in place. Many city partners noted actions where their activities could contribute to delivery and this is being followed up through ongoing engagement with city partners. Supporting, empowering and engaging citizens, and young people, was also a common theme- along with the need for the right balance between restrictions and incentives.

3.10 The relevant areas of the strategy have been revised in response to this feedback, to include additional actions where possible and/or to give greater prominence to these issues. Further information on these changes is provided in the remainder of this report.

4. Main report

4.1 The following headings set out the main areas of development and revision in the final 2030 Climate Strategy (Appendix 1), followed by detail on the implementation plan (Appendix 2).

Confirming priorities

4.2 Consultation responses highlighted the need to ensure the strategy and city partner action is sufficiently focused on the most impactful actions contributing to the net zero target. As such a series of priority actions for the strategy were set out in the October 2021 update report. Priorities have been established based on what the evidence tells us; ongoing engagement with and feedback from partners; and analysis of the most impactful strategic interventions within these areas.

4.3 The priority actions are set out below and have been incorporated into the relevant sections of the Climate Strategy and Implementation Plan

- 4.3.1 Unlocking and accelerating energy efficiency in homes and buildings;
- 4.3.2 Enabling the development of a citywide programme of heat and energy generation and distribution infrastructure;
- 4.3.3 Accelerating the decarbonisation of public transport;
- 4.3.4 Renewing the focus on climate resilience and accelerating adaptation of the city;
- 4.3.5 Supporting citizen empowerment, behaviour change and community activism; and
- 4.3.6 Supporting business transition and the green economy.

4.4 In addition to this, the following headings set out key changes to the strategy.

Key changes to the strategy content

4.5 In addition to the priority actions outlined above, the strategy now includes new commitments on:

4.5.1 Collaborating with Scottish Government to develop a green investment pipeline for the city;

4.5.2 Developing investment strategies to support the city's transition to clean energy and energy efficient buildings, a low carbon economy, net zero transport infrastructure, and to adapt the city to be resilient to future climate change;

4.5.3 Developing joined-up approaches to sustainable public sector procurement to reduce scope 3 emissions;

4.5.4 Developing innovative approaches to net zero development which address both operational and embodied emissions;

4.5.5 Calling on Scottish and UK governments to act on aviation emissions in line with Paris agreement, and ensure the national transport infrastructure supports sustainable public transport;

4.5.6 Managing and enhancing Edinburgh's natural capital (including on and around the city's public sector estate);

4.5.7 Increasing the proportion of the City's food and drink sourced from local and regional supplies;

4.5.8 Strengthening the focus on climate change within our curriculum and enhancing the contribution of the learning estate to the city's net zero target;

4.5.9 Collaborating with the NHS and HE/FE institutes to ensure shared data and research drives decision-making and innovation on climate action;

4.5.10 Developing sustainable models of public services interventions which deliver improved environmental and population health outcomes; and

4.5.11 Developing a timeframe for agreeing an approach to offsetting.

4.6 In addition to the new commitments and prioritisation outlined above, the main strategy narrative has also been changed in response to feedback from citizens and partners to ensure it gives sufficient weight and visibility to the following issues:

4.6.1 Strengthened messaging around the climate emergency;

4.6.2 Strengthened public health messaging;

4.6.3 Improved visibility of adaptation, greenspaces, biodiversity, food growing and the circular economy, and sustainable tourism;

4.6.4 Strengthened narrative on citizen empowerment and engagement and a greater focus on the role and importance of young people;

4.6.5 A new principle to act on the city's global footprint (scope 3 emissions); and

4.6.6 A clearer city governance framework for driving strategy delivery.

Governance to support effective delivery

4.7 The October Committee report set out an approach to the governance of the 2030 Climate Strategy. Lead action areas include:

4.7.1 A new climate strategy infrastructure investment program board – responsible for developing a green investment programme of projects at the scale required to attract investment in the city; and having oversight for five thematic partnerships. Core membership includes SP energy networks, Scottish Gas and Scottish Water. The chairs of the thematic partnerships will also be invited to the programme board.

4.7.2 Five thematic partnerships – led by city partners will play a leadership role in Chairing and convening these groups. The groups will be responsible for the strategic approach and development of the project pipeline for that theme.

4.7.3 A new community climate forum – established by EVOC and Our Future Edinburgh to provide citizens with information, support, and a mechanism for collaboration on climate action at both the city and neighbourhood level to co-produce better outcomes for communities.

4.8 The Edinburgh Climate Commission will continue to work independently to influence and provide constructive challenge and expertise to all parts of the city as we work to deliver our net zero ambition. In addition, other groups will be involved in delivering climate action, with the governance framework intended to be flexible in interacting with the wider landscape as needed.

Addressing national solutions

4.9 The 2030 Climate Strategy recognises that currently there are limits to powers, resources or levers available to the City to deliver some of the large-scale action required to meet the net zero challenge (for example, energy retrofit in private owned or mixed tenure tenements). To address these the strategy makes several asks of Scottish Government and UK Government to help empower local action. The key enabler will be support for local collaboration to build investible business cases and access funding to invest in change.

Implementation plan

4.10 A comprehensive implementation plan has been developed to support the delivery of the 2030 Climate Strategy and is set out in appendix 2. It is anticipated that the implementation plan will be a live and evolving document. Substantive changes to the plan will be reported back to Committee where appropriate.

4.11 The implementation plan mirrors the theme chapters of the 2030 Climate Strategy and develops the strategic actions identified in each of those chapters. The plan is made up of seven key priorities, 52 strategic actions, 109 deliverables and 317 milestones. It identifies over £11bn of current or potential funding; this figure cannot, at this point, take account of all the spending and investment that will be made within the city by the public and private sectors which will support and accelerate transition over the next decade. The amount identified at present is comprised of over £3bn focused at city level, plus a further £8bn available at the national level. It

is not currently possible to estimate the portion of national funding the city can secure; however as Scotland's capital and a city which is committed to being at the forefront of tackling climate change, the city is well-placed to maximise its share of this funding.

4.12 For each of the strategic actions, the implementation plan sets milestones for delivering the actions and associated timeframes. It identifies the lead partner organisation, and the partners that will work with the lead, and sets out the funding and resources potentially available to support delivery as described above.

4.13 The implementation also sets out a framework for assessing and measuring progress towards the strategy's outcomes. These are also structured in line with the theme chapters of the strategy and reflect established measures with a baseline and are anticipated to be reported on by the data holder over time (for example measures included in the Council's Business Plan).

4.14 There are exceptions where relevant measures are still in development as the program is not yet at a stage where it has measures appropriate for use in evaluation, and/or datasets are in development with partners. Placeholders exist for these measures and they will be updated in the Implementation plan when it is reported on.

4.15 The strategy's actions have been developed based on the best available evidence of what works in securing both emissions reductions and the strategy's wider outcomes, within the context of complex whole-system change and the need to innovate and learn over time. This complex landscape means that it is not always possible to definitively attribute specific actions and outputs to outcomes, as outcomes are often driven by multiple and inter-related factors and can be difficult to measure with current datasets.

4.16 The implementation plan is iterative and will be updated over the lifespan of the strategy. It is envisioned this will include consideration of how actions are driving system change and the relationship between this and delivery of the desired outcomes. The best indicators to evidence outcomes will also be kept under review as datasets improve and/or city partners are able to provide further support in this respect.

4.17 It is proposed that progress against the 2030 Climate Strategy measures is reported to Committee at the same time as the Council's City Target report

Investing in change/funding

4.18 The final 2030 Climate Strategy includes a chapter on investing in change.

4.19 The challenge of both costing and funding the transition to net zero is one faced by every city and government in the world. Work to understand the macro cost of net zero to the city was progressed by Edinburgh and Leeds Universities and is updated as needed. However, work is in train and now coming to fruition on key aspects of the city and council strategies, for example energy efficient public buildings where the scale of that challenge is now understood could stretch into billions.

4.20 These are detailed pieces of work that provide a cost profile for the council that can support wider costing for the city. Now that this level of detail is understood, the work on what an affordable funding model that brings in income, for example through energy generation, to improve the financial model needs to be explored.

4.21 It is impossible to have completed the depth and breadth of work required to understand the cost and funding picture ahead of agreeing a 10 year strategy.

4.22 However, the implementation plan makes clear

4.22.1 Confirmed resources to progress actions -including both funding and staff resources.

4.22.2 Where we expect or know of funding opportunities that we will explore to bring in resources - Much of this funding is through the 2021/22 Program for Government, with criteria or funding not yet established.

4.22.3 Where there are currently resource gaps and no clear external funding streams yet exist, the strategy includes commitments to work with partners, including the private sector, to develop investment strategies (including by exploring new models of finance where appropriate).

4.23 There will also be additional resources and funding available from city partners through their commitments to actions and milestones. Many city partners confirmed their commitment and capacity when they responded to the consultation however, due to the complexity of identifying and accurately accounting for these resources and funding this has not been explicitly included in the implementation plan. This will develop alongside the work of the key partnerships.

4.24 Deliverability of this strategy will ultimately depend upon the emerging funding and investment picture being sufficient in key investment areas. The Climate Strategy Infrastructure Investment Board will have a key role to play in developing the green city investment plan. Support for that work will be sought from SG, SNIB and SFT.

5. Next Steps

5.1 The strategy will be launched in mid-December (subject to Committee agreement to 2030 Climate Strategy and Implementation Plan, and subsequent agreement of Edinburgh Partnership Board's role in the proposed governance arrangements by that Board and will be widely promoted.

5.2 Following agreement to the 2030 Climate Strategy and Implementation Plan – the program will move into its delivery phase. The first timeframe for delivery of milestones in the Implementation Plan is 2022, with work progressing to deliver those. Similarly, early action is already underway on many of the relevant milestones within the priority actions established in October 2021.

6. Financial impact

6.1 Work with Edinburgh Climate Change Institute and the Place-Based Climate Action Network shows that we can get over 65 percent of way to meeting net zero with actions that pay for themselves. This works also shows that Edinburgh can get to net zero by 2030 through 'stretch' interventions that will be enabled through innovation, but which are not currently possible to model accurately in economic terms.

6.2 Investment will be required to deliver the 2030 Climate Strategy and includes spending by city partners and investors in the City. Much of the investment will not be new money and will require spending that would otherwise occur to be reprioritised and used in different ways. For example, retrofits of buildings will reduce the associated energy bills and enable that money to be spent differently in the City.

6.3 The 2030 Climate Strategy has a theme chapter on funding change, and the implementation plan sets out detail on funding and resources to support the milestones in the plan. The implementation plan accounts (as far as is possible) for the current funding and investment picture for each action.

6.4 Deliverability of the strategy and key milestones will need to be closely monitored and will be dependent upon key projects and proposals accessing the combined current resources and spending of city partners and/or bringing new funding and investment into the city.

7. Stakeholder/Community Impact

7.1 An Integrated Impact Assessment has been undertaken It is envisioned further IIAs will be commissioned as appropriate as key strategic actions are taken forward.

7.2 Officers have engaged with SEA Consultation Authorities, and the SEA process has been initiated and is expected to conclude early next year. The scope of the SEA reflects the fact that substantive parts of the strategy will, or have, undergone their own SEA such as the City Plan and the City Mobility Plan. Should any amendments to the strategy be required, these will be brought back to Committee for agreement. In the interim, relevant implementation activity will be subject to Council, or lead partner, IIA processes as appropriate.

7.3 The 2030 Climate Strategy includes a theme chapter on engaging and empowering citizens to help tackle climate change. This establishes a program of ongoing action to ensure Edinburgh's residents will benefit from low carbon lives, in a net zero city; and are supported and incentivised to make sustainable choices.

7.4 Stakeholder and community engagement build on the substantial program of work that has been carried out over the last few years. This work has been summarised in the June 2021 Committee Report.

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 – 2030 Climate Strategy.

9.2 Appendix 2 - 2030 Climate Strategy Implementation plan.

2030 CLIMATE STRATEGY

Delivering a Net Zero, Climate Ready Edinburgh

Executive Summary
November 2021

Foreword

Climate change is the biggest threat facing our planet. That is why the World Health Organisation has placed climate change and air pollution at the very top of its list of threats to public health.

It's also why the City of Edinburgh Council declared a climate emergency; established an independent Climate Commission; and set a target for the city to be net zero by 2030.

As noted by the Climate Emergency Response Group, if Scotland as a whole is to meet its 2045 target, our cities need to make faster progress and Edinburgh needs to play its part by striving to reach net zero by 2030.[1]

As the capital city of an industrialised country where the industrial revolution was born, we have a responsibility to act now to play our part globally and to protect and improve the city for generations to come. The faster we can reduce greenhouse gas emissions, the more we can reduce the damaging consequences.

2020 saw the world work together to combat the public health crisis created by a global pandemic. That shone a light on what communities and organisations can achieve in the face of an emergency.

2021 has seen world leaders gathering in Scotland for the 26th Conference of Parties (COP26) to agree actions to limit global temperature rise.

We need to act now to ensure that the legacy of COP26 is renewed action on climate change – building on the capacity for collaborative action that communities and organisations demonstrated during the pandemic – and is driven at the scale and pace needed to respond to the climate and nature emergency.

This means that as we continue to deal with the lasting effects of the pandemic, we need to ensure the city's recovery is both green and fair and one which accelerates progress on reducing the city's emissions and adapting the city to be resilient to climate change.

To achieve that goal, we need to improve air quality, protect and enhance our thriving green spaces, support sustainable travel and continue to create energy efficient, good quality places to live and work to make Edinburgh a healthier and happier place to live.

Young people have been at the forefront of demanding faster action on climate change and our residents have told us they want Edinburgh to become a sustainable, fair and thriving city.

Around 80% of people responding to the consultation on a draft of this strategy supported its vision, aims and actions. The question is not whether we act, but how we deliver change individually and as a city.

The challenge we face is clear. We must reduce our transport emissions 12 times faster; emissions from buildings need to be reduced twice as fast year on year; and our homes need to be retrofitted 50 times faster.

The good news is we know from independent research that we can get over 65 percent of the way there with actions that pay for themselves within their lifespan.[2]

We also know that taking climate action will create opportunities for the city that can offer new and exciting skilled jobs and make Edinburgh a leader in green industries and innovations.

This strategy sets out how we will enable, support and deliver action to meet our net zero ambition.

[1] *Delivering on Scotland's response to the climate emergency*, Climate Emergency Response Group, September 2021

[2] A Net Zero Carbon Roadmap for Edinburgh, PCAN, 2020

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It is aimed predominantly at partners within the city who have a duty to transition to net zero, those with significant city emissions footprints, and those with power and budgets to make impactful change.

However, it also speaks to citizens, communities and smaller businesses, highlighting actions they could take to help drive down emissions.

Our communities, businesses and residents have a strong record of climate action and I know the city will work together to deliver change at the speed and scale needed.

Together we have enormous power and influence over the emissions in the city and we can create a thriving net zero future for the benefit of everyone.

Cllr Adam McVey Leader of the City of Edinburgh Council

Cllr Cammy Day Depute Leader of the City of Edinburgh Council

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A net zero vision for the city

Our vision for a net zero, climate resilient city by 2030

Citizens told us in the City Vision[3] that they want Edinburgh to be:

- A Thriving City that is clean, green and sustainable.
- A Welcoming City that is happy, safe, and healthy.
- A Pioneering City built on data, culture, and business.
- A Fair City that is inclusive, affordable, and connected.

Climate action will contribute to this vision by addressing every aspect of our lives and city activity. From the houses we live in and the buildings we work in, to the way we travel about the city, the jobs that we hold, and the way we use our consumer power.

This strategy is about more than reducing greenhouse gas emissions. It's about creating a city which is cleaner, healthier and greener, with natural habitats helping wildlife to thrive and helping to protect the city from flooding and other climate change impacts, and where:

- People live in neighbourhoods with easy access to greenspaces and local services reducing the need to travel.
- Homes are well-insulated, energy efficient and heated and powered by low-cost, renewable energy.
- More people work from home or in local hubs more of the time.
- The city has a network of safe and attractive active travel routes, and an integrated world-class sustainable public transport system, which is affordable for everyone.
- Most citizens find they no longer need a car, and a network of car clubs and electric vehicle charging hubs is available to support those who do.
- The city centre is re-imagined as a place for people walking, cycling and wheeling, with excellent public transport accessibility and with the needs of the most vulnerable fully catered for.
- Edinburgh is a hub for net zero innovation, with a new breed of sustainable local businesses creating local jobs and skills development opportunities.

This strategy lays out how, as a city, we will enable, support and deliver action to meet our net zero ambition. This will require collaboration between a wide range of partners across the public, private and voluntary sectors, communities, and individual citizens, with governance and decision-making infrastructure that supports bold and decisive action at the scale and pace needed to respond to the climate emergency.

This strategy is supported by a detailed implementation plan which sets out actions partners are already committing to in the early stages of our journey to net zero. We will work with citizens and partners to develop, refine and expand this implementation plan as we learn from immediate actions and seize new opportunities as technology and innovation evolves at the local, national and global level.

[3] Edinburgh City vision website

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Summary of the 2030 Climate Strategy Approach and Priority Actions

This strategy sets out the clear and practical steps Edinburgh will take to tackle the challenge of climate change and achieve our aim of becoming a net zero city by 2030.

Figure 1 illustrates our strategic approach and principles, which will drive city-wide action on climate change. These underpin our seven priority actions and the wider actions set out in the thematic chapters which follow.

Throughout this strategy, the Council and key city partners are focused on putting in place actions we can implement now, using approaches that we know work, and drawing from learning and experiences from other cities.[4]

Figure 1: Council strategic approach and principles, which will drive city-wide action on climate change

[4] Key city partners who have agreed to support the delivery of actions are named against the relevant actions within each chapter. It is envisioned this list will expand following consultation on this strategy.

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Principles

In developing this strategy, our approach has been guided by seven core principles:

Principles for climate action

A Just Transition: Everyone must share in the benefits of the transition to net zero - focusing on fair work, tackling poverty and inequality and ensuring that everyone can share in the city's success.

Progressive policy: We will work with the Scottish Government to develop regulatory frameworks that are progressive, promote innovation and create incentives for citizens and businesses to make practical changes in the way they live and work.

Adapting to unavoidable climate change and preventing future emissions: We will take actions and make changes to ensure the city is resilient to future climate change and prevent future emissions, as well as reducing those we currently produce.

Reducing our global footprint: We will create a more circular economy, supporting action to reduce emissions that occur in other parts of the world as result of purchasing and another activity within the city.

Fabric first: We will improve the energy efficiency of the city's buildings, adopting fabric first approaches to reduce energy demand and emissions.

Electrification first: We will ensure the network's capacity can respond to the substantive increases in the city's electricity demand while keeping an open mind to innovation in other energy sources, such as green hydrogen.

Creating 20-minute neighbourhoods: We will make it easier for citizens to access the services and amenities they need locally.

The Council will play a leadership role

The City of Edinburgh Council has a key role to play in providing city leadership on climate change.

It will use the levers that are within the control or influence of the Council to enable net zero action in the city.

These levers include the ability to:

- build strategic relationships and collaborations for change
- deliver high-quality low carbon infrastructure and services
- make strategic investments to drive change
- lobby for change as the capital of Scotland and a major UK city.

Priorities for climate action

This strategy recognises that no one action will deliver a net zero city. We need to tackle climate change on all fronts as part of a whole-system approach. But we also need to be clear on our key strategic priorities for urgent action.

The seven priority actions below respond to the top sources of emissions within the city and the key enabling activities needed to support action to address them.

They are part of a comprehensive programme of action set out in the full 2030 Climate Strategy and supporting implementation plan.

1. We will accelerate energy efficiency in homes and buildings

Energy to heat and power the city's homes and other buildings accounts for 68 per cent of the city's emissions. Many of the city's buildings will require energy efficiency upgrades (or 'retrofitting') if we are to reach net zero. Strategic actions to support this include:

- Developing a new mechanism and business plan to support Edinburgh's citizens to affordably retrofit their homes.
- Outlining a collective programme of investment in retrofitting the city's public buildings.

2. We will enable the development of a citywide programme of heat and energy generation and distribution

Demand for energy is set to increase as the city's population grows. There is a need to ensure the city's energy networks can meet

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this demand and provide clean, affordable energy for our citizens and businesses. Strategic actions to support this include:

- Developing a citywide heat and energy masterplan, supported by a pipeline of infrastructure proposals, with the BioQuarter and South East Edinburgh developments acting as exemplars.
- Working with Energy for Edinburgh to develop proposals for community energy generation schemes that deliver clean energy and help build community wealth.

3. We will accelerate the decarbonisation of public transport

The way we move people, goods and services around the city accounts for 31 per cent of the city's total emissions. To achieve net zero, we need to develop the city's public transport network to deliver affordable, integrated, net zero solutions for all trip types. Strategic actions to support this include:

- Implementing the City Mobility Plan, prioritising investment in expanding the active travel network, connecting communities to services and amenities in their neighbourhoods.
- In partnership with Lothian Buses, deliver two pilots for large vehicles on EV and hydrogen, then using the learning from these pilots to develop a costed plan for decarbonising the bus fleet.
- Developing a plan to maximise opportunities for shared public service charging hubs at strategic city locations.

4. We will renew the focus on climate resilience and accelerate adaptation of the city

Climate change will bring increased flooding, coastal erosion and more frequent severe weather – causing damage to the economy and disruption for citizens. We need to adapt our communities, economy, natural and built environments to be resilient to unavoidable climate change. Strategic actions to support this include:

- Setting new planning policy and guidance within the City Plan 2030, to support sustainable net zero development and growth of the city.
- Developing a costed climate change risk assessment for the city and a new city adaptation plan, recognising the full value of the city's natural assets.
- Developing a pipeline of adaptation investment proposals, collaborating with City Region Deal partners on regional approaches to adaptation and opportunities to enhance the natural environment.

5. We will support citizen empowerment, behaviour change and community activism

Action by Edinburgh's citizens is an essential and necessary part of reducing the city's emissions and securing a sustainable city for future generations. We need to support citizens to be informed and engaged and create spaces where we can design solutions together. Strategic actions to support this include:

- Sponsoring an independent Edinburgh Community Climate Forum, to be co-created by EVOC, Our Future Edinburgh and Edinburgh citizens.
- Delivering a series of public awareness raising campaigns, supported by climate action toolkits for citizens and community groups.

6. We will support business transition and a green circular economy

The climate emergency is the greatest threat Edinburgh's economy has faced since the pandemic. Planning for a green recovery from Covid offers an opportunity for the city to rebuild sustainably, increasing Edinburgh's resilience to future economic shocks. Strategic actions to support this include:

- Supporting and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions.
- Establishing a business-led Just Economic Transition Forum to convene the city business community and provide leadership on the sector's transition to net zero.
- Supporting the launch of a new Business for Good programme through Edinburgh CAN B to provide practical support for city businesses to transition to net zero.

7. We will collaborate to develop a citywide programme of green investment proposals

Research tells us that we can get 65% of the way to net zero through interventions that pay

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for themselves over time. Yet the city faces challenges in developing projects at the scale required to attract investment. We need to align public sector budgets and connect investors to a portfolio of city green investment opportunities.

Strategic actions to support this include:

- Establishing a new Climate Strategy Investment Programme Board to consider, align and agree investment proposals.
- Developing a Green Investment Plan to support the city's transition to net zero.

A full list of delivery actions is given in the 2030 Climate Strategy and its supporting implementation plan.

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How we work with partners

We will call on others to act with us

To help drive change we are setting out a number of strategic asks of the key sectors within the city, focused on the actions which will have the most impact, targeting partners with the greatest emissions and the greatest power and resources to make change.

We're asking:

All strategy delivery partners to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions, adopt sustainable business practices and support their staff to make more sustainable choices in their professional and private lives.

Citizens to make more sustainable choices in their everyday lives and use their democratic and purchasing power to support change in others.

Civil society to support ongoing open dialogue about the transformation that needs to happen in the city and how we can collaborate to take decisions and deliver change together.

Public bodies to join up budgets and work together in a place-based way to create economies of scale and design services and new infrastructure around the needs of communities. Use their purchasing power to encourage sustainable markets, green supply chains, and green skills development.

Edinburgh Climate Commission to challenge the public sector to go faster and further on tackling climate change and call on the private sector to play a greater role in supporting change. Hold Edinburgh to collective account while offering expert advice and support for change through the Climate Compact.

Investors to support city partners to develop a pipeline of scalable projects to attract capital into the city for programmes that deliver social, economic and environmental benefits, as well as financial returns.

Developers to make the transition to net zero practices now, moving faster than national regulatory requirements to ensure Edinburgh can lead the way on net zero development and growth.

Businesses to adopt net zero business models as part of a green, resilient and more circular Edinburgh economy. Invest in sustainable practices that also benefit the communities they are a part of.

Edinburgh's universities and colleges to turn their academic expertise into support for net zero programmes and projects. Unlock the data, innovation and research that city partners need to adopt change with confidence. Target research and teaching towards the skills needed to deliver the city's transition.

Scottish Government to support the city to achieve net zero. The city and its partners will act individually and collectively to drive our net zero ambitions forward, but we need the support and action of the Scottish Government to support our transition. This includes capital and revenue resources, sufficient local powers, place-based investment strategies and leadership to support behaviour change interventions such as private homeowner retrofit.

The Strategy lays out a series of specific asks of the Scottish Government, which come under four key calls for national action, to:

- Share the risk of net zero project and programme development, to unlock funding options and deliver enhanced funding packages, investing in local capacity and expertise.
- Ensure national decisions and legislation reinforces and empowers city partners to deliver at speed on planning, transport, regulations, licensing and taxation.
- Develop place-based funding packages that recognise the system-wide investment needed to reach net zero, rather than routing funding through policy silos.
- Develop a programme for targeting private owner retrofit at scale and pace and a series of incentives to support citizen and business transition to net zero.

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How we take decisions together

Creating a governance framework that supports effective action at speed and scale

Achieving net zero by 2030 will require city-wide collaboration at a level, depth and pace that exceeds the city response to COVID.

A new Climate Strategy Investment Programme Board will bring city partners[5] together to:

- Provide city wide leadership in creating a green, clean and sustainable future for the city.
- Oversee, agree and drive delivery of five thematic workstreams tasked with developing the investment pipeline for the city.
- Develop a green infrastructure investment plan for Edinburgh.

The Programme Board would be accountable to the Edinburgh Partnership Board and comprised of senior officers with the authority to commit their organisation (subject to their own governance arrangements) to the investment proposals considered.

The Board will be supported by five workstreams, led by city partners, and responsible for the strategic approach and development of the project pipeline for that theme.

Workstreams will be led by key partners and will drive activity across the following priority areas:

- Adaptation
- Energy efficient public buildings
- Citywide Heat and Energy
- Transport Infrastructure
- Just Economic Transition

The LOIP Delivery Group[6] will contribute to driving wider strategic climate action as part of its work to make sure Edinburgh residents have enough money to live on, access to work, training and learning opportunities, and a good place to live.

City Region Deal partners will be represented throughout the structures, with responsibility for interfacing with the City Region Deal Partnership to identify and action opportunities for strategic collaboration at the regional level.

Edinburgh's Climate Commission will continue to work independently to influence and provide constructive challenge and expertise to all parts of the city as we work to deliver our net zero ambition.

The strategy's delivery will be informed and driven by citizen's views – through the Council's democratic processes, through the work of the Commission, and through a new **Edinburgh Community Climate Forum,** to be established by EVOC and Our Future Edinburgh to provide citizens with information, support, and a mechanism for collaboration on climate action at both the city and neighbourhood level to co-produce better outcomes for communities.

These structures are not exhaustive – there are many other groups that have a role to play in supporting whole-system climate action and the governance framework described in the strategy is intended to interact with that wider landscape as needed to drive forward city climate action at pace and scale.

Figure 2 on the following page, sets out proposed governance and delivery arrangements to support the city to deliver the 2030 Climate Strategy.

[5] Full membership of the Programme Board is under discussion with city partners. Initial core members include City of Edinburgh Council; NHS Lothian; Edinburgh University; SP Energy Networks; Scottish Gas; Scottish Water; Scottish Futures Trust

[6] The Local Outcome Improvement Delivery Group is part of Edinburgh Partnership

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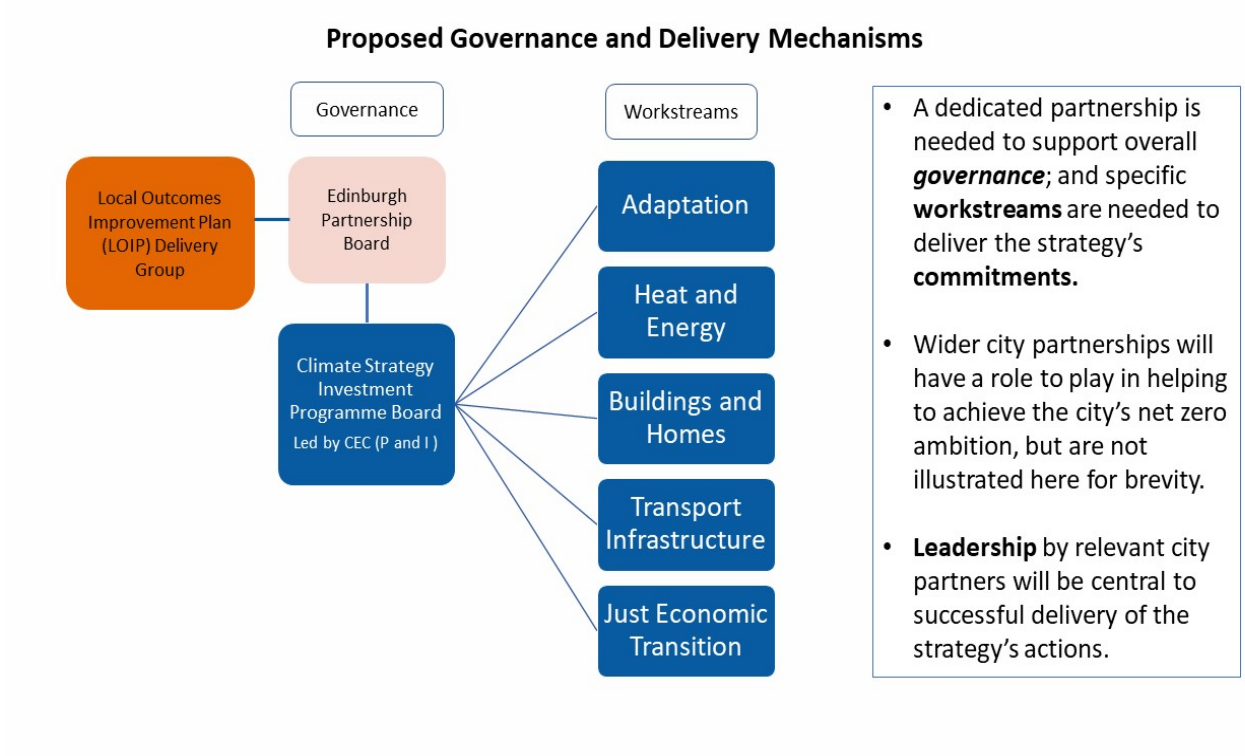

Figure 2: Proposed governance and delivery Mechanisms

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Listening to citizens and empowering communities in all we do

Citizens have the power to drive change

Edinburgh's citizens have huge influence over the city's emissions through their power to collectively demand change from national and local government, the private and public sector, local businesses and each other.

Citizens must be active participants, engaging in and designing the actions to deliver a net zero city. City partners need to engage, collaborate and listen to citizens to secure that trust and support for change.

Citizens also have the power to make choices in their own lives which can contribute to climate action.

We believe the Council in particular, has an important role in supporting all citizens to be able to make changes and ensure no one is left behind: delivering a fair and just transition.

We will collaborate to empower young people

Young people have been at the forefront of raising awareness on climate change and demanding change from those in power.

We will ensure young people are at the centre of decisions that will determine the kind of city they inherit. We will work with children and young people – through schools and in communities – to listen to their views, to ensure young people from all backgrounds are informed and able to have their voice heard.

We will engage to build and maintain consent for change

We will involve citizens in decisions about the targeting, scope and speed of large-scale change through a new Community Climate Forum and will ask for citizen support on changes which protect the city for future generations.

As the scale and complexity of actions increase, we will facilitate more in-depth engagement approaches, such as citizen juries or similar models, to ensure citizens' views are central in decision-making.

We will ensure a fair transition to net zero

We know vulnerable groups and people in poor health will be more affected by reduced air quality, increased damp, and severe fluctuations in weather such as heatwaves.

Those on lower-incomes may also find addressing the impacts of climate change harder– for example meeting the costs associated with flood damage to property, or of switching from gas to more sustainable heating systems.

We are committed to working with national and local government, public bodies, trade unions, the private sector and citizens and communities to ensure that climate change does not disproportionately impact anyone in our society.

We will ensure there is equal access to opportunities

It's estimated that Scotland's transition to a low-carbon economy could create up to 367,000 jobs, with Edinburgh being well-placed to secure a substantial share of these. We will work with city partners, to align skills development programmes to support

Edinburgh residents to access new green jobs and target those at greatest risk of poverty.[7]

We will support the creation of net zero communities

Our vision is for all of Edinburgh's neighbourhoods and communities to be net zero.

The Council will work with communities, Community Councils, Edinburgh's Universities

[7] STUC, Green Jobs in Scotland, 2021

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in one of the 20-minute neighbourhood hubs to scope and develop funding bids for local pilots to understand what it would take to become net zero. The pilot scope will be co-produced with citizens and will link to Local Place Plans.

We will raise awareness about climate change

We know from consultation and engagement that many Edinburgh citizens are not fully aware of their carbon footprint, or all the actions they could take to reduce it.

We will deliver awareness raising campaigns to ensure people have access to information about climate change, how to measure their carbon footprint, and where to access support to reduce their emissions. This will include information about where people can get financial and other help to make changes.

We will focus on making sustainable choices easier

We also know that many citizens are very well-informed about climate change, but face barriers to making the changes they would like to.

The 2030 Climate Strategy sets out the actions we will take to create the conditions where sustainable choices are cheaper and easier for citizens to make. They include:

- Improving sustainable public transport and active travel infrastructure.
- Ensuring people can access the services and amenities they need locally.
- Developing sustainable models of public services which improve health and the environment.
- Developing projects to provide clean and affordable energy.
- Delivering energy efficient affordable housing.
- Developing funding mechanisms to support private owners to retrofit their homes.
- Creating new green and fair work and skills development opportunities
- Improving support for businesses to transition to net zero.
- Supporting local food growing and ensuring citizens have opportunities to reduce, re-use and recycle.

The Council will also call on Scottish Government to improve existing support schemes and develop new approaches to incentivise change – especially in decarbonising homes.

The ask of citizens

The everyday choices we all make can achieve big emissions reductions, and citizens all have power to influence others, from big business to public policy.

We're asking citizens to:

Understand your carbon footprint: Use online and other resources to learn what your impact on the environment is.

Make the easy decisions: Like leaving the car at home for shorter trips or reducing your food waste. These could save money or time and can often improve quality of life too.

Consider and explore investment: Many changes, such as home insultation or heating, have an upfront cost but repay that cost over time.

Use your purchasing power: You can send powerful signals to businesses by choosing products and services that are more environmentally friendly, this includes locally grown food, low-packaging items, and goods and services which use renewable energy and recycled materials

Use your democratic power: Make your voice heard in local and national decision-making and tell elected representatives what future you want.

Stay involved: Keep engaging with local services, community groups and neighbours. Support the right changes when you see them, advocate for change when you don't.

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Investing in change

Organisations and businesses across the city are already investing in climate action through their fleets, their buildings, their energy sources and their work practices.

But new investment will still be needed, particularly to support access to upfront capital investment in buildings and infrastructure.

Aligning public sector budgets

Public sector organisations such as the Council, the NHS, the Scottish Ambulance Service, Edinburgh's universities, Police Scotland and the Scottish Fire and Rescue Service have legal duties to transition to net zero and are already investing in climate action.

Through stronger more focused partnership working and a new Climate Strategy Investment Programme Board, we will align our operational and investment plans – where that makes sense – to maximise the collective impact on carbon emissions, share knowledge, skills and capacity as well as investment and operational risks and opportunities.

Maximising national funding opportunities

We will make sure that Edinburgh is well placed to successfully access the funding which will be available over the coming years from the UK Government, the Scottish Government and other funding bodies such as the National Lottery.

We will focus on accessing funding streams that allow us to meet strategic objectives of:

- Adapting to new post-Covid realities such as changing how and where we work and enhancing active travel infrastructure.
- Preparing the city for the development of clean energy heat networks.
- Adapting to the effects of climate change by using ecosystem services and enhancing biodiversity.
- Partnering with Scottish Government to develop and test new financing models for transformational interventions, including the retrofitting of the privately-owned housing stock across Edinburgh.

Developing large scale place-based investment programmes

We will develop a Green Investment Plan for the city, including a pipeline of large-scale/aggregated investible projects that focus on delivering the major heat and energy, transport, EV, greenspace, and energy efficient housing infrastructure needed to make the transition to net zero.

These projects will provide an opportunity to create systemic change, enable rapid decarbonisation and adaptation to climate change, while creating new jobs, new green markets for local industry, and improving quality of life for citizens.

We will work with UK finance and academic experts to develop strategic approaches to mobilising place-based climate finance. We will call on the Scottish Government to work with us to connect national funding to a more strategic place-based approach.

Fostering Edinburgh's investment potential

Edinburgh is the financial capital of Scotland and a recognised leading global economic hub. Investment in green technology and business practices is increasingly at the heart of the finance industry and the city is uniquely placed to accelerate progress as a world leader in research and data innovation.

We will foster the investment potential of Edinburgh by working with partners to develop ambitious and attractive projects and proposals, test innovative finance models, including blended finance, and new approaches to sharing risk and reward.

We will **create a Green Investment Prospectus** that will enable us to easily match investors to suitable projects in Edinburgh.

We will identify opportunities for Edinburgh to **develop demonstrator projects** with citizens to solving the biggest challenges on the journey to sustainability while building local skills capability and capacity, and test new financing structures.

Unlocking private investment opportunities

We will connect investors to city opportunities, using models which share risk and reward more equitably, and allow much larger sums of money to be raised through private sector investment.

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By working with providers of capital, such as the Lothian Pension Fund, we will identify compelling opportunities to match patient finance to large-scale net zero projects which will benefit both investors and citizens.

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Measuring our success

Tracking and reporting

City emissions will be tracked on an annual basis and progress measured against a target trajectory to net zero.

We assume citizen and partner action will take time to build and will rapidly accelerate from around 2026 as learning from early action, innovation and investment come together to drive whole-system change at pace.

City and Council emissions will be monitored and disclosed publicly on an annual basis through CDP[8] and the Public Bodies Climate Change Duties Report[9]. Signatories of the Climate Compact have also committed to monitor and disclose their organisational emissions.

We will track progress towards the Strategy's actions through the supporting 2030 Climate Strategy Implementation Plan, and establish a new governance framework for overseeing and monitoring delivery.

We will participate in a range of national and global schemes and initiatives, shown in *Table 1*, supporting climate action and contributing to transparent reporting of policy commitments and performance.

Table 1: Table showing the local, national and global initiatives which the City of Edinburgh Council are part of

Local	Edinburgh Climate Commission	EDINBURGH CLIMATE COMMISSION
National	UK100	UK:100
Global	Cities Race to Resilience	CITIES RACE TO RESILIENCE
	Cities Race to Zero	CITIES RACE TO ZERO
	CDP	CDP
	Global Covenant of Mayors for Climate and Energy	GLOBAL COVENANT of MAYORS for CLIMATE & ENERGY
	Climate-KIC	eit Climate-KIC
	Cities CAN B	CITIES CAN B CIUDADES + B

Carbon Scenario Tool

The Council has collaborated with the Edinburgh Climate Change Institute (ECCI) to develop an open source quantitative emissions calculation tool.

The '*Carbon Scenario Tool'* has been designed to inform Council decision making, by giving councillors and officers validated data on emissions impact at project, programme or city level, presented as a dashboard which includes wider sustainability impacts, such as air quality.

Measuring co-benefits

Alongside net zero emissions we will monitor, measure and report progress against wider sustainability objectives and co-benefits. This will provide a comprehensive view of Edinburgh's wider sustainability progress.

Progress towards these wider outcomes will be monitored using the indicators set out in the 2030 Climate Strategy Implementation Plan.

[8] CDP Disclosure Insight Action website
[9] Sustainable Scotland Network reports

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HAPPY TO **TRANSLATE**

You can get this document on audio, CD, or in Braille or large print if you ask us. Please contact Interpretation and Translation Service (ITS) on its@edinburgh.gov.uk and quote reference number 21-7059B. ITS can also give information on community language translations.

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2030 CLIMATE STRATEGY

Delivering a Net Zero, Climate Ready Edinburgh

Draft: November 2021

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Foreword

Climate change is the biggest threat facing our planet. That's why the World Health Organisation has placed climate change and air pollution at the very top of its list of threats to public health.

It's also why the City of Edinburgh Council declared a climate emergency, established an independent Climate Commission and set a target for the city to be net zero by 2030.

As noted by the Climate Emergency Response Group, if Scotland is to meet its 2045 target, our cities need to make faster progress and Edinburgh needs to play its part by striving to reach net zero by 2030.[1]

As the capital city of an industrialised country where the industrial revolution was born, we have a responsibility to act now to play our part globally and to protect and improve the city for generations to come. The faster we can reduce greenhouse gas emissions, the more we can reduce the damaging consequences.

2020 saw the world work together to combat the public health crisis created by a global pandemic. That shone a light on what communities and organisations can achieve in the face of an emergency.

2021 has seen world leaders gathering in Scotland for the 26th Conference of Parties (COP26) to agree actions to limit global temperature rise.

We need to act now to ensure that the legacy of COP26 is renewed action on climate change – building on the capacity for collaborative action that communities and organisations demonstrated during the pandemic – and driven at the scale and pace needed to respond to the climate and nature emergency.

This means that as we continue to deal with the lasting effects of the pandemic, we need to ensure the city's recovery is both fair and green, and one which accelerates progress on reducing the city's emissions and adapting the city to be resilient to climate change.

To achieve that goal, we need to improve air quality, protect and enhance our thriving green spaces, support sustainable travel and continue to create energy efficient, good quality places to live and work to make Edinburgh a healthier and happier place to live.

Young people have been at the forefront of demanding faster action on climate change and our residents have told us they want Edinburgh to become a sustainable, fair and thriving city.

Around 80% of people responding to consultation on a draft of this strategy support its vision, aims and actions. The question is not whether we act, but how we deliver change individually and as a city.

The challenge we face is clear. We must reduce our transport emissions 12 times faster. Emissions from buildings need to be reduced twice as fast year on year. Our homes need to be retrofitted 50 times faster.

The good news is we know from independent research that we can get over 65 percent of the way there with actions that pay for themselves within their lifespan[2].

We also know that taking climate action will create opportunities for the city that can offer new and exciting skilled jobs and make Edinburgh a leader in green industries and

[1] *Delivering on Scotland's response to the climate emergency*, Climate Emergency Response Group, September 2021

[2] A Net Zero Carbon Roadmap for Edinburgh, PCAN, 2020

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innovations. This strategy sets out how we will enable, support and deliver action to meet our net zero ambition.

It is aimed predominantly at partners within the city who have a duty to transition to net zero, have significant city emissions footprints, and the power and budgets to make impactful change.

However, it also speaks to citizens, communities and smaller businesses, highlighting actions they could take to help drive down emissions.

Our communities, businesses and residents have a strong record of climate action and I know the city will work together to deliver change at the speed and scale needed.

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This strategy sets out the clear and practical steps Edinburgh will take to tackle the challenge of climate change and achieve our aim of becoming a net zero city by 2030.

Figure 1 illustrates our strategic approach and principles, which will drive city-wide action on climate change. These underpin our seven priority actions and the wider actions set out in the thematic chapters which follow.

Throughout this strategy, the Council and key city partners are focused on putting in place actions we can implement now, using approaches that we know work, and drawing from learning and experiences from other cities.[3]

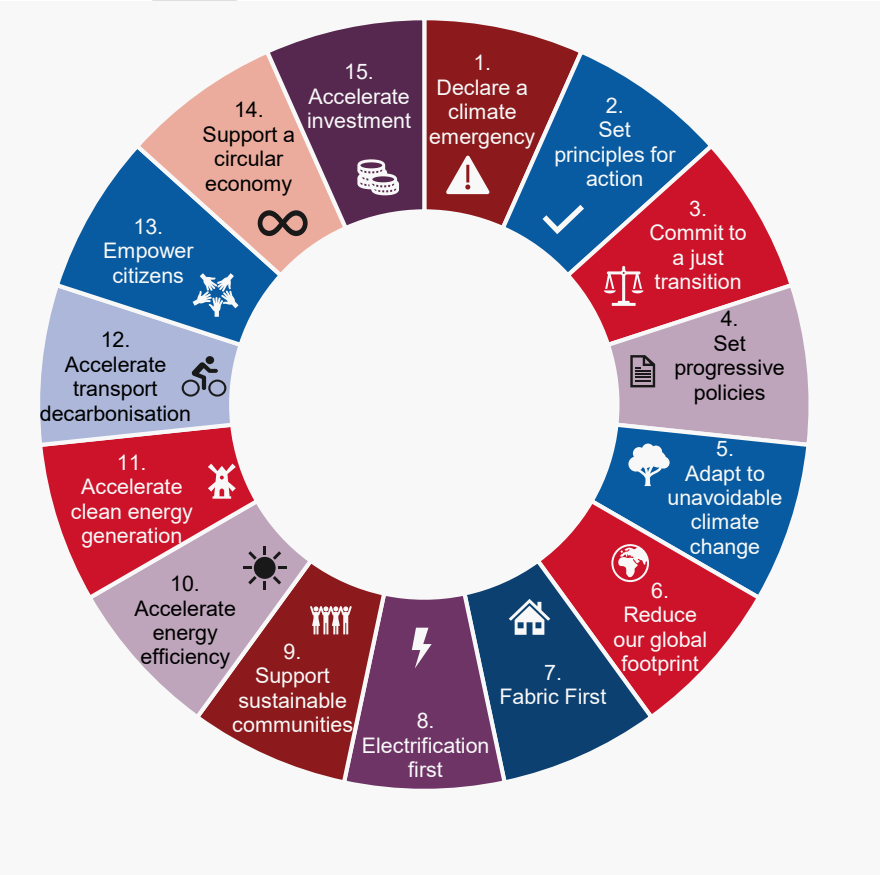

Figure 1: Strategic approach and principles to drive city-wide action on climate change

[3] Key city partners who have agreed to support the delivery of actions are named against the relevant actions within each chapter. It is envisioned this list will expand following consultation on this strategy.

Principles

In developing this strategy, our approach has been guided by seven core principles:

A Just Transition: We will look to maximise the job creation and other co-benefits of the transition to net zero - focusing on fair work, tackling poverty and inequality and ensuring that everyone can share in the city's success.

Progressive policy: We will work with the Scottish Government to develop regulatory frameworks that are progressive, promote innovation and create incentives for citizens and businesses to make practical changes in the way they live and work.

Adapting to unavoidable climate change and preventing future emissions: We will take actions and make changes to ensure the city is resilient to future climate change and prevent future emissions, as well as reducing those we currently produce.

Reducing our global footprint: We will create a more circular economy, supporting action to reduce emissions that occur in other parts of the world as a result of purchasing and other activity within the city.

Fabric first: We will improve the energy efficiency of the city's buildings, adopting fabric first approaches to reduce energy demand and emissions.

Electrification first: We will ensure the network's capacity can respond to the substantive increases in the city's electricity demand while keeping an open mind to innovation in other energy sources, such as green hydrogen.

Creating 20-minute neighbourhoods: We will make it easier for citizens to access the services and amenities they need locally.

The Council will play a leadership role

The City of Edinburgh Council has a key role to play in providing city leadership on climate change.

It will use the levers that are within the control or influence of the Council to enable net zero action in the city.

These levers include the ability to:

- Build strategic relationships and collaborations for change.
- Deliver high-quality low carbon infrastructure and services. make strategic investments to drive change.
- Lobby for change as the capital of Scotland and a major UK city.

Priorities for climate action

This strategy recognises that no one action will deliver a net zero city. We need to tackle climate change on all fronts as part of a whole-system approach. But we also need to be clear on our key strategic priorities for urgent action.

The seven priority actions below respond to the top sources of emissions within the city and the key enabling activities needed to support action to address them.

They are part of a comprehensive programme of action set out in the full 2030 Climate Strategy and supporting implementation plan.

1. We will accelerate energy efficiency in homes and buildings

Energy to heat and power the city's homes and other buildings accounts for 68 percent of the city's emissions. Many of the city's buildings will require energy efficiency upgrades (or 'retrofitting') if we're to reach net zero. Strategic actions to support this include:

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- Developing a new mechanism and business plan to support Edinburgh's citizens to affordably retrofit their homes.
- Outlining a collective programme of investment in retrofitting the city's public buildings.

2. We will enable the development of a citywide programme of heat and energy generation and distribution

Demand for energy is set to increase as the city's population grows. There is a need to ensure the city's energy networks can meet this demand and provide clean, affordable energy for our citizens and businesses. Strategic actions to support this include:

- Developing a citywide heat and energy masterplan, supported by a pipeline of infrastructure proposals, with the BioQuarter and South East Edinburgh developments acting as exemplars.
- Working with Energy for Edinburgh to develop proposals for community energy generation schemes that deliver clean energy and help build community wealth.

3. We will accelerate the decarbonisation of public transport

The way we move people, good and services around the city accounts for 31 percent of the city's total emissions.

To achieve net zero, we need to develop the city's public transport network to deliver affordable, integrated, net zero solutions for all trip types. Strategic actions to support this include:

- Implementing the City Mobility Plan, prioritising investment in expanding the active travel network, connecting communities to services and amenities in their neighbourhoods.
- In partnership with Lothian Buses, deliver two pilots for large vehicles on EV and hydrogen, using the learning to develop a costed plan for decarbonising the bus fleet.
- Developing a plan to maximise opportunities for shared public service charging hubs at strategic city locations.

4. We will renew the focus on climate resilience and accelerate adaptation of the city

Climate change will bring increased flooding, coastal erosion and more frequent severe weather – causing damage to the economy and disruption for citizens.

We need to adapt our communities, economy, natural and built environments to be resilient to unavoidable climate change. Strategic actions to support this include:

- Setting new planning policy and guidance within the City Plan 2030, to support sustainable net zero development and growth of the city.
- Developing a costed climate change risk assessment for the city and a new city adaptation plan, recognising the full value of the city's natural assets.
- Developing a pipeline of adaptation investment proposals, collaborating with City Regional Deal partners on regional approaches to adaptation and opportunities to enhance the natural environment.

5. We will support citizen empowerment, behaviour change and community activism

Action by Edinburgh's citizens is an essential and necessary part of reducing the city's emissions and securing a sustainable city for future generations.

We need to support citizens to be informed and engaged and create spaces where we can design solutions together. Strategic actions to support this include:

- Sponsoring an independent Edinburgh Community Climate Forum, to be co-created by EVOC, Our Future Edinburgh and Edinburgh citizens.
- Delivering a series of public awareness raising campaigns, supported by climate action toolkits for citizens and community groups.

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6. We will support business transition and a green circular economy

The climate emergency is the greatest threat Edinburgh's economy has faced since the pandemic. Planning for a green recovery from Covid offers an opportunity for the city to rebuild sustainably, increasing Edinburgh's resilience to future economic shocks. Strategic actions to support this include:

- Supporting and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions.
- Establishing a business-led Just Economic Transition Forum to convene the city business community and provide leadership on the sector's transition to net zero.
- Supporting the launch of a new Business for Good programme through Edinburgh CAN B to provide practical support for city businesses to transition to net zero.

7. We will collaborate to develop a citywide programme of green investment proposals

Research tells us that we can get 65% of the way to net zero through interventions that pay for themselves over time.[4] Yet the city faces challenges in developing projects at the scale required to attract investment.

We need to align public sector budgets and connect investors to a portfolio of city green investment opportunities.

Strategic actions to support this include:

- Establishing a new Climate Strategy Investment Programme Board to consider, align and agree investment proposals.
- Developing a Green Investment Plan to support the city's transition to net zero.

Wider delivery actions are described within each of the thematic chapters within the remainder of this strategy.

This strategy is also supported by an implementation plan which sets out the following for each of the strategy's actions:

- Key deliverables
- Milestones and timescales for delivery
- Lead delivery partner(s); wider delivery partners; Council contact
- Resources

The implementation plan also includes outcome indicators which will be used to monitor progress, alongside annual reporting of the City's emissions.

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[4] A Net Zero Carbon Roadmap for Edinburgh, PCAN, 2020

Our Planet, Our Future

The climate and nature crisis is the single biggest threat facing humanity

In 2018, the Intergovernmental Panel on Climate Change (IPCC) called for worldwide action to prevent global warming above 1.5°C[5].

In 2020, the World Economic Forum Global Risks Report[6] put climate action failure, extreme weather and biodiversity loss as the top three highest risks for the world in terms of likelihood and impact.

2021 saw records broken for extreme heat, floods, droughts, wildfires and hurricanes, and the World Health Organisation has classified climate change as the single biggest health threat facing humanity.[7] *Figure 2* outlines some of the impacts on health that climate change will cause.

Nature is declining globally. In 2020 the World Wildlife Fund reported a 68 percent average drop in global wildlife population sizes since 1970, noting that Covid-19 has highlighted how unprecedented biodiversity loss threatens the health of both people and the planet.[8]

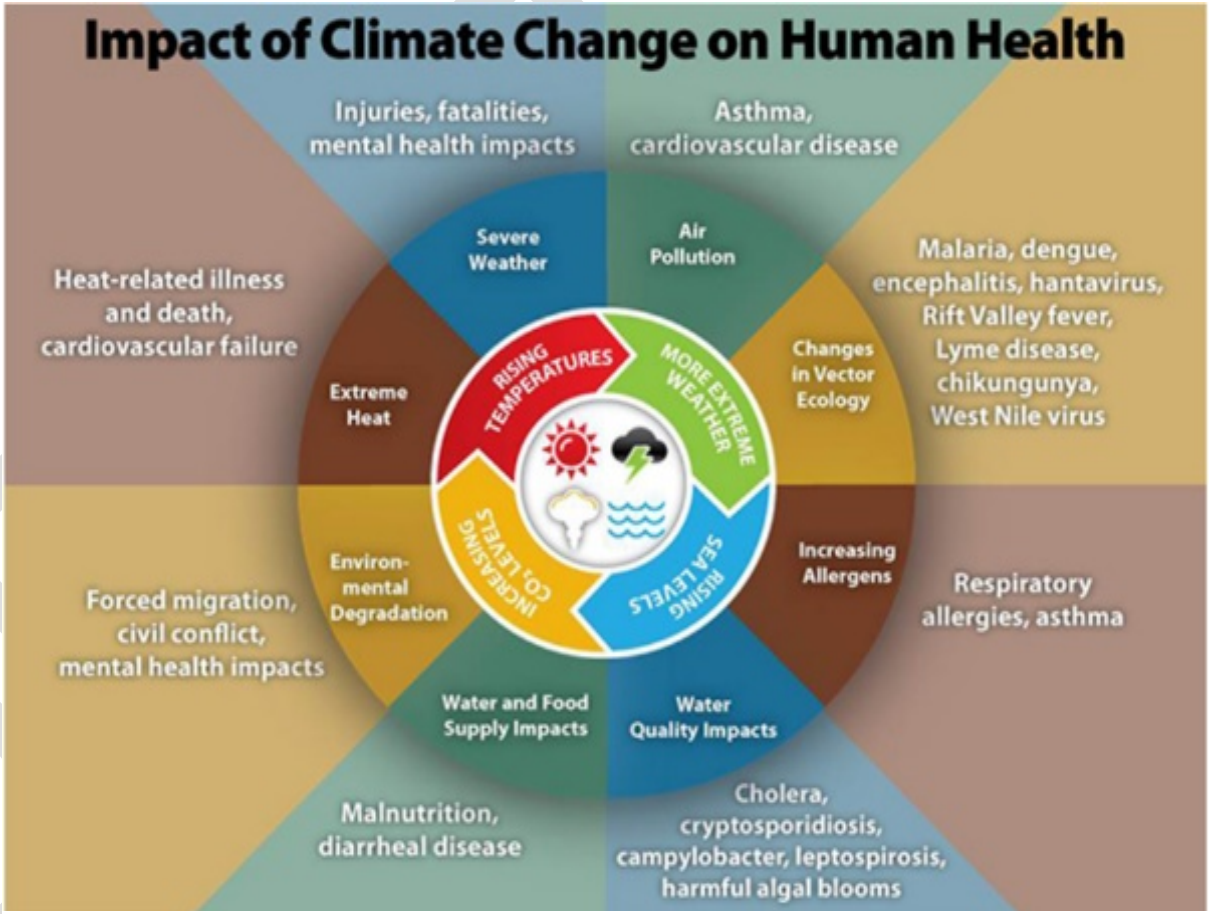

Figure 2: Source: US Centre for Disease Control, Climate and Health Program

[5] Global Warming of 1.5 ºC An IPCC Special Report
[6] The Global Risks Report, World Economic Forum, 2020
[7] The Health Argument for Climate Action, COP26 Special Report on Climate Change and Health, World Health Organisation, 2021
[8] Living Planet Report 2020, World Wildlife Fund

Climate change is impacting our city

These impacts will and are being felt in our city. Edinburgh's climate is set to get warmer and drier in summer and milder and wetter in winter. Sea levels are rising and there is an increased likelihood of severe rainfall events and winter storms occurring more frequently.[9]

A changing climate impacts on human health, the natural environment, the economy, livelihoods, property and infrastructure.

Increased flooding, coastal erosion and more severe weather will disrupt business, including the city's cultural events, and cause damage to homes and the city's public and commercial buildings, including Edinburgh's UNESCO World Heritage Site.

Dealing with these impacts comes at a financial cost to the city, diverting resources which could otherwise be invested in helping the city to thrive.

The UK National Audit Office estimates that for every £1 spent on protecting communities from flooding, around £5 in property damages and wider impacts can be avoided.[10]

Vulnerable groups will feel the impacts of climate change the most

Vulnerable groups contribute least to carbon emissions but are disproportionately affected by the impacts of climate change, *Figure 3*.

Low income households will find it harder to deal with the impacts of damage to their homes and property, while those with poorer health will be more affected by reductions in air quality, increased damp, flooding of homes and local areas, and more severe fluctuations in weather such as heatwaves.

Figure 3: Climate change impact on vulnerable groups. Source: adapted from Dept of Economic and Social Affairs

We must develop an emergency response

Covid-19 has shown that we must plan for systemic risks, particularly in relation to public health emergencies. We need to recognise the impacts climate change could have on the public's health, accepting that this constitutes an emergency and acting at the pace this demands.

We also need to learn lessons from the pandemic; including on what can be achieved when citizens, communities, organisations and governments work together to respond to a crisis.

As noted by the Climate Emergency Response Group, if Scotland as a whole is to meet its 2045 target, our cities need to make faster progress and Edinburgh needs to play its part by striving to reach net zero by 2030.[11]

Adapting to unavoidable climate change

Reducing emissions is an absolute necessity. And, of equal importance is the need to prepare for and manage the risks posed by a changing climate.

[9] UKCP18 Science Overview Report, Met Office Hadley Centre, 2019.

[10] National Flood and Coastal Erosion Risk Management Strategy for England, Environment Agency, 2020

[11] *Delivering on Scotland's response to the climate emergency*, Climate Emergency Response Group, September 2021

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Dedicated adaptation actions within this strategy are mainly contained with the chapter on *Net Zero, Climate Resilient Development and Growth*.

However, many actions within other parts of the strategy are designed to also support adaptation as part of an approach to considering opportunities to 'design in' climate resilience wherever possible, across all that we do.

Many actions – such as shortening supply chains or developing local food production – can build climate resilience by reducing emissions and improving climate change adaptation at the same time. Reducing emissions and adapting the city to be resilient to climate change can also deliver social and economic benefits for the city.

Biodiversity loss

Alongside the climate crisis, we must also address biodiversity loss. These are twin crises which are interconnected and that should be tackled together.

While we act to reduce emissions, we also need to change our relationship with nature to ensure we work with it, and make sure we conserve and restore ecosystems, which are critical tools for Edinburgh addressing climate change.

Planetary boundaries

Actions to reduce emissions, adapt to unavoidable climate change, reverse biodiversity loss and protect and enhance the natural environment, must ensure we stay within limits that allow the planet to thrive.

Our vision for a net zero, climate resilient city

Our climate strategy gives us a unique opportunity to think radically and differently about how we live, work, develop and manage the city.

It allows us to shape the investment and activity that goes into Edinburgh in a way that meets the net zero target and also delivers better outcomes for the city.

Citizens told us in the City Vision[12] that they want Edinburgh to be:

- A Thriving City that is clean, green and sustainable.
- A Welcoming City that is happy, safe, and healthy.
- A Pioneering City built on data, culture, and business.
- A Fair City that is inclusive, affordable, and connected.

Climate action will contribute to this vision by addressing every aspect of our lives and city activity. From the houses we live in and the buildings we work in, to the way we travel about the city, the jobs we have, and the way we use our consumer power.

This strategy is about more than reducing greenhouse gas emissions. It's about creating a city which is cleaner, healthier and greener, with natural habitats helping wildlife to thrive and helping to protect the city from flooding and other climate change impacts, and where:

- People live in neighbourhoods with easy access to greenspaces and local services reducing the need to travel.
- Homes are well-insulated, energy efficient and heated and powered by low-cost, renewable energy.
- More people work from home or in local hubs more of the time.
- The city has a network of safe and attractive active travel routes, and an integrated world-class sustainable public transport system, which is affordable for everyone.
- Most citizens find they no longer need a car, and a network of car clubs and electric vehicle charging hubs is available to support those who do.
- The city centre is re-imagined as a place for people walking, cycling and wheeling, with excellent public transport

[12] Edinburgh City vision website

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accessibility and with the needs of the most vulnerable fully catered for.
- Edinburgh is a hub for net zero innovation, with a new breed of sustainable local businesses creating local jobs and skills development opportunities.

This strategy lays out how, as a city, we will enable, support and deliver action to meet our net zero ambition.

This will require collaboration between a wide range of partners across the public, private and voluntary sector, communities, and individual citizens, with governance and decision-making infrastructure that supports bold and decisive action at the scale and pace needed to respond to the climate emergency.

This strategy is supported by a detailed implementation plan which sets out the actions partners are already committing to in the early stages of our journey to net zero.

We will work with citizens and partners to develop, refine and expand this implementation plan as we learn from immediate actions and seize new opportunities as technology and innovation evolves at the local, national and global levels.

For example:

- Alleviating fuel poverty for residents through improved energy efficiency in housing.
- Stimulating the economy and offer new, local, green jobs through investment in technology and innovation.
- Protecting and improving the physical and mental health of residents through quality green spaces and ecosystem services (flood alleviation, noise regulation, air purification, carbon sequestration).
- Developing community wealth building as a way to drive the systemic change needed, alongside innovative local ownership models and the new financial, governance, and business models required to deliver net zero action.
- Making it easier for people to travel by wheelchair, bike or by foot, helping to address issues such as poverty, health, and wellbeing.

Tackling climate change must be done in a way that leaves no one behind, ensuring a just and fair transition, and access to good green jobs.

What do we mean by a 'Just Transition'?

A *'just transition'* to a net zero economy is where governments plan, invest and implement a transition to environmentally and socially sustainable jobs, sectors and economies.

This vision for a just transition is to create opportunities to develop resource efficient and sustainable economic approaches which help address inequality and poverty.

It means making all possible efforts to create decent, fair and high value work, in a way which does not negatively affect the current workforce and overall economy.

Source: **Scottish Government: Just Transition Commission**

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A net zero, climate resilient future for Edinburgh

The City of Edinburgh Council declared a Climate Emergency in 2019, setting an ambitious target for the city to become net zero by 2030.

What does “net zero” mean?

Net zero is when any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the “net” effect is zero emissions. Edinburgh has committed to ”net zero” emissions by 2030. To achieve this, we must reduce the emissions we generate close to zero, and by 2030, make sure that we remove the same amount of greenhouse gases that we as a city, put into the air.

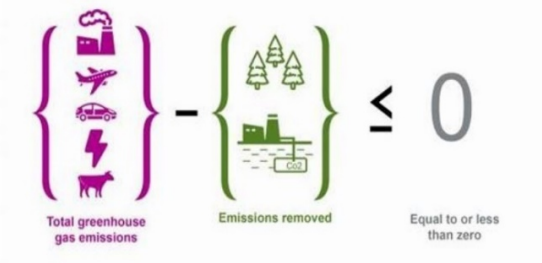

Figure 4: Graphic showing what net zero means. Source: SPICe Briefing Key Issues for Session 6: COVID, Climate and Constitution

How do we define Edinburgh’s emissions?

Edinburgh’s net zero target boundary is defined by the territorial boundary of the City of Edinburgh Council and five key emission sources, listed below. A breakdown of the emissions output of each sector is shown in *Figure 5*.

- Stationary energy (i.e. consumption from industries, non-domestic buildings and homes)
- Transport
- Agriculture, forestry and other land use
- Industrial processes and product use
- Waste

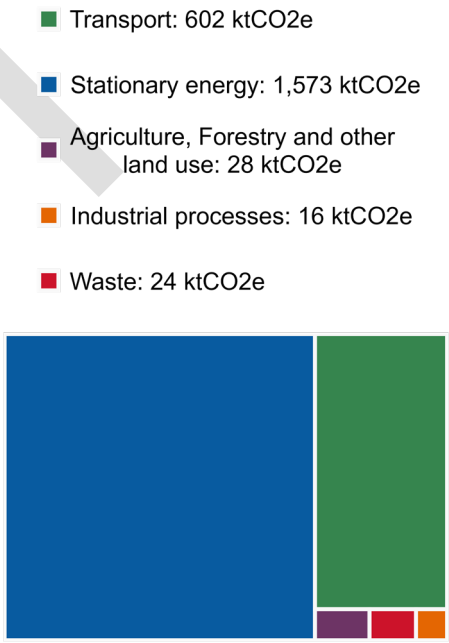

Figure 5: Edinburgh’s emissions sources in 2019/20

Thinking globally

The city’s emissions inventory and net zero target focus on ‘territorial emissions’, meaning the emissions that occur within the city’s boundary. ‘*Consumption-related*

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emissions' include emissions that occur in other parts of the world as a result of activities within the City, such as purchasing, and which are harder to measure. Tracking emissions through global supply chains is possible but also difficult with no standard methodology for cities to adopt.

The UK government has recently committed to including the UK's share emissions from international aviation and shipping in its sixth carbon budget, and these emissions are typically only considered at national level.

Although there are a number of potential approaches for allocating emissions at local authority level, there are limitations to each and current datasets only provide a split at devolved administration level (Scotland, England, Wales and Northern Ireland).

Although the city's emissions are measured on a territorial basis, **we need to take action to reduce *all sources* of emissions.**

This strategy therefore includes actions that will help reduce consumption-related emissions, by supporting:

- sustainable public sector procurement
- sustainable tourism
- a more local, circular economy
- local food systems
- innovation in construction methodology
- citizen behaviour change
- net zero business transition

It sets out how we will engage and support citizens to make more sustainable choices about what they buy and whether they fly and encourages businesses and other city partners to sign up to the Edinburgh Climate Compact and commit to reducing both types of emissions.

Emissions across the city amount to around 2.2 million tonnes of CO_{2e}, and mainly come from energy used in homes and buildings, followed by transport emissions.

Further technical detail on the Baseline Emissions Inventory and net zero boundary can be found in Edinburgh's return to the Carbon Disclosure Project.

Understanding the challenge

City emissions have fallen by 42 percent from 2000, as a result of increasingly decarbonised electricity supply, structural change in the economy and the gradual adoption of more efficient buildings and business processes.

However, projections (including economic, population growth and improvements in energy and fuel efficiency) are that without a significant acceleration in action, city emissions will only fall a further nine percent (from 2000 levels) by 2030, as shown in *Figure 6* on the next page.

For the city to meet net zero, a reduction of around 200,000 tonnes of CO_{2e} would be needed year on year. This represents a significant challenge.

We will need to move at least twice as fast on reducing emissions every year to 2030. Transport emissions, which have been historically difficult to reduce - will need to decrease as much as 12 times the rate than in the last two decades (*Figure 7 on the next page*).

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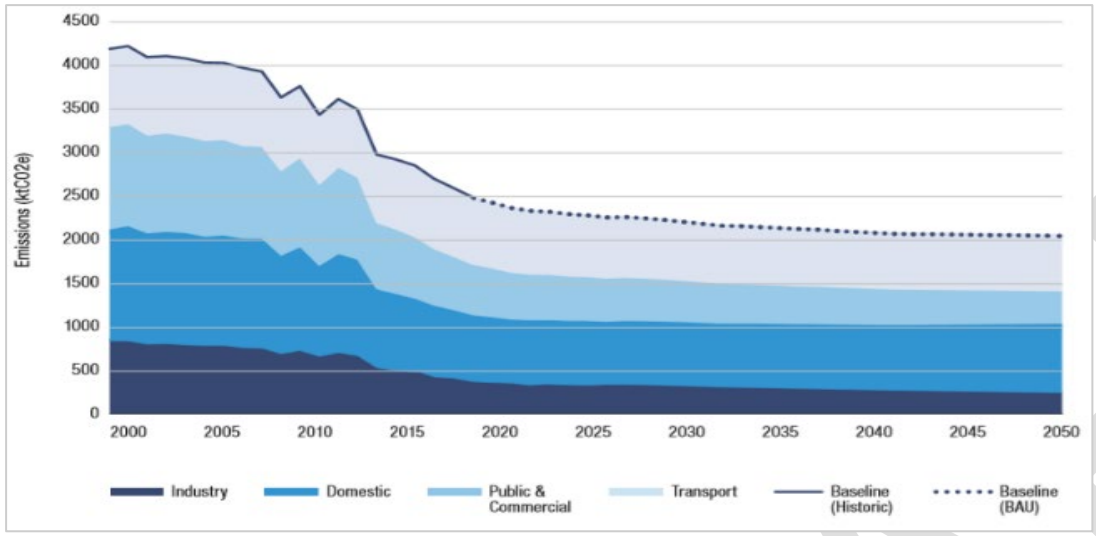

Figure 6: Cumulated emissions reduction potential by scenario. Based on 2050 baseline. A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network

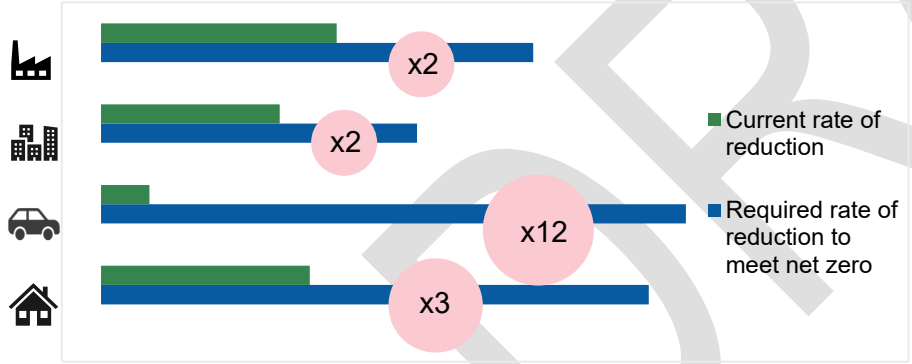

Figure 7: Current rate of reduction (average between 2000-2020) and average required rate of reduction to net zero 2030. Note that the figures are indicative of the scale of change required, based on historic and current figures sourced from PCAN.

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Examples of what 200 $ktCO_{2e}$ equates to are given in *Table 1*.

Table 1: Examples of activity required to reduce 200 $ktCO_{2e}$, by sector

Activity	**Carbon reduction activity**	**Activity level required**	**Amount of expected saving (tCO2e)**
Reduction in freight km	5% reduction in HGV and LGV freight km travelled	26,000,000 km taken off the road	9,400
Reduction in personal car use	12.5% reduction in petrol and diesel car km travelled	290,000,000 km taken off the road	49,000
Retrofitting of homes	Reduction of 25% in average household electricity and gad use	50,000 homes	39,000
Retrofitting of commercial/ office space	Reduction of 20% in average electricity and gas use per m2	10,000,000m2	91,000
Decarbonisation of the electricity grid	2% reduction in the average UK grid mix		10,000
		TOTAL	**198,000**

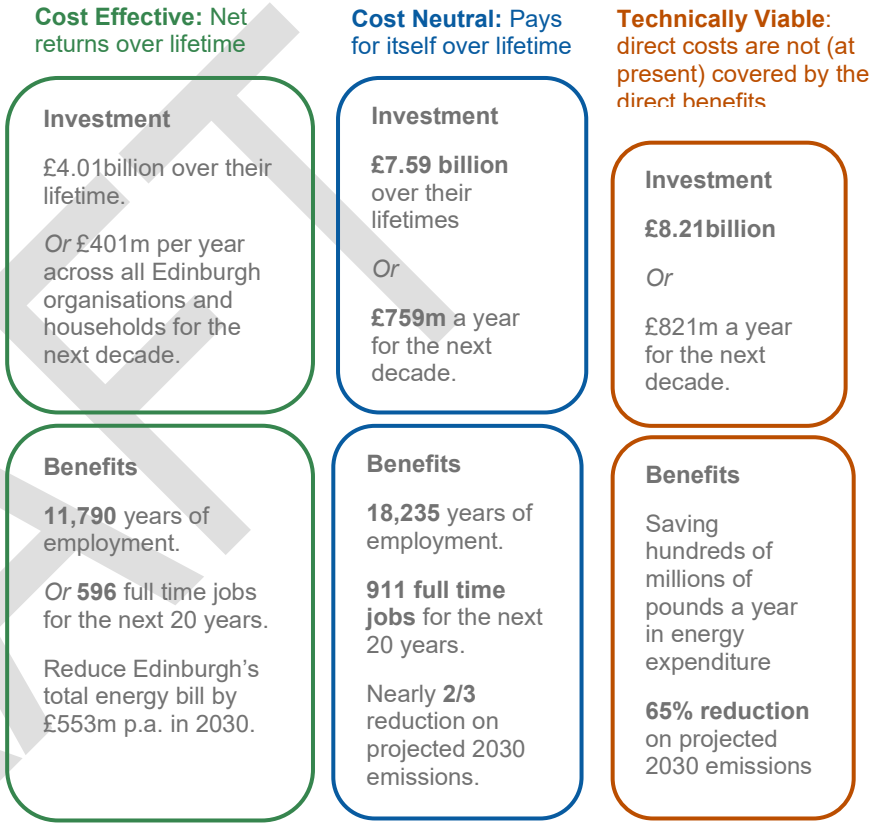

Figure 8: Investment and benefits of net zero. Adapted from A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network

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The economic case for net zero and climate resilience

The need to invest in climate action is clear, but it also makes economic sense. Not acting results in costs to the economy and society from having to deal with climate change impacts, such as flooding, which far outweigh the costs of investing now to secure a sustainable future. [13,14,15]

The World Health Organisation has calculated that the value of health gains from actions to reduce global emissions would be around double the cost of implementing them[16].

The Wellbeing Economy Alliance also reported that failure demand costs to national and local government in Scotland can be estimated at £771 million per year due to global warming, and £956 million per year due to air pollution[17].

Investing now in climate action not only prevents future costs, it can also deliver financial returns, for example through clean energy generation.

Edinburgh can get 65% of the way to net zero by investing in interventions which pay for themselves and/or deliver net returns or significant savings over time, based on economic assessment work by the **Place Based Climate Action Network (PCAN)**.

The economic case for known possible interventions is classified into three categories:

1. Interventions that produce net returns over their lifetime (Cost-Effective)
2. Pay for themselves over their lifetime (Cost-Neutral)
3. Interventions which deliver significant savings, but where their direct costs are not (at present) covered by the direct returns (Technically Viable).

Table 2: Cumulated emissions reduction potential by scenario. Place-Based Climate Action Network; Achieving Net Zero report

Interventions	***2030 Reduction on BAU Baseline***
Cost Effective	51%
Cost Neutral	57%
Technically Viable	65%

More than half (51 percent) of the emissions reductions required to achieve net zero can be met by cost-effective interventions.

A further 14 percent can be achieved through cost neutral and technically viable interventions.

The last 35 percent would need to be met through innovation and or ‘stretch’ options (i.e. a full transition to net zero buildings, a rapid acceleration of active travel, a reduction in meat and dairy consumption, an increase in green infrastructure).

Not all of these options need new funding, and some could be delivered by spending existing resources differently. In addition, the modelling shows how investment in net zero action will offer significant economic benefits to the city, *Figure 8* on the previous page.

These figures are modelled on likely rates of uptake for key measures such as the switch from fossil fuels for transport, and from natural gas for cooking and heating.

The economic modelling also demonstrates that returns on investment from these measures will continue beyond 2030, delivering an ongoing economic benefit to the city in financial terms, as well as other

[13] Climate change: Consequences of inaction, OECD, Accessed April 2021
[14] The costs of climate inaction, Nature, 2018. Accessed April 2021
[15] Climate inaction costlier than net zero transition: Reuters poll | Reuters, October 2021
[16] World Health Organisation, 2018
[17] Failure Demand: Counting the true costs of an unjust and unsustainable economic system, A Chrysopoulou, M Anielski, M Weatherhead, Wellbeing Economy Alliance, 2021

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socioeconomic, health and wellbeing benefits

City Innovation to Achieve Net Zero

The model shows we can achieve net zero by 2030 by deploying innovative “stretch” measures across the city.

Removing the final 35 percent of our city emissions by 2030 requires systems innovation to accelerate uptake of critical measures. Options could also include large-scale tree planting, accelerated adoption of active travel, or the electrification of industrial heating and cooling.

The model also includes deployment of new technologies for which we can model the potential for emissions reduction but where there is not yet the data for economic modelling at city scale.

Investment, development and deployment of zero carbon technologies is accelerating globally, giving confidence in the availability and effectiveness of new measures over the next decade, and the changeover to renewables in UK electricity generation has provided examples of how adoption of new technologies can rapidly accelerate emissions reduction.

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Policy Context

To meet our net zero ambitions, we need to take a whole system, city wide approach, ensuring we make the most of every sphere of influence, and every opportunity for transformation the city has available to it.

In June 2020, the results of the Edinburgh 2050 City Vision project were published, reporting on a three-year conversation with Edinburgh residents on their ambitions and aspirations for the future of the city. Those results set out a vision of an Edinburgh in 2050 being:

- A **Thriving City** that is clean, green and sustainable.
- A **Welcoming City** that is happy, safe, and healthy.
- A **Pioneering City** built on data, culture, and business.
- A **Fair City** that is inclusive, affordable, and connected.

This Climate Strategy is one of a number of plans and programmes designed to transform Edinburgh over the next decade and meet those long-term ambitions.

Figure 9: Promotion of the 2050 City Vision

This strategy does not stand alone, but is part of wider local, national and international policies and programmes.

Local plans and strategies

Edinburgh Partnership Community Plan provides a framework for collaboration between city stakeholders, with a focus on joint working to reduce poverty and inequality within the city and improve the quality of life for all citizens. This framework incorporates joint action to deliver a more sustainable future for the city, delivery of which will be informed by this Climate Strategy.

Figure 10: The three key priorities from the Council Business Plan

Council Business Plan: Our Council, Our Future was published in February 2021 and is built around three priorities to make Edinburgh a sustainable and net zero city by 2030, end poverty by 2030, and ensure wellbeing and equalities are enhanced for all, as shown in *Figure 10* above.

This Climate Strategy is a critical part of the delivery programme to meet these ambitions.

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Council Emissions Reduction Plan: sets out an initial pathway to net-zero for the City of Edinburgh Council by 2030, targeting the Council's major emissions sources. The plan reflects the Council's commitment as a signatory of the Edinburgh Climate Compact.

City Plan 2030: will set out the policies and procedures needed to manage the sustainable development of Edinburgh over the next ten years.

- Alongside these key plans, delivery of this strategy will also be critical to meeting the city's ambitions for:
- A green economic recovery and renewal post pandemic, which is set out in a new **Edinburgh Economy Strategy**
- An environmentally sustainable tourism sector, as set out in **Edinburgh's 2030 Tourism Strategy**
- A safer and more inclusive carbon neutral transport system described by the **City Mobility Plan**
- A vibrant and people-focused city centre as described by the **City Centre Transformation Strategy**
- A fairer, more inclusive city as set out in the **End Poverty in Edinburgh** delivery plan.

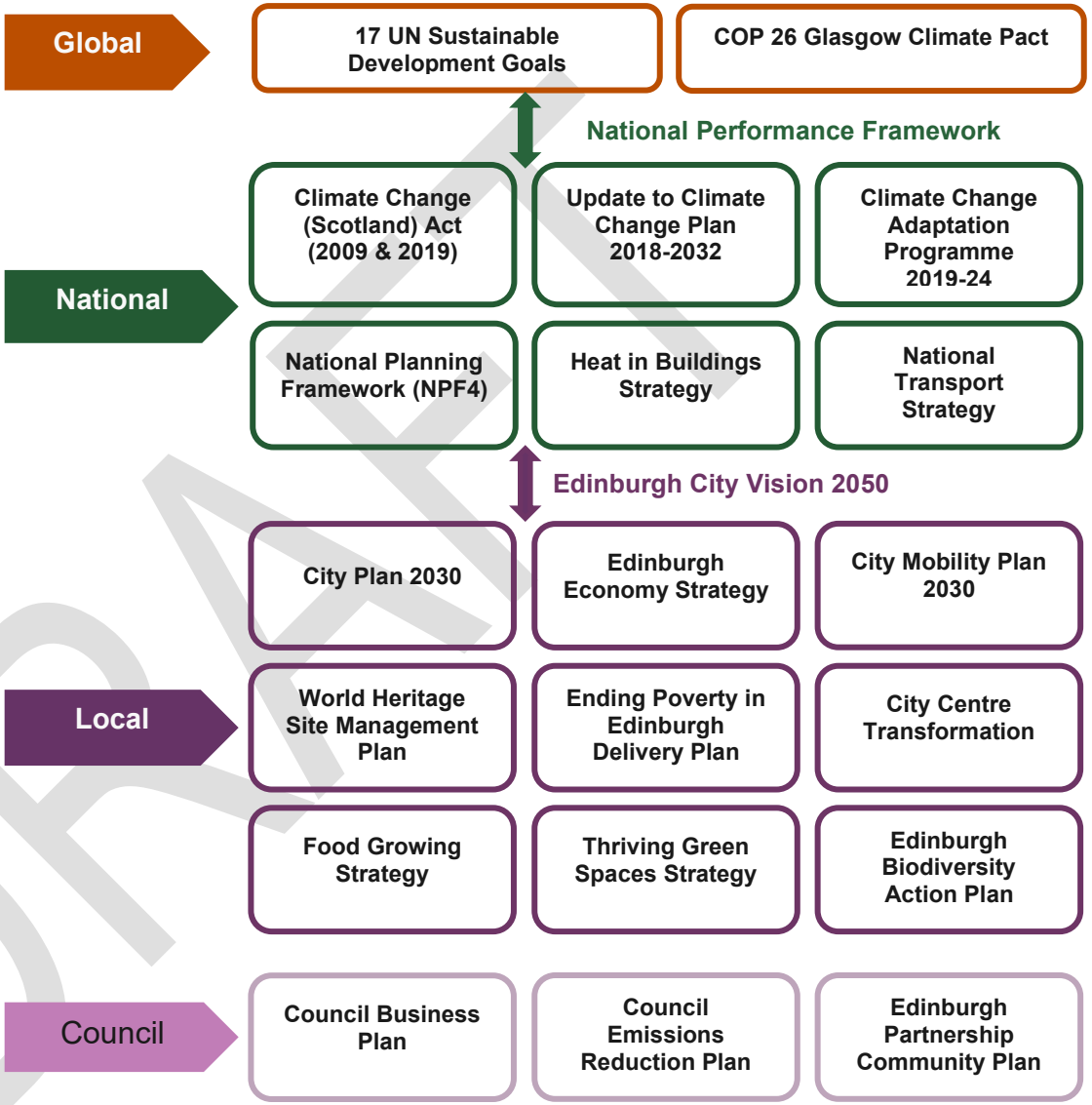

Figure 11: Summary of Policy context

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- A thriving, green, biodiverse city through the **Thriving Green Spaces Strategy** and **Edinburgh Biodiversity Action Plan.**
- An outstanding historic cultural city, protected through the **World Heritage Site Management Plan** a vibrant, thriving and sustainable local food economy, as set out in the **Edinburgh Food Growing Strategy**.

National policy context

This strategy is aligned to the national net zero and adaptation programmes and sets actions to deliver net zero ahead of the Scottish target of 2045.

Significant policy frameworks relevant to this strategy include:

- The Climate Change (Scotland) Act 2009.
- Update to Climate Change Plan 2018 – 2032.
- Scottish Climate Change Adaptation Programme 2019 – 2024.
- Scotland's National Transport Strategy 2020.
- Scotland's Heat in Buildings Strategy 2021.
- Draft Scotland 2045 - Fourth National Planning Framework ("NPF4").

These are detailed in *Figure 11* on the previous page.

UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs)[18] have been adopted by all United Nations member states. They set out an interlinked set of priorities and actions to end poverty, improve health and education, reduce inequality, and spur economic growth, as well as tackle climate change and working to preserve oceans and forests.

Scotland's national performance framework (NPF) sets out how the 17 SDGs have been incorporated into 11 cross-cutting outcomes for Scotland which are reported through national indicators.[19]

This Climate Strategy sets out a range of actions which will also support both Scotland's NPF and the UN SDGs.

COP 26 Glasgow Climate Pact

The Glasgow Climate Pact20 was signed as a result of COP26 in November 2021. It focuses on strengthened future emissions reduction pledges, financial support to developing countries for adaptation, phasing out fossil fuel subsidies, and reducing the use of coal. Subsidiary agreements between smaller groups of parties include pledges on deforestation, methane emissions, ending sales of fossil fuel cars, and ending of investment in coal power generation.

Edinburgh's 2030 Climate Strategy will help the Scottish and UK Governments deliver on national climate commitments made as part of the UK's adoption of the Paris Agreement (in 2015) and the Glasgow Climate Pact (in 2021).

[18] Sustainable Development Goals, United Nations, accessed May 2021

[19] National Performance Framework, Scottish Government, accessed May 2021

[20] https://unfccc.int/sites/default/files/resource/cma2021_L16_adv.pdf

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City partner action to achieve net zero

City partners must work together

This strategy is aimed predominantly at partners within the city who have a duty to transition to net zero, have significant city emissions footprints, and the power and budgets to make impactful change.

However, it also speaks to citizens, communities and smaller businesses, highlighting actions they could take to help drive down emissions.

Acting together, these 'city partners' can lead the way in delivering a vibrant, net zero, sustainable city where everyone can thrive.

Climate action is already underway

Citizens and city partners can, and already do, take action on climate change. Organisations across the city have their own sustainability plans and programmes of activity that are already reducing the city's emissions. If we are to achieve net zero by 2030, we must all go further and faster.

The Council has a key leadership role

The City of Edinburgh Council has a key role to play in providing city leadership on climate change.

The Council is a founding signatory of the Edinburgh Climate Compact and has pledged to reduce its own organisational emissions to net zero by 2030.

It has also committed to using the levers that are within the control or influence of the Council to enable net zero action in the city. These levers include the ability to:

- Build strategic relationships and collaborations for change.
- Deliver high-quality low carbon infrastructure and services.
- Make strategic investments to drive change.
- Lobby for change as the capital of Scotland and a major UK city.

Collaborations

To maximise the Council's levers to influence change, we need to work with partners, using the city networks, and partnerships to promote opportunities to co-produce and implement real change.

Infrastructure and services

The Council has responsibility for manging and investing in key infrastructure, including housing, transport and the built environment, which can help create conditions that will support the city's transition to net zero and climate resilience.

As a major service provider for the city, the Council can also help deliver changes that support net zero. For example, through waste and recycling, providing sustainable public transport and planning frameworks.

Strategic Investments

The Council can use its considerable spending power to promote fair net zero business practices, using community benefit clauses to maximise social and environmental value for the local community.

These benefits include green jobs and training opportunities, a strengthened civil society, improvements to the local environment and mitigation of climate change impacts.

The Council can also influence strategic investment programmes (including its investment in active travel infrastructure, house building and retrofitting operational estate) to create new supply chains and green growth opportunities for the city.

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Influencing for change

The Council has significant lobbying power as the capital city of Scotland to work with all levels of government to influencing policy and legislation.

This includes opportunities to advocate for greater investment in tackling climate change and strengthened powers for local government to take net zero action change across the city.

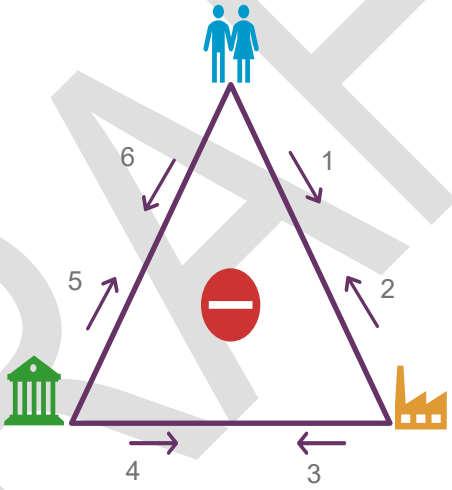
Transforming the city means we all need to change, and that change must accelerate quickly

No single city partner acting alone has all the powers, resources or capacity needed to achieve net zero. Transforming Edinburgh to become a net zero city by 2030 will mean city partners, citizens and communities working together in new ways.

All of us will need to be willing to change the way we do things. Whether that's the choices people make in their everyday lives, the way small businesses operate, or the strategic, policy and spending decisions made by public and private sector organisations, as demonstrated by *Figure 12*.

As part of a strategic city approach, Edinburgh's impact on emissions will be far greater than the sum of its parts. As a result, the Council will convene key city partnerships to collaborate on and deliver this strategy's aims. This collective effort will ensure Edinburgh can make fast progress and be at the forefront of funding opportunities to invest in change.

Overcoming the inaction triangle



1. "Industries need to propose low carbon solutions"
2. "Consumers need to send a clear message through their purchases".
3. "The Government needs to change the rules of the game (funding, regulation etc)."
4. "Large businesses have more financial resources to start the change."
5. "We need to feel that decisions are backed by citizens"
6. "The Government needs to act first."

Shifting the responsibility to others delays action. We all need to act together.

Figure 12: Overcoming the Inaction Triangle. (Adapted from Pierre Peyretou)

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Asks of city partners

To help drive change we're setting out a number of strategic asks of the key sectors within the city, focused on the actions which will have the most impact; targeting partners with the greatest emissions and the greatest power and resources to make change. We are asking:

All city partners to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions, adopt sustainable business practices and support their staff to make more sustainable choices in their professional and private lives.

Citizens to make more sustainable choices in their everyday lives and use their democratic and purchasing power to support change in others.

Civil Society to support ongoing open dialogue about the transformation which needs to happen in the city and how we can collaborate to take decisions and deliver change together.

Public bodies to join up budgets and work together in a place-based way to create economies of scale and design services and new infrastructure around the needs of communities. Using their purchasing power to encourage markets and green supply chain and skill development.

Edinburgh Climate Commission to challenge the public sector to go faster and further on tackling climate change and call on the private sector to play a greater role in supporting change. The Commission must hold Edinburgh to collective account, while offering expert advice and support for change through initiatives like the Edinburgh Climate Compact.

Investors to invest in and help city partners develop a pipeline of scalable projects to attract capital into the city. For programmes that deliver social, economic and environmental benefits, as well as financial returns.

Developers to make the transition to net zero practices now, moving faster than national regulatory requirements, to ensure Edinburgh can lead the way on net zero development and growth.

Businesses to adopt net zero business models as part of a green and resilient Edinburgh economy. Invest in sustainable practices which also benefit the communities they're a part of.

Edinburgh's universities to turn their academic expertise into support for net zero programmes and projects. Unlock the data, innovation and research city partners need to adopt change with confidence. Target the skills needed to deliver the city's transition.

The Scottish Government to provide a progressive legislative and regulatory framework, which enables local government. This needs to be devolved at the appropriate level to support scale and speed of action in Edinburgh. Lead on communication and information that supports behaviour change alongside the resources needed to help citizens and city partners make them in our homes, communities and places across the city.

Edinburgh Climate Compact

Edinburgh Climate Commission has developed a City Climate Compact which sets organisational climate commitments for Climate Champions to adopt as part of their leadership on climate action.

Signatories to the compact promise to make changes within their own organisation and sector which will support the radical reduction of Edinburgh's greenhouse gas emissions and contribute to a green recovery for the city.

The compact also asks signatories to publish their current emissions and information about their actions to reduce climate impacts and undertake benchmarking activities.

The compact currently has 18 signatories from across the public and third sectors, as well as from the construction, finance, festivals, energy and higher education sectors.

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How we take decisions together

Creating a governance framework that supports effective action at speed and scale

Achieving net zero by 2030 will require city-wide collaboration at a level, depth and pace that exceeds the city response to COVID.

A new Climate Strategy Investment Programme Board will bring city partners[21] together to:

- Provide city wide leadership in creating a green, clean and sustainable future for the city
- Oversee, agree and drive delivery of five thematic workstreams tasked with developing the investment pipeline for the city
- Develop a green infrastructure investment plan for Edinburgh

The Programme Board would be accountable to the Edinburgh Partnership Board and comprised of senior officers with the authority to commit their organisation (subject to their own governance arrangements) to the investment proposals considered.

The Board will be supported by five workstreams, led by city partners, and responsible for the strategic approach and development of the project pipeline for that theme.

Workstreams will be led by key partners and will drive activity across the following priority areas:

- Adaptation
- Energy efficient public buildings
- Citywide Heat and Energy
- Transport Infrastructure
- Just Economic Transition

The Local Outcomes Improvement Plan (LOIP) Delivery Group[22] will contribute to driving wider strategic climate action as part of its work to make sure that residents across all parts of Edinburgh have enough money to live on, access to work, training and learning opportunities, and a good place to live.

City Region Deal partners will be represented throughout the structures, with responsibility for interfacing with the City Region Deal Partnership to identify and action opportunities for strategic collaboration at the regional level.

Case Study: Example of wider partnerships also relevant to the strategy's delivery

Edible Edinburgh is a cross-sectoral partnership, set up in 2013, with the aim of developing Edinburgh as a sustainable food city.

A leadership group meets bi-monthly to provide overall strategic direction for the partnership and to monitor and co-coordinate implementation of Edible Edinburgh's Sustainable Food City Plan, Edinburgh's Food Growing Strategy and other sustainable food work in the city.

The partnership is chaired by the Council's Sustainability Champion, Councillor George Gordon. Three subgroups on health, economy and sustainability meet bi-monthly to co-ordinate action, foster collaboration and engagement and plan events. The subgroups comprise representatives from a range of city public, private and third sector organisations.

The wider partnership meets quarterly and includes a wider network of food organisations, community groups, growers and activists who come together to network, facilitate connections and collaboration between a broad range of food actors, supported by Edible Edinburgh's leadership group and subgroups.

[21] Full membership of the Programme Board is under discussion with city partners. Initial core members include City of Edinburgh Council; NHS Lothian; Edinburgh University; SP Energy Networks; Scottish Gas; Scottish Water; Scottish Futures Trust

[22] The Local Outcome Improvement Delivery Group is part of Edinburgh Partnership

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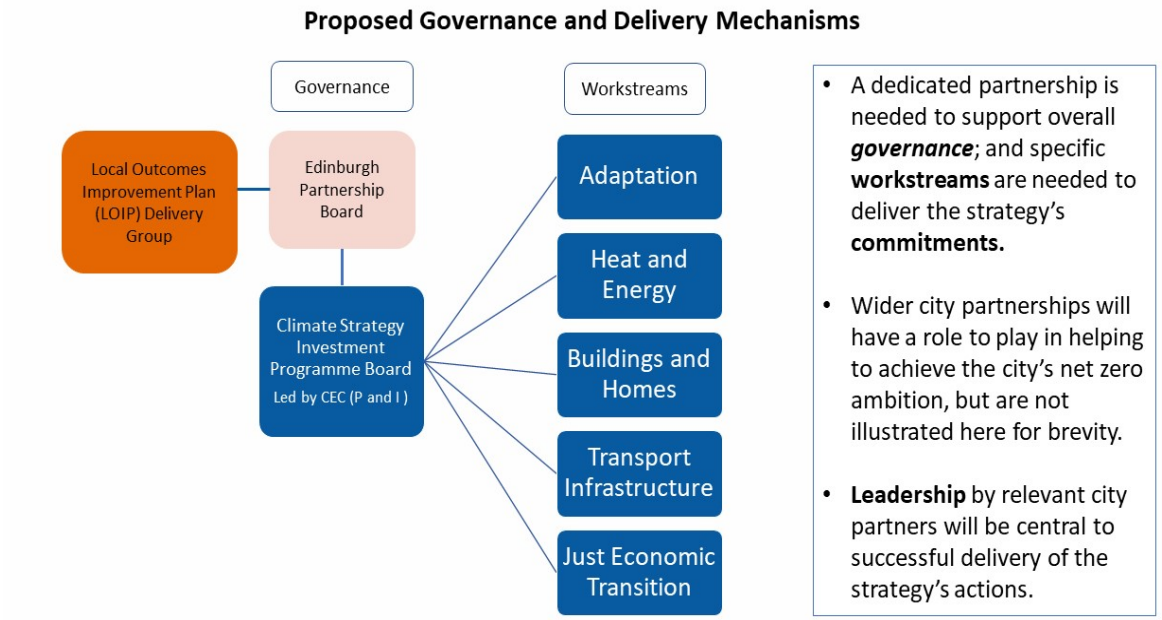
Edinburgh's Climate Commission will continue to work independently to influence and provide constructive challenge and expertise to all parts of the city as we work to deliver our net zero ambition.

The strategy's delivery will be informed and driven by citizen's views – through the Council's democratic processes, through the work of the Commission, and through a new **Edinburgh Community Climate Forum,** to be established by EVOC and Our Future Edinburgh to provide citizens with information, support, and a mechanism for collaboration on climate action at both the city and neighbourhood level to co-produce better outcomes for communities.

These structures are not exhaustive – there are many other groups that have a role to play in supporting whole-system climate action and the governance framework described in this strategy is intended to interact with that wider landscape as needed to drive forward city climate action at pace and scale.

Figure 13 below sets out proposed governance and delivery arrangements to support the city to deliver the 2030 Climate Strategy.

Figure 13: Proposed governance and delivery Mechanisms



Net Zero, Climate Resilient Development and Growth

The city's needs are growing

Like many cities, Edinburgh is growing, with our population expected to increase by 6 percent to **over 560,000 people by 2030,** *Figures 14 and 15*. This will bring new skills to the city and help our communities thrive. Population growth also creates demand for high-quality, affordable housing and new local services and facilities, with the city estimated to require a minimum of **50,000 new homes by 2045**.

We need to be able to meet those needs in a sustainable way which protects greenspaces and biodiversity and manages demand for land and the creation of new infrastructure such as roads.

Population:
+13 % between 2017 and 2045
- +43% aged 75 and over
- +26% pensionable age
- +12% working age
- *Stable* children population

Households:
+21% between 2018 and 2045
(~ 49,000 new homes)

Figure 14: Population projections for Edinburgh [NRS Scotland - Population Projections for Scottish Areas (2018-based): Data Tables, Table 3]

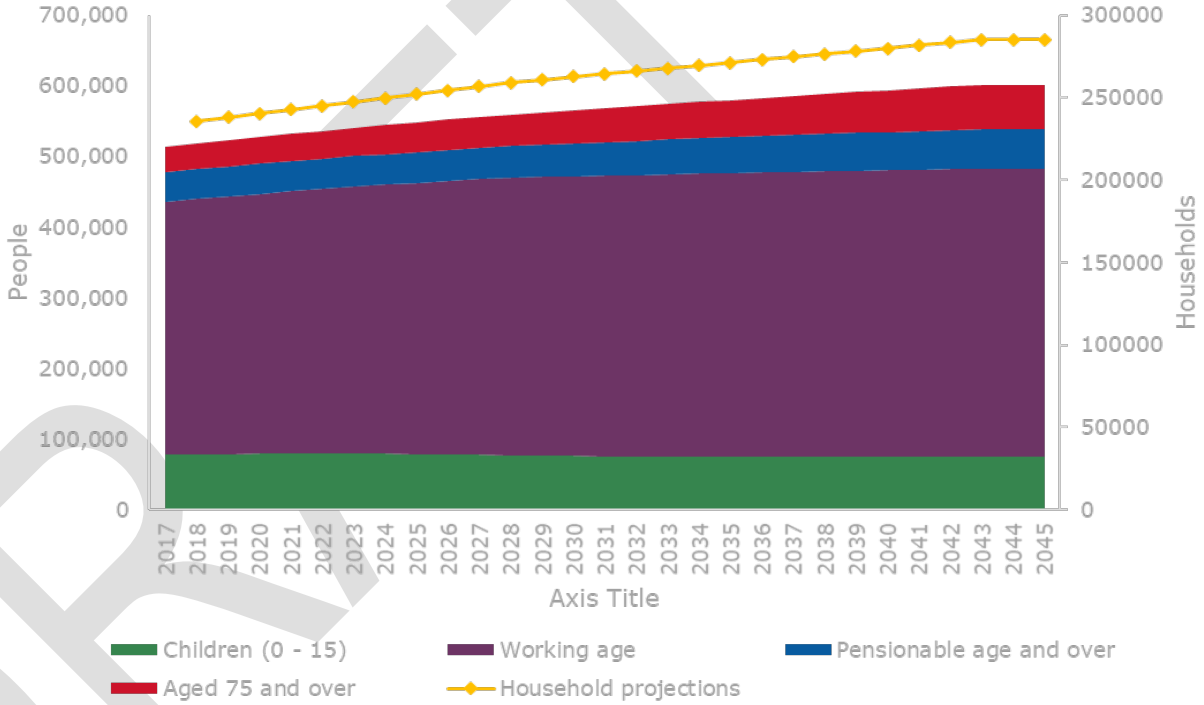


Figure 15: Population projections for Edinburgh by 2045 [NRS Scotland - Population Projections for Scottish Areas (2018-based): Data Tables. Table 3]

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The way we use land can secure social, health, climate and economic benefits for the city

In developing the city sustainably, we have an opportunity to ensure investment in infrastructure and enhancing our greenspaces delivers social, health, climate, and economic benefits. We have choices about where and how this development is delivered, and an opportunity to ensure it creates local jobs and skills opportunities, uses innovative construction methodologies to minimise emissions and re-invigorates the city's urban environments.

We need to protect our greenspaces and adapt our places and communities to be resilient to climate change

Climate change will bring increased flooding, coastal erosion and more frequent severe weather – causing damage to property and disruption for citizens. We need to adapt our communities, economy, natural and built environment to be resilient to the unavoidable impacts of climate change.

In doing so, we have an opportunity to use nature-based solutions to adaptation, which also protect and enhance the city's natural environment and biodiversity.

Our vision for 2030

We will create resilient places and spaces for low-carbon living

We will provide for Edinburgh's population growth, by re-using land that has already been developed (i.e. brownfield or vacant land). The city will grow sustainably, improving biodiversity across the city and the public health of citizens.

Our residents will live in high-quality net zero affordable homes that are resilient to climate change, in thriving low-traffic neighbourhoods that meet their everyday needs – whether that be for work, family or leisure time and reduce the need to travel to other parts of the city.

New developments will provide new and better spaces for leisure, nature, and community food growing that improve residents' wellbeing and quality of life.

Edinburgh will be cleaner and have more greenspaces and natural habitats that we allow to flood periodically, as a way to help manage increased rainfall. People's gardens will have fewer hard surfaces and more natural space to help rainwater drain and provide habitats for wildlife. Natural habitats will be preserved across the city to help improve air quality, increase the variety of plants and wildlife, and protect the city from flooding and other climate change impacts.

Our strategic approach

To ensure the city is able to grow sustainably, we will set **high development standards** and put in place new planning policies that **enable net zero, climate resilient growth** through a new local development plan – designing in **climate resilience** and **biodiversity enhancement** to deliver a **'climate ready city'**. We will work with developers and the construction industry to encourage early adoption of **new low-emission standards**, due for introduction in 2024.

We will prioritise **re-using land** that has already been developed to protect the city's greenspaces; **re-purpose or enhance existing infrastructure** where possible; test **innovative approaches to resilient net zero development**; and roll out place-based approaches through **20-minute neighbourhoods** which support citizen **wellbeing.**

We will protect and enhance the city's **natural capital**, delivering thriving greenspaces and adapting the city's coast.

Understanding the risks climate change presents for the city

We know that climate change will impact on all sectors of the city, but we do not have sufficiently robust and detailed data driving investment decisions.

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We will carry out a city-wide climate change risk assessment and economic analysis so that we understand the costs of failing to adapt, and the wider economic and social benefits that adaptation projects can deliver – using this to provide a robust evidence base for investment.

Working in partnership to deliver a whole-city approach to adaptation

City and region partners will work together to tackle regional and cross-border climate impacts, including coastal and river flooding, damage to infrastructure and transport disruption. Where possible, this will prioritise 'nature-based solutions' such as rain gardens and flood plains – helping to protect and enhance our natural and built environments.

As the next phase of Edinburgh Adapts[23], the Council will convene city and regional partners to collaborate on a long-term 'Climate Ready Edinburgh' plan.

Delivering a transformed city centre

In 2019, the Council set out a ten year 'City Centre Transformation Programme' which will see the heart of the city re-designed to deliver cleaner, greener public spaces which prioritise access for walking, wheeling and cycling, and public transport. The economic recovery of the city centre post-pandemic is a key priority within a refreshed Edinburgh Economy Strategy, which includes actions on city centre recovery and a commitment to develop a 5-year City Centre Action Plan.

Future city development will ensure social, economic and climate benefits are evenly distributed beyond the city centre, by developing connected and climate resilient net zero neighbourhoods that strengthen local economies and improve people's health and wellbeing.

Ensuring our buildings, homes and infrastructure are climate resilient

We will lay new planning policy foundations in the City Plan 2030.[24]

We will work with property owners, developers and the construction sector to improve design and the quality of buildings, to support climate resilient place-based approaches to development and infrastructure. This will include utilising green and blue infrastructure (such as green roofs and urban ponds) and permeable surfaces to reduce flood risk and improve air and water quality.

Working with Edinburgh World Heritage and Historic Environment Scotland, we will develop a plan to adapt Edinburgh's UNESCO World Heritage site to be resilient to climate change in a way that protects its heritage values.

Case Study: Using blue and green infrastructure to reduce flood risk

Rain gardens significantly reduce flood risk, protect rivers and waterways, and provide wildlife habitats by capturing water and slowing the rate at which it enters the drainage system. The Royal Botanic Garden Edinburgh is using its rain garden to manage flooding across the garden and to study what trees, shrubs, and wildflowers are best suited for rain gardens.

Similar to rain gardens, Edinburgh has a number of green roofs and hollows that provide nature-based solutions to intense rainfall and flooding, and 10,000 Rain gardens for Scotland mapping these sites.

Source: Royal Botanic Garden Edinburgh (RBGE)

[23] Edinburgh Adapts (2016-2020) was Edinburgh's first vision and action plan to adapt and prepare the city for the impacts of unavoidable climate change.

[24] Local Development Plans are prepared through a statutory process. Edinburgh's City Plan 2030 due to be submitted to the Scottish Government for examination in 2022 and adopted in 2023.

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A new approach to urban living

Through the City Plan 2030, the Council will work with developers, investors and landowners to deliver climate resilient net zero development in the city – ensuring that wherever possible housing demand and other development needs are met by re-using land that has already been developed, helping to manage pressure on greenfield land.

This means that more new developments will be higher density and mixed use, in sustainable locations, with easy access to jobs and services.

Neighbourhoods like these will help cut emissions by reducing the need to travel and will create markets for new local businesses, helping to create more local jobs and strong local economies that build community wealth.

Low carbon affordable housing

Through a 10-year strategic housing investment plan, the Council will lead the way in ensuring all major new Council-housing is constructed to a new net zero design brief, which includes use of low and zero carbon technologies as an alternative to gas boilers. This will be ahead of the Scottish Government 2024 deadline for new builds to have zero emissions heating systems.[25].

We will work with national and local partners to explore approaches to construction that are net zero across both operational and embodied emissions; beginning with an Edinburgh Homes Demonstrator pilot that tests off-site manufacturing methodologies to increase performance, reduce waste and lower embodied emissions. Learning from the pilot will be rolled out across city region partners' housing pipelines.

Investing in housing

The Council plans to spend £2.8 billion of capital investment over ten years to deliver 10,000 new sustainable and affordable homes by 2027, and to modernise existing Council-owned homes to be energy efficient

Source: City of Edinburgh Council Budget 2021/22

Making the most of nature

The Council is committed to improving our parks, food growing sites and urban forests, and has secured £4.5 million of capital investment in 2021/22 to support this.

Source: The City of Edinburgh Council Budget 2021/22

Prioritising water management and nature-based solutions to climate impacts

We will prioritise nature-based solutions to water management, carrying out a Strategic Flood Risk Assessment to understand the risk to the city's homes and delivering a long term and sustainable approach to water management across the city.

Protecting and enhancing the city's natural assets

We will deliver the **Edinburgh Million Tree** city initiative and create a **'green and**

[25] New Build Heat Standard: scoping consultation, Scottish Government, December 2020

blue network' of connected waterways, greenspaces, and active travel routes that will provide enhanced environments for citizens and protect the city's wildlife.

A **Nature Network for Edinburgh** will identify opportunities to enhance the habitat network in Edinburgh to allow species to migrate and adapt to climate change. It will also map supply and demand of several key ecosystem services within Edinburgh (e.g. flood regulation, air purification, health benefits etc.) and identify opportunities for green infrastructure with multiple benefits for both people and nature.

These initiatives will help provide nature-based solutions to flooding, improving air quality and reducing the urban heat effect through shading and cooling.

We will seek opportunities to utilize the city's public sector estate to protect greenspaces, enhance biodiversity, reduce carbon emissions and improve health.

We will deliver development frameworks that adapt the city's coast to be resilient to climate change. We will begin with the delivery of a **new coastal park** as part of the **redevelopment of Edinburgh's Waterfront** that will create jobs and provide high-quality greenspaces, supporting biodiversity and providing outdoor recreation space.

Case Study: Using the public sector estate

NHS Lothian are the first health board in Scotland to assess the biodiversity in its estate.

With 81 hectares of greenspace throughout its 174 hectare estate, NHS Lothian is responsible for significant natural capital that supports biodiversity and provides a wide range of benefits including regulating air quality, taking up carbon and increasing health and wellbeing.

This biodiversity audit and climate change assessment is a first step towards developing a more strategic approach to using NHS Lothian's green space as a key health and environmental asset.

A tool has been developed that will allow NHS Lothian to continue to assess its biodiversity, carbon sequestration and air quality regulation when planning or completing estate change, including calculating the net value of planned investments over their lifetime, usually 50 years.

Innovation in city development

We will **deliver ambitious net zero developments at Granton Waterfront and the BioQuarter,** creating centres of excellence and using green and blue infrastructure, like living roofs, ponds and rain gardens, which enhance the city's natural habitat and build communities that are resilient to flooding and other impacts of climate change.

City partners will work with the development sector and research and innovation partners to test and develop innovative approaches to construction, energy generation, and community wealth-building.

Building resilient communities by re-designing services to localise support

By joining up services and thinking differently about how buildings are used, we can free up resources to invest in our best buildings to make them more energy efficient and develop them as 'community hubs' where people can access a wider range of services locally

We will work with public, community and voluntary sector partners over the next 10 years to radically re-design services across local hubs in line with the 20-minute neighbourhood model (*see Figure 16* on the next page).

This will deliver improved services to areas experiencing inequalities; focus on natural town centres; and ensure more rural communities can access services with minimal travel.

Figure 16: Features of a 20-minute neighbourhood

Net Zero, Climate Resilient Development and Growth

Outcomes

- People can access the support they need in the places they live and work and local neighbourhoods are resilient to the impacts of climate change.
- City development and investment deliver net zero growth and economic opportunities that protect and enhance the environment.
- The city's wildlife is thriving, and biodiversity is enhanced, protecting the city's ecosystem and helping absorb carbon.

Strategic actions

1. Laying the policy foundations to support net zero development which designs in climate resilience

1.1. Set new planning and policy guidance within the City Plan 2030

1.2. Work with developers, investors and landowners to deliver net zero climate resilient development of the city

2. Re-designing services to meet citizen's needs locally

2.1. Re-design services and amenities to deliver sustainable 20-minute neighbourhoods across hub locations

3. Leading the way on net zero, climate resilient development

3.1. Work with public sector partners to identify opportunities for exemplar policy approaches for new build operational estate

3.2. All new Council-led housing developments within the 10-year sustainable housing investment plan will be net zero

3.3. All new build learning estate projects will meet the Scottish Government's Learning Estate Investment Programme energy target and work towards the Scottish Net Zero Public Sector buildings standard.

3.4. Develop innovative approaches to net zero development and construction which address both operational and embodied emissions

3.5. Develop an off- site net zero construction methodology through the Edinburgh Home Demonstrator (EHD) project

4. Renew the focus on climate resilience and accelerating the adaptation of the city

4.1. Undertake a city-wide climate change risk assessment and cost analysis (CWCCRA)

4.2. The City of Edinburgh Council will convene city and region partners to collaborate on a long-term 'Climate Ready Edinburgh' plan, taking full account of the city's natural assets.

4.3. Adapt Edinburgh's World Heritage Site to be resilient to the impacts of climate change

4.4. Develop a regional approach to climate change risk assessment and adaptation, maximising opportunities to enhance the natural environment

5. Developing a long-term and sustainable approach to water management across the city

5.1. Deliver a Water Management Vision and Strategy identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding in the city.

5.2. Integrate design for water and flooding within the urban landscape using blue-green infrastructure

5.3. Deliver a network of green and blue spaces across the city which help protect our communities from climate change impacts, provide active travel

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routes, and protect and enhance the city's natural environment and biodiversity

6. Protecting and enhancing the city's natural capital to improve health and well-being, capture carbon, and deliver nature-based solutions to climate resilience

6.1. Deliver a co-ordinated approach to managing and enhancing Edinburgh's natural assets across key public sector operational estate sites

6.2. Deliver a city-wide programme to manage, protect and enhance greenspace and biodiversity – addressing the ecological and climate emergencies [action/milestone wording being finalised w/ teams]]

6.3. Deliver nature-based solutions to the impacts of climate change

6.4. Develop an Edinburgh Nature Network for the city

7. Protecting the City's coast

7.1. Adapt the city's coast to be resilient to climate change, beginning with delivering around 200 hectares of new and enhanced coastal park in Granton in north west Edinburgh.

8. Delivering rapid whole-system change

8.1. Call on the Scottish Government to use the lessons from responding to Covid to enable accelerated local action and decision making on tackling the climate emergency.

9. Shared risk-taking to develop innovative solutions

9.1. Call on the Scottish Government to collaborate with the City of Edinburgh Council on shared risk-taking to develop innovative solutions to tackling climate change

10. Embedding net zero climate resilient requirements

10.1. Call on the Scottish Government to embed net zero and climate resilience requirements into new and existing policy, legislation, regulations and statutory guidance.

10.2. Call on Scottish Government to ensure Local Authorities have the powers and resources required to accelerate the pace of energy efficiency and climate resilience improvements to multi tenure tenement buildings.

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Net Zero Energy Generation and Energy Efficient Buildings

Energy to heat and power Edinburgh's buildings is one of the biggest sources of greenhouse gas emissions in the city.

Energy accounts for 70 percent of the city's emissions, with around half of this coming from domestic homes. Natural gas accounts for 39 percent of the city's emissions, with around two thirds of domestic energy, and around 40 percent of non-domestic, currently provided by gas.

Local renewable energy generation levels are low

The cost of electricity in comparison to gas is currently high, and Edinburgh has relatively low levels of local renewable electricity generation (currently only two percent of the city's total electricity consumption).

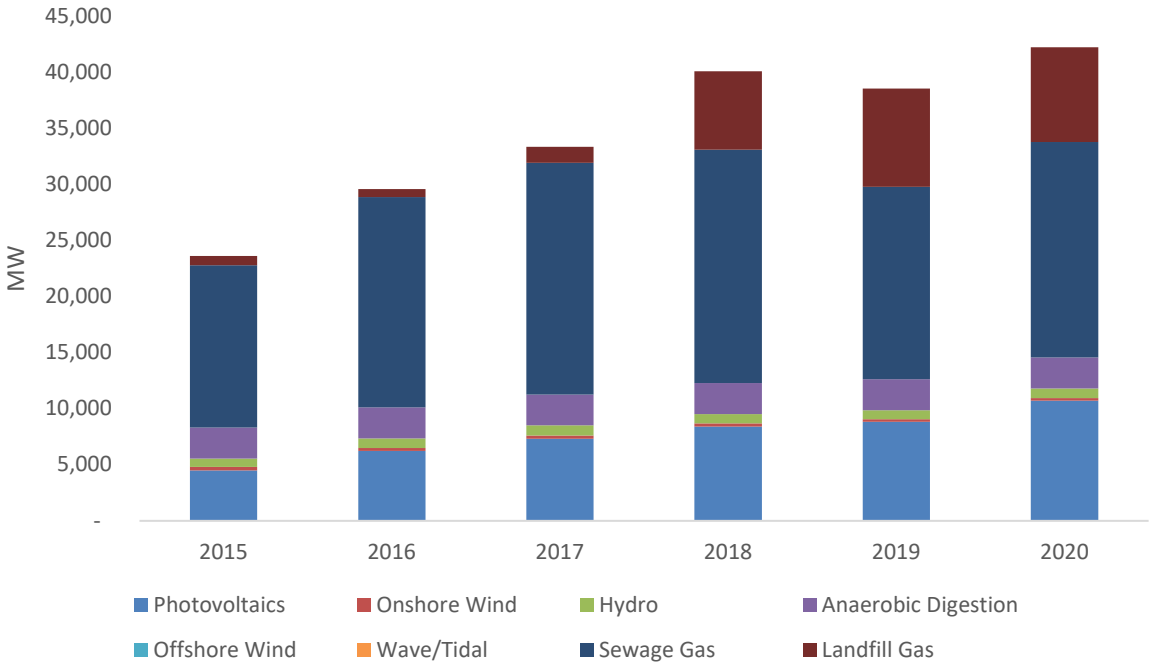

Figure 17: Renewable electricity generation (MWh/year) in Edinburgh. (Source: Department for Business, Energy and Industrial Strategy (BEIS) - Renewable electricity by local authority, September 2021)

The city is growing, and energy demand is set to increase

The city is growing, with more people, new developments and more buildings across the public, private, commercial and domestic sectors driving the need for city-wide heat and energy generation and distribution solutions.

This will create increased demands on the infrastructure supporting our energy supply, with peak demand across the UK estimated to increase between 33 percent and 58 percent by 2050.[26]

The city's energy networks and supporting infrastructure need to change at speed

Local heat and energy generation and distribution (including heat networks) is largely considered on a development-by-development basis. This means as a city we need to make decisions in a more strategic way, and position Edinburgh to maximise the commercial, carbon reduction, energy savings and resilience benefits potentially available.

Green hydrogen may be able to offer future solutions, but the technology is still being developed and tested, and future requirements for hydrogen-ready appliances and a gas grid supporting it are not yet clear and still being piloted through innovative projects like H100 Fife or Hy4Heat.[27]. While maintaining watch on this innovation, the city will take an electricity first approach to decarbonising the city's energy.

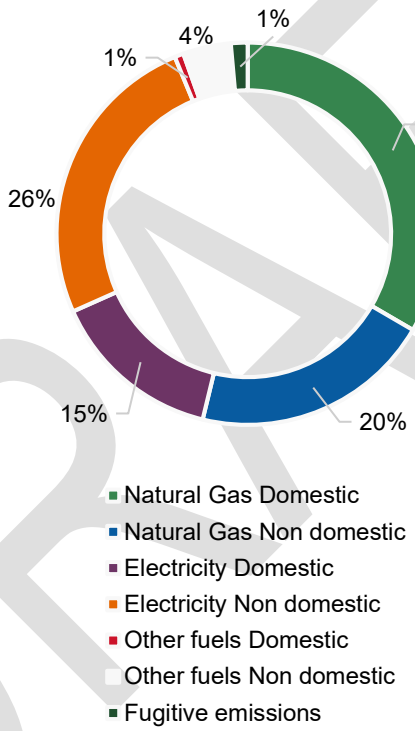

Figure 18: Greenhouse gas emissions by fuel source: (Source: Edinburgh Carbon Scenario Tool, based on Department of Business, Energy and Industrial Strategy (BEIS) datasets (2019/20 data)

The city has a high proportion of older buildings which need adapted to be energy efficient and resilient to the impacts of climate change.

Edinburgh has a rich mix of heritage buildings and buildings in conservation areas which are an asset to the city's cultural wealth. These buildings make a major cultural, social and economic contribution to the city. While these buildings require a lot of energy to heat and a bespoke approach to their adaptation, keeping them well conserved and maintained can improve their energy efficiency. Edinburgh's Old and New Town is an UNESCO World Heritage Site and is already feeling the impacts of climate change. As well as its historic and cultural importance, it is a place where people live, work and study.

Around 48 percent of Edinburgh's homes were built pre-1945, with many requiring essential maintenance repairs and upgrading ('retrofitting') to become energy efficient and more resilient to future climate change.

Forty-seven percent of homes have energy performance certificate ratings of D or lower and measures proposed by the Scottish Government in its Heat in Buildings Strategy would mean that by

[26] Future Energy Scenarios, National Grid, July 2020

[27] H100 Fife, SGN, accessed June 2021; hy4heat, accessed June 2020

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2033, all domestic properties will need to have an EPC rating of C or higher. For Edinburgh, this could be as many as 100,000 homes in Edinburgh that will require retrofitting.

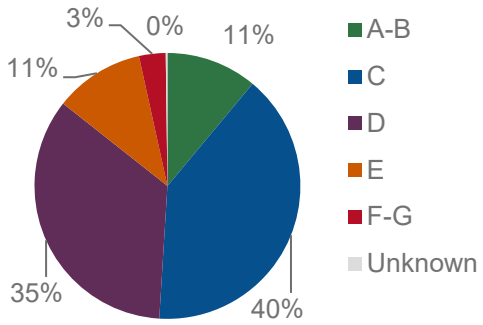

Figure 19: Breakdown of EPC data for domestic properties in Edinburgh (Source: Home Analytics v3.7 – estimate of EPC data across the Council area)

Only 15 percent of homes in the city are owned by the local authority or housing associations[28]. This means the city is dependent on businesses, owner-occupiers and private landlords investing in their buildings if we are to reduce the city's emissions and ensure buildings are climate resilient, with communal spaces and mixed-tenure buildings requiring owners to co-operate on organising retrofit works.

Many of Edinburgh's residents will need financial support to be able to meet the costs of retrofitting their homes to the required standards, and to reduce energy demand to a level where non-gas heating systems are affordable to run.

The costs of upgrading the city's public buildings are significant

Public sector partners also own large amounts of operational estate across the city, with the Council alone owning over 600 buildings – around 40 percent of which were built within the last 50 years, with 30 percent being over 100 years old. Other city partners, such as Edinburgh's universities and the NHS, face similar estate challenges.

The age, range, and complexity of the city's operational estate means the costs of retrofitting large operational buildings to become net zero is significant, and current financing models for resourcing retrofit have limited commercial return, making it difficult to lever the external investment needed.

Retrofitting large operational buildings takes a long time and comes with significant disruption to services given the number and size of buildings.

Ensuring action on energy delivers wider social and economic benefits

We have an opportunity to make investing in energy infrastructure and retrofitting the city's buildings an investment in Edinburgh's economic recovery.

Heat and energy development offer opportunities for public and private investment at scale, and with confidence in revenue-generating infrastructure. Improving the energy standards of our buildings and developing new energy infrastructure presents opportunities to generate new markets, creating local jobs and skills development opportunities, delivering financial returns to be re-invested locally, which supports community wealth-building and a just transition to net zero.

Our vision

Our vision is that by 2030, citizens and businesses will be heated and powered by clean energy, and we will all live in homes that are warmer and healthier to live in.

[28] Scottish House Condition Survey: Local Authority Analysis 2017-2019, Scottish Government, February 2021

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Better-insulated, energy efficient buildings will have significantly **reduced energy demand, helping to lower costs,** and will be heated and powered by **clean energy** – including more locally generated or community-owned renewable energy – helping to reduce the risks of energy insecurity.

Schemes will be in place to ensure citizens can affordably retrofit their homes – **reducing running costs**, which in turn will help tackle fuel poverty.

Public services will be collocated in a smaller number of **high-quality energy efficient buildings,** that make better use of what we retain, to offer **joined up local services** that better meet our resident's needs, and deliver savings to the public sector that can be re-invested in services.

We will have preserved our UNESCO World Heritage site and historic buildings, taking an 'Outstanding Universal Value' approach, and protecting the embodied carbon they hold. The rest of our homes and city buildings will be fully adapted to our changing climate and will have heating and cooling systems that are able to deal with wetter winters and hotter summers

The scale of the work required to improve Edinburgh's buildings and energy infrastructure means we will create local jobs and skills development opportunities – allowing us to support local businesses and **build community wealth**.

Our strategic approach

We will lay the foundations for change by **understanding projected energy demand** across the city and setting **progressive planning policies** that support change.

We will bring partners together to create an **energy masterplan** for the city and collaborate on **exemplar retrofit pilots**, using the learning to develop **joint city retrofit plans** that secure economies of scale.

We will **align city investment** in public buildings and energy infrastructure to support **20-minute neighbourhoods**, and we will **support citizens and businesses to invest** in retrofitting their buildings. We will explore the development of local community energy generation opportunities, targeting this work to ensure it supports **community wealth building** and a **just transition** to a resilient net zero city.

Energy efficient new buildings

National requirements for new domestic buildings are set to change, with no new developments being permitted to connect to the gas grid from 2024. If we are to meet our ambition for Edinburgh, we need to **go faster on low carbon heat**.

'City Plan 2030' will set high **energy standards** in new developments and require the use of **low and zero emissions technologies** to heat and power the city's new buildings.

Planning for a clean energy future

To deliver change to heat and energy over the next 10 years, we will undertake data-led energy mapping across the city to better understand current and future demand, and the opportunities for new local generation and distribution systems,

The Council will enter into a strategic partnership with SP Energy Networks to align investment in the grid and associated infrastructure with the city's future energy needs. This will help ensure the grid is able to meet increased demand and infrastructure is improved at strategic locations which support city development.

We will establish a new City Heat and Energy Partnership with key public and private sector organisations. The partnership will be tasked with co-ordinating investments and supporting the delivery of flagship actions for the city.

The partnership will develop a city-wide heat and energy masterplan which will incorporate a Local Heat and Energy Efficiency Strategy and align current and

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future grid development to the city's energy needs.

The strategy will also include support for renewable energy, micro grids and measures to lower the cost of electricity and tackle fuel poverty, as well as meeting national requirements[29].

This will include working with Edinburgh and South East City Region Deal partners to develop regional renewable energy solutions. This work will draw on the region's wind, geothermal, hydro and solar assets and will look to learn from the H100 hydrogen pilot.

Investing in energy

To deliver the city energy masterplan, the partnership will work with the Scottish Government and private and public sector partners to develop a long-term shared investment strategy and delivery mechanisms. This work will focus on maximising opportunities for local revenue generation and securing a clean and affordable renewable energy infrastructure for citizens and businesses.

Supporting community energy generation

Community-owned energy generation has the potential to provide clean and cheap energy to citizens and businesses, while at the same time delivering financial returns that can be re-invested to help build community wealth. We will develop a city-wide programme of community energy generation investment opportunities and explore the potential for creating local energy generation communities as part of a proposed net zero communities pilot.

Developing heat networks

The partnership will work with communities and developers to deliver heat networks that meet the needs of key public sector buildings and major new developments across the city (focussing initially on major new developments at Granton Waterfront and the BioQuarter).

The Council will identify heat network zones, in line with emerging regulatory requirements[30]. It will work with developers to further expand heat networks and will ensure all Council-led infrastructure investment plans will seek opportunities to connect to heat networks as they are developed, beginning with the Council's learning estate programme.

Improving the city's public buildings and energy infrastructure to support thriving local neighbourhoods

The city's public buildings need to be energy efficient, meet citizen's needs, and support 20-minute neighbourhood models that ensure easy access to local services and reduce the demand for travel.

We will collaborate with city partners, to strategically and align investment in our estates to ensure it supports **improved service delivery, improved energy efficiency and reduced emissions.**

To achieve this, we will develop a **joint public sector estate retrofit programme** that will create economies of scale, support local companies, and unlock the potential large scale retrofit has to signal future needs to the supply chain, stimulate targeted workforce and skills development, and create new local jobs in the city.

We will work with the Heat and Energy Partnership to develop supporting **place-based energy infrastructure projects** – to ensure joint public sector estate retrofits

[29] Heat in buildings strategy - achieving net zero emissions: consultation, Scottish Government, February 2021

[30] Heat Networks (Scotland) Act 2021

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include consideration of **net zero heat and energy generation solutions, planned to meet neighbourhood's needs**.

Case study: Western General Hospital Heat Network

NHS Lothian has commenced a major programme of energy efficiency works at the Western General Hospital to deliver high energy efficiency systems and low carbon technologies.

The works are urgently needed to replace ageing infrastructure, but the overall aim of the programme is to find a pathway to net zero in line with NHS Lothian Carbon Commitments. The pathway is based on replacing the old steam network with a low temperature district heat network (*cont…)* and commissioning a new energy centre for the site.

Phase 1 of the project is complete with part of the site now served by the new Low Temperature Heat Network. The project will be phased over a number of years, with Phase 2 extending the heat network to further buildings on the site.

The Western General Hospital is a major consumer of energy, so the plans for the site have potential to make a contribution to the net zero pathway for the city as a whole and potentially integrate with wider energy systems and heat networks.

Source: NHS Lothian

Warm, comfortable and affordable social housing

Improving the **energy efficiency of Edinburgh's existing homes** is one of the most effective steps we can take to reduce the city's emissions. Achieving this will mean bringing forward a programme to carry out **'fabric first' building upgrades** at pace, to support accelerated uptake of **new smart energy controls and low carbon heating and cooling systems**.

We will deliver an **advanced whole house retrofit programme** across existing Council homes based on the EnerPHit retrofit standard, which can deliver up to an **87 percent reduction in emissions** while also improving **health, comfort and affordability** for tenants.

We will work with Housing Associations and Registered Social Landlords to secure economies of scale and extend the reach of programmes across Edinburgh's **35,000 social rented sector** homes.

Supporting citizens and businesses

Owner occupiers, private landlords and the city's businesses will also need to invest in their buildings if we are to reduce the city's emissions. We will 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. We will develop **exemplar retrofit pilots** which will test innovative finance models to support retrofitting, including in challenging mixed-tenure and heritage settings.

We will share learning with the Scottish Government and call on them to develop and roll out **new incentivisation models** to support citizens and businesses to invest in improving the energy efficiency of their buildings, targeting financial assistance toward low-income households to help **tackle fuel poverty**.

Energy infrastructure and markets also need to change to ensure the transition to electric heat is affordable for citizens – particularly those at risk of fuel poverty. We will therefore call on Scottish Government to continue to urge the UK government to set out a clear vision for how the energy markets will be reformed to support decarbonisation of heat.

We will also work with SP Energy Networks to ensure future grid investment helps to lower the cost of electricity by delivering the infrastructure needed to enable more citizens to sell energy back to the grid.

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Case study: Integrating fabric first approaches to achieve wider community benefits in social housing

The City of Edinburgh Council manages approximately 20,000 homes which consists of a significant number of 'hard to treat' non-traditional construction types which can present significant technical retrofit challenges.

The Council is currently developing a Whole House Retrofit approach. This approach will initially assess which advanced whole house retrofit standards (such as EnerPHit) are the most suitable from a technical and financial perspective, across the various Council housing archetypes to align with the Council's long-term net zero carbon targets and to also provide energy savings for tenants.

Whole House Retrofit focuses on fabric first measures, including improved thermal insulation, airtightness and ventilation to significantly reduce energy demand and the need to heat the home. It also helps to ensure homes deliver health, comfort and affordability benefits to tenants.

The wider Whole House Retrofit programme will be a key component of the Council's wider area-based regeneration approach which has the potential to transform neighbourhoods and provide environmental, social and economic opportunities.

Pilot projects will be developed to assess the benefits and practicalities of an advanced whole house retrofit approach across a variety of the Council's most common building archetypes, along with detailed monitoring and evaluation to assess the carbon and energy cost savings.

These pilot projects will inform the longer-term investment and roll out of the whole house retrofit programme.

A new skilled workforce, making Edinburgh a centre for excellence

A large new skilled workforce will be needed to deliver new **energy infrastructure** and **retrofit at scale and pace** across the city's public, private and domestic buildings. The Scottish Government has committed to developing a Climate Emergency Skills Action plan to support market demand for the skills required and national data suggest there could be:

- Between 1,500 and 9,000 jobs over 15+ years in zero carbon energy (including renewables, hydrogen and storage)
- Between 6,000 and 13,000 jobs over 10+ years in decarbonising buildings and broadband
- Between 2,000 and 3,500 jobs over three years in building new social housing.[31] [32]

We will ensure these opportunities deliver economic benefits for citizens and the city by working with the industry and South East Scotland City Region Deal partners on their skills development programmes to ensure the city has the workforce needed to transform with a focus on **green construction skills**.

[31] Green Jobs in Scotland, STUC, accessed June 2021

[32] Green Jobs in Scotland, STUC, accessed June 2021

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Case study: Canongate Housing Development Energy Efficiency and Conservation project

In March 2021, Edinburgh World Heritage in partnership with the City of Edinburgh Council undertook an innovative pilot to retrofit a mixed tenure tenement block of post-war B-listed development, designed by Sir Basil Spence in the late 1960s.

Focusing on 10 flats and 2 commercial units, the project aimed to both improve energy efficiency and restore or repair its original features.

Supported by funding from the Scottish Government and SP Energy Networks' Green Economy Fund, the project developed and tested innovative and replicable delivery models for the retrofit of domestic/non-domestic listed properties considered as hard-to-treat.

Source: Edinburgh World Heritage

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Net Zero Energy Generation and Energy Efficient Buildings

Outcomes

- Heat and energy generation and distribution is clean and renewable, and buildings are energy efficient and resilient to climate change.
- The cost of heating and powering the city's homes and other buildings is reduced, helping to tackle fuel poverty.
- Retrofit and energy infrastructure projects are delivering economic and social benefits to businesses and citizens supporting a just transition.

1. Laying the policy foundations

1.1. Set progressive planning policies to increase energy standards in new buildings.
1.2. Require the use of low and zero emissions technologies to heat and power the city's buildings.

2. Meeting the city's energy needs sustainably

2.1. Convene a City Heat and Energy Partnership (CH&EP)
2.2. Develop a city-wide heat and energy masterplan

N.B. Actions to be led by the CH&EP will be reviewed by the partnership once established

3. Investing in heat and energy

3.1. Develop a long-term city partner shared investment strategy to deliver the city-wide heat and energy masterplan
3.2. Agree appropriate delivery mechanisms for the energy investment strategy

4. Meeting future energy demand

4.1. Establish a strategic partnership with SP Energy Networks
4.2. Align current and future grid development to the city's projected energy needs

5. Developing regional energy solutions

5.1. Develop regional renewable energy solutions which draw on the area's wind, geothermal, hydro and solar assets.
5.2. Learn from the H100 hydrogen pilot.
5.3. Collaborate with regional partners to decarbonise the region's energy infrastructure

6. Developing heat networks

6.1. Identify heat network zones across the city.
6.2. Ensure all Council-led infrastructure investment plans seek opportunities to connect to heat networks, beginning with our learning estate programme.
6.3. Work with communities and developers to deliver heat networks which meet the needs of key public sector buildings and major new developments across the city, beginning with Granton Waterfront and the BioQuarter.

7. Focusing on place-based energy projects

7.1. Collaborate on place-based joint energy infrastructure projects which maximise opportunities to deliver low-cost, clean, renewable energy to neighbourhoods and communities, with a focus on areas experiencing inequalities.
7.2. Align strategic investment in the electricity grid with development plans, to support increased local energy generation

8. Developing community energy generation projects which build community wealth

8.1. Explore the potential for creating local energy generation communities as part of proposed net zero communities' pilots
8.2. Develop a city-wide programme of community energy generation investment opportunities

9. Retrofitting the city's social housing and public sector estate

9.1. Develop a Whole House Retrofit delivery programme for retrofitting social housing across the city to the highest energy

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standards, to reduce energy demand and tackle fuel poverty

9.2. 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

9.3. Ensure retrofit programmes create green jobs and fair work opportunities for citizens, targeting those at greatest risk of poverty

N.B. Actions to be led by the EEPBP will be reviewed by the partnership once established

10. Resourcing net zero public buildings

10.1. Call on the Scottish Government to work with city partners to identify and deploy sufficient resources to deliver net zero public buildings

11. Supporting small businesses, owner occupiers and private landlords

11.1. Develop a new mechanism and business plan to support small businesses, owner-occupiers and private landlords to affordably retrofit their properties.

11.2. Develop electricity grid infrastructure and capacity to respond to increased demand from electric-powered heat

11.3. Work with SP Energy Networks and the Scottish Government to identify measures to reduce the cost of electricity and support citizens to transition away from gas.

11.4. Call on the Scottish Government to bring forward at speed improved schemes to support citizens to fund energy efficiency upgrades and decarbonise of heat in their homes.

12. Testing innovative approaches for challenging settings

12.1. Scope and test innovative approaches to retrofit in challenging mixed-tenure settings, to develop models and accelerate progress.

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Net Zero Emission Transport

Emissions from transport are not falling

The way we move people, goods and services around the city accounts for 31 percent of the city's total emissions in 2020. Transport will remain a dominant source of emissions if we continue as we are.[33]

Movement of freight and goods is vital to the economy of Edinburgh but, as with other types of vehicles in the city, the number of goods vehicles continues to rise - between 2007 and 2017 the number of heavy goods vehicles registered in Scotland increased by more than 10 percent, with similar increases in light goods vehicles..

The significant volume of road freight movements in and through the city has implications for road safety, congestion, air quality, noise and placemaking - especially in areas with high concentrations of people and activity. Although freight in Edinburgh can be moved by road, rail, and sea, for some businesses, the use of some vehicles will be inevitable to meet their needs.

The City Mobility Plan prioritises reducing vehicle use in the city. However, we will need to develop plans to fund and deliver the EV charging and grid infrastructure required to enable a transition away from commercial petrol and diesel vehicle use in Edinburgh. [34]

High numbers of people, travel in and around Edinburgh by car

Around 95,000 people travel to work in Edinburgh each day from other council areas. Of those, 63,300 travel into the city by car. A similar number of Edinburgh residents, around 60,000, commute to jobs entirely within Edinburgh by car[35].

This is due to Edinburgh's place as the economic hub of the region and Scotland's most popular cultural destination. While this is a strength of the city, it brings high volumes of tourist and commuter travel and associated traffic.

Edinburgh's position as a national hub also means that people and goods travel to from the city by air. Governments, the science and technology community, and the aviation industry are working to develop low emission technologies to address emissions from flight. However, in 2018 flying accounted for 8 percent of the UK's total greenhouse gas emissions - equivalent to the carbon footprint of approximately 5.5 million UK residents.

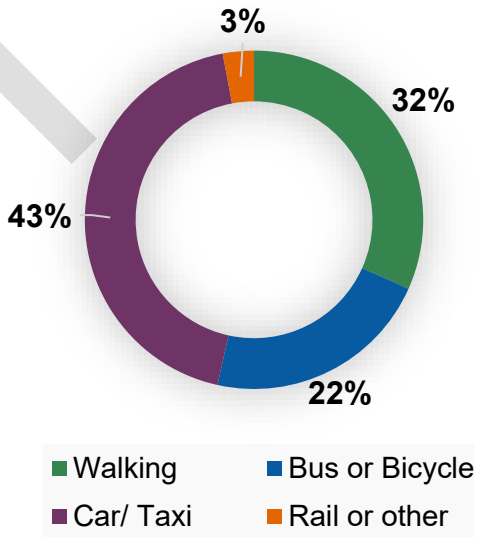

Figure 20: Main mode of travel in Edinburgh, 2019. Source: Edinburgh by numbers 2020

People's travel choices are largely determined by ability, affordability, accessibility, safety, and convenience

Many of the most disadvantaged communities are on the periphery of our

[33] A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network, 2020

[34] UIIO UK Environmental Accounts 2020, Office for National Statistics, 2020

[35] Census 2011, Office for National Statistics, accessed June 2021

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city. People who live in these areas often have to travel longer distances to get to work.

Some outer areas in the city are experiencing significant population growth and are also less well-served by public transport. This is in comparison to the high standards of public transport the rest of the city experiences.

Edinburgh's transport also needs to be fully accessible to people of different cultures, needs, ages and abilities. We want to create a city where most people don't need to own a car to move around and where people with mobility issues have access to road and parking space if they need it.

Our challenge as a city is to establish, at speed and scale, sustainable travel as peoples' preferred travel choice and to reduce the total number of miles travelled. This supporting a 'sustainable transport hierarchy' where people use active travel (walking, wheeling, and cycling) for short distances, and public transport for longer distance trips, *Figure 21.*

Figure 21: Sustainable Transport Hierarchy – City Mobility Plan 2020

Improve public transport to be integrated, net zero and fast

While for many, the city has an excellent public transport system, some areas are less well served, limiting opportunities for those who live there. *Figure 22* shows that in Scotland, around half of 1 and 2 km journeys are taken by car.

There is an opportunity to improve and develop the existing public transport (bus, tram, and rail) network to deliver integrated, net zero public transport for all trip types. This would mean making transitions between decarbonised transport modes easier for people and include improvements to pricing and ticketing, integrated routing, regional connections, and creating a better overall public transport experience.

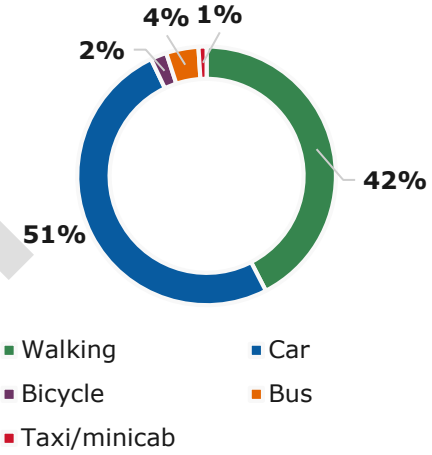

Figure 22: Share of journeys between 1 and 2 kilometres by main mode in Scotland. Adapted from Transport and Travel in Scotland 2019, Results from the Scottish Household Survey: Transport Scotland Statistics

Covid-19 has radically changed travel patterns

Covid-19 has had a substantial impact on travel patterns. Restrictions have resulted in increases to walking, wheeling and cycling, with more people making local trips and exercising closer to home.

Lockdown restrictions and a shift to home working has resulted in less commuter travel and an increase in travel on foot and

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by wheel or bike. The pandemic has also facilitated a shift to online shopping, socialising, entertainment, banking, healthcare, adult education, and worship.

While there has been a cost to the city from restrictions, we have also experienced some positive outcomes from lower traffic levels, cleaner air, more walking and cycling, flexible work patterns, and local trip-making.

As the city recovers from the pandemic, we have an opportunity to capture these benefits of our changed behaviours for the long-term.

Improving air pollution and congestion

Making Edinburgh a city with better, more attractive public transport and active travel choices can reduce road congestion and pollution on our streets and improve public health.

Improving the operation of the road network offers the city economic benefits through less time spent in congestion and more consistent journey times. Currently these impacts cost the Edinburgh economy an estimated £177 million in 2019.[36]

Improving citizens' wellbeing, experience, and use of public spaces

Reducing the dominance of traffic in our city and town centres, and neighbourhoods can improve life for citizens by improving people's safety, experience, and use of streets and public spaces.

Cycling in Edinburgh already takes 22,000 cars off the road every day and helps people to meet their daily activity levels, saving the NHS £1.6 million every year. [37]

We need to continue putting the needs of pedestrians, cyclists and public transport users first when designing streets.

Vision

Thriving urban neighbourhoods that reduce the need to travel

Our vision for 2030 is that residents live in local neighbourhoods with local facilities that provide easy access to work, shops and all services they need, reducing the need to travel long distances.

We will have a transport system that is net zero and has developed sustainably to meet the needs of our growing population.

Public transport will be affordable and flexible, especially for those on lower incomes.

Residents will benefit from greener, safer, more accessible and active choices for getting around the city. More people will be meeting recommended physical activity levels and local air quality will be vastly improved.

Our strategic approach

Our strategic approach will be to build on the strong programme of work set out in the Council's City Mobility Plan.

We will focus on working with citizens and businesses to bring about behaviour change towards sustainable travel models.

We will prioritise investment solutions to support the City Mobility Plan and necessary infrastructure development.

[36] Traffic scorecard, INRIX, 2019

[37] Bike Life Edinburgh, Sustrans, 2019

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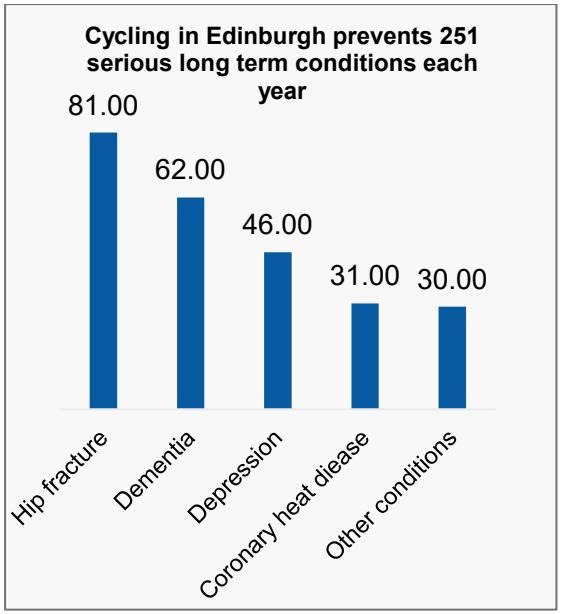

Figure 23: From Bike Life 2019 (Based on Sport England MOVES tool which shows the return on investment for health of sport and physical activity

Limiting the need to travel

To deliver net zero transport by 2030, we will use the city's 20-minute neighbourhood model which seeks to reconfigure services around existing communities, enabling them to access what they need without needing to travel long distances.

We will develop our strong active travel and public transport systems to better connect city and town centres, and neighbourhoods to better meet local and city needs. Working with city partners as major employers in the city, we will embed the flexible working patterns we have adopted through the Covid- 19 lockdowns.

Invest in active travel infrastructure and decarbonising the city's public transport

We will design our city to enable a fundamental shift to people moving around the city sustainably. Our investment priorities will be to expand active travel infrastructure, connecting communities to services and amenities in their neighbourhoods.

For longer trips, the Council will create local 'mobility hubs' with facilities to ensure sustainable onward travel, supported by a bus network review, as part of a regional rapid transit network.

To ensure the bus sector is decarbonised, Lothian Buses and the Council will work with the Bus Decarbonisation Taskforce and private sector partners to agree a plan to decarbonise the city's bus fleet as part of its next business plan.

We're proposing a Low Emission Zone, which will help reduce pollution across the whole city, not just within the zone. We will continue to work with Scottish Government to look at opportunities for promoting zero carbon city centres within the LEZ structure.

Spending in Transport:

Over the next ten years, the Council is committed to spending £68 million to improve road safety and to further develop cycling and active travel infrastructure

Source: City of Edinburgh Council Budget 2021/22

Sustainable mobility for goods and services

The Council will collaborate with the private sector to develop sustainable solutions to the transport of goods. This will include developing a city centre operations plan to reduce emissions by improving the way goods and service vehicles move around the city, supporting the use of innovative zero emission solutions for 'last mile' deliveries. The focus will be the city centre initially, with the approach being expanded out to town/local centres over time.

The Council will engage with citizens and businesses on the potential benefits of introducing a Workplace Parking Levy as part of a range of measures to support the delivery of the City Mobility Plan.

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Investment in EV infrastructure

Public service organisations will explore opportunities to jointly plan and invest in EV infrastructure for public service and blue light fleet at strategic locations across the city. We will work with the private sector to develop pilot proposals for public EV charging hubs in locations which align with the City Mobility Plan's aims of increasing sustainable travel and avoid adding to city centre congestion.

Supporting more sustainable transport choices

We will deliver citizen engagement and awareness raising campaigns on transport and active travel, to encourage citizens to shift to more sustainable modes of transport for more of their journeys.

Emissions from flying

The city's net zero target does not include emissions from flights as these are indirect emissions which occur outside the territorial boundary and are not under the direct control of the city. This strategy therefore focuses on the influence we do have and the action we as city partners can take.

We will call on the Scottish Government develop a national plan for managing aviation emissions and develop carbon budgets for the industry, and to work with the UK government to improve the national sustainable transport infrastructure. We will work with Edinburgh Airport as a City Partner to reduce emissions from its ground operations and support sustainable travel to and from the airport.

We will encourage city partners to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions from business travel by integrating the sustainable travel hierarchy into their operations and supporting staff to make more sustainable transport choices in their professional and personal lives.

We will deliver citizen awareness raising and engagement activities that highlight the carbon footprint of different transport modes for longer journeys, and encourage citizens to make more sustainable choices, more of the time.

Case Study: zero-emissions logistics services

SEStrans and Zedify, working with a trans-national network of city-hubs that promote innovation in city logistics, led a pilot project to deliver a pallet-worth of small packages by cargo bike per week.

The service enables packages coming into Edinburgh from national retailers or via logistics carriers to be re-routed to e-cargo bikes and trikes and consolidated with local business deliveries going to the same areas. This allows each package to be delivered most efficiently, help more businesses keep their goods moving around the city whilst significantly reducing emissions.

As part of the project, SURFLOGH SEStran and Edinburgh Napier University have been jointly researching the role of sustainable urban logistics networks and developing business models that can operate successfully in other real-world settings.

Source: SEStran; SURFLOUGH

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Net Zero Emission Transport

Outcomes

- A city where travelling by foot, wheel, or by bike is the easiest and cheapest option.
- The city has a well-connected and sustainable transport and active travel network.
- Investment in neighbourhoods, town and city centres improves citizen health and wellbeing.

1. Investing in active travel

1.1. Prioritise investment in expanding the active travel network, connecting communities to services and amenities in their neighbourhoods.

2. Developing integrated public transport

2.1. Improve the integration of our public transport system, and review routes and interchanges, within a city and regional context.

3. Decarbonising buses

3.1. Work with the Bus Decarbonisation Taskforce and private sector partners to develop a plan to decarbonise the city's bus fleet.

4. Improving local air quality

4.1. Implement a Low Emissions Zone scheme to reduce harmful emissions from transport and improve air quality.

5. Better management of the city centre

5.1. Create a city-centre operation plan to reduce emissions by improving the way goods and service vehicles move around the city, supporting the use of innovative zero emission solutions for 'last mile' deliveries.

6. Supporting public sector transition to electric vehicles

6.1. Identify opportunities to align to investment in EV infrastructure for public service and blue light fleet at strategic locations across the city, which also delivers 'down-time' availability for citizens and businesses where possible.

7. Delivering electric vehicle infrastructure

7.1. Develop electricity grid infrastructure and capacity to respond to increased demand from growth in EV use.

7.2. Develop pilot proposals for blended finance public-use EV charging hubs in locations which align with the City Mobility Plan's aims of increasing sustainable travel and avoid adding to city-centre congestion.

8. Engaging with citizens

8.1. Deliver public awareness raising campaigns on sustainable and active travel

8.2. Engage with citizens and businesses on the potential benefits of introducing a Workplace Parking Levy as part of a range of measures to deliver the City Mobility Plan.

8.3. Support the creation of 20- minute neighbourhoods and streets for people

9. Reducing emissions from flying

9.1. Encourage partner organisations to sign up to the Edinburgh Climate Compact

9.2. Work with citizens and city partners to support staff and residents to make more

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sustainable travel choices in their professional and personal lives.

9.3. Call on the UK Government, the aviation sector and other stakeholders, to develop a national plan for managing aviation emissions that is fully in line with the Paris Agreement

10. Developing sustainable national public transport infrastructure

10.1. Call on the Scottish Government to work with the UK Government to ensure the national public transport infrastructure supports sustainable travel

11. Streamlining processes to accelerate change

11.1. Call on the Scottish Government to remove barriers to rapid action on local transport infrastructure

11.2. Call on Scottish Government to accelerate integrated ticketing for public transport.

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Net Zero Circular Economy

Edinburgh's economy is beginning a steady, but uneven recovery from the worst economic effects of the pandemic

Scotland's economy contracted by 9.5 percent during 2020, with much of this decline driven by sectors – such as tourism and retail – upon which Edinburgh has a strong reliance.

Latest estimates from the Scottish Fiscal Commission now show that the size of the Scottish economy could return to pre-pandemic levels by April 2022, though the full value of output growth lost due to the pandemic may not be recovered until 2026 or later.

Data also shows, however that this recovery is not being experienced evenly across all sectors and many businesses remain in 'survival mode'. Half of all tourism and hospitality firms report turnover remaining well down on expected levels; businesses across all of Scotland are experiencing the highest rise in cost burden experienced since 2008; while Edinburgh businesses took on and are now having to service an additional £0.5bn in debt as a result of the pandemic.

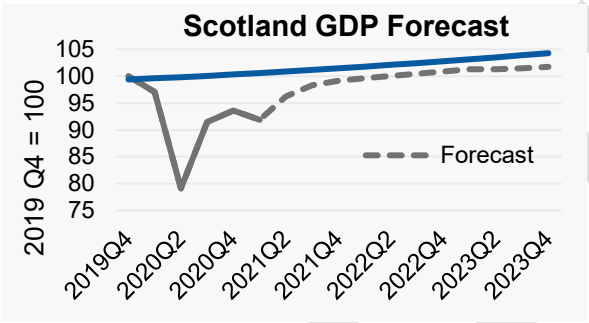

Figure 24: Scottish Fiscal Commission, Scotland's Economic and Fiscal Forecasts

At the same time, unemployment is projected to remain high over the coming months, and is not forecast to return to pre-pandemic levels within the next five years.

Within Edinburgh, the number of unemployed benefits claimants in the city has fallen slowly in the period to Autumn 2021 but remains at more than double the pre-pandemic level

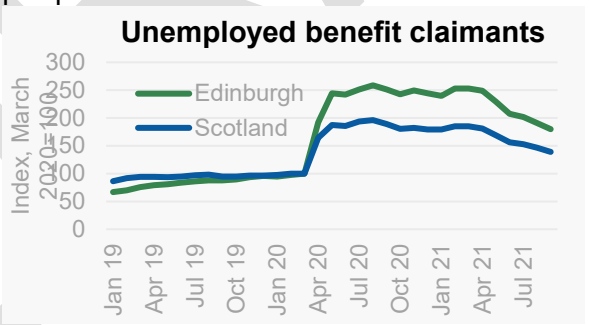

Figure 25: Office for National Statistics, Claimant Count

A just transition to a net zero economy represents one of the biggest opportunities Edinburgh has to recover from recession and remain Scotland's most vibrant and prosperous economy

Planning for a green recovery offers an opportunity for the city to rebuild on a genuinely sustainable footing – one that meets the climate emergency, as well as increasing Edinburgh's resilience to future economic shocks.

Many of the city's businesses are already rebuilding and adapting, making a strong contribution to a green recovery. For an individual business, becoming net zero can **mean improved resilience, new markets, lower costs, increased productivity, more engaged staff**, as well as an opportunity to meet growing consumer demands for zero carbon, zero waste options. For the city as a whole, the potential opportunities are even greater.

Our vision for 2030

A vibrant economy that is resilient to future crisis

Our vision is for **businesses of all sectors and sizes to be operating on a net zero basis by 2030** and taking their share in a growing green economy. This means

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Edinburgh taking the opportunity to be a global leader in green tourism, green finance, and green festivals – establishing a clear advantage over competitor cities and cementing the sustainable future of these key sectors.

More broadly, the value of output from UK low carbon industries is expected to grow to 8 percent of GDP by 2030, up from 2 percent in 2015.[38] A net zero economy also offers an opportunity to meet growing consumer demands for zero carbon/zero waste options, and to ensure that Edinburgh businesses retain their share of the growing green pound. Ethical consumer spending and finance in the UK was estimated at £98bn in 2019, more than double the level recorded in 2010.[39].

Taking steps to meet this demand and transition to a net zero economy is important for recovery and growth in the short term. It is also critical if we are to ensure Edinburgh businesses can be ready and resilient to crises (economic, public health, or climate related) in the future.

Edinburgh Climate Commission 'Forward, Faster Together'

The Edinburgh Climate Commission's July 2020 Report set out recommendations for a green recovery responding to Covid-19 and climate change.

The Commission highlights Covid-19 as showing what can be achieved through a collective and urgent response.

They focus on a green recovery being one 'that **delivers for the long term**; **that catalyses job creation into growth industries, empowers citizens, improves public health and drives innovation** while all the time removing our contribution to the climate crisis'.

Circular Economy

Our vision is for an economy where businesses and institutions embrace the shift towards circular economy business models – such as reverse logistics, material recovery and re-use, asset leasing, or other ways to make better use of materials and products and reduce waste. Such approaches represent new growth industries for the UK and could create over 200,000 new jobs by 2030.[40]

Case Study: Circular Edinburgh

Circular Edinburgh, managed by the Edinburgh Chamber of Commerce, is working to support the development of a more circular economy and improve the support offered to business.

Circular Edinburgh champions and supports businesses to find innovative ways to embed circular principles (of reduce, reuse, recycle) into their ways of working. It also works to connect businesses to funding opportunities to support them to explore more circular ways of doing business.

The service provides guidance for specific sectors operating in in Edinburgh, as well as events and webinars sharing information, best practice, and highlighting benefits for businesses.

Source: Circular Edinburgh

These changes will be supported by the way the city develops and builds communities, through new approaches to placemaking, promoting wellbeing, and investing in digital infrastructure. 21% of all Scottish businesses already say they intend to use home working as a permanent feature of their business model, citing increased staff wellbeing, increased productivity, and an ability to

[38] UK business opportunities of moving to a low-carbon economy, Climate Change Committee, 2017
[39] UK Ethical Consumer Markets Report, Ethical Consumer, 2020
[40] Employment and the circular economy: job creation in a more resource efficient Britain, Green Alliance, 2015

recruit from a wider geographic pool as major benefits[41]. By 2030 people in Edinburgh will work more from home, travel less distances to work and use active travel or public transport options whenever they do need to travel.

Sustainable local food systems

One key sector through which this change will be demonstrated is in food production and consumption. By 2030, people in Edinburgh will have better access to good quality food from local producers; people will have more opportunity to come together to grow food and share the health and wellbeing benefits its brings; and food waste in Edinburgh will be reduced, with improved, low carbon systems of food production and distribution.

Case Study: The role of food systems in tackling climate change

Lauriston Farm

Lauriston Farm aims to be Edinburgh's first large scale urban farm, addressing some of the issues around access to local, affordable fresh food, environmental degradation and lack of opportunities for people in cities to gain experience in food production. The project is being taken forward by Edinburgh Agroecology Cooperative (EAC) through a long-term lease with the Council.

EAC are a Community Interest Company and workers cooperative aiming to transform this 100-acre (40 ha) farm in North Edinburgh, delivering significantly scaled up food production and improving access to affordable locally grown food, while also providing quality employment, training and volunteer opportunities with a strong focus on biodiversity enhancement, soil restoration and carbon capture.

The farm will also bring the community together through hosting community activities and events.

Vertical Farming

The use of new technologies such as vertical farming can help support local food production, especially in urban areas where demand for land is high.

Scotland's Rural College (SRUC) will be the first higher education institute in Scotland to open a vertical farm for research and education with the building of a new facility at SRUC's King's Building campus in Edinburgh.

The facility will be used for research into plant and crop science and will help support farmers, growers and small food businesses through demonstration facilities and knowledge exchange.

It will also be used as a learning facility for students, growing nutrient-dense fruit and vegetables and analysing crop yield and growth rates against resource inputs to compare their carbon footprint to other production systems.

Our vision is for Edinburgh to be a hub for net zero innovation, driven by data, with a new breed of sustainable local businesses thriving among 20-minute neighbourhoods across the city.

Good jobs and new skills

For Edinburgh to make a just transition to a net zero economy, we need this growth in opportunity to benefit all communities in the city.

By 2030 our vision is that Edinburgh's economy will be built around good quality jobs which people from all backgrounds can access through education, skills and retraining. That means firms in Edinburgh creating well paid jobs and fulfilling careers in growing sectors – including clean construction, sustainable

[41] Business Insights and Conditions Survey (BICS) Weighted Scotland Estimates, October 2021

transport, low carbon technology, buildings retrofit, and others.

That means schools, colleges, universities, and employers working more closely together to make sure that skills, training and education support is in place to help Edinburgh citizens access those opportunities.

It also means making sure the city's plans for recovery in key established sectors such as tourism, culture, and retail, are built around sustainable, net zero business models. Over the next decade, Edinburgh should aspire to be a global leader in green tourism, green festivals, with the skills and employment opportunities that implies. These aspirations will be supported by Edinburgh's 2030 Tourism Strategy and the Edinburgh Tourism Action Plan.

Strategic approach

To meet our net zero vision, we need to move at speed and at scale to connect potential investors with Edinburgh's prospectus of net zero business and development opportunities. We will work with investors, the Scottish Government, and city partners to help key projects move at pace and provide the right regulatory framework to encourage investment and innovation. We will deliver a Regional Prosperity Framework to drive investment which supports inclusive growth and a just transition to a net zero economy[42].

Working with statutory partners across the city we will aim to make sure that all procurement and commissioning expenditure made in Edinburgh is used to actively support this strategy**. This means aiming to secure commitment from all public sector partners to use procurement spending powers in support of the transition to net zero and promote a circular economy.** It also means, where possible and appropriate, all public sector all investment and purchase decisions are net zero by 2030 and that we take strategic decisions to create markets for circular and net zero economy businesses to thrive.

We will establish a new business-led forum to provide leadership and work with businesses to increase the number that have made their own net zero commitments, and have signed up to the **Edinburgh Climate Compact, led by the Edinburgh Climate Commission**.

To complement the Edinburgh Climate Compact, we will explore establishing a **new green innovation challenge finance scheme** to stimulate new lead markets, and support Edinburgh businesses to play a full part in a net zero economy and a green recovery.

Alongside funding, we will establish new **business mentoring and support** programmes that help businesses realign their operations to meet net zero.

This will build on the **Circular Edinburgh** programme that the Edinburgh Chamber of Commerce has managed for a number of years and champions and supports businesses to find innovative ways to embed circular principles (of reduce, reuse, recycle) into their ways of working. In addition, the principals of net zero, just transition, and circular economy will be embedded into **Business Gateway** support programmes for new and existing Edinburgh businesses.

We will deliver **Growing Locally**, Edinburgh's first **local food growing strategy**, to reduce waste and increase the proportion of the city's food sourced from sustainable local and regional supplies.

We will work with universities, colleges, schools and employers to identify emerging skills gaps, and develop the education, training and workforce development supported needed to make sure people from all backgrounds can aspire to and access rewarding net zero careers.

[42] Edinburgh and South East Scotland Regional Prosperity Framework (2021 – 2041)

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This will build on the work undertaken by the **Edinburgh and South East Scotland City Region Deal** to develop the skills and local supply chains needed to make construction activity in the city sustainable and low carbon.

Case Study: Integrated Regional Employability and Skills (IRES) Programme

Through the Edinburgh and South East Scotland City Region Deal, the £25m IRES programme includes two skills gateways - Housing and Construction Infrastructure (HCI) and Data Driven Innovation (DDI).

The gateways operate through the regions' universities and colleges providing skills development in housing, construction, renewables, and digital sectors to support delivery of the latest sustainable energy and construction solutions.

IRES also has an Integrated Employer Engagement programme, which creates an enhanced employability and skills service for employers, helping transition those with new skills into work.

HCI gateway's aims include providing 'into work' short courses for 800 residents facing disadvantage in the labour market; mentoring for 400 schoolchildren and industry-led skills improvements for 5,000 residents across the region. Sectors include waste management, electric vehicle charging point installation, renewable technologies, timber construction and engineering knowledge upskilling and environmental technologies.

Source: Edinburgh and South East Scotland City Region Deal

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Net Zero, Circular Economy

Outcomes

- Edinburgh's economy recovers from recession and key sectors are sustainable and resilient to future crises, such as those related to climate change.
- Edinburgh has a vibrant circular economy, improving resource efficiency and enhancing citizen wellbeing.
- Edinburgh's economy is built on good, green jobs which people from all backgrounds can access through education, skills and retraining.

1. Securing investment to transition to a net zero economy

1.1. Develop a mechanism for connecting those looking to invest in a net zero city, with the businesses and organisations looking to drive the changes that support speed and scale of net zero action.

1.2. Deliver implementation plans for the Regional Prosperity Framework that drive investment which supports inclusive growth and transition to a net zero economy

2. Enabling business leadership

2.1. Establish a new business-led Forum to provide leadership on a just economic transition to a net zero city

2.2. Ensure Edinburgh's tourism sector leads the way in sustainable urban tourism

3. Delivering the Edinburgh Climate Compact

3.1. Support and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions

4. Exploring a green innovation challenge finance scheme

4.1. Explore establishing a finance scheme to complement the Commission Climate Compact, stimulate new lead markets, and support Edinburgh businesses to play a full part in a net zero economy and a green recovery.

5. Business mentoring and support for net zero transition

5.1. Deliver business mentoring and business support programmes to help employers take practical steps to realign their operations towards becoming net zero.

5.2. Deliver a new Business for Good programme to provide practical support and training for city businesses to transition to net zero, aligned to and complementing Council and other partner offerings

6. Supporting a more circular economy and reducing waste

6.1. Increase participation in the Circular Edinburgh programme which supports businesses to reduce, re-use and recycle as part of embedding circular economy principles into their ways of working

6.2. Increase the proportion of the City's food and drink sourced from sustainable local and regional supplies

6.3. Ensure that all public sector procurement spend actively supports this strategy so that by 2030 all new investment and purchase decisions are net zero.

7. Delivering skills and workforce development

7.1. Scope skill needs and align workforce development programmes to meet the requirements of net zero businesses, and

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ensure Edinburgh's workforce can deliver on new heat and energy, retrofitting, transport and other investments

7.2. Support people from all backgrounds to access good quality jobs in a net zero economy, and ensure that new green job opportunities are accessible to, and targeted towards, those at greatest risk of poverty

8. Securing enabling powers for local government, business and city partners to respond to climate change

8.1. Call on Scottish Government to empower public sector partners to collaborate on net zero joint public procurement approaches

8.2. Call on the Scottish Government to build coherent and flexible legislative and regulatory frameworks that empower local government, business and city partners, so they can rapidly respond to the climate emergency in an agile and adaptive way.

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Listening to Citizens and Empowering Communities

Citizens have the power to drive change

Edinburgh's citizens have huge influence over the city's emissions through their power to collectively demand change from national and local government, the private and public sector, local businesses and each other.

Citizens also have the power to make choices in their lives which can contribute to climate action. Citizens must be active participants, engaging in and designing the actions to deliver a net zero city.

City partners need to engage, collaborate and listen to citizens to secure that trust and support for change. We believe the Council in particular, has an important role in supporting all citizens to be able to make changes and ensure no one is left behind: delivering a fair and just transition.

Our shared vision for 2030

Our vision is to deliver a city where all citizens are empowered, engaged and able to influence for change across the public and private sector.

Where citizens, and especially young people, are at the heart of designing the solutions, in a city where sustainable choices are easier to make, and a just transition to a net zero future is delivering social and economic benefits for all our communities.

Highlights from engagement

Awareness of the global effects of climate change is very high. Edinburgh residents are very aware of the impact on biodiversity and habitats **but only recently has understanding grown of the impact on people.**

73 percent **of respondents to the 2018 Scottish Household Survey, believe climate change is an immediate and urgent problem.**

70 percent of participants from Scotland's Climate Assembly said it was a priority that recommendations on tackling the climate emergency needed to…

Take into account the needs of different communities across Scotland, recognising that there is not a 'one size fits all' solution.

Organisations and individuals with the greatest carbon footprint must be asked to make the biggest changes.

Citizens views

Our engagement work tells us that Edinburgh's citizens are concerned about climate change and want to see more action to tackle it – by local and national government, the wider public sector, private sector and individual citizens.

They believe that it is now a question of how we take forward climate action rather than if we need it.

Our strategic approach

We will focus on creating an **environment** that makes acting sustainably cheaper and easier, and ask citizens to support us in making those changes.

We'll maintain an ongoing open and frank **dialogue with citizens and communities**, with the aim of designing solutions together and maintaining high levels of support for net zero action.

We'll work to **raise awareness** and **accelerate action**, asking people to make more sustainable choices and use their influence to demand change from others.

We will engage and empower citizens to design solutions together

Empowering young people

Young people have been at the forefront of raising awareness on climate change and demanding change from those in power.

We will ensure young people are at the centre of decisions that will determine the kind of city they inherit. We will work with them – through schools and in communities – to listen to their views, to ensure young people from all backgrounds are informed and able to have their voice heard.

We will maximise opportunities to focus on climate change across our whole education system, delivering opportunities for community learning and development and working with schools, including Edinburgh's independent schools, to embed a legacy of change from COP26 being hosted in Scotland.

We will strengthen the focus on climate change within our curriculum and co-design innovative projects and programmes with young people, for example by using school buildings and grounds to engage young people on climate change, help reduce schools' emissions, and increase their contribution to greenspace and biodiversity.

Supporting citizen empowerment and community activism

Young people and community groups across the city are already taking action on climate change, and community groups and voluntary sector organisations are often closest to local issues and opportunities.

They will continue to play a vital role advocating for action on climate change and challenging government and public and private sector organisations. Civil society also has a key role to play in stimulating citizen action at the individual and collective level.

The Council is committed to supporting all its citizens to realise the significant power they have over the future of their city. We will support citizens to be informed and engaged and create spaces where we can design solutions together, including through an independent Edinburgh Community Climate Forum, co-created with EVOC and Our Future Edinburgh launched during COP26.

Through the Forum, citizens will be involved in decisions about the targeting, scope and speed of large-scale change and ask for citizen support on changes which protect the city for future generations.

As the scale and complexity of actions increase, the Council will facilitate more in-depth engagement approaches, such as citizen juries or similar models, to ensure citizens views are central in decision-making.

Building and maintaining consent for change

The actions set out in this strategy at a city level are significant and will affect the Edinburgh's built environment, transport systems and infrastructure.

To make these changes possible we need the input and support of residents so they can be delivered successfully when upgrades cause temporary disruption.

For example, while work is underway to make our public buildings such as schools and medical centres more energy efficient, we will need to make temporary changes to how we access and use these buildings.

We will deliver a just transition

Ensuring a fair transition to net zero

Vulnerable groups and people with poor health will be more affected by poor air quality, increased damp, and severe fluctuations in weather such as heatwaves. Those on lower-incomes may also find addressing the impacts of climate change harder– for example the costs associated with flood damage to property; or the costs

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of switching from gas to sustainable heating systems.

We are committed to working together as national and local government, public bodies, trades unions, the private sector and citizens and communities to ensure that climate change does not disproportionately impact anyone in our society.

Access to opportunities

It is estimated that Scotland's transition to a low-carbon economy could create up to 367,000 jobs, with Edinburgh being well-placed to secure a substantial share of these. With city partners we will work to align skills development programmes to support Edinburgh residents to access new green jobs and target those at greatest risk of poverty.[43]

City Partners will ensure access for people from all backgrounds to employment opportunities created to deliver a net zero city.

Creating net zero communities

Our vision is for all of Edinburgh's neighbourhoods and communities to be net zero.

The Council will work with communities, Community Councils, Edinburgh's Universities in one of the 20-minute neighbourhood hubs to scope and develop funding bids for local pilots to understand what it would take to become net zero. The pilot scope will be co-produced with citizens and will link to Local Place Plans.

We will support citizens to reduce their emissions

This strategy calls on private, public and community and voluntary sector organisations to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions. It also sets out the action city partners will take to support the city's transition to net zero

But Edinburgh's residents have an equally important role to play.

Almost two thirds of the emissions reductions needed to reach net zero rely on us all making different choices[44]. Individual actions by Edinburgh's citizens are an essential and necessary part of reducing the city's emissions and securing a sustainable city for our young people and for future generations.

At present, over half the city's total emissions come from its residents. Of this, 32 percent comes from car use, and 61 percent from our homes – see *Figure 26* on the following page.

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[43] Green Jobs in Scotland, STUC, accessed June 2021

[44] The Committee on Climate Change estimated that, of the overall reductions needed to achieve net zero, 16 percent rely on behaviour change, such as flying or driving less, and a further 43 percent relying on a combination of technology and behaviour change, such as fitting and effective use of more energy-efficient heating systems. Reaching Net Zero in the UK, Climate Change Committee, accessed June 2021

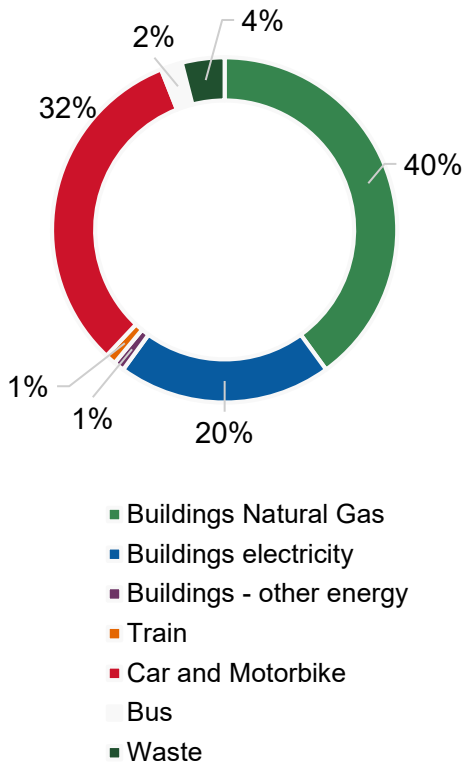

Figure 26: Breakdown of domestic emissions in Edinburgh 2017/18

Raising awareness about climate change

We know from consultation and engagement that many Edinburgh citizens are not fully aware of their carbon footprint, or all the actions they could take to reduce it.

We will deliver awareness raising campaigns to ensure people have access to information about climate change, how to measure their carbon footprint, and where to access support to reduce their emissions. This will include information about where people can get financial and other help to make changes.

We also know that many citizens are very well-informed about climate change, but face barriers to making the changes they would like to.

We need to create a city where sustainable living is built in by design, and is the cheapest, easiest and healthiest option for everyone.

Making sustainable choices easier

This strategy sets out the actions we will take to create the conditions where sustainable choices are cheaper and easier for citizens to make. They include:

- Improving sustainable public transport and active travel infrastructure.
- Ensuring people can access the services and amenities they need locally
- Developing sustainable models of public services which improve health and the environment.
- Developing projects to provide clean and affordable energy.
- Delivering energy efficient affordable housing.
- Developing funding mechanisms to support private owners to retrofit their homes.
- Creating new green and fair work and skills development opportunities
- Improving support for businesses to transition to net zero.
- Supporting local food growing and ensuring citizens have opportunities to reduce, re-use and recycle.

The Council will also call on Scottish Government to improve existing support schemes and develop new approaches to incentivise change – especially in decarbonising homes

The ask of citizens

The everyday choices we all make can achieve big emissions reductions, and citizens all have power to influence others, from big business to public policy.

We're asking citizens to use your democratic voice and purchasing power to be heard on climate issues.:

- **Demand** change using your power and influence.

Citizens are able to influence an additional 47 percent of the city's emissions coming from the public and private sector.

- **Support** city climate action.

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The scale of work to create a resilient and net zero city is significant and will necessitate temporary disruption. This work needs citizen input and support to be delivered successfully and become a reality.

- **Act now and plan for the future**

Achieving net zero relies on citizens and communities making many everyday choices differently- we will deliver public awareness-raising campaigns and provide support for citizens to make informed choices that help tackle climate change.

Some of the changes we need to make will require forward planning. We ask citizens to consider if these options are available to you:

- Residents can make a big difference by investing home energy efficiency measures such as insultation, secondary glazing or clean energy heating systems. These will save you money in the long run, but may have upfront costs.
- Look out for Government schemes offering financial and other support which can help make these changes easier.
- Look for the energy efficiency rating when replacing household appliances and buy the most efficient products.
- Consider replacing petrol or diesel cars with electric vehicles and making greater use of public transport, car-share schemes or bikes.
- Find out more. Use online resources to find out more about climate change and other ways you can help tackle it.

We're asking citizens to:

Understand your carbon footprint: Use online and other resources to learn what your impact on the environment is.

Make the easy decisions: Like leaving the car at home for shorter trips or reducing your food waste. These could save money or time and can often improve quality of life too.

Consider and explore investment: Many changes, such as home insultation or heating, have an upfront cost but repay that cost over time.

Use your purchasing power: You can send powerful signals to businesses by choosing products and services that are more environmentally friendly, this includes locally grown food, low-packaging items, and goods and services which use renewable energy and recycled materials

Use your democratic power: Make your voice heard in local and national decision-making and tell elected representatives what future you want.

Stay involved: Keep engaging with local services, community groups and neighbours. Support the right changes when you see them, advocate for change when you don't.

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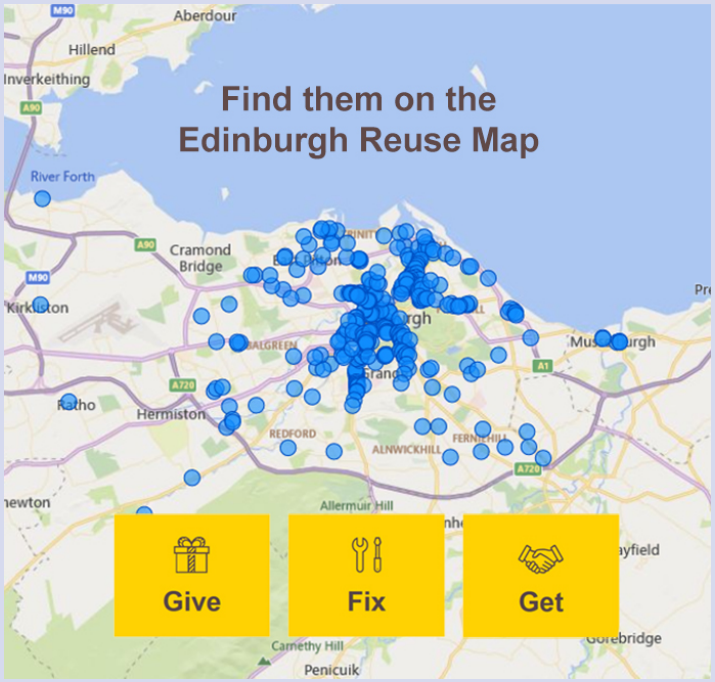
Case Study: Changeworks' Edinburgh reuse map.

Created by Changeworks, in partnership with the City of Edinburgh Council, this online map details facilities for donations of surplus household goods to new homes, as well as eco-friendly recycling and repair services, all contributing to Edinburgh's circular economy.

Citizens can select the type of good they want to give, fix or get, and can search by postcode to find locations in their area that can help.

Source: Changeworks



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Engaging and empowering citizens to help tackle climate change

Outcomes

- Citizens are engaged and empowered to respond to the climate emergency.
- Citizens are acting to influence the public and private sector to go further on tackling climate change.
- Edinburgh is a city where sustainable choices are cheaper and easier to make, and people are taking action to reduce their carbon footprint.

1. Citizen engagement and dialogue

1.1. Maintain an ongoing open dialogue with citizens about the transformation that needs to happen in the city, sponsoring a new independent Edinburgh Community Climate Forum to collaborate on how we take decisions and deliver change together.

1.2. Maximise opportunities to focus on climate change across our whole education system, all City of Edinburgh and other schools.

1.3. Call on the Scottish Government to work with city partners on awareness raising campaigns which support a frank discussion on climate change action.

2. Delivering sustainable services that enhance community wellbeing and economic benefits

2.1. Develop sustainable models of public services interventions which deliver improved environmental and population health outcomes

2.2. Develop a city-wide programme of community energy generation investment opportunities

3. Information about climate change

3.1. Deliver awareness-raising campaigns

3.2. Support citizens to make informed choices that help to tackle climate change

4. Supporting and engaging young people

4.1. Work with young people in schools and in communities, to embed a legacy of change, drawing on COP26 coming to Scotland

4.2. Maximise opportunities to use school buildings and grounds to engage young people on climate change, help reduce schools' emissions and increase their contribution to greenspace and biodiversity

4.3. Strengthen climate change within our curriculum

4.4. Deliver a hydrogen education programme and schools challenge

5. Net Zero Communities

5.1. Work with communities to develop proposals and seek funding for a pilot to understand what it would take for one of the 20-minute neighbourhood hubs to become a net zero community.

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Investing in Change

Development of place-based investment programmes and innovative finance models

Edinburgh is the financial capital of Scotland and a leading global economic hub which is one of only 6 European cities rated among the top 20 centres for finance in the world. London is the only other UK city in the top 20 and Edinburgh has been progressing up the index in recent years, driving Scotland's economic growth and playing a leading role on the global stage.[45]

Regulatory changes and consumer pressure in the financial sector mean that investors are increasingly seeking 'impact investment' opportunities - where returns are also measured in terms of social and environmental benefits. This means they are also assessing investment opportunities according to 'ESG investment criteria' (economic, social and governance measures), as well as financial return.

Edinburgh is uniquely placed to accelerate this progress as the host of one on the most dynamic financial services industries in the world, as a world leader in research and data innovation, and as a city with significant net zero development opportunities across transport, heat and energy, house-building and retrofitting, and climate adaptation.

There are opportunities for Edinburgh to work with Scottish Government to develop **innovative finance models** which lever this private capital and align it with re-configured place-based public sector **investment programmes.** This would ensure risks and rewards are shared more equitably, delivering revenue returns and other co-benefits to communities.

Innovative finance models and investment could prioritise community wealth-building and reduce the financial risks associated with failure to adapt to impacts of climate change, as the costs of not acting far outweigh the costs of acting now.

Managing budget and capacity shortfalls

Cities are experiencing a budget and capacity shortfall crisis, despite access to debt at historically low interest rates. This comes at the same time as the urgent need to decarbonise, and to adapt to the effects of climate change, both of which will require investments of billions of pounds per city. Even with the availability of low-interest finance from the public purse, **the public sector alone will not be able to meet the financial challenge**.

Connecting capital to investible projects

The city faces challenges in raising the level of up-front capital investment urgently required now, to deliver long-term financial returns, significant emissions reductions and wider co-benefits.

We also face challenges in developing 'ready to go' projects and opportunities at the scale needed to attract public and private sector investment into to the city. Institutional investors typically require portfolios worth upwards of fifty million pounds to achieve economies of scale, with few sources of finance being available to support the research and development of investable projects.

Financial decision-making in the city also often prioritises short-term risk and reward, in a way that limits the city's ability to respond to the long-term investments that are needed, if we are to tackle climate change.

[45] The Global Financial Centres Index 27, Long Finance, March 2020

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Ensuring investment responds to communities' needs

Organisations and businesses across the city are already investing in climate action through their fleets, their buildings, their energy sources and their work practices. But new investment will still be needed and in particular; investment to support access to upfront capital investment in buildings and infrastructure.

National funding streams often focus on very specific objectives that don't always align with city priorities or support more holistic place-based interventions. This means city partners have to invest significant time and resources in 'weaving together' multiple bids to be able to invest in a 'place' in a way that responds to the systemic challenge of net zero and the full range of that communities' needs.

Our Vision

By 2030, Edinburgh's' transition to net zero will mean the city is benefiting from large-scale and co-ordinated **public and private investment** that is designed around the needs of citizens.

Investment will be deployed in a way that supports **place-based approaches** and a just transition to a net zero city. Citizens have **affordable and easy access** to **low carbon technologies** for insulating, heating, and powering their homes, and **returns from investments** will be delivering **benefits for Edinburgh's economy**.

Our strategic approach

We can achieve over 65 percent of our emissions target with technology that currently exists and through investment that would pay for itself over time.

We will **align public sector budgets** to share risk and maximise efficiency and opportunity in net zero actions.

We will invest in the capacity and expertise needed to develop the city's pipeline of projects and **maximise opportunities for attractive joint projects for investment**.

We will strengthen the city's partnership approach to infrastructure projects to support net zero, to **ensure Edinburgh is well placed** to successfully access new national **public sector funding streams** focused on supporting the transition to net zero.

We will **unlock private investment**, testing **innovative finance models** and use learning from innovations to bring forward **net zero investment programmes** at scale and pace.

Aligning public sector budgets

Public sector organisations such as the Council, the NHS, the Scottish Ambulance Service, Edinburgh's universities, Police Scotland and the Scottish Fire and Rescue Service have legal duties to transition to net zero and are already investing in climate action.

Through stronger more focused partnership working and a new Climate Strategy Investment Programme Board, we will align our operational and investment plans – where that makes sense – to maximise the collective impact on carbon emissions, share knowledge, skills and capacity as well as investment and operational risks and opportunities.

Maximising national funding opportunities

By strengthening the city's partnership approach to heat and energy infrastructure; public building retrofit; place based development; active travel and EV charging infrastructure, we will make sure that Edinburgh is well placed to successfully access the funding which will be available over the coming years from UK Government, Scottish Government and other funding bodies such as the National Lottery.

We will focus on accessing funding streams that allow us to meet strategic objectives of:

- Adapting to new post-Covid realities, such as repurposing town centres, and enhancing active travel infrastructure.

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- Preparing the city for the development of clean energy heat networks.
- Adapting to the effects of climate change by using ecosystem services and enhancing biodiversity.
- Partnering with Scottish Government to develop and test new financing models for transformational interventions, including the retrofitting of the privately-owned housing stock across Edinburgh

Developing large scale place-based investment programmes

We will develop a Green Investment Plan for the city, including a develop a pipeline of large-scale/aggregated investible projects that focus on delivering the major heat and energy, transport, EV, greenspace, and energy efficient housing infrastructure projects that are needed to make the transition to net zero.

These projects will provide an opportunity to create systemic change, enable rapid decarbonisation and adaptation to climate change, while creating new jobs, new green markets for local industry, and improving quality of life for citizens.

We will work with UK finance and academic experts to develop strategic approaches to mobilising place-based climate finance. We will call on the Scottish Government to work with us to connect national funding to a more strategic place-based approach.

Fostering Edinburgh's investment potential

Edinburgh is the financial capital of Scotland and a recognised leading global economic hub. Investment in green technology and business practices is increasingly at the heart of the finance industry and the city is uniquely placed to accelerate progress as a world leader in research and data innovation.

In doing so we will create opportunities for testing long-term approaches to place-based investments that create community wealth, and support rapid decarbonisation and a climate-ready city.

We will foster the investment potential of Edinburgh by working with partners to develop ambitious and attractive projects and proposals, test innovative finance models, including blended finance, and new approaches to sharing risk and reward.

We will create a Green Investment Prospectus that will enable us to easily match investors to suitable projects in Edinburgh. These projects include responding to major challenges, such as how to retrofit residential properties across the city, and preparing the city for the effects of climate change through adaptation.

Creating innovative demonstration projects

We will identify opportunities for Edinburgh to develop demonstrator projects with citizens that can pave the way to solving the biggest challenges on the journey to sustainability.

Demonstrator projects will be explicitly designed with citizens to build local skills capability and capacity, and test new financing structures.

Case study: Nature Climate Bonds

We're working with Abundance Investment to explore the potential for using 'Nature Climate Bonds' in the city. These are an approach to financing climate change and biodiversity loss actions by allowing local citizens to invest directly in nature-based projects in Edinburgh.

First steps include developing a pipeline of nature-based projects, designed to enhance the natural environment and improve citizens' health and wellbeing.

Source: The City of Edinburgh Council

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Case study: Collaborating to access investment

Edinburgh is working alongside other ambitious UK cities, through the Edinburgh Climate Change Institute and as part of the Place-Based Climate Action Network (PCAN), to explore how net-zero and resilience goals can be better connected with sources of finance and investment - aiming to scale up financing within participating cities and regions.

The network aims to better connect place-based climate programmes to the right sources and models for investment. Through this work, we aim to extend Edinburgh's reach by working as a collective, connecting and contributing to the development of innovative finance models and engagement with large financing bodies.

Source: Edinburgh Climate Change Institute

Unlocking private investment opportunities

We will connect investors to city opportunities. In doing this, we will look to move away from a public sector funding model which has limits to the amount the city can raise and often uses public borrowing to de-risk investments – to a 'city as enabler' model which connects investors to city opportunities, shares risk and reward more equitably, and allows much larger sums of money to be raised through private sector investment.

By working with providers of capital, such as Lothian Pension Fund, we will identify compelling opportunities to match patient finance to large-scale net zero projects which will benefit both investors and citizens.

We will work with UK finance and academic experts to develop strategic approaches to mobilising place-based climate finance. This includes working with the Place-Based Climate Action Network (PCAN) to explore how place-based net-zero and resilience goals can be connected with sources of finance and investment and aiming to scale up financing within the core PCAN cities, including Edinburgh.

By working alongside other ambitious UK cities, and drawing on the academic and other expertise available through PCAN, we will aim to extend Edinburgh's reach and engage with large financing bodies as a collective – including, but not limited to, banks, investors, the Green Finance Institute, Impact Investing Institute, and the new Centre for Greening Finance and Investment.

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Investing in change

Outcomes

- City partner budgets are aligned towards a just transition and net zero place-based investment
- Edinburgh is a centre for global capital investment, supporting the infrastructure projects needed to transition the city to net zero
- Investment in Edinburgh is also delivering social and economic benefits for citizens

1. Providing an evidence base to support data-driven innovation and strategic sustainable investment at scale

1.1. Develop Edinburgh's Carbon Scenario Tool (CST) to build capacity for evidence-based decision making and benchmarking across cities.

1.2. Ensure population health data drives strategic planning for action on climate change.

1.3. Harness the city's intellectual capital to support the development of innovative and financially sustainable interventions to tackle the climate emergency.

2. Developing partnerships for city net zero infrastructure investment

2.1. Establish thematic city partnerships to identify opportunities for collaboration, align investment plans, and develop joint place-based approaches to net zero infrastructure investment in support of a city Green Investment Plan.

3. Developing and testing new finance models and scalable tests of change to support innovation

3.1. Develop innovative finance models that share risk and reward and deliver economic and social benefits for Edinburgh's citizens by exploring, for example, city investment bonds.

3.2. Seek funding to deliver scalable tests of change which use innovative finance models to deliver place-based net zero projects.

4. Collaborating to develop a citywide pipeline of green investment proposals and Green Investment Plan

4.1. Increase capacity and resources to develop feasibility studies and business cases that enable the development of a pipeline of investible projects.

4.2. Collaborate with green finance experts to support the resourcing and delivery of major city climate projects, beginning with the city Water Vision.

4.3. Develop a Green Investment Plan and programme for the city, aligning investment and infrastructure proposals to support increased net zero investments in the city.

5. Delivering place-based net zero investment at scale

5.1. Develop strategic approaches to mobilising place-based finance for net zero development and investment.

5.2. Call on the Scottish Government to work with public bodies to develop joined-up funding streams to deliver place-based investment at a scale

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which supports the transition to net zero.

5.3. Call on Scottish Government to ensure Edinburgh retains the economic benefits flowing from city partner investment in net zero action.

6. Developing a city-wide approach to dealing with residual emissions

6.1. Develop a city-wide approach to off-setting residual emissions in support of achieving net zero by 2030.

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Measuring Success

Monitoring city emissions

In 2020 and 2021, Edinburgh, along with almost 1,000 cities, states and regions across the globe, including more than 30 local authorities in the UK, reported through the Carbon Disclosure Project (CDP) reporting system.

CDP is an international non-profit organisation for companies' and cities' environmental reporting. It is the largest climate change focused data collection and assessment programme in the world.

A key element of the disclosure is the submission of emissions inventories which breakdown total emissions by activity. They are essential to help understand where progress has been made, and where efforts need to be accelerated.

Edinburgh is one of 95 global cities recently named as new generation of climate leaders on CDP 2021 A-List; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency.

Tracking and reporting

City emissions will be tracked on an annual basis and progress measured against a target trajectory, as illustrated in *Figure 27*.

This trajectory assumes that citizen and partner action will take time to build and will rapidly accelerate from around 2026 as learning from early action, innovation, and investment come together to drive whole-system change at pace.

This trajectory will be reviewed as required to take forecast residual emissions into account. City and Council emissions will be monitored and disclosed publicly on an annual basis through CDP[46]and the Public Bodies Climate Change Duties Report[47]. They will also be reported annually to the Council's Policy and Sustainability Committee, convened by the Council Leader.

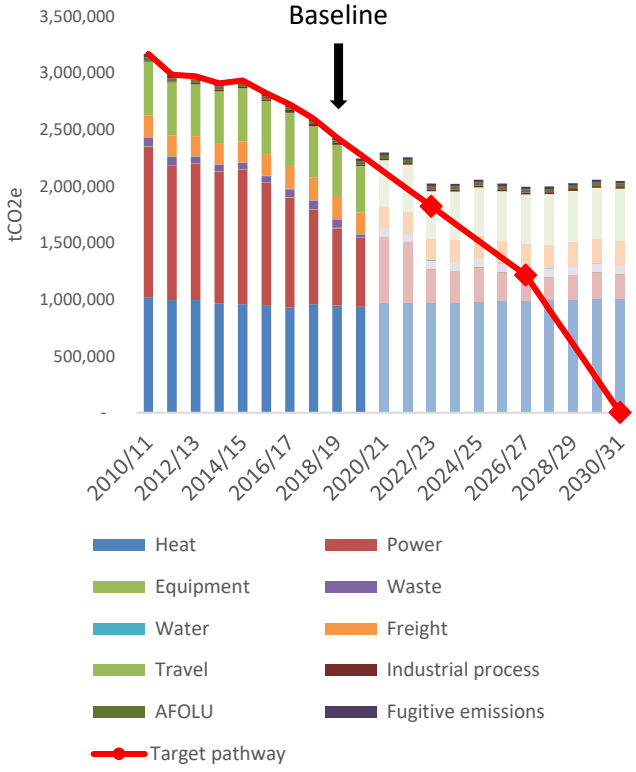

Figure 27: Edinburgh emissions sources and target pathway to 2030 (note: City's emissions based on the new Net Zero boundary. Darker shades represent historic emissions. Lighter shades represent Business as Usual projections

[46] City of Edinburgh Council Response, Carbon Disclosure Project, accessed June 2021

[47] Public Bodies Climate Change Duties reporting submissions, Sustainable Scotland Network, accessed June 201

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Signatories of the Edinburgh Climate Compact have also committed to monitor and disclose their organisational emissions.

Progress towards the strategy's delivery will be monitored through the strategy implementation plan, which sets out the following for each of the strategy's actions:

- key deliverables
- milestones and timescales for delivery
- lead delivery partner(s); wider delivery partners; Council contact
- resources

Measuring co-benefits

The reporting priority will be on the achievement of the net zero emissions target by 2030 (both for the Council's operational emissions and the city), but a range of other indicators will also be used to monitor, measure and report progress against the strategy's wider outcomes.

This will provide a comprehensive view of Edinburgh's wider sustainability progress and achievement of co-benefits.

These indicators are detailed in the implementation plan which accompanies this strategy and will be reviewed and revised as more data becomes available.

Reporting on the 2030 Climate Strategy will not replace existing reporting by the council and city partners.

Carbon Scenario Tool

The Council has collaborated with the Edinburgh Climate Change Institute (ECCI) to develop an open source quantitative emissions calculation tool. The 'Carbon Scenario Tool' has been designed to inform Council decision making, by giving councillors and officers validated data on emissions impact at project, programme or city level, presented as a dashboard which includes wider sustainability impacts, such as air quality. The tool allows the assessment of a wide range of projects, spanning from housing or transport to renewable energy generation – depending on the range and quality of data available for input. The tool is being further developed to help build capability for embedding climate impact into decision-making across Scotland through working with Scottish Government and the Scottish Cities Alliance.

Climate coalitions

Edinburgh is also a member of a range of other climate coalitions and reporting schemes, detailed at Annex 3. These include the Global Covenant of Mayors, for which the city received the maximum award of 6 badges in 2020 and 2021.

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Annex 1: Offsetting

The need for offsetting

Even with a radical shift in the way we live to drastically reduce emissions, it is unlikely we will be able to reach *absolute zero*. The scale of the challenge is such that it is not practically achievable to avoid all greenhouse gas emissions and some 'residual emissions' will remain. For example from waste management as recycling uses energy, or from electricity (as it is likely the UK grid will not be fully decarbonised by 2030).

To reach net zero, we can:

- directly remove these emissions locally - for example by planting trees within the city, or using 'negative emissions technologies' such as carbon capture and storage;

and / or

- purchase offsets from an accredited scheme which removes emissions from anywhere in the world (*Figure 28)*

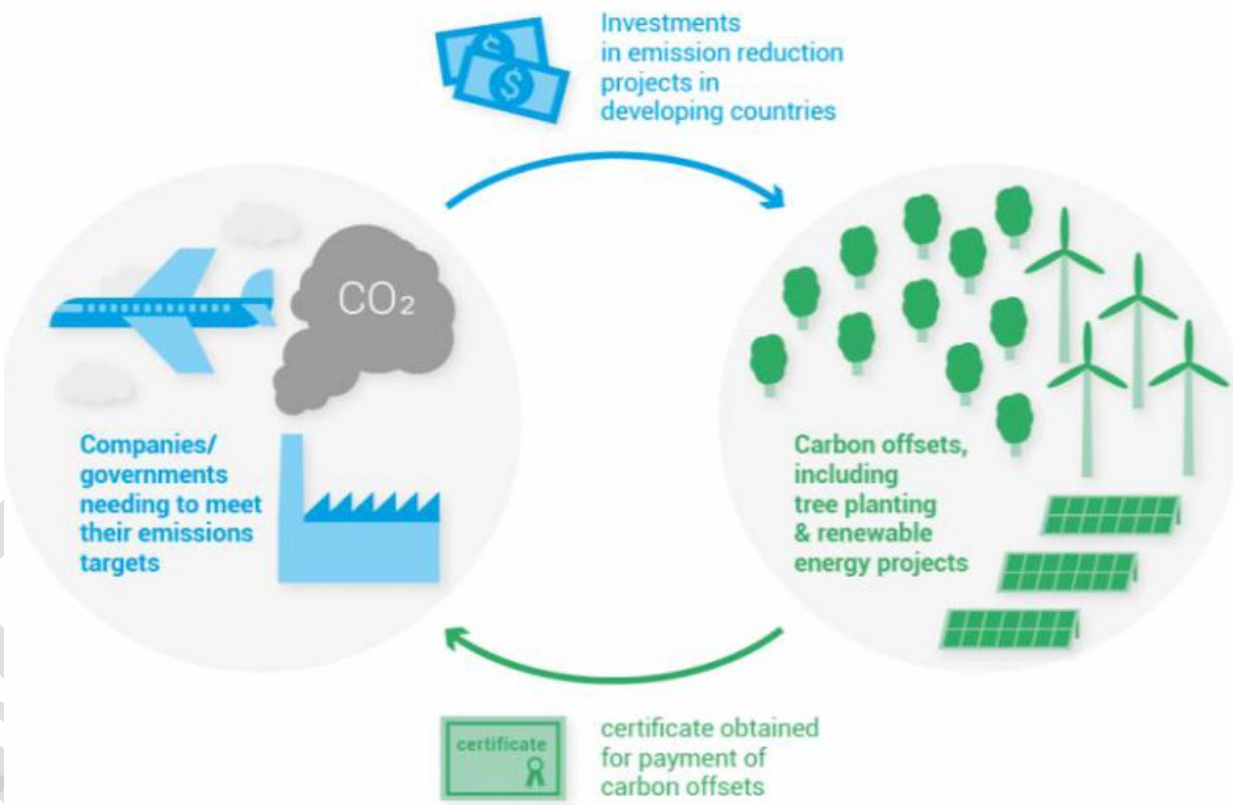

Figure 28: Explainer of carbon offsetting. Source: UN Environment Programme

There is scepticism around offsetting as there is a risk it can be seen as mitigating the need to focus on bringing about transformational change now. However, in almost all emissions scenarios analysed by the Intergovernmental Panel on Climate Change (IPCC), negative emissions technologies like the ones illustrated on *Figure 29,* play a role in achieving targets.

In other words, we will have achieved net zero emissions when:

a) The city's **greenhouse gas emissions**, expressed in tonnes of CO_2 equivalent (**CO_2e**), have been **reduced as much as practically achievable.**

b) As a last resort, residual emissions are counterbalanced by removing greenhouse gasses from the atmosphere (either directly within the city's boundary, or through the purchase of offsets), and or capturing and storing at least as much CO_2e as was emitted by the city.

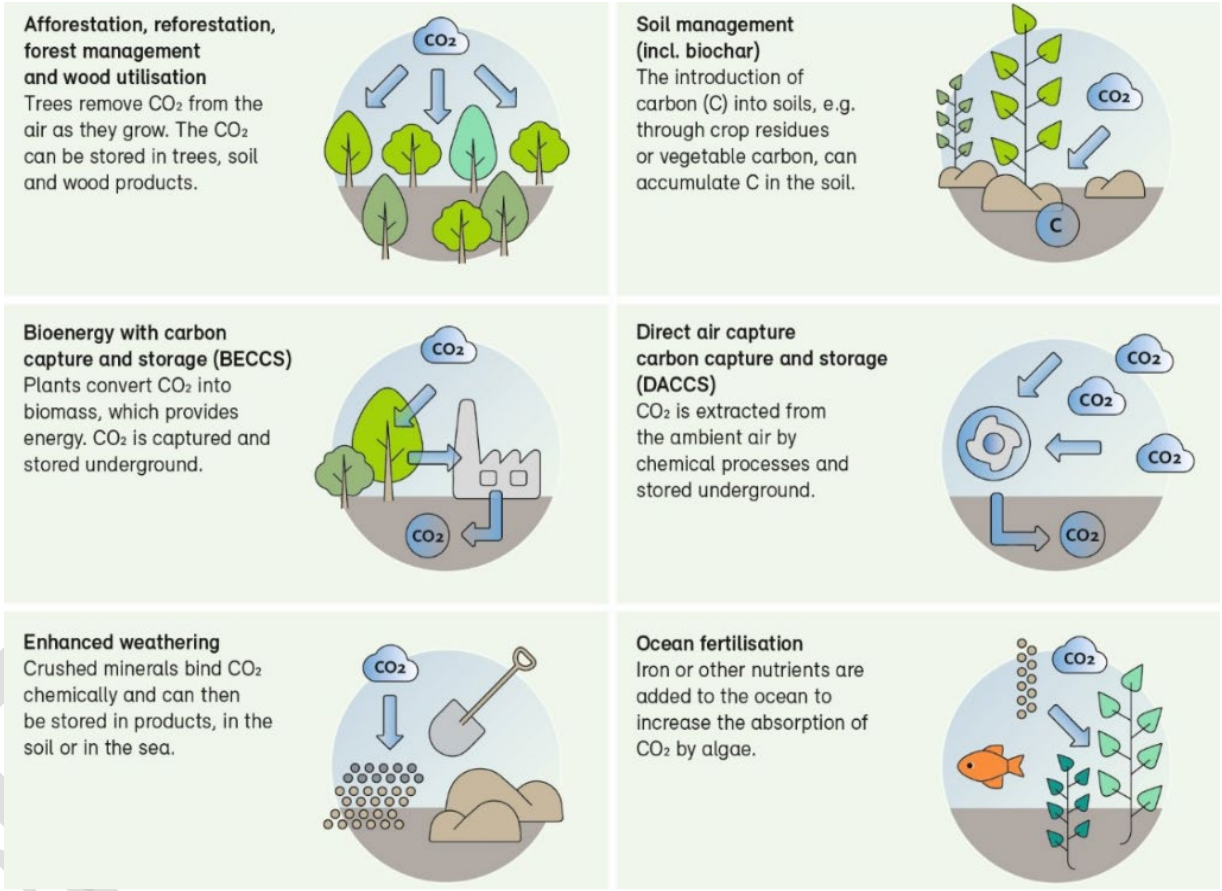

Figure 29: Possible approaches for negative emissions Source : Swiss federal office for the environment

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Different ways to remove carbon

Offsetting strategies that rely only on tree planting require a lot of space[48], and in an urban location, are unlikely to be feasible for the Council or city partners. According to the Royal Society, it is best to use a portfolio of approaches.

There are different options as illustrated on *Figure 29* on the previous page. They range from new technologies like Direct Air Capture and Carbon Storage (DACCS) to innovative agricultural practices with techniques to introduce more carbon into soils, green towers and vertical planting, or intelligent forest management to ensure optimal tree growth.

There are also techniques based on chemical reactions with CO_2, turning carbon from a gas into a solid. All these techniques are referred to as negative emissions technologies (NETs).

Carbon management hierarchy

Some organisations that have adopted offsetting have also made a policy decision to only use off-setting as a last resort, at the point that emissions have been reduced as far as practicable. How organisations choose to define 'as far as practicable' and 'last resort' may differ, as can how cost is considered - for example, where further emissions reductions would be technically possible, but would come at significant financial cost – potentially reducing the resources available to invest in other elements of climate action, such as adaptation.

Where organisations do choose to purchase off-sets, many will look to use schemes which have robust and transparent standards of verification and meet accredited quality principles. However, there is currently no universally accepted accredited scheme covering all the different types of offsets.

Local or global?

Scotland's target is a "net zero within boundary" target, meaning that the Scottish Government will not use international offsets to do its fair share to limit global warming. Local or regional offsetting projects ensure the money spent stays locally and can deliver a multitude of co-benefits like habitat provision for wildlife; recreation and wellbeing; flood protection; urban cooling, or cleaner air.[49]. However, at the very local level, different areas have different limits on the options available to them – for example, space to plant trees, or availability of underground carbon storage capacity.

A city-wide approach?

Offsetting is technically complicated and requires political and policy decisions, including the definition of quality principles and verification standards. At present, city partners each decide whether to offset and what approach to take, in line with their organisational responsibility for their policies and budgets.

For the city as a whole to be able to demonstrate it has met the net zero target, there will be a need to determine how off-setting should be treated and accounted for. There is a range of possible approaches, with each requiring further consideration and development.

Agreeing a city-wide approach to off-setting would allow city partners to develop a set of principles for off-setting – enabling a common approach to some of the policy issues described in this chapter.

There may also be scope to develop a city scheme for off-setting funds which partners could pay into, enabling local off-setting and the delivery of some of the co-benefits mentioned above. Membership of any scheme could be conditional upon signing

[48] For example, A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network research modelled emissions reductions of 65 percent from current levels and concluded that 517 million trees would need to be planted to off-set the remaining emissions. This would need land more than four times the total area of the city. A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network, 2020

[49] Advice on using nature based interventions to reach net zero greenhouse gas emissions by 2050, Natural Capital Committee, 2020

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up to the Edinburgh Climate Compact, to ensure that partners are also taking action to reduce their emissions as a priority.

There may be opportunities to learn from city partners such as universities, who are already thinking about sector-wide approaches, and there could be scope to work at a regional, or even national level - to allow offsetting between Scottish local authority areas based on land availability or other factors.

Getting an approach to offsetting right for the city is an important part of the strategy. We will therefore work with city partners, and potentially other local authorities and Scottish Government, over the longer term to consider and agree the best approach.

This will include jointly considering a policy position, strategy and budget for off-setting that clarifies when off-sets would be used and which quality principles must be met, including the standards of verification to be applied to different types of off-sets.

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Annex 2: Glossary

Term	Meaning
20-minute neighbourhood	The '20-minute neighbourhood' model is an approach to designing and locating public services and amenities so that people can meet most of their daily needs within a short trip by foot, cycle, or public transport from where they live. (*Source: Council's business plan 2021-2026*)
Adaptation	Climate change adaptation is the process of adjusting to current or expected climate change and its effects. *(Source: IPCC)*
Active travel	Making journeys by physically active means such as walking, cycling, wheeling, or scooting.
Biodiversity	Biodiversity collectively describes millions of unique living organisms that inhabit earth, and the interactions among them. (*Source: European Environment Agency*)
Carbon Dioxide (CO_2)	A naturally occurring gas and one of the most abundant greenhouse gases in the atmosphere. Carbon dioxide is also a by-product of industrial processes, burning fossil fuels and land use changes.
Carbon Dioxide Equivalent (CO_{2e})	Universal unit of measurement used to compare the relative climate impact of the different greenhouse gases. The CO_{2e} quantity of any greenhouse gas is the amount of carbon dioxide that would produce the equivalent global warming effect.
Carbon neutrality	When CO_2 emissions caused by humans are balanced globally by CO_2 removals over a specified period (*Source: IPCC SR15*). This does not apply to other greenhouse gases.
Carbon Footprint	The sum of all emissions (in CO_2e), which were produced by an individual or organisation in a given time frame. Usually a carbon footprint is calculated for the time period of a year.
CCC	Committee on Climate Change. The Committee on Climate Change is an independent body established under the Climate Change Act (2008) that advises the UK Government on setting and meeting carbon budgets and on preparing for the impacts of climate change.
Circular economy	The principle of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. *(Source: Ellen MacArthur Foundation)*
City Partners	Public, private, community and voluntary sector organisations who can have an impact on the city's emissions by reducing their own footprints or collaborating to unlock change.

Civil Society	Civil society refers to a wide array of organizations: community groups, non-governmental organizations [NGOs], labour unions, indigenous group organisations, charitable organizations, faith-based organizations, professional associations, and foundations. (*source: The World Bank*)
Clean energy	Energy that comes from renewable, zero emission sources which do not pollute the atmosphere when used
Climate Change	The large-scale, long-term shift in the planet's weather patterns or average temperatures.
Co-benefits	The positive effects that a policy or measure aimed at one objective might have on other objectives. *(Source: IPCC 5th Assessment Report)* Within the context of this strategy, these are the positive benefits related to the reduction of greenhouse gases, and range from improved public health, job creation, ecosystem preservation and biodiversity improvement, noise reduction, to improved access to mobility services, plus others.
Community wealth building (CWB)	Community wealth building (CWB) is a system-changing approach to community economic development that works to produce broadly shared economic prosperity, racial equity, and ecological sustainability through the reconfiguration of institutions and local economies on the basis of greater democratic ownership, participation, and control. (*Source: Community-Wealth.org*)
EnerPhit/ Passivhaus	EnerPHit is the established standard for refurbishment of existing buildings using the PassivHaus basic principles and components. The Passivhaus Standard for new construction is not always achievable for works to existing buildings. For this reason, PHI (Passive House Institute) developed the 'EnerPHit – Quality Approved Energy Retrofit with Passive House Components' certification process for existing buildings. Significant energy savings of between 75 percent and 90 percent can be achieved even in existing buildings The basic 5 principles of the Passivhaus Standard are still used to achieve the EnerPHit Standard; • optimising thermal insulation levels • reduction of thermal bridges • high thermal performance windows • considerably improved airtightness • good indoor air quality maintained by a ventilation with heat recovery system with highly efficient heat recovery levels
ESESCRD	Edinburgh South East Scotland City Region Deal is a collaboration of partners from six Scottish Local Authorities that partners with UK Government and Scottish Governments to deliver transformational change to the city regional economy

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Fabric first	An approach to building design which involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building services systems. (*Source: Carbon Futures)*
Greenhouse gas (GHG)	The collective term for emissions which contribute to the greenhouse effect by trapping heat from the sun. Carbon dioxide is a greenhouse gas, but other gasses such as methane also contribute to the greenhouse effect.
Green recovery	Making sure that a cleaner, greener future is at the heart of plans to rebuild a strong economy after COVID-19.
Green Infrastructure	Green infrastructure is a network of multi-functional green space and other green features, urban and rural, which can deliver quality of life and environmental benefits for communities – for example street trees, green roofs or walls, rain gardens etc*. (Source: Adapted from TCPA)*
Green/grey/brown hydrogen	Hydrogen, in itself, is a clean fuel. Manufacturing hydrogen fuel, however, is energy-intensive and has carbon byproducts. Brown hydrogen is created through coal gasification. Grey hydrogen is created from natural gas and throws off carbon waste. Blue hydrogen uses carbon capture and storage for the greenhouse gases produced in the creation of grey hydrogen. Green hydrogen production is the ultimate clean hydrogen resource and uses renewable energy to create hydrogen fuel *(Source: Utility Analytics Institute)*
Green/ Blue network	A strategic network of woodland and other habitats, active travel routes, greenspace links, watercourses and waterways, providing an enhanced setting for development, connecting and linking habitats and providing improved opportunities for outdoor recreation, well-being and cultural activity.
Greenspace	Any vegetated land or water within an urban area. This includes, parks, gardens, playing fields, children's play areas, woods and other natural areas, grassed areas, cemeteries and allotments. It also includes green corridors like paths, disused railway lines, rivers and canals and derelict, vacant and contaminated land which has the potential to be transformed (Source: *Greenspace Scotland*)
Geothermal	Relating to or produced by the internal heat of the earth.

Grid decarbonisation	Decarbonising the grid means decreasing the emissions per unit of electricity generated. The electricity grid will decarbonise over time thanks to the UK generating an increasing proportion of its energy from wind power and other renewable sources.
Heat network	Heat networks (also known as district heating) supply heat from a central source to consumers, via a network of underground pipes carrying hot water. Heat networks can cover a large area or even an entire city or be fairly local supplying a small cluster of buildings. *(Source: Department for Business, Energy and Industrial Strategy)*
IPCC	Intergovernmental Panel on Climate Change, a research group created by the World Meteorological Organization and the United Nations Environment Programme, responsible for surveying and synthesising scientific work on climate change.
Just transition	A just transition seeks to ensure that the benefits of a transition to a green economy are shared widely, while also ensuring those facing disadvantage are not negatively impacted – be they countries, regions, industries, communities, workers or consumers. (*Source: Adapted from European Bank for Reconstruction and Development)*
Landfill	Disposal of waste material by burying it under layers of earth.
LOIP DG	The Local Outcome Improvement Plan Delivery Group is part of the structures supporting community planning in Edinburgh. It is accountable to the Edinburgh Partnership Board and has a remit to lead, deliver and progress Edinburgh's local outcome improvement plan. Group membership is drawn from community planning partners across a range of sectors
Nature Based solutions	Working with nature to address societal challenges, providing benefits for both human well-being and biodiversity.
Negative emissions technologies (NETs)	NETs are novel processes that aim to remove greenhouse gases from the atmosphere and hold them in long-term storage.
Net-zero emissions	Where any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the "net" effect is zero emissions. *(source: Scottish Government)*
Offsetting	The process of trying to reduce the damage caused by releasing carbon dioxide into the environment by doing other things that remove carbon dioxide, for example, by planting trees". *(Source: Cambridge Dictionary)*

Rain garden	A rain garden is a garden designed to temporarily hold and soak in rainwater runoff that flows from roofs, driveways, patios or lawns. Compared to a conventional lawn, rain gardens allow for 30 percent more water to soak into the ground. A rain garden is dry most of the time. It typically holds water only during and following a rainfall event. (*Source: Groundwater Foundation*)
Retrofit	Modifications to existing buildings that improve energy efficiency or decrease energy demand and may include installation of low carbon heating systems.
Resilience	Resilience is defined as the capacity to recover quickly from difficulties or shocks. Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate. Improving climate resilience involves assessing how climate change will create new, or alter current, climate-related risks, and taking steps to better cope with these risks. (*Source: Climate Resilience Portal*)

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Annex 3: Edinburgh coalition involvement

Building meaningful connections to accelerate climate action

National and global climate networks enable knowledge sharing between members to quickly scale up climate action across the world, raise the voice of local governments and their partners on the global stage, and highlight the role of cities, and their collective power in delivering on the ground carbon reductions.

Edinburgh has joined a number of coalitions and networks:

Edinburgh is one of only 15 European cities to be part of the EIT Climate-KIC Healthy, Clean Cities Deep Demonstrator programme. This allows us to work with the Climate Knowledge Innovation Community and its partners to learn from other European cities and design a series of 'tests of change' to be implemented in the next five years.

In February 2020, the Edinburgh Climate Commission for was launched, co-sponsored by the Council. The Commission brings together city partners from across the private, public, academic and community and voluntary sectors to offer independent advice, expertise and challenge to the city to support accelerated action on tackling climate change.

In December 2020, the Council signed the Edinburgh Climate Compact launched by the Climate Commission, along with nine other signatories representing the health, finance, energy, construction, education, transport, arts and culture sectors. Signatories pledged to deliver key climate commitments.

Edinburgh signed up to the Global Covenant of Mayors initiative in 2011 and to the Mayors Adapt initiative in 2015. Since 2016, both initiatives have merged within the Covenant of Mayors for Climate and Energy - a global coalition of city leaders addressing climate change by pledging to cut greenhouse gas emissions and prepare for the impacts of climate change. In 2020 and 2021, the City has been awarded with the maximum of six badges recognising its climate mitigation and adaptation efforts.

CITIES

In 2020 and 2021, Edinburgh, along with almost 1,000 cities, states and regions across the globe, voluntarily reported through the Carbon Disclosure Project (CDP) reporting system. CDP is an international non-profit organisation for companies' and cities' environmental reporting (*cf monitoring success section*).

Edinburgh is one of 95 global cities recently named as new generation of climate leaders on the CDP 2021 A-List; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency

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The City of Edinburgh Council is also a member of UK100 (and of its ambitious Net Zero Local Leadership Club), a UK network for locally elected leaders who have pledged to do everything within their power to rapidly cut greenhouse gas emissions.

Edinburgh joined Cities CAN-B,[50] a global movement designed to mobilize hundreds of thousands of people (citizens and organizations) to collaborate in pursuit of the UN Sustainable Development Goals. This movement aims promote a cultural change that redefines the way we assume our responsibility and our impact on the cities we build and inhabit.

Building momentum in the run up to COP26 coming to Scotland

COP26 is a major United Nations climate change summit taking place in Glasgow from 1-12 November 2021 under the presidency of the UK government, and is being hosted in Scotland for the very first time. COP26 represents an important opportunity for Edinburgh to demonstrate the steps we are taking as Scotland's capital, to tackle climate change and build the partnerships we need to help deliver a net zero city. Edinburgh has joined four initiatives connected to COP26:

- UN COP26 Cities Race to Zero is a global campaign to rally leadership and support from businesses, cities, regions, investors for a healthy, resilient, zero carbon recovery that prevents future threats, creates fair work, and unlocks inclusive, sustainable growth.
- UN COP26 Cities Race to Resilience, a sibling campaign to Race To Zero. The campaign sets out to catalyse a step-change in global ambition for climate resilience, putting people and nature first in pursuit of a resilient world where we don't just survive climate shocks and stresses but thrive in spite of them.
- UK100 Net Zero Pledge, a public commitment to bring council organisational emissions to Net Zero by 2030 and wider communities' emissions in line with Net Zero as soon as possible (and by 2045 at the latest).
- The establishment of a COP26 Edinburgh Events steering group, with members to include the City of Edinburgh Council, Edinburgh University, Festivals Edinburgh, Edinburgh business and other partners, to maximise opportunities for the city from participation and attendance at COP26 and associated events.

[50] Cities CAN-B, accessed June 2021

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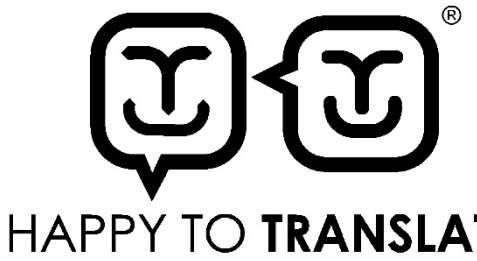

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Net zero development and growth – outcomes and indicators		
Key strategy outcome	**Key indicator(s) and data source**	**Baseline**
People can access the support they need in the places they live, and work and local neighbourhoods are resilient to the 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)
	Resilience measures to be developed following completion of citywide climate change risk assessment – using best available data sets	N/A
	20 Minute Neighbourhoods to be developed in line with Business Plan and 20-minute neighbourhood strategy. Will be reported when available	N/A
City development and investment deliver net zero growth and economic opportunities that protect and enhance the environment.	Proportion of Energy Performance Certificates for completed developments exceeding the statutory minimum of bronze standard Source: 'Completion Certificates Statements of Sustainability' submitted to Building Standards authority'	Data available from 2022/23
	Extent of tree canopy coverage in Edinburgh Source: Update to the 2011 i-Tree Eco survey – a report of Edinburgh City Council and Forestry Commission Scotland	62 trees per hectare (average) Canopy cover 17%. (2017)
The city's wildlife is thriving, and biodiversity is enhanced, protecting the city's ecosystem and helping absorb carbon.	Ecosystem health indicator in development through Edinburgh Biodiversity 2030 Strategy and 6th Biodiversity Action Plan - will be available in 2022	Data avalable 2022

Net zero development and growth – implementation plan								
Deliverables		**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.	**Laying the policy foundations to support net zero development which designs in climate resilience**							
1.1	Set new planning policy and guidance within the City Plan 2030.	• Edinburgh City Plan 2030 submitted to the Scottish Government for examination in 2022, Plan adopted in 2023	x	x			**The City of Edinburgh Council** City partners, Edinburgh Biodiversity Partnership, The Scottish Government, private sector developers, construction industry, Edinburgh Living Landscape Partnership Council contact: Iain McFarlane	• Project team in place (City of Edinburgh Council)
		• Supporting guidance for the City Plan 2030 is developed that identifies actions that protect, enhance, and create greenblue infrastructure		x				
		• Planning strategy and policies are reviewed to ensure new buildings reflect the city's net zero target and support adaptation of the built and natural environment to be resilient to future climate change (coming into effect when City Plan 2030 is adopted in 2023)	x	x				
1.2	Work with developers, investors and landowners to deliver net zero climate resilient development of the city	• Subject to support for legislative change, review local planning guidance to encourage net zero climate resilient development decisions (including higher density/mix of use sites), including using whole life carbon scenario assessments when replacing existing buildings.	x				**The City of Edinburgh Council** City partners, Edinburgh Biodiversity Partnership, The Scottish Government,	• Project team in place (City of Edinburgh Council) • £50m Low Carbon Vacant & Derelict Land Investment Programme from Scottish Government (PfG)

		• Consult with developers, investors and landowners to detail options for incentivising and influencing early adoption of new net zero climate resilient building standards due for introduction from 2024	x	x			private sector developers, construction industry. Council contact: Iain McFarlane	
		• Engage with developers to support the application of existing guidance and best practice for assessing whole of life costs and emissions impacts of planned developments	x	x				
2.	**Re-designing services to meet citizen's needs locally**							
2.1	Re-design services and amenities to deliver sustainable 20-minute neighbourhoods across hub locations.	• Proposal/implementation plan for first phase of 20-minute neighbourhood strategy		x			**City of Edinburgh Council** Voluntary sector organisations, NHS, higher education sector, Police, Fire Council contact: Daisy Narayanan	• Recruiting CEC project team • £0.5m CEC (over 2 yrs) • Supported by elements of £1.998m SG Place Based Investment Programme (SGPBIP) for 21/22 • £325m SGPBIP (PfG) • Cost estimates to be developed as part of business cases. • Further bids to SGPBIP planned for 2025/26
		• Plan in place to deliver community hubs across the city by 2030 – with monitoring, evaluation and reporting in effect		x	x	x		
3.	**Leading the way on net zero development**							
3.1	Work with public sector partners to identify opportunities for exemplar	• Commit to all City of Edinburgh Council new build operational estate to be Passivhaus standard with LZC primary plant	x	x	x	x	**The City of Edinburgh Council/** Energy Efficient Public Buildings Partnership	• Current Partner capital programme spending

	policy approaches for new build operational estate	• Share learning from public sector partners approaches to improving energy efficiency in public sector new build operational estate with the new Energy Efficient Public Buildings Partnership		x	x		Council contact: Patrick Brown	
3.2	All new Council-led housing developments within the 10-year sustainable housing investment plan will be net zero.	• Approx. 260 new net zero housing units delivered at Powderhall		x			**City of Edinburgh Council** Council contact: Elaine E Scott/Tricia Hill	• CEC project team in place • £2.8bn over 10 years (Housing Revenue Account Budget Strategy) • LCTIP; Housing grants; innovation funds • Further applications to be made in relation to low carbon infrastructure, housing grants and innovation funds
		• Approx. 440 new net zero housing units delivered at Fountainbridge		x				
		• First net zero developments complete and occupied in Western Villages/Granton		x				
		• Approx. 595 new net zero housing units delivered at Meadowbank			x			
		• Incorporate building innovation and emerging technology into pipeline of net zero housing projects to be delivered over next 10 years.		x	x	x		
3.3	All new build learning estate projects will meet the Scottish Government's Learning Estate Investment Programme energy target and work towards the Scottish Net Zero Public Sector buildings standard.	• All new learning estate projects opening in 2025 and beyond will be constructed to achieve Passivhaus accreditation.			x	x	**City of Edinburgh Council** Council contact: Crawford McGhie	• CEC capital programme

3.4	Develop innovative approaches to net zero development and construction which address both operational and embodied emissions	• Building on the construction methodology pilot, carry out further research into approaches to delivering whole-life net zero developments across primary, operational and embodied emissions	x				**City of Edinburgh Council,** Anderson, Bell & Christie Council contact: Tricia Hill	• £134k (Scottish Enterprise Green Jobs Fund)
		• Develop methodologies for measuring carbon capture from placemaking interventions to support the delivery of net zero operational and embodied emissions from new developments		x				
		• Ensure the Housing and Construction Skills Gateway component of the Integrated Regional Employability and Skills programme emphasises low-carbon and sustainability skills	x				**ESECRD partners / EEPBP** Developers, Registered Social Landlords, private sector Council contact: Andy Nichol	• To be delivered within existing city region deal resources
		• Deliver a new Timber Technology Engineering & Design Pathway (Timber TED) to improve net zero construction workforce availability through upskilling participants in sustainable construction.	x					
3.5	Develop an off- site net zero construction methodology through the Edinburgh Home Demonstrator (EHD) project	• Use of offsite manufacturing to increase quality of build, increase performance, and reduce waste	X				**Scottish Government/ Scottish Futures Trust and the City of Edinburgh Council** Construction Scotland Innovation Centre, Edinburgh Napier University, and Offsite Solutions Scotland	• Programme Team in place to support demonstrator project (funded through Scottish Government £.5m to 2022) • Capital funding through the Council's HRA Capital programme for the delivery of the pilot site £15.8m
		• Application of net zero carbon standard on new build homes	X					
		• Develop 'community carbon' approach – quantifying carbon capture of landscape surrounding developments	X					

		• Research to understand embodied carbon of buildings and materials, starting with assessment of current housing to establish baseline and support development of future plans to reduce embodied carbon	x				Council contact: Tricia Hill	
		• Undertaking post occupancy monitoring through the pilot housing project		x				
4.	**Renewing the focus on climate resilience and accelerating the adaptation of the city**							
4.1	Undertake a city-wide climate change risk assessment and cost analysis (CWCCRA)	• Citywide climate change risk and economic impact assessment (CWCCRA) complete	x				**City of Edinburgh Council / Edinburgh Adapts Steering Group** ESESCRD Partners Edinburgh Climate Change Institute Council contact: Beth Hall	• £20K (CEC) to support initial CWCCRA
4.2	The City of Edinburgh Council will convene city and region partners to collaborate on a long-term '*Climate Ready Edinburgh*' plan taking full account of the city's natural assets	• Council planning, flooding, green infrastructure and nature-based solutions climate risk and adaptation impact assessment completed	x				**City of Edinburgh Council / Edinburgh Adapts Steering Group** ESECRD partners, Edinburgh Climate Change Institute; private sector developers, construction industry partners and other wider city partners Council contact: Beth Hall	• Further resourcing to be addressed through adaptation plan investment strategy
		• Renew city adaptation partnerships and ensure clear linkages to governance of city strategic action on climate change	x					
		• Develop a pipeline of joint priority investment proposals which respond to the key climate change impact risks identified within the CWCCRA		x				
		• Develop a new city adaptation plan and investment strategy by 2022/23 (informed by CCRA)		x				

4.3	Adapt Edinburgh's World Heritage Site to be resilient to the impacts of climate change	• Carry out a climate change risk assessment (CCRA) for Edinburgh's World Heritage Site, considering future climate impacts on heritage and other buildings	x				**Edinburgh World Heritage, Historic Environment Scotland, the City of Edinburgh Council** Edinburgh Adapts Steering Group, The Scottish Government, private sector developers, construction industry Council contact: Beth Hall	• Resource in place from lead partners • PCAN Climate Change Risk Assessment contribution £29,000 • Supported by elements of £10.236m over 2021-2031 (CEC Budget Strategy; Home-Owners Adaptation Grants and Other Housing and Regeneration) [not currently possible to identify proportion going to homes/buildings/other infrastructure within EWH site]
		• Integrate climate risks and impacts identified in the P-CAN funded CCRA into next World Heritage Management Plan	x	x				
		• Deliver a heritage retrofit pilot to test innovative approaches and inform future investment strategy		x				
		• Develop an WHS Site retrofit investment strategy and delivery plan, drawing on the PCAN-funded CCRA and Climate Vulnerability Index for the World Heritage site.			x	x		
	Develop a regional approach to climate change risk assessment and adaptation maximising opportunities to enhance the natural environment	• Develop a business case for a regional climate change impact risk assessment, focusing on the Forth estuary and ESECRD local authority areas	x				**ESECRD partners**; Adaptation Scotland; wider partners through business case development Council Contact: Andy Nichol / Beth Hall	• Potential public / private investment to be scoped as part of business case development
		• Carry out a regional climate change impact risk assessment, subject to resources and agreement with partners		x				
		• Align city and regional responses to climate change impacts to maximise opportunities for place-based whole-system approaches to adaptation and resilience.		x				

		• Scope a portfolio of regional climate adaptation projects and investment opportunities to reduce the avoidable costs of climate impact on infrastructure		x	x			
5.	**Developing a long-term and sustainable approach to water management across the city**							
5.1	Deliver a Water Management Vision and Strategy identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding in the city.	• Deliver surface Water Management Plans across the city to further understanding of flooding and prioritise action	x	x	x	x	**City of Edinburgh Council** Scottish Water/SEPA Blue Green City Partnership - working group of Edinburgh and Lothians Drainage Partnership Council contact: Stephen Knox / Gareth Barwell	• City Partners to agree resourcing and funding approach through development of the Climate Ready Edinburgh Plan • Green finance from Blue green city partnership group to be considered • Scoping work to consider use of developer contributions and blended financing models will be undertaken
		• Development of Water Management Vision and Strategy (including identifying resourcing mechanisms and requirements for delivery) alongside public consultation and communications campaign.		X				
		• Plan, design, resource and retrofit high risk areas prone to flooding (eg Craigleith) with SUDS systems to manage surface water		x	x	x		
		• Work with Scottish Water and SEPA to partner with local schools within strategic planning catchments to deliver SUDS projects supported by a community engagement and education program.		x				
5.2	Integrate design for water and flooding within the urban landscape using blue-green infrastructure.	• Strategic Flood Risk Assessment completed for City Plan	x				**City of Edinburgh Council** Council contact: Iain McFarlane	• Project team in place (City of Edinburgh Council)

		• Update guidance to reflect future water and flooding design principles (to come into effect when City Plan 2030 is adopted)	X	X			**City of Edinburgh Council** Council contact: Iain McFarlane	• To be delivered as part of existing Council teams • Rainwater design factsheets £25k – with potential funding from Sustrans, SEPA, Nature Scotland.
		• Deliver Sustainable Rainwater Design Guidance and Factsheets to support new City plan 2030 policy and inform retrofit projects	x	x	x			
		• Develop Council process (including planning, road construction, documentation and mapping, sign off, and charging mechanisms) to support the introduction of water/drainage maintenance agreements with Scottish Water (Section 7 Agreements (of the Sewerage (Scotland) Act 1968)). Note: action subject to resources		X	X		**City of Edinburgh Council,** Scottish Water Council contact: Gareth Barwell	• Resource proposal under consideration for Council resource to establish process - working across roads/planning/parks and Scottish Water
	Deliver a network of green and blue spaces across the city which help protect our communities from climate change impacts, provide active travel routes, and protect and enhance the city's natural environment and biodiversity	• Develop and deliver a Greenblue Network and Active Travel Network for the city highlighting key areas where greenblue infrastructure projects would have the greatest benefit in terms of reduction in flooding with ecosystem service benefits for carbon, air pollution, noise and habitat linkage.		x	x	x	**City of Edinburgh Council** Scottish Water/SEPA 'Blue Green City Partnership' - working group of Edinburgh and Lothians Drainage Partnership, Edinburgh Living Landscape Partnership, Scottish Wildlife Trust, Nature Scot Council contact: Iain McFarlane	• Funding to be secured with delivery partners • Scottish Government investing £500m in the natural economy, including the expansion of the Nature Restoration Fund and creation of local nature networks (PfG)
6.	**Protecting and enhancing the city's natural capital to improve health and well-being, capture carbon, and deliver nature-based solutions to climate resilience**							

6.1	Deliver a co-ordinated approach to managing and enhancing Edinburgh's natural assets across key public sector operational estate sites	• Set new planning policy and guidance within the City Plan 2030 which protect of greenspaces and biodiversity	x	x			**NHS Lothian / City of Edinburgh Council;** Edinburgh Partnership Council Contact: Place Directorate	• Existing CEC and NHS Lothian biodiversity / greenspace investment • Additional funding to be secured with delivery partners (inc. Scottish Government funding)
		• Conduct a greenspace and biodiversity audit of key sites within the public sector operational estate with recommendations to protect, enhance and expand our environmental assets	x					
		• Prepare a greenspace management plan for key geographic sites within the public operational estates to improve biodiversity, climate resilience and encourage greater use		x				
		• Ensure good quality greenspace design is incorporated into Council/NHS-led new build and refurbishment programmes for operational estate		x				
		• Develop joint place-based approaches to maximising the ecological services delivered by the city's green and blue spaces		x				
6.2	Deliver a city-wide programme to manage, protect and enhance greenspace and biodiversity – addressing the ecological and climate emergencies	• Develop an Edinburgh Biodiversity 2030 Strategy and supporting Edinburgh Biodiversity Action Plan, including establishing funding approach, partnerships for delivery, and other relevant supporting requirements	x				**City of Edinburgh Council** Partners: Edinburgh Biodiversity Partnership, Edinburgh Living Landscape Partnership, Edinburgh	• Council project staff in place. • Partner resource available through Edinburgh Biodiversity Partnership. • Additional funding to be secured with delivery

		• Deliver the Biodiversity Strategy and Action Plan to 2030 by developing priority projects to protect and enhance green space, species conservation, improving habitat conditions, extent and connectivity to support a climate ready, resilient natural environment.	x	x			Adapts Partners, NatureScot, SEPA. Council contact: Daisy Nayaranan	partners (inc. Scottish Government funding)
		• Promote 'nature positive' and low carbon greenspace management through resources on the Edinburgh Biodiversity website and social media channels, and working with land managers and communities to enhance biodiversity through site management.		x	x			
	Deliver nature-based solutions to the impacts of climate change	• Protection of existing mature trees in designated areas and delivery of Million Tree City initiative to maximise opportunities for carbon capture, rainwater interception and air pollution benefits	x	x	x	x	**City of Edinburgh Council** Edinburgh Biodiversity Partnership, Edinburgh Living Landscape Partnership, and wider sector partners Council contact: David Jamieson	• An initial £298,055 funding secured from Woodland trust for Million trees initiative -funding in place until March 2023. • Grant funding options will be explored to enable the completion of the planting programme.
		• Development of Thriving Greenspaces Strategy – 30 year strategy for Edinburgh's public parks and greenspace	x					• Project team in place (City of Edinburgh Council – funded to March 2022). • Financial model and income generation strategy will be included in Thriving Greenspace strategy; initial
		• Delivery of Thriving Greenspaces strategic action plans which address impact of climate change		x	x	x		

		• Development and delivery of funding solutions to generate income, raise capital, develop business cases and increase commercial acumen and bid writing capacity to support deliver nature-based solutions contained within the Thriving Greenspaces Strategy and Edinburgh Nature Network Guide		x	x	x		investment will be needed to unlock full potential of income generation and other capital grants and investment funding. • Funding options to be explored to support required staffing and resources costs to deliver strategy and to deliver capital project.
6.4	Develop and deliver an Edinburgh Nature Network for the city	• Map Edinburgh's habitat network and ecosystem services (flood regulation, air purification, health benefits etc), identifying protection and site management measures that maximise multiple benefits for both people and nature	x				**The City of Edinburgh Council** Edinburgh Biodiversity Partnership, Edinburgh Living Landscape Partnership, and wider sector partners Council contact: David Jamieson	• Project team in place (City of Edinburgh Council – funded to March 202). • Funding options to be explored to support required staffing and resources costs to deliver strategy and deliver initiatives. • Thriving Greenspaces Strategy will include funding approaches to support delivery of actions.
		• Development and delivery of program of measures and actions as part of Edinburgh's Nature Network		x	x	x		
		• Develop a Natural Capital Account for Edinburgh that puts a financial value on benefits received from green spaces and provides an evidence-based analysis of the economic and social benefits of investing in them	x					
7	**Protecting the City's coast**							
7.1	Adapt the city's coast to be resilient to climate change, beginning with delivering	• Assess the risks, impacts and costs to Edinburgh's coast from sea level rise and coastal erosion	x				**City of Edinburgh Council**	• City Partners to agree resourcing and funding approach through the

	around 200 hectares of new and enhanced coastal park in Granton in north west Edinburgh.	• Use coastal assessment work and scenarios to adapt to them to inform planning and development decisions along Edinburgh's coast and inform a *Climate Ready Edinburgh* plan	**x**	**x**	**x**		The development sector, The City of Edinburgh Council, University of Glasgow, Transport for Edinburgh Council contact: Place Directorate / Sat Patel / Beth Hall	development of Climate Ready Edinburgh Plan • Costs to be informed by proposed greenspace strategy and outline business case for Granton development. • Developer contributions; and new finance models, e.g. Nature Climate Bonds to be considered as part of longer-term funding approaches
		• Work with regional partners to understand impacts and response at a regional level		**x**	**x**			
		• Implement costal protection actions, starting with Granton coastal park and consider next major projects drawing on risk assessment	**x**	**x**	**x**			
8	**Delivering rapid whole-system change**							
8.1	Call on the Scottish Government to use the lessons from responding to Covid to enable accelerated local action and decision making on tackling the climate emergency.	• Write to Scottish Government Ministers setting out the urgent need to review key national and local policy, fiscal and regulatory frameworks to support climate action at the pace and scale required to respond to the climate emergency	**x**				**The City of Edinburgh Council**, The Scottish Government Council contact: Beth Hall	• To be delivered within existing resources
		• Further engage Scottish Government Ministers through COSLA and the Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate	**x**	**x**			**The City of Edinburgh Council,** The Scottish Government, Edinburgh Climate Commission Council contact: Beth Hall	• To be delivered within existing resources
9	**Shared risk-taking to develop innovative solutions**							

9.1	Call on the Scottish Government to collaborate with the City of Edinburgh Council on shared risk-taking to develop innovative solutions to tackling climate change	• Collaborate with Scottish Government and city partners to identify resources to establish a join project team to develop a pipeline of investible sustainability projects	**x**	**x**			**The City of Edinburgh Council, The Scottish Government** Climate Strategy Investment Board Council contact: Place Directorate / Paula McLeay	• 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.

		• Write to Scottish Ministers seeking collaboration on:
		  • developing finance models which support shared risk and reward across national and local government, private investors, and other key city partners
		  • exploring innovative models for developing and implementing projects at scale and pace – e.g. regulatory 'sandboxes' for key demonstration projects to support the testing of new approaches within more permissive and flexible regulatory frameworks
			x				**The City of Edinburgh Council,** The Scottish Government
							
							Council contact: Beth Hall
								• To be delivered within existing resources

		• Further engage Scottish Government Ministers through the Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate	x	x			**The City of Edinburgh Council,** The Scottish Government, Edinburgh Climate Commission Council contact: Paula McLeay / David Cooper / Paul Jones	• To be delivered within existing resources
10	**Embed net zero climate resilient requirements**							
10.1	Call on the Scottish Government to embed net zero and climate resilience requirements into new and existing policy, legislation, regulations and statutory guidance.	• Write to Scottish Government Ministers setting out the key policy and regulatory changes required to support local climate action at the pace and scale required to secure a net zero, climate resilient city by 2030; including, but not limited to: ○ detailing the need for accelerated progress within cities in order to secure a net zero Scotland by 2045 ○ emphasising the Council's view in response to NPF4 that that delivery on net zero depends on the strength of policy wording with requirements for change (rather than support for change) and to ensure delivery as soon as possible the principles of the Position Statement to be given greater weight as they go through the process.	x				**The City of Edinburgh Council,** The Scottish Government, Edinburgh Climate Commission Council contact: Beth Hall	• To be delivered within existing resources

		• Further engage Scottish Government Ministers through the Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate	**x**	**x**			**The City of Edinburgh Council,** The Scottish Government, Edinburgh Climate Commission Council contact: Paula McLeay	
10.2	Call on Scottish Government to ensure Local Authorities have the powers and resources required to accelerate the pace of energy efficiency and climate resilience improvements to multi tenure tenement buildings	• Write to Ministers setting out need to review legislation (Tenement (Scotland) Act 2004) to offer homeowners, including Local Authorities, in their role as 'owner', greater powers to improve energy efficiency in multi tenure tenement buildings	**x**				**The City of Edinburgh Council,** The Scottish Government, Edinburgh Climate Commission Council contact: Beth Hall	• To be delivered within existing resources

Net Zero Energy Generation and Energy Efficient 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)
	Total non-domestic citywide buildings CO2e emissions. Source: City of Edinburgh Council net zero emissions inventory	853,792 tCO2e (2018/19)
The cost of heating and powering the city's homes and other buildings is reduced, helping to tackle fuel poverty	Percentage of households in fuel poverty Source: Scottish House Condition Survey	21% (2019)
	Average household fuel bill in Edinburgh Source: Home Analytics v3.7	£836 pa (Nov 2020)
Retrofit and energy infrastructure projects are delivering economic and social benefits to businesses and citizens, supporting a just transition	Benefits realisation (community benefits) - work in progress bringing together different procedures across the region, to ensure benefits are maximised and outcomes captured centrally. Relevant indicators from this work be reported when available. Source: Edinburgh and South East Scotland City Region Deal - Benefits Realisation Plan	N/A
	Mean household income Source: Scottish Housing Condition Survey	£32,800 (2019)
	Social capital - National figure available with work to understand if this can be replicated at Edinburgh level is possible to be undertaken. Will be reported if possible.	N/A

Net Zero Energy Generation and Energy Efficient Buildings								
Deliverables		**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.	**Laying the policy foundations**							
1.1	Set progressive planning policies to increase energy standards in new buildings.	• Edinburgh City Plan submitted to the Scottish Government for examination in 2022, Plan adopted in 2023 setting high energy standards for new developments		**X**			**The City of Edinburgh Council; the Scottish Government,** Developers, Registered Social Landlords Council contact: Nicky Brown / Iain McFarlane	• To be delivered within existing resources
1.2	Require the use of low and zero emissions technologies to heat and power the city's buildings.	• Scottish Building Regulations changes are in place raising Energy Standards and associated building regulation areas (incl. ventilation, overheating and electric vehicle charging infrastructure.		**x**			**The City of Edinburgh Council; the Scottish Government,** Developers, Registered Social Landlords Council contact: Nicky Brown / David Givan	• To be delivered within existing resources
2.	**Meeting the city's energy needs sustainably**							

2.1	Convene a City Heat and Energy Partnership *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*	• 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 Council contact: Place Directorate	• £30K (CEC Corporate Sustainability Programme) – Partnership Support Officer • £0.07m (CEC Corporate Sustainability Programme) – Consultancy support • £35K (SG) Local Heat and Energy Efficiency Strategy development support • In-kind staff time or other partner resources to be established through early stages of partner collaboration
2.2	Develop a city-wide heat and energy masterplan	• 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, including through development of an Energy Investment Strategy		**x**	**x**	**X**	**City Heat and Energy Partnership (as above)**	• Supported by resources assigned to City Heat and Energy Partnership
		• Agreement and implementation of delivery mechanisms to support heat and energy partnership work program		**x**	**x**	**x**		
3.	**Investing in heat and energy**							

3.1	Develop a long-term City Partner shared investment strategy to deliver the city-wide heat and energy masterplan	• 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 (as above)**	• 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
3.2	Agree appropriate delivery mechanisms for the energy investment strategy.	• Engagement with City partners, heat and energy partnership on options for delivery mechanisms for the energy investment strategy.	x				**City Heat and Energy Partnership (as above)**	• Supported by resources assigned to City Heat and Energy Partnership
	Meeting future energy demand							
4.1	Establish a strategic partnership with SP Energy Networks	• Partnership in place with agreed scope, work program and resourcing	x	x			**The City of Edinburgh Council, SP Energy Networks** City Heat and Energy Partnership Council Contact: Place Directorate	• SP Energy Networks (amount tbc following Ofgem determination in 2022)
		• Identify further measures required to reduce the cost of electricity in partnership with SP Energy Networks	x	x				
4.2	Align current and future grid development to the city's energy needs.	• Review and identification of planned future grid investment in the city (SP Energy Networks).	x	x	x	x	As above	• As above
		• Delivery of grid infrastructure works programme	x	x	x	x		
5.	**Developing regional energy solutions**							

5.1	Develop regional renewable energy solutions which draw on the area's wind, geothermal, hydro and solar assets.	• Strategic business case for the development of regional Sustainable Energy Management Systems developed - taking account of Energy Park Fife engineering and research zone, energy from waste plans, and coal field geothermal potential.	x				**Edinburgh and South East City Region Deal** City Heat and Energy Partnership Council contact: David Cooper	• Regional Energy Master System – funding and resource support from SGN and University of Edinburgh • ESECRD resource in place to support milestone delivery. • Pilot investment required will be scoped within strategic business case • SG LCITP successor fund • SG Green Investment Portfolio will bring £3bn of investment proposals to market by 2022, including renewable energy investments (PfG)
		• Regional renewable energy assets pilots agreed with partners		x	x			
		• Regional renewable energy pilots in delivery		x	x			
5.2	Learn from the H100 hydrogen pilot.	• Findings from pilots are incorporated into masterplan future work programme, including delivery and funding options			x		**City Heat and Energy Partnership** Council contact: Place Directorate	• To be delivered within existing resources • Supported by resources assigned to City Heat and Energy Partnership
5.3	Collaborate with regional partners to decarbonise the region's energy infrastructure	• 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 Council contact: David Cooper	• Resources to support masterplan development will be overseen by consortia partners
		• 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
6	**Developing heat networks**							

6.1	Identify heat network zones across the city.	• Identify heat network zones across the city to inform heat and energy masterplan		x			**The City of Edinburgh Council**, City Heat and Energy Partnership Council contact: Iain McFarlane	• To be delivered within existing Council resources • Supported by resources assigned to City Heat and Energy Partnership
6.2	Ensure all Council-led infrastructure investment plans consider opportunities to connect to heat networks, beginning with our learning estate programme.	• Consider opportunities to connect the learning estate to any emerging heat networks, ensuring outcomes inform wider council-led capital investment program developments		x			**The City of Edinburgh Council**, Zero Waste Scotland, City Heat and Energy Partnership, developers, private sector partners. Council contact: Place Directorate	• £30K awarded to CEC (SG LHEES development support) • Zero Waste Scotland capacity building support (SG) • Supported by resources assigned to City Heat and Energy Partnership • See also new national funding streams at 6.3 below
		• Develop investment approach in tandem with heat and energy masterplan and investment strategy		x				
		• Identify delivery partner and delivery approach - ensuring flexibility for range of sites.			x			
6.3	Work with communities and developers to deliver heat networks which meet the needs of key public sector buildings and major new developments across the city, beginning with Granton	• Undertake detailed technical feasibility study of opportunities to connect key public sector buildings and major new developments to heat networks		x			**City Heat and Energy Partnership** Developers, private sector partners, communities, Sottish Government. Council contact: Place Directorate / Sat Patel	• Funding of £0.150m from stage 3 Granton Waterfront budget for Waterfront energy solution OBC (including financial modelling, design progress and a commercial structure for delivery and operation).
		• Develop investment approach in tandem with heat and energy masterplan and investment strategy		x				

	Waterfront and the BioQuarter.	• Identify delivery partners and delivery approach			x		(Granton Waterfront) / David Cooper (Bioquarter)	With concurrent work underway to consider and and secure funding. • BioQuarter site-wide zero carbon energy solution - £17m with work underway to identify and secure funding. • SG District Heating Loan Fund (feasibility studies up to £20,000) • Heat and Energy Masterplan investment strategy • SG LCITP successor fund • SG HNEAC Fund (£50m for Scotland) • SG GGA (£200m available - up to £10m per project) • £400m for large scale heat decarbonisation projects across Scotland (SG PfG)
7	**Focussing on place-based energy projects**							
7.1	Collaborate on place-based joint energy infrastructure projects which maximise opportunities to deliver low-cost, clean, renewable energy to neighbourhoods and communities, with a focus on areas experiencing inequalities.	• Undertake feasibility studies to identify sites for joint energy infrastructure projects, beginning with Edinburgh BioQuarter, the Western General Hospital Heat Network, Granton Waterfront, and [University site tbc]		x			**As above**	• As above
		• Develop partnership energy infrastructure projects within key 20-minute neighbourhood hub locations to create local energy generation communities			x	x		

7.2	Align strategic investment in the electricity grid with development plans, to support increased local energy generation	• Scope the potential future net zero compliant pathways for distributed energy generation, using industry forecasts and the Committee on Climate Change Sixth Carbon budget scenarios	x				**SP Energy Networks** Council contact: Place Directorate	• SP Energy Networks (amount tbc following Ofgem determination in 2022
		• Undertake an economic analysis of the energy grid infrastructure investment required to support the forecast transition pathway for distributed generation	x					
		• Formulate a plan and investment strategy for developing the distribution network to support the forecast distributed generation growth		x				
	Developing community energy generation projects which build community wealth							
	Explore the potential for creating local energy generation communities as part of proposed net zero communities' pilots	• Scoping study complete	x				**City of Edinburgh Council;** Energy for Edinburgh; Edinburgh Solar Co-op; Climate KIC; SP Energy Networks; Community Councils Council contact: Place Directorate	• £60K (CEC 21/22 sustainability programme) – Community Energy project manager • Further resources to be identified and agreed between partners
		• Potential funding sources identified, and bids developed	x					
		• Pilot delivery (subject to funding)		x				
8.2	Develop a city-wide programme of community energy generation investment opportunities	• Scope opportunities to develop community energy generation projects, focusing areas most at risk of fuel poverty	x				**City of Edinburgh Council;** Energy for Edinburgh; Edinburgh Solar Co-op; Climate KIC; SP Energy Networks; Community Councils Council contact: Place Directorate	• £60K (CEC 21/22 sustainability programme) – Community Energy project manager • SG District Heating Loan Fund (feasibility studies up to £20,000) • SGHNEAC Fund (£50m for Scotland)
		• Bring forward a programme of investment opportunities for consideration by city partners		x				

9	**Retrofitting the city's social housing and public sector estate**							
9.1	Develop a Whole House Retrofit delivery programme for retrofitting social housing across the city to the highest energy standards, to reduce energy demand and tackle fuel poverty.	• Carry out stock condition surveys of CEC housing stock	x	x			**The City of Edinburgh Council**, Registered Social Landlords Council contact: Elaine E Scott / Willie Gilhooly	• £700m – current estimated cost to bring existing homes up to net zero carbon. Funding to come from a mix of borrowing and grants. • Grant funding opportunities will include: • Ongoing EES:ABS funding (currently £5m per year) • LCITP – Social Housing Net Zero Heat Fund - £200 million allocated over the next 5 years • Green Growth Accelerator • A range of other grant funding programmes from both the UK and Scottish Governments • Additional resources required have been factored into the 3yr Business Plan and specific business cases will be brought forward once the WHR programme is further developed'
		• Deliver design principles work (over three phases)	x	x				
		• Deliver advanced WHR pilots in selected areas		x				
		• Develop full WHR retrofit investment and delivery plan		x				
		• Delivery of WHR programme		x	x	x		
9.2	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.	• Establish the Energy Efficient Public Buildings Partnership and develop its program to agree scope, investment and resource requirements.	x				**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	• £1.1m (CEC 21/22) to support feasibility studies • Public sector partners' planned estates retrofit investment • Up to £10m to be accessed for council building retrofit from the Scottish Government's Green Growth Accelerator in October 2021
		• Identify and map opportunities for collaborating on joint place-based retrofit pilots, drawing on learning from the Council's led feasibility studies for retrofits of different building typologies		x				

	N.B. Actions to be led by the EEPBP will be reviewed by the partnership once established	• Bring forward a shared investment plan for retrofitting the city's major public sector estate		x			Council contact: Peter Watton	• Funding also in place of up to £120,000 to develop the EnerPHit Business Case • Scottish Govt Green Public Sector Estate Scheme £200m to 2025/2026 • SG Low Carbon Infrastructure Transition Programme (LCITP)successor fund • Further investment requirements and sources to be scoped by EEPB Partnership
		• Align grid infrastructure investment to buildings' future energy demand		x				
		• Programme of joint major public sector estate buildings retrofit works in place			x	x		
10	**Resourcing net zero public buildings**							
10.1	Call on the Scottish Government to work with city partners to identify and deploy sufficient resources to deliver net zero public buildings	• Write to Scottish Government Ministers setting out: the scale of investment required across the existing estate and the need to extend support to planned newbuild; the need to ensure all public sector partners are empowered to collaborate on estates decisions locally; the need for national political support for public sector estates rationalisation; and the need for finance to support retrofits as part of community asset transfers	x				**The City of Edinburgh Council, The Scottish Government**, Edinburgh Climate Commission Council contact: Beth Hall	• To be delivered within existing resources
		• Engage Scottish Government Ministers through the Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate	x					
11	**Supporting small businesses owner-occupiers and landlords**							

11.1	Develop a new mechanism and business plan to support small businesses, owner-occupiers and private landlords to affordably retrofit their properties	• 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** Finance and retrofit industry partners tbc Council Contact: Council Contact: Paul Lawrence / Paula McLeay / Daisy Narayanan	• 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
		• 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**					
		• Scheme delivery subject to funding		**x**	**x**	**x**		
11.2	Develop electricity grid infrastructure and capacity to respond to increased demand from electric-powered heat	• Identify a transition pathway for electric heat					**SP Energy Networks** Council contact: Place Directorate	• SP Energy Networks (amount tbc following Ofgem determination in 2022)
		• Scope potential net zero compliance pathways for the transition to electric heat, using industry forecasts and the Committee on Climate Change Sixth Carbon budget scenarios	**x**					
		• Undertake economic analysis of the energy grid infrastructure investment required to support the forecast	**x**					
		• Formulate an investment strategy for developing the energy distribution network to support the forecast transition to electric heat		**x**				
11.3	Work with SP Energy Networks and the Scottish Government to identify measures to reduce the cost of electricity and	• Investment in distribution network infrastructure is (where feasible) aligned to support 2030 Climate Strategy priorities		**x**	**x**	**X**	**SP Energy Networks** Council contact: Place Directorate	• SP Energy Networks (amount tbc following Ofgem determination in 2022)

	support citizens to transition away from gas	• Supporting balanced costs for citizens and businesses by providing advice on the increased use of local energy generation technologies, sustainable net zero solutions, flexibly setting surplus energy back to the grid at peak rates, utilising innovating energy storage, building efficiency and renewable source use.		x	x	x		
		• Call on Scottish Government to continue to urge the UK government to set out a clear vision for how the energy markets will be reformed to support decarbonisation of heat, and to implement changes to the ways in which policy costs are applied to energy supply to lower the cost of electricity in a way that protects consumers in lower-income households	x				**The City of Edinburgh Council** Scottish Government Council contact: Beth Hall	• To be delivered within existing resources
11.4	Call on the Scottish Government to bring forward at speed improved schemes to support citizens to fund energy efficiency upgrades and decarbonise of heat in their homes.	• Set out the improvements required through a CEC response to the Scottish Government Home Energy Efficiency Equity Loan Pilot consultation	X				**City of Edinburgh Council** Council contact: Beth Hall / Elaine E Scott	• To be delivered within existing resources
		• Engage Scottish Government Ministers through Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate	x	x			**Scottish Cities Alliance,** The City of Edinburgh Council, Edinburgh Climate Commission, The Scottish Government Council contact: Beth Hall	
12	• **Testing innovative approaches for challenging settings**							

12.1	Scope and test innovative approaches to retrofit in challenging mixed-tenure settings, to develop models and accelerate progress.	• Deliver a mixed-tenure improvement service pilot in Murrayburn and Drumbryden areas	x	x			**City of Edinburgh Council**; *EIT Climate-KIC, Edinburgh Climate Change Institute* Council contact: Elaine E Scott / Jackie Timmons	• £30m Mixed Tenure Improvement Pilot - investment funded via a combination of Housing Revenue Account (HRA), Energy Efficient Scotland: Area Based Scheme (EES:ABS) and owners contributions. • SG Equity loan scheme (for owners) if available in future years. • £1.8bn to decarbonise 1 million homes by 2030 (SG PfG)
		• Bring forward a proposals for an expanded programme and delivery model for retrofitting mixed-tenure homes for political consideration		x				
		• Deliver a wider programme of retrofitting (subject to legislation/ agreement of resources and engagement of owner occupiers / private landlords)			x	x		
		• Delivery technology/app-based solution for shared building repairs and retrofit by connecting tenement owners, plan retrofits, access contractors, and coordinate payment for shared building improvements.	x	x	x	x	**Novoville;** City of Edinburgh Council; Council contact: Elaine E Scott / Jackie Timmons	• Delivery model funded and operated by Novoville.

Net Zero Emission Transport		
Key strategy outcome	**Key indicator(s) and data source**	**Baseline**
A city where travelling by foot, wheel, or by bike is the easiest and cheapest option.	Proportion of people travelling to work by foot and bike for journeys up to 2 miles Source: CMP – citywide survey 2019 *Note: in line with CMP approach to measuring mode share – future approach will be based on vehicle kilometres travelled*	55% (2019)
	Proportion of trips to school by active and sustainable modes Source: CMP – citywide survey 2019 *Note: in line with CMP approach to measuring mode share – future approach will be based on vehicle kilometres travelled*	69% (2019)
The city has a well-connected sustainable transport and active travel network	Proportion of residents in areas with low levels of public transport. Source: City Mobility Plan	31% (2019)
	Kilometres of active travel network Source: Council Active Travel	370.71 kilometres (2021)
Investment in neighbourhoods, town and city centres improves citizen health and wellbeing.	20 Minute Neighbourhoods to be developed in line with Business Plan and 20-minute neighbourhood strategy. Will be reported when available	N/A

Net Zero Emission Transport								
Deliverables		**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.	**Investing in active travel**							
1.1	Prioritise investment in expanding the active travel network, connecting communities to services and amenities in their neighbourhoods.	• Develop and put in place new Active Travel Action Plan (ATAP) which will set out key projects/actions to deliver to 2030. Review against current Active Travel Investment Programme (ATINP, 2019-24) to ensure alignment with new ATAP	x	x	x	x	**City of Edinburgh Council** Sustrans (as funding partner) Council contact: Daisy Narayanan	• Project team in place to support ATAP • £117.6m ATINP 2019-26 · £20.5m CEC (to 2025/26 subject to internal allocations) · £84.5m Sustrans (to 2025/26) · £12.6m SG Cycling, Walking and Safer Routes to 2025/26 · £0.1m SG Place Based Investment Prog. 2022/23
		• Deliver active travel infrastructure as required to support ○ Local Development Plan Action Programme/City Plan 2030 Action Programme (once adopted) ○ Connections to blue/green networks ○ Improved connections as identified through 20-minute neighbourhoods ○ Leith/Newhaven to city centre connection as part of tram extension major developments in the city (eg. Granton and bio quarter)	x	x	x	x		• Council resources to support delivery to be established project by project • Scottish Government will spend at least £320m across Scotland on active travel by 2024-25 (PfG) • Scottish Government -the £8m Cycling Facilities Investment Fund across Scotland (PfG)

		• Delivery of programme of 180 secure on-street cycle parking units complete. A further expansion of 100 units over a 2-year period was approved by Committee, subject to external funding awards, on 22 April 2021.	x	x				• Project team in place • Existing programme fully funded (£576k) from CEC capital investment programme, SG Cycling Walking Safer • Routes funding and Sustrans match funding awards • Seeking match funding towards cost of further roll out (estimated total cost £702k) from funding partners
2.	**Developing integrated public transport**							
2.1	Improve the integration of our public transport system, and review routes and interchanges, within a city and regional context.	• A comprehensive integrated public transport system will be agreed, including stops, routes, and public transport interchanges		x	x		**The City of Edinburgh Council** National and regional transport partners, public transport operators, Transport Scotland Council contact: Daisy Narayanan/Hannah Ross	• Project teams to be established in Council • To be delivered as part of CMP. Scale of cost and delivery funding to be identified as part of public transport review.
		• A comprehensive new bus route network in place, in line with 20-minute neighbourhoods			x	x		
		• Extend roll out of contactless 'Tap Tap Cap' and integrated ticketing scheme to Tram and for Council owned public transport companies	x					• Funding in place through Edinburgh Trams for establishment and maintenance costs.
		• Continue to work with other transport operators and Transport Scotland to deliver more comprehensive integrated ticketing across tram, bus and rail		x				• Resourced across existing transport teams. • Additional resource to be established to support specific projects as required.

		• Work with regional partners to develop and deliver strategic regional public transport project	x	x			**ESESCRD partners** Council contact – Daisy Narayana/Andy Nichol	• £3.03m from Bus Partnership Fund Award (Transport Scotland) for business case and strategic appraisal work to 2022/23 • Future year funding available from the nationwide £500 million Transport Scotland fund subject to successful business case and appraisal work
3.	**Decarbonising buses**							
3.1	Work with the Bus Decarbonisation Taskforce and private sector partners to develop a plan to decarbonise the city's bus fleet.	• Pilot and trial of alternative fuel sources for Lothian Buses (including electric and hydrogen) to assess suitability for Edinburgh's geography.	x	x			**Lothian Buses /City of Edinburgh Council** The Scottish Government, SP Energy Networks Council contact: Daisy Narayanan	• EV and Hydrogen pilot costs are met by Lothian Buses and suppliers • £287m investment through to 2025-26 from The Future Transport Fund (SG PfG)
		• Costed plan in place including consideration of depot locations and fleet needs, fuel sources, and opportunities for shared infrastructure across public sector.		x				
		• OBC for investment in decarbonisation of Lothian Bus fleet and depot infrastructure development		x				
4.	**Improving local air quality**							
4.1	Implement a Low Emissions Zone scheme to reduce harmful emissions from transport and improve air quality.	• LEZ in place –vehicle owners using grace period to prepare for any changes and accessing funding support from Transport Scotland (subject to Ministerial and Council approval)		x			**The City of Edinburgh Council**	• Project manager in place to develop LEZ with longer term resourcing to be determined.

		• LEZ enforcement commences (subject to Ministerial and Council approval)		x			The Scottish Government, Transport Scotland, SEPA, NHS Lothian Council contact: Daisy Narayanan	• LEZ Support Fund in place to 2022 from Transport Government. Longer term funding discussion with Scottish Government underway
		• Work with Scottish Government to consider opportunities for promoting zero carbon city centres within the LEZ structure.		x	x	x		
		• Development of Air Quality Action Plan to improve local air quality (ongoing)		x				• Council resource supported by consultants (enabled by grant funding). • Scottish Government grant scheme to support Air Quality Action Plan Measures in place (£1m total fund Scotland wide), with Edinburgh making annual bids. Fund expected to stay in place for future years.
5.2	**Better management of the city centre**							
5.1	Create a city-centre operation plan to reduce emissions by improving the way goods and service vehicles move around the city, supporting the use of innovative zero emission solutions for 'last mile' deliveries.	• Establish baseline data to inform and examine the feasibility of a City Centre Operational Plan		x			**City of Edinburgh Council** Transport sector, businesses Council contact: Daisy Narayanan	• Initial scoping of city-centre operational plan underway. • Supported via ECCT funding award from Sustrans Places for Everyone and across project teams in Council. • Future funding and resource to be informed by feasibility work
		• Phased introduction of city centre operational plan measures (based on feasibility work) and extension of feasibility study to include local and town centres		x	x	x		
		• Complete implementation of operational plans for city centre and town/local centres			x	x		
6	**Supporting public sector transition to electric vehicles**							

6.1	Identify opportunities to align to investment in EV infrastructure for public service and blue light fleet at strategic locations across the city, which also delivers 'down-time' availability for citizens and businesses where possible.	• 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** NHS, Fire, Police, Edinburgh universities, SP Energy Networks Council contact: Gareth Barwell	• Planned partner investment in EV infrastructure as part of individual fleet transition strategies • Planned grid investment • Cost and funding models to be established through scoping and delivery plan
		• Develop joint delivery plan to meet future needs, including financial plans for investment in and management of infrastructure.		x				• Cost and funding models to be established through scoping and delivery plan
		• Develop plans for a range of supporting mechanisms, such as street design, parking enforcement, tariff regimes, and traffic regulation orders to support the uptake of EVs and help manage the use of parking bays and EV chargers.		x				
	Delivering electric vehicle infrastructure							
7.1	Develop electricity grid infrastructure and capacity to respond to increased demand from growth in EV use.	• Scope the potential future net zero compliance pathways for the transition to electric vehicles, using industry forecasts, the Committee on Climate Change Sixth Carbon budget scenarios, and Edinburgh's CMP and City Plan priorities.	X				**SP Energy Networks** Council Contact Gareth Barwell	• SP Energy Networks grid investment
		• Undertake an economic analysis of the energy grid infrastructure investment required to support the forecast transition pathway for electric vehicles	x					

		• Formulate a plan and investment strategy for developing the Scottish Power distribution network to support the forecast transition to electric vehicles		x				
		• Enable the provision of grid capacity enhancements and substation development that would support further EV expansion options through both public and private funding at the edge of city and at Park and Ride interchanges		x				
7.2	Develop pilot proposals for blended finance public-use EV charging hubs in locations which align with the City Mobility Plan's aims of increasing sustainable travel and avoid adding to city-centre congestion.	• Deliver 75 chargers, 132 charging bays, located at 13 sites across the city by 2023, through the On Street EV Charger Project		x			**The City of Edinburgh Council** Private investment partners Council contact: Gavin Brown/Scott Millar	• Project Officer in place to deliver On Street EV Charger Project • £2.2m for initial on street charging to expand initial pilot from Switched on Towns and Cities Challenge Fund • Council funding in place to support decarbonised fleets and infrastructure £250k • Evaluation of delivery model findings to inform future costs and funding mechanisms
		• Deliver 50 new electric charge points for Council fleet vehicles and investigate the potential to expand where possible, making these available for public use outside of core working hours						
		• Complete series of site feasibility assessments that support further increase in EV charging points		x	x	x		
		• Evaluate EV delivery models with partners including exploration of partnership opportunities with private businesses to increase public access to EV chargers at non-residential buildings that supply parking spaces, where appropriate.		x				

		• Explore with partners pilot schemes on EV charging opportunities for car club/car sharing options by 2023.		x				
8	**Engaging with citizens**							
8.1	Deliver public awareness raising campaigns on sustainable and active travel	• Develop shared climate change messages with city partners to deliver clear and consistent information to citizens and businesses	x				**The City of Edinburgh Council;** Edinburgh Community Climate Forum; Edinburgh Partnership Council contact: Mike Pinkerton/Beth Hall	• £0.15m (CEC 21/22 sustainability programme) awareness raising campaigns
		• Work with Edinburgh Community Climate Forum to do develop sustainable transport focussed awareness raising campaigns for citizens	x	x				
		• Include climate awareness raising messaging in delivery of transport specific communications programs.	x	x	x	x	**The City of Edinburgh Council** Council contact: Daisy Narayanan	• To be delivered within existing resources
	Engage with citizens and businesses on the potential benefits of introducing a Workplace Parking Levy as part of a range of measures to deliver the City Mobility Plan.	• Consultation on a Workplace Parking Levy complete and presented for consideration by 2023		x			**The City of Edinburgh Council** Citizens, businesses, Paths for All Council contact: Paula McLeay / Place Directorate	• Currently included in wider transport teams, specific teams to be established. • Activity included in transport and communications teams existing work programs.
		• Ongoing public communications about workplace parking levy to support city mobility, as part of CMP actions.	x	x	x	x		

8.3	Support the creation of 20-minute neighbourhoods and streets for people	• Work with partners to establish a shared plan for the location of hubs from which citizens can access services in an accessible and inclusive way to support the delivery of the Community Plan 'A good place to live'.		x			**City of Edinburgh Council** Voluntary sector organisations, NHS, higher education sector, Police, Fire Council contact: Daisy Narayanan	• 20-minute neighbourhoods project team being established supported by £0.5m over two years for agreed as part of further Council budget decisions approved in May 2021. • £1.998m from Scottish Government Place Based Investment Programme (SGPBIP) for 21/22 which includes support for 20-minute neighbourhoods • Place Based Investment Programme will invest £325m across Scotland over next five years (PfG
	Reducing emissions from flying							
	Encourage partner organisations to sign up to the Edinburgh Climate Compact	• Expand climate compact signatories through continued promotion and engagement activity	x	x	x	x	Edinburgh Climate Commission The City of Edinburgh Council, Public and private sector partners, businesses Council Contact: Beth Hall	• Climate commission secretariat currently provided by City of Edinburgh Council • £50K (CEC Sustainability Programme COP26 communications and engagement activity).
		• Provide support to help businesses access resources to enable them to Climate Compact commitments	x	x	x	x		
9.2	Work with citizens and city partners to support staff and residents to make more	• Develop and deliver communications campaign to support sustainable travel choices for public	x				**City of Edinburgh Council**;	• Project teams in place to support activity

	sustainable travel choices in their professional and personal lives.	• Deliver Smarter Choices Smarter Places (SCSP) annual programme of behaviour change initiatives	**x**				Smarter Choices Smarter Places (funding partners) Council Contact: Beth Hall	• CEC corporate sustainability Program £150k available to support sustainability related behaviour change • Funding of £0.5m from SCSP funding in place for 2021/22 • Funding program likely to be in place for future years (funding dependent)
9.3	Call on the UK Government, the aviation sector and other stakeholders, to develop a national plan for managing aviation emissions that is fully in line with the Paris Agreement	• Write to Scottish Government Ministers setting out the need to: o develop aviation emissions budgets at the regional, local or airport level that keep emissions below national target levels o consider regulatory measures to manage demand for flying in line with Committee on Climate Change recommendations.	**x**				**City of Edinburgh Council/Scottish Government** Aviation sector Council Contact: Beth Hall	• To be delivered within existing Council resources
10	**Developing Substantial national public transport infrastructure**							
10.1	Call on the Scottish Government to work with the UK Government to ensure the national public transport infrastructure supports sustainable travel	• Write to Scottish Government Ministers setting out the need for joined up action and investment at the national and UK level in low and zero emissions national transport infrastructure which delivers reliable, affordable, efficient and sustainable transport options	**X**				**City of Edinburgh Council/Scottish Government** Transport and network operators Council Contact: Daisy Narayanan	• To be delivered within existing Council resources
11	**Streamlining processes to accelerate change**							
11.1			**x**					

	Call on the Scottish Government to remove barriers to rapid action on local transport infrastructure	• Write to Scottish Government Ministers setting out the need to re-examine regulations which include lengthy statutory processes that can act as a barrier to rapid action in response to the climate emergency for example by streamlining appeals processes and requirements, and reducing the time taken to introduce new measures and regulations, including under the Traffic Regulation Orders	**x**				**City of Edinburgh Council/Scottish Government** Council Contact: Beth Hall/ Daisy Narayanan	• To be delivered within existing Council resources
11.2	Call on Scottish Government to accelerate integrated ticketing for public transport	• Write to Scottish Government Ministers requesting they work with local government to lead, manage, and deliver integrated ticketing, working in partnership with transport providers to resource and support accelerated progress	**x**				**City of Edinburgh Council / Scottish Government/ Public transport providers** Council Contact: Council Contact: Daisy Narayanan	• To be delivered within existing Council resources

Net Zero Circular 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 businesses signed up to Edinburgh Climate Compact	18 (Nov 2021)
	Employed residents as a percentage of all residents Source: City of Edinburgh Council – Planning and Performance Framework	77.9% (April 2020- Mar 2021)
	Business births per 10,000 residents Source: City of Edinburgh Council – Planning and Performance Framework	54.96 2019)
Edinburgh has a vibrant circular economy, improving resource efficiency and enhancing citizen wellbeing.	Percentage of Council procurement spend with local suppliers Source: Annual report from Procurement Team/ Scottish Procurement Information Hub	41% (2020/21)
	Edinburgh business waste Source: SEPA - Scottish Business Waste Data Tables 2018	149,165 tonnes (2018)
	Social capital - National figure available with work to understand if this can be replicated at Edinburgh level is possible to be undertaken. Will be reported if possible.	N/A
Edinburgh's economy is built on good, green jobs which people from all backgrounds can access through education, skills and retraining.	Number of living wage employers Source: Living Wage Scotland	450 (Nov 2021)
	Number of clients support by employability and skills services Source: City of Edinburgh Council – Planning and Performance Framework	3,551 (March 2021)
	People accessing green skills related education and training in South East Scotland Region/Edinburgh Skills Development Scotland: Ekosgen Report (October 2021) *Note: Sourced from Skills Development Scotland with ongoing engagement on longer-term reporting*	South East Scotland - 17,544 Edinburgh - 43,400 (2019/20)

	Split of green jobs fund being allocated to Edinburgh businesses *Note: Baseline data to come as is first time funding has been offered. Developing future measures in line with actions in development.*	Fund outcomes to be confirmed

Net Zero Circular Economy								
Deliverables		**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.	**Securing investment to transition to a net zero economy**							
1.1	Develop a mechanism for connecting those looking to invest in a net zero city, with the businesses and organisations looking to drive the changes that support speed and scale of net zero action	• Bring investment propositions to market through promotion platforms such as Invest in Edinburgh, Scottish City Alliance London event, NetZero microsite and MiPIM).	**X**	**x**			**The City of Edinburgh Council** Council contact: David Cooper	• To be delivered within existing Council resource
		• Utilise Edinburgh's international connections and consular corps to promote NetZero Investment ambitions	**X**	**x**	**x**		**The City of Edinburgh Council** Council Contact: Nick Langan	
		• Utilise Scottish Development International's capital investment plan and international office network to raise awareness and seek investment in Edinburgh's net zero project pipeline.	**x**	**x**			**The City of Edinburgh Council** Council contact: David Cooper	
1.2	Deliver implementation plans for the Regional Prosperity Framework that drive investment which supports inclusive growth and transition to a net zero economy	• 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** Council contact: Andy Nichol	• 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
2.	**Supporting the transition to a net zero economy**							

2.1	Establish a new business-led forum to provide leadership on a just economic transition to a net zero city	Engage with city partners to identify private sector organisation with experience in net zero leadership to lead forum and develop wider membership and plan for the forum	x				**Partners tbc,** City of Edinburgh Council Council contact: Elin Williamson/Chris Adams	• Tbc – partner and Council resources to be identified
		Launch forum with founding businesses with a plan and priorities to coordinate private sector leadership on city wide work to support a just transition to net zero	x					
2.2	Ensure Edinburgh's tourism sector leads the way in sustainable urban tourism	• Dedicated short life working group on to identify how tourism sustainability and fair work can be built into Visitor Economy of Edinburgh.	x				**Scottish Enterprise** City of Edinburgh Council Council contact: Elin Williamson	• Resource in place through Scottish Enterprise
		• Develop action plan and delivery mechanisms to support the delivery of the Edinburgh Tourism Strategy 2030	x	x			**Edinburgh Tourism Strategy Implementation Group** Council contact: Elin Williamson	• Resources in place through members of Edinburgh Tourism Strategy Implementation Group
3.	**Delivering the Edinburgh Climate Compact**							
3.1	Support and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions	• Deliver high-profile Climate Compact promotion through the continued leadership by Edinburgh Climate Commission	x	x			**Edinburgh Climate Commission** Edinburgh Chamber of Commerce, City of Edinburgh Council Council Contact: Beth Hall	• Climate commission secretariat currently provided by City of Edinburgh Council • £50K (CEC Sustainability Programme COP26 communications and engagement activity).
		• Deliver COP26 communications and legacy activity through the Chamber of Commerce to support businesses in recognising the benefits to the city and their business of them taking action on climate change	x	x				

		• Expand climate compact signatories through continued promotion and engagement activity	x					
4.	**Explore a green innovation challenge finance scheme**							
4.1	Explore establishing a finance scheme to complement the Commission Climate Compact, stimulate new lead markets, and support Edinburgh businesses to play a full part in a net zero economy and a green recovery.	Develop a proposal for a fund providing financial support to enterprising businesses who meet sustainability and net zero eligibility criteria.	x				**The City of Edinburgh Council** and other partners as appropriate. Council Contact: Elin Williamson	• £250k of existing CEC funds, repurposed from existing Business Loans Scotland Loan Fund. • Council staff resource available in existing teams work programs
		Identify a mechanism for the fund which is self-sustaining over time (e.g. through very low interest loans) to support replenishment and longevity of fund.		x				
		Determine optimal mix of fund offers and criteria (e.g. size of loan offer, terms and conditions of payment), and fund governance and management controls.		x				
		Explore opportunities with partner organisations to offer additional value and expertise, and to leverage additional funding.		x				
5.	**Business mentoring and support for net zero transition**							
5.1	Deliver business mentoring and business support programmes to help employers take practical steps to realign their operations towards becoming net zero.	• Establish a post within Business Growth & Inclusion team in the Council to lead on sustainability and ensure access to specialist knowledge and support is available	x				**City of Edinburgh Council** Edinburgh Chamber of Commerce, Federation of Small Businesses, Scottish Enterprise, Scottish Government, Edinburgh CAN B	• Existing business gateway and tourism resource in place in Council • Delivery to be embedded across sectors/delivery partners • Scottish Enterprise Green Employment Fund and future funded opportunities
		• Undertake a mapping exercise to identify existing and upcoming support (within the Council and partner organisations)	x	x	x	x		

		• Monitor need/demand from businesses on an ongoing basis and review/tailor support to ensure appropriate and adequate focus on sustainability priorities.	x	x	x	x	Council contact: Elin Williamson	for specific projects and priorities.
		• Embed sustainability training across business advisers	x	x				
		• Develop mechanisms to inform businesses of support available, e.g. communications, workshops.		x				
5.2	Deliver a new Business for Good programme to provide practical support and training for city businesses to transition to net zero, aligned to and complementing Council and other partner offerings	• Launch a Business for Good online portal providing new toolkits and access to net zero support for businesses,	x				**Edinburgh CANB;** Chamber of Commerce; Napier University; City of Edinburgh Council Council Contact: Chris Adams / Elin Williamson	• £50K (21/22 CEC Sustainability Programme)
		• Deliver business support mapping, including signposting to partners and identification of advice and support available to businesses.	x	x				
6	**Supporting a more circular economy and reducing waste**							
6.1	Increase participation in the Circular Edinburgh programme which supports businesses to reduce, re-use and recycle as part of embedding circular economy principles into their ways of working.	• Promote the benefits of a circular economy to businesses – e.g. through outreach activities	x	x			**Zero Waste Scotland** Edinburgh Chamber of Commerce, City of Edinburgh Council Council Contact: Elin Williamson	• To be delivered within existing Council resource • Zero Waste Scotland provides existing support and funding from Scottish Government.
		• Highlight circular economy needs and benefits as an embedded process through business support referral to businesses		x				
		• Explore inclusion of circular economy in procurement processes		x				

6.2	Increase the proportion of the City's food and drink sourced from sustainable local and regional supplies	• Develop an Edinburgh sustainable food directory acting as the 'go-to' place for information on sustainable food businesses, organisations and services in the city	x	x			**Edible Edinburgh** Wider food-based business, community and individuals Council contact: Beth Hall / Andy Nichol	• Funding in place through Council £130k Growing Locally budget
		• Data sharing and mapping of regional food and drink suppliers between City Region Deal partners to enable scoping to identify opportunities for increase of local supplies.		x	x	x	**ESECRD partners** Council contact: Andy Nichol	• Implementation Plan development and resourcing being overseen by the ESECRD Director's Group and Elected Member Oversight Committee.
		• Support local food growing in Edinburgh through delivery of the Food Growing Strategy and implementation plan	x	x	x	x	**City of Edinburgh Council** Neighbouring local authorities, regional partners, Edible Edinburgh Partnership Council Contact: Beth Hall	• Delivery plan in place for Food Growing Strategy • Resources for regional projects to be agreed with partners.
		• Enhance Edinburgh's local food supply plans by working with neighbouring authorities and regional partners across Edinburgh and South East Scotland please to develop an approach and priorities for regional food supply.		x	x			
6.3	Ensure that all public sector procurement spend actively supports this strategy so that by 2030 all new investment and purchase decisions are net zero.	• Subject to data availability, report supply chain emissions, with an ambition of achieving net zero by 2030			x	x	**City of Edinburgh Council** Scottish Government; Edinburgh Partnership; Scotland Excel; other public sector city partners Council contact: Iain Strachan	• Procurement teams in place (CEC; city partners) • Potential national funding options to be explored
		• Develop a joint approach to ensuring public sector city partners' procurement supports a just transition to a net zero circular economy, focusing on the principles of fair work, whether to buy, what to buy, how to buy and how much to buy.		x				

		• Commit to including appropriate and proportionate climate mitigation/adaptation obligations within community benefit clause requirements for public sector city partners' procurement.	x					
		• Develop a proportionate joint approach to requiring appropriate evidence of supply chain emissions from providers, and the actions those suppliers are taking to reduce them	x					
		• Through the national Climate and Procurement Forum commission activities that will help influence and empower buyers, suppliers and key stakeholders, focusing on Strategy & Objectives; People & Capability; Supplier & Market Engagement; Operational Procurement; and Monitoring & Reporting	x	x	x	x		
7	**Skills and workforce development**							
7.1	Scope skill needs and align workforce development programmes to meet the requirements of net zero businesses, and ensure Edinburgh's workforce can deliver on new heat and energy, retrofitting, transport and other investments	• Deliver a programme of engagement with city skills stakeholders	X				**Further and higher education partners** Skills Development Scotland, The City of Edinburgh Council, Edinburgh Climate Commission; Capital city partnership	• To be delivered by City partner resource • Green Jobs Workforce Academy (£45m for Scotland; SG PfG)
		• Identify and agree the skills needed to deliver a just transition to net zero and carry out gap analysis	x					
		• Develop city skills provision where intervention is most needed to support Edinburgh's future net zero skills requirements, targeted towards communities at greatest risk of poverty		x	x			

		• Align technical skills programs delivered by higher education providers with new and net zero markets to ensure sustainable, net zero jobs		x	x		Council Contact: Elin Williamson	
7.2	Support people from all backgrounds to access good quality jobs in a net zero economy, and ensure that new green job opportunities are accessible to, and targeted towards, those at greatest risk of poverty	• Deliver an employability support program targeted to meet market needs (external led)	x	x	x	x	**City of Edinburgh Council** Edinburgh Local Employability Partnership Council Contact: Elin Williamson	• Resources in place through Council employability support work • SG No-one Left Behind phase 2 funding (£20 million for Scotland) • £70m in 2021-22 SG Young Person's Guarantee -training and opportunities for young people (PfG 21/22)
		• Engage businesses to raise awareness of the benefits of sustainability skilled employees and embedding fair work practices.		x				
		• Deliver a vocational training program to help people with barriers to employment access fair work	X					
	Enabling powers for local government, business and city partners to respond to climate change							
6.2	Call on Scottish Government to empower public sector partners to collaborate on net zero joint public procurement approaches	• Write to Scottish Government Ministers setting out the powers, freedoms and flexibilities required by public sector partners to enable them to collaborate on net zero procurement decisions locally, drawing on the experience and knowledge gained from the ESESCRD regional supply chain pilots	x				**City of Edinburgh Council** Scottish Government; National Climate and Procurement Forum; Edinburgh Climate Commission Council contact: Iain Strachan	• To be delivered within existing resources
		• Work with the Edinburgh Climate Commission as appropriate to further engage Ministers	x					

		• Engage with Scottish Government officials through the national Climate and Procurement Forum to ensure forum workstreams address enabling collaboration		**x**				
8.1	Call on the Scottish Government to build coherent and flexible legislative and regulatory frameworks that empower local government, business and city partners, so they can rapidly respond to the climate emergency in an agile and adaptive way.	• Write to Scottish Ministers setting out the need to: o Draw on lessons from the Covid-19 response which enabled the public sector to make fast decisions o Remove regulatory barriers that limit the effectiveness of local responses o Deliver new funding programmes to help businesses become net zero quickly	**x**				**The City of Edinburgh Council,** The Scottish Government Council contact: Chris Adams/Elin Williamson	• To be delivered within existing resources
		• Engage with Scottish Government Ministers through the Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate	**x**				**Scottish Cities Alliance,** The City of Edinburgh Council, The Scottish Government; Edinburgh Climate Commission Council contact: Chris Adams/Elin Williamson//David Cooper	

Engaging and empowering citizens to help tackle climate change		
Key strategy outcome	**Key indicator(s) and data source**	**Baseline**
Citizens are engaged and empowered to respond to the climate emergency.	Percentage of respondents who believe that climate change is an immediate and urgent problem Source: City of Edinburgh Council – Planning and Performance Framework	73% (2021)
	Percentage of respondents that agree 'I understand what actions people like myself should take to help tackle climate change' Source: Scottish Household Survey	74% (2018)
Citizens are acting to influence the public and private sector to go further on tackling climate change.	Citizens engaged in Community Climate Forum - new measure to come from Community Climate Forum action in Strategy Source: Community Climate Forum	N/A
Edinburgh is a city where sustainable choices are cheaper and easier to make, and people are taking action to reduce their carbon footprint	Percentage of citizens who feel they have a say on local services and issues. Source: Scottish Household Survey	36% (2018)

Engaging and empowering citizens to help tackle climate change								
Deliverables		**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.	**Citizen engagement and dialogue**							
1.1	Maintain an ongoing open dialogue with citizens about the transformation that needs to happen in the city, sponsoring a new independent Edinburgh Community Climate Forum to collaborate on how we take decisions and deliver change together.	• Establish a Community Climate Forum, to be launched during COP26, to raise knowledge of climate action, share information, improve the community networking opportunities and make the most of grassroots activity, 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; youth organisations and wider voluntary and community groups and organisations Council contact: Beth Hall / Michele Mulvaney	• £50K (CEC 20/21 sustainability programme) Community Climate Forum • Edinburgh Partnership Fund identified to support the development of Neighbourhood Networks • CEC Participatory Budgeting allocation
		• Ensure engagement, through the Community Climate Forum and other mechanisms, supports two-way dialogue with young people so that young people's perspectives are understood, considered and responded to.	x	x	x	x		
		• Ensure engagement, through the Community Climate Forum and other mechanisms, supports two-way dialog with people with protected characteristics so that equalities perspectives are understood, considered, and responded to.	x	x	x	x		
		• Review Locality Improvement Plans to incorporate net zero actions	x				**Edinburgh Partnership**	• Edinburgh Partnership Fund identified to support the

		• Deliver participatory budgeting to support community empowerment	x	x	x	x	Council contact: Michele Mulvaney	development of Neighbourhood Networks • CEC Participatory Budgeting allocation
1.2	Maximise opportunities to focus on climate change across our whole education system, all City of Edinburgh and other schools.	• Deliver joint pupil-led climate change knowledge exchanges across all City of Edinburgh and other schools	x				**City of Edinburgh Council;** University of Edinburgh; ECCI; Edinburgh College; all schools; EPB; youth organisations Council contact: Stephen Gilhooley	• Council resource in place across Education directorate • University of Edinburgh resource/funding in place to support Edinburgh Earth Initiative
		• Deliver a programme of engagement on climate change issues with further and higher education students, beginning with Edinburgh College	x	x				
		• Develop student-led higher education initiatives to tackle climate change, beginning with the Edinburgh Earth Initiative – to create scholarship opportunities for students from communities most at risk from climate change		x				
1.3	Call on the Scottish Government to work with city partners on awareness raising campaigns which support a frank discussion on climate change action.	• Write to Scottish Government Ministers setting out the need for campaigns on climate change to include clear and frank messaging on the changes we will all need to make to the way we work and live	x				**The City of Edinburgh Council,** The Scottish Government, Edinburgh Climate Commission CEC contact: Beth Hall	• To be delivered within existing resources
		• Engage further with Scottish Government Ministers through the Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate	x	x				

2	**Delivering sustainable services that enhance community wellbeing and economic benefits**							
2.1	Develop sustainable models of public services interventions which deliver improved environmental and population health outcomes	• Utilise population health data to enhance understanding of the co-benefits of addressing sustainability and health inequalities through prevention and early intervention	**x**				**NHS Lothian**; EIJB, City of Edinburgh Council Council contact: Paul Lawrence / Director of Culture and Wellbeing TBC	• To be delivered within existing resources
		• Put in place work practices, procurement systems and preventative interventions to minimise our environmental impact, protect the natural environment and enhance social value	**x**	**x**				
		• Support the Community Led Health movement including development resources to support innovation in community engagement, health inequalities and sustainability	**x**	**x**				
2.2	Develop a city-wide programme of community energy generation investment opportunities	• Scope opportunities to develop community energy generation projects, focusing areas most at risk of fuel poverty	**x**				**City of Edinburgh Council;** Energy for Edinburgh; Edinburgh Solar Co-op; SP Energy Networks; Community Councils Council contact: Place Directorate	• £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)
		• Bring forward a programme of investment opportunities for consideration by city partners		**x**				
3.	**Information about climate change**							

3.1	Deliver awareness-raising campaigns.	• Develop shared climate change messages with city partners to deliver clear and consistent information to citizens	x				**The City of Edinburgh Council;** Edinburgh Community Climate Forum; Edinburgh Partnership Council contact: Mike Pinkerton/Beth Hall	• £0.15m (CEC 21/22 sustainability programme) awareness raising campaigns
		• Co-design targeted awareness raising campaigns with Edinburgh Community Climate Forum, focusing on emission areas where citizens can have the greatest impact	x	x				
		• 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** Council contact: Heads of Service across Council	• To be delivered within existing resources
3.2	Support citizens to make informed choices that help to tackle climate change.	• Develop a community climate toolkit to provide resources for groups to take action on climate change within their neighbourhoods and communities.	x				**The City of Edinburgh Council;** Edinburgh Community Climate Forum Council contact: Beth Hall	• Supported by portion of £1m corporate sustainability programme 21/22 allocation
		• Develop a citizen climate toolkit to support informed choice and provide guidance in key areas such as home energy retrofit, accessing funding, and consumer choice	x	x				
		• 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		
4	**Supporting and engaging young people**							
4.1	Work with young people in schools and in communities,	• Deliver a COP26 Summit Package in schools, colleges and youth centres	x					

	to embed a legacy of change, drawing on COP26 coming to Scotland	• Deliver an annual Youth Climate Summit each year on the anniversary of COP26 •	x	x	x	x	**City of Edinburgh Council;** Education Scotland; Edinburgh Schools, youth and community groups; EcoSchools, Education Scotland. Council Contact: Stephen Gilhooley	• Supported by a portion of £1m corporate sustainability programme 21/22 allocation • CEC education resource • Likely to seek support from Scotdec, Education Scotland, and Keep Scotland Beautiful
4.2	Maximise opportunities to use school buildings and grounds to engage young people on climate change, help reduce schools' emissions and increase their contribution to greenspace and biodiversity	• Increase the number of Edinburgh schools with Eco-schools - green flag award and include promotion of the benefits in school and local community communications.	x	x	x	x	**City of Edinburgh Council,** Edinburgh Schools Keep Scotland Beautiful Council Contact: Fraser Robertson	• Council education resources
		• Enhance biodiversity and raise awareness among young people by including school grounds in works to develop nature and blue/green networks, and local food growing (including through the Edinburgh Nature Network, Thriving Green Spaces Strategy, John Muir Award and delivery of Eco-Schools Scotland)	x	x	x	x	**City of Edinburgh Council,** Edinburgh Schools, Keep Scotland Beautiful Council contact: Fraser Robertson/ Crawford McGhie /Mark Stenhouse/ David Jamieson	• Council education and estates resources
		• Deliver SUDS projects, supported by community engagement and education programmes, with local schools within strategic planning catchments.-		x	x		**City of Edinburgh Council** Edinburgh Schools; Scottish Water, SEPA Council contact: Stephen Gilhooley /Iain McFarlane	• To be delivered by CEC Education resources

		• Explore the potential for local rewilding schemes attached to schools and linking with the Nature Your Neighbourhood project, Edinburgh Nature Network, and the Thriving Green Spaces Strategy, supported by curriculum-based work on biodiversity and engagement with the wider local community	x				**City of Edinburgh Council;** Edinburgh Schools Council contact: Stephen Gilhooley/Callum Maclellan, David Jamieson	• To be delivered by CEC Education resources
		• Support active travel in schools across the city through the School Travel Plan Review Program and provide resources and promotion of plans through the Streets Ahead website.	x	x	x		**City of Edinburgh Council;** Edinburgh Schools Council contact: Stacey Monteith-Skelton	• CEC Road Safety and Active Travel teams in place • £18k pa Smarter Choices, Smarter Places (Travel Tracker) • c £60k pa Sustrans iBike programme • Continued funding from these sources anticipated in future years
		• Increase recycling in schools through council-led facility improvement and delivery of an educational programme in in partnership with Changeworks		x			**City of Edinburgh Council/ Changeworks;** Edinburgh Schools Council contact: Mark Stenhouse	• £0.10m (CEC 21/22) • Resource in place from Council waste teams
		• Work with providers and Scotland Excel to encourage food and drink providers in schools and Council premises to use low waste packaging and recyclable materials where practicable	x	x	x	x	**City of Edinburgh Council** Council contact: Iain Strachan	• To be included in ongoing Council and service area procurement and contract management activity

		• Coordinate school and citizen awareness programmes on energy efficiency in buildings with the delivery of Passivhaus schools – using the buildings as a 'living lab' for learning.		x			**City of Edinburgh Council,** Edinburgh Schools Council contact: Crawford McGhie/Stephen Gilhooley	• To be delivered across council education and estates teams activity • 0.15m (CEC 21/22 sustainability programme) awareness raising campaigns
4.3	Strengthen climate change within our curriculum	• Embed climate change education into all subject areas, by identifying mechanisms to support teaching staff to source or develop learning materials and tools and embed their delivery into lessons	x	x	x	x	**Edinburgh Schools;** Education Scotland Council contact: Stephen Gilhooley	• To be delivered by CEC Education resources
		• Develop resources on climate action, to include learning on actions the Council, communities and wider city partners are taking to tackle climate change and how young people, their families and communities can make changes to help secure a more sustainable Edinburgh.	x	x	x	x	**Edinburgh Schools / City of Edinburgh Council** Council contact: Stephen Gilhooley	• To be delivered by CEC Education resources
		• Deliver outdoor learning programmes in primaries that include a focus on protecting the environment, and are supported by a series of lesson plans that link to curriculum areas	x	x			**City of Edinburgh Council, Edinburgh Schools** CEC contact: Stephen Gilhooley / Andrew Bagnall	• To be delivered by CEC Education resources
		• Incorporate learning about food, ecosystems, rewilding, and biodiversity into curriculum.	x	x	x	x	**City of Edinburgh Council,** Edinburgh Schools Council contact: Stephen Gilhooley	• To be delivered by CEC Education resources

		Make sustainability a key focus of school self-evaluation and follow up inspections in line with GTCS Professional Values.	x	x	x	x	**City of Edinburgh Council;** Education Scotland Council contact: Stephen Gilhooley	• To be delivered by CEC Education resources - City of Edinburgh Quality Improvement Team
4.4	Deliver a hydrogen education programme and schools challenge	• Deliver a hydrogen education programme and challenge for 1000 pupils in S2, to raise awareness of hydrogen and how it can be used and a challenge event between finalist students coinciding with COP26.	x				**City of Edinburgh Council/Hydrogen challenge partners (**Arcola Energy, ITM Power and ScottishPower); Edinburgh Schools Council contact: Stephen Gilhooley	• Challenge support provided by partners • Council communications and engagement resource and support for schools in place
5	**Net Zero Communities**							
	Work with communities to develop proposals and seek funding for a pilot, to understand what it would take for one of the 20-minute neighbourhood hubs to become a net zero community.	• Carry out scoping work and engagement to identify one of the 20-minute neighbourhood hubs	x				**City of Edinburgh Council; University of Edinburgh** Edinburgh Association of Community Councils; EVOC; Our Future Edinburgh, City of Edinburgh Council; University of Edinburgh; wider community groups and organisations Council contact: Daisy Narayanan / Beth Hall	• Research capacity in place (University of Edinburgh) • Supported by 20-minute neighbourhood resources as appropriate. • SG District Heating Loan Fund (feasibility studies up to £20,000) • SG Green Investment Portfolio to bring £3bn of investment proposals to market by 2022, inc. renewable energy investments (PfG) • £1.8bn to decarbonise 1 million homes by 2030 (SG PfG)
		• Identify potential funding sources and develop bids	x					
		• Deliver pilot projects, subject to funding, to understand what it would take for pilot area communities to become net zero		x				
		• Drawing on evidence from the pilot, develop funding bids to support roll-out of successful approaches to other communities within the city, maximising opportunities for young people and community leadership.			x	x		

Investing in Change		
Key strategy outcome	**Key indicator(s) and data source**	**Baseline**
City partner budgets are aligned towards a just transition and net zero place-based investment	Indicators to be developed with city partners through delivery of strategy/implementation plan using best available data sets	N/A
Edinburgh is a centre for global capital investment, supporting the net zero infrastructure projects needed to transition the city to net zero	New net zero infrastructure development projects attracting external capital investment - indicator in development and will be reported using best available data sets	N/A
Investment in Edinburgh is also delivering social, economic and environmental benefits for citizens	Environmental, Social and Governance investment KPIs indicators to be developed with partners using best available data sets	N/A
	Employed residents as a percentage of all residents Source: City of Edinburgh Council – Planning and Performance Framework	77.20% (2021)
	Number of living wage employers Source: Living Wage Scotland	450 (Nov 2021)
	Positive Destinations for School Leavers Source: City of Edinburgh Council – Planning and Performance Framework	92.5% (2021)
	Social capital - National figure available with work to understand if this can be replicated at Edinburgh level is possible to be undertaken. Will be reported if possible.	N/A
	Resilience measures to be developed following completion of citywide climate change risk assessment – using best available data sets	N/A

Investing in change								
Deliverables		**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.	**Providing an evidence base to support data-driven innovation and strategic sustainable investment at scale**							
1.1	Develop Edinburgh's Carbon Scenario Tool (CST) to build capacity for evidence-based decision making and benchmarking across cities.	• Bring forward a programme of major Council projects for analysis through the CST to provide climate impact data to support informed Council decision-making towards net zero aims	**x**				**City of Edinburgh Council** CEC contact: Beth Hall	• To be delivered within existing resources
		• Deliver a CST pathfinder project to develop an options appraisal for an effective tool for use across Scottish Cities as the common standard for embedding climate impact assessment into city development decision making	**x**				**SCA / ECCI** City of Edinburgh Council; Scottish Government CEC contact: Beth Hall	• Pathfinder funding in place (SG LHEES) • £100K SG Directorate for Energy and Climate Change • £70K City Region Deal (Data Cluster activity)
		• Deliver an options appraisal for roll-out of a consistent data to embed climate impact into decision making across key public sector bodies		**x**				
		• Share learning from the Edinburgh CST programme to support capacity building across Scotland's cities and local authorities		**x**	**x**			
1.2	Ensure population health data drives strategic planning for action on climate change	• Carry out joint strategic needs assessments to understand the population health impact of climate change at the local level, including for populations/areas at risk of poverty	**x**					• To be delivered within existing resources

		• Undertake research to quantify the population health benefits of strategic action to tackle climate change	x				**NHS Lothian** National NHS organisations; Further and Higher Education partners; EIJB; City of Edinburgh Council; LOIP Delivery Group CEC Contact: Beth Hall	
		• Utilise population health data to ensure and evidence how strategic city investments will help mitigate the impact of climate change on the public's health, beginning with 20 minute neighbourhoods		x	x	x		
1.3	Harness the city's intellectual capital to support the development of innovative and financially sustainable interventions to tackle the climate emergency	• Utilise research and data science to drive innovation in tackling climate change, beginning with a focus on energy	x	x	x		**University of Edinburgh** ECCI; DDI; City of Edinburgh Council; wider city Further and higher education partners CEC Contact: Beth Hall	• To be delivered within existing resources
		• Develop a pipeline of joint action research projects which connect academic institutions to communities, beginning with net zero communities pilots	x	x				• Bids to support delivery of pilots to be developed
		• Support the delivery of evidence-based climate change interventions by strengthening linkages with academic institutions and public sector bodies, beginning with exploring secondment opportunities	x					• To be delivered within existing resources
2.	**Developing partnerships for city net zero infrastructure investment**							
2.1	Establish thematic city partnerships to identify opportunities for collaboration, align investment plans, and develop joint place-based approaches to net zero infrastructure investment in support of a city Green Investment Plan	• Convene thematic partnerships, reporting to the Climate Strategy Investment Programme Board, focusing on the following priority areas: ○ Adaptation ○ Heat and Energy ○ Energy efficient public buildings ○ Transport ○ Just Economic Transition	x				**Climate Strategy Investment Programme Board;** Wider public and private city partners tbc CEC Contact: Beth Hall	• £30K (21/22 CEC sustainability programme) – Co-ordination capacity • Partner in-kind resources

3.	**Developing and testing new finance models and scalable tests of change to support innovation**							
3.1	Develop innovative finance models that share risk and reward and deliver economic and social benefits for Edinburgh's citizens by exploring, for example, city investment bonds.	• Scope proposals for new community municipal investment bonds which support citizen-led green investment approaches across key sustainability initiatives that deliver social, environmental and economic benefits to the city	**x**				**The City of Edinburgh Council** The Scottish Government, Scottish National Investment Bank, private sector partners CEC contact: Rebecca Andrew / relevant service area project contacts	• N/A to be delivered within current resources
3.2	Seek funding to deliver scalable tests of change which use innovative finance models to deliver place-based net zero projects.	• Collaborate with UK and European partners to secure funding to develop tests of change using the 'Innovation Lab' model which works with citizens at the centre to build community wealth and test approaches to stimulating whole-system change	**x**				**City of Edinburgh Council** EIT Climate KIC; wider UK city and European partners CEC contact: Beth Hall	• £60K CEC Sustainability Programme funding development support • EIT C-KIC Transformation in Time Innovation Fund
		• Subject to funding, deliver two tests of change to explore models for financing whole community retrofits and community-led new housing, and energy infrastructure development		**x**	**x**			
4.	**Collaborating to develop a citywide pipeline of green investment proposals and Green Investment Plan**							
4.1	Increase capacity and resources to develop feasibility studies and business cases that enable the development of a pipeline of investible projects.	• Collaborate with Scottish Government and City partners to identify resources to establish a join project team to take action area forward	**x**				**City of Edinburgh Council, Scottish Government** Wider finance sector CEC Contact: Place Directorate / Paula McLeay	• 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
		• Undertake scoping to establish range of potential projects across the city that could be included in pipeline (including drawing on regional master planning work from ESESCRD)		**x**				

		• Engagement with finance sectors/investors to better understand outcomes/financial delivers that make projects attractive to investment		x	x	x		• Business cases (where required) will be developed as part of project development to feed into pipeline.
4.2	Collaborate with green finance experts to support the resourcing and delivery of major city climate projects, beginning with the City Water Vision	• Develop a portfolio of investible projects for place-led adaptation for water management, focusing on integrated approaches to the development different infrastructure types, e.g. blue/green infrastructure, active travel, sustainable transport, utilities etc. in order to maximise value added	x				**Edinburgh and Lothians Strategic Drainage Partnership** Wider public and private sector partners tbc CEC contact: Iain McFarlane	• Supported through CEC Blue/Green City Plan resources
		• Bring forward a programme of interventions for blended finance investment, which support scalable delivery across the city.		x				
4.3	Develop a Green Investment Plan and programme for the city, aligning investment and infrastructure proposals to support increased net zero investments in the city	• Bring forward a pipeline of capital investment opportunities at scale, to deliver major heat and energy, transport, EV, greenspace, and energy efficient housing infrastructure projects that support the city's transition to net zero.	x				**Climate Strategy Investment Programme Board** CEC Contact: Beth Hall	• £60K CEC Sustainability Programme funding development support • £30K (21/22 CEC sustainability programme) – Co-ordination capacity • Partner in-kind resources
		• Identify high-impact low carbon opportunities and package these as investible propositions of a scale attractive to institutional investors.		x			**The City of Edinburgh Council** The Scottish Government, developers and investors CEC contact: David Cooper	• Potential to off-set prospectus investment costs against investment returns/capitalised. • Link to SG Green Investment Portfolio (bringing £3bn of investment proposals to
		• Assess the scope to leverage-in public sector funding to investment propositions.		x				

		• Develop prospectuses supported by investment-grade business cases.		x				market by 2022, including renewable energy investments (PfG) • SG HNEAC Fund (£50m for Scotland) • SG GGA (£200m available - up to £10m per project) • SNIB
		• Develop and deliver implementation plans for the Regional Prosperity Framework's major regional opportunities to drive investment that supports inclusive growth and a just transition to a net zero economy	**X**	**X**			**ESECRD partners** CEC Contact: Andy Nicol	• Implementation plan development and resourcing overseen by ESECRD Director's Group and Elected Members Oversight Committee • External investment to be secured as part of plan delivery
	Delivering place-based net zero investment at scale							
5.1	Develop strategic approaches to mobilising place-based finance for net zero development and investment	• Work with other UK cities with ambitious net zero targets to explore how resilience goals can be better connected with sources of finance and investment.	**x**				**Edinburgh Climate Change Institute / Place-Based Climate Action Network**; Scottish Government; participating UK cities; wider public and private/investment sector partners tbc CEC contact: Beth Hall	• £60K CEC Sustainability Programme funding development support • Joint CEC/SG project team
		• Identify opportunities to attract investment by working as a collective to develop innovative finance models and engage with large financing bodies such as banks, investors, the Green Finance Institute, Impact Investing Institute, and the new Centre for Greening Finance and Investment.	**x**	**x**				

5.2	Call on the Scottish Government to work with public bodies to develop joined-up funding streams to deliver place-based investment at a scale which supports the transition to net zero.	• Write to Scottish Government Ministers setting out the need to join up policy development and public funding streams to support whole-system approaches to placemaking centred around the needs of local communities	x				**The City of Edinburgh Council, The Scottish Government** Edinburgh Climate Commission CEC contact: Beth Hall	• N/A to be delivered within current resources
		• Further engage with Scottish Government Ministers through the Scottish Cities Alliance Transition to Net Zero programme, working with Edinburgh Climate Commission as appropriate, to identify specific opportunities for re-configuration of national resources support place-based investment	x	x			**Scottish Cities Alliance, The Scottish Government** Edinburgh Climate Commission CEC contact: Beth Hall	
5.3	Call on Scottish Government to ensure Edinburgh retains the economic benefits flowing from city partner investment in net zero action	• Write to Scottish Government Ministers asking that they use existing mechanisms, and consider the development of additional measures, to ensure economic benefits resulting from city partner action on climate change and Covid recovery are shared with the city – helping to fund future action.	x				**City of Edinburgh Council** Scottish Government CEC contact: Beth Hall	• To be delivered within existing resources
6.	**Developing a city-wide approach to dealing with residual emissions**							
6.1	Develop a city-wide approach to off-setting residual emissions in support of achieving net zero by 2030	• Collaborate with partners to explore potential approaches to off-setting, including the development of principles for off-setting; carbon management hierarchies; local, regional and national approaches; and the potential for a city scheme	x					• To be delivered within existing resources

		• Work with the Sustainable Scotland Network and Scottish Government to influence guidance on off-setting upon date of publication (tbc)	**tbc**				**City of Edinburgh Council / Scottish Government** ECCI; University of Edinburgh; PCAN; Sustainable Scotland Network; relevant city partners; relevant city partners **CEC** Contact: Beth Hall	
		• Carry out a scoping study of other cities' approaches to off-setting and develop options for partners' consideration	**x**					
		• Agree an approach to off-setting with key city partners though the Climate Strategy Investment Programme Board following publication of national guidance		**x**				

Glossary

Abbreviation	Title
ATAP	City of Edinburgh Council Action Travel Action Plan
ATINP	City of Edinburgh Council Active Travel Investment Programme
BEIS	Department for Business, Energy and Industrial Strategy
CARES	Scottish Government Community and Renewable Energy Scheme
CCPu	Scottish Government Climate Change Plan Update
CCRA	Climate Change Risk Assessment
CEC	City of Edinburgh Council
CEEF	Central Energy Efficiency Fund (Scottish Government)
CWCCRA	Citywide climate change risk and economic impact assessment
DDI	Data Driven Innovation
ECCI	Edinburgh Climate Change Institute
Edinburgh CAN B	Global Cities CAN B (CCB) movement – aiming to engage citizens, businesses, and anchor institutions to achieve the UN Sustainable Development Goals
EEPBP	Energy Efficient Public Buildings Partnership
EES:ABS	Energy Efficient Scotland Area Based Scheme
EHD	Edinburgh Home Demonstrator
EIJB	Edinburgh Integration Joint Board (EIJB). Includes representatives from City of Edinburgh Council and NHS Lothian, Third Sector representatives, service users and carers.
EIT CKIC	European Institute of Innovation and Technology Climate Knowledge and Innovation Community
ELSDP	Edinburgh and Lothians Strategic Drainage Partnership
EPB	Edinburgh Partnership Board
ESCO	Energy Services Company
ESECRD	Edinburgh and South East City Region Deal
EVOC	Edinburgh Voluntary Organisations' Council
GGA	Green Growth Accelerator (Scottish Government)
GGApf	Green Growth Accelerator Pathfinder (Scottish Government)
GIP	Green Investment Portfolio (Scottish Government)
GJWA	Green Jobs Workforce Academy (Scottish Government)
HNEACF	Heat Networks Early Adopter Challenge Fund (Scottish Government)
HRA	Housing Revenue Account (City of Edinburgh Council)
HRABS	Housing Revenue Account Budget Strategy (City of Edinburgh Council)

Glossary

LCTIP	Low Carbon Infrastructure Transition Programme (Scottish Government)
LEZ	Low Emission Zone
LHEES	Local Heat and Energy Efficiency Strategies
Ofgem	Office of Gas and Electricity Markets (UK Government department)
PCAN	Place-based Climate Action Network - Network of UK cities involving local government, higher education institutes and other partners
PfG	Programme for Government (Scottish Government)
SCA	Scottish Cities Alliance
SCSP	Smarter Choices Smarter Places
SEPA	Scottish Environment Protection Agency
SG	Scottish Government
SG NLB2	No-one Left Behind Phase 2 (Scottish Government)
SG PBIP	Scottish Government Place Based Investment Programme
SG VocT	Vocational Training Programme (Scottish Government)
SGPSES	Scottish Green Public Sector Estates Scheme (Scottish Government)
SNIB	Scottish National Investment Bank
SUDS	Sustainable Urban Drainage Systems
UoE	University of Edinburgh
WHR	Whole House Retrofit
WHS	World Heritage Site

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Fossil Fuel Non-Proliferation Treaty – Response to Motion by Councillor Burgess

Item Number	
Executive/routine	**Executive**
Wards	
Council Commitments	**18**

1. Recommendations

It is recommended that the Policy and Sustainability Committee:

1.1 Consider the information provided on how the Fossil Fuel Non-Proliferation Treaty may impact the City of Edinburgh Council and determine if the Council should endorse the Treaty.

Stephen S. Moir

Executive Director of Corporate Services

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Report

Fossil Fuel Non-Proliferation Treaty – Response to Motion by Councillor Burgess

2. Executive Summary

2.1 This report outlines the implications for the City of Edinburgh Council should they endorse the call for a Fossil Fuel Non-Proliferation Treaty: a global initiative to phase out fossil fuels and support a just transition.

2.2 This report has been written in response to a motion by Cllr Burgess on 26th August 2021, see Motions and Amendments 8.8: https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=150&MeetingId=5601

3. Background

3.1 The proposed Fossil Fuel Non-Proliferation Treaty (FF-NPT) aims to align fossil fuel production with the Paris Agreement's 1.5°C warming threshold by dealing with emissions at source: phasing out fossil fuel production and aiming to fast-track progress towards safer and more cost-effective alternatives, supporting international cooperation in three main areas – non-proliferation, global disarmament and a peaceful, just transition.

3.2 The Treaty's structure is based on the 'Treaty on the Non-Proliferation of Nuclear Weapons' (NPT) which is based on three key elements: non-proliferation, disarmament and peaceful use of nuclear energy.

3.3 The main cause of the climate emergency is the burning of fossil fuels. Fossil fuels are the largest contributor to global climate change, accounting for over 75% of global greenhouse gas emissions and nearly 90% of all carbon dioxide emissions.[1] The Production Gap Report (2019) outlines that current planned fossil fuel supply expansion is 120% greater than the 1.5 degrees budget. The proposed treaty states

[1] Production Gap Report (2019) p.6, p.8; Also see Intergovernmental Panel on Climate Change Report (2021) p.TS-46 states that coal, oil and gas are responsible for 86% of all carbon dioxide emissions in the past decade.

that the supply-side of fossil fuels should occupy a central place in collective efforts to address climate change.

3.4 The concept of a Fossil Fuel Non-Proliferation Treaty (FFNPT) has been peer reviewed and there is a growing recognition among scholars and policymakers that curbing fossil fuel supply (as well as demand) can be a valuable part of the climate policy toolbox. The Treaty is explicitly proposed and recommended within the journal Climate Policy, Volume 20, 2020, Issue 8: Special Issue: Curbing Fossil Fuel Supply to Achieve Climate Goals. Also see Greg Muttitt and Sivan Kartha. 'Equity, climate justice and fossil fuel extraction: principles for a managed phase out', Climate Policy. Volume 20, 2020, Issue 8.

3.5 Major cities such as Sydney, Toronto, Los Angeles, Barcelona, Vancouver have already signed the call for a treaty. As well as the Dalai Lama, 101 Nobel Prize laureates, hundreds of companies and individuals have endorsed the call for a Treaty and signed an open letter calling on world leaders to end the expansion of coal, oil and gas. Cambridge City Council passed a motion endorsing the Treaty on 21 October 2021, becoming the first authority in the UK to do so, and Brighton and Hove City Council will also vote on endorsing the Treaty in 2021.

3.6 The Treaty supports the existing frameworks provided by the UN Framework Convention on Climate Change (UNFCCC) and Paris Agreement and aims to supplement these as neither mention fossil fuels nor put constraints on supply.

4. Main report

4.1 The Fossil Fuel Non-Proliferation Treaty focuses action in three main areas: non-proliferation; fair phase-out; just transition. The implications for Edinburgh of each of these action areas is outlined below.

Non-proliferation: 'Prevent the proliferation of coal, oil and gas by ending all new exploration and production'.

4.2 According to the United Nations and other organisations the world is on track to produce more than twice as much coal, oil and gas by 2030 than is consistent with limiting the rise in global temperature to below 1.5C. To stay within the Paris Agreement this fossil fuel cannot be burnt.

4.3 The treaty calls for the immediate end to exploration and expansion into new fossil fuel reserves to prevent the proliferation of unburnable fossil fuels, to protect workers, communities and investments from becoming stranded, and to avoid irreversible climate disruption. This action will have a limited direct impact on Edinburgh, see more at 4.6.

4.4 The UK is preparing to stay within the Paris Agreement and source energy from alternative sources. If this were not the case the Treaty might have a negative impact on general energy security which could have an impact as a result of energy cost pressures. The extent to which this risk would be realised locally as a result is unknown.

Fair phase-out: 'Phase-out existing production of fossil fuels in line with the 1.5°C global climate goal'.

4.5 The treaty proposes phasing-out fossil fuel production by first regulating fossil fuel supply, limiting extraction, removing subsidies for production, dismantling unnecessary infrastructure, defending the rights of Indigenous Peoples and impacted communities, and shifting support to safer alternatives, in order to align fossil fuel supply with the goals of the Paris Agreement.

4.6 This action will have a limited direct impact on Edinburgh and its people as extraction and production do not happen in the area but there may be national implications to such a stance. However, the treaty's endorsement by the Council and growing international popularity will also need to be considered by the Council's Arm's Length Bodies, including the Lothian Pension Fund via the Pensions Committee.

Just transition: 'Fast-track real solutions and a just transition for every worker, community and country'.

4.7 The treaty calls for a clear path and a proactive plan to enable economic diversification, implement renewable energy and other reliable, cost-effective low-carbon solutions, and to support every worker, community and country. These actions and aims are aligned with those of Edinburgh as outlined in the Business Plan, 2030 Climate Strategy and the work of both the Poverty and Climate Commissions

4.8 The City of Edinburgh Council has identified that not taking action to adapt to the impacts of climate change with have significant impacts on the city's built and natural environment, its economy, communities and citizens, particularly the most vulnerable. The City is already taking substantive climate action and has successfully started lowering its greenhouse gas emissions, but these efforts may be undermined by the expansion and continued national and regional reliance on fossil fuel infrastructure and production.

5. Next Steps

5.1 Should the Committee agree, this will be deemed sufficient to be internationally recognised as a having endorsed the Treaty.

6. Financial impact

6.1 There are no direct financial implications from endorsing this Treaty. It is possible there may be some in-kind implications if there is global collaboration on issues that support our 2030 goal.

7. Background reading/external references

7.1 Motions and Amendments (26th August 2021) https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=150&MeetingId=5601

7.2 Climate Policy, Volume 20, 2020, Issue 8: Special Issue: Curbing Fossil Fuel Supply to Achieve Climate Goals

7.3 Climate Policy. Volume 20, 2020, Issue 8: Greg Muttitt & Sivan Kartha. 'Equity, climate justice and fossil fuel extraction: principles for a managed phase out'

7.4 Production Gap Report (2019)

7.5 Intergovernmental Panel on Climate Change Report (2021)

8. Appendices

8.1 None.

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Delivering the 20-Minute Neighbourhood Strategy

Executive/routine	**Executive**
Wards	**All**
Council Commitments	

1. Recommendation

1.1 It is recommended that Policy and Sustainability Committee notes:

1.1.1 This update on the implementation of the 20-Minute Neighbourhood strategy that was approved by Committee on 10 June 2021;

1.1.2 That any new or emerging projects will be referred to the appropriate Committee for future approval; and

1.1.3 That regular updates will be provided to Committee as implementation of the strategy progresses.

Paul Lawrence

Executive Director of Place

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Delivering the 20-Minute Neighbourhood Strategy

2. Executive Summary

2.1 This report provides an update on the implementation of the 20-Minute Neighbourhood Strategy, by setting out the five strands of work through which the programme will be delivered and provides an update on specific projects.

3. Background

3.1 The 20-Minute Neighbourhood approach is about living well locally, giving residents the ability to meet most of their daily needs from within their own community by building on models of shared service delivery with public, private and voluntary sector partners. The approach also provides an opportunity to work with communities to provide access to services where it is most convenient and helps to support local businesses - creating thriving, vibrant town and local centres.

3.2 20-Minute Neighbourhoods are not just about access to services – they include significant placemaking improvements (such as increasing active travel and sustainable transport), improvement to streets to make them greener and safer, and better access to parks and playgrounds.

3.3 The National Planning Framework 4 Position Statement sets out the ambition to deliver 20-Minute Neighbourhoods which are 'liveable, accessible places, with thriving local economies, where people can meet most of their daily needs within a 20-minute round trip'.

3.4 The Scottish Government has placed the 20-Minute Neighbourhood concept within its Programme for Government. On 10 June 2021, the Policy and Sustainability Committee approved the draft 20-Minute Neighbourhood Strategy that supports outcome 12 in the Council's Business Plan: people can access the support they need in the place they live and work.

3.5 This report highlights the five strands of programme delivery within the Strategy and provides updates on projects within these workstreams.

4. Main report

4.1 The 20-Minute Neighbourhood Strategy is founded on the following vision, which responds to the aspirations of local communities, being clear what can and cannot

be influenced and acknowledging that each neighbourhood will be different in terms of needs and opportunities.

"Edinburgh will be a sustainable resilient city containing strong cohesive communities. This will be supported a series of connected 20-Minute Neighbourhoods where most of the every-day needs of the residents can be provided locally. Right Role, Right Place and Right Time."

4.2 The Programme has been split into following five delivery strands:

4.2.1 Regeneration into a 20-Minute Neighbourhood;

4.2.2 Embedding 20-Minute Neighbourhood principles in existing projects;

4.2.3 Reimagine and Redesign our Town Centres/High Streets;

4.2.4 City Wide Neighbourhood Connection; and

4.2.5 Digital, Consultation and Engagement.

4.3 A programme team is being established to develop future proposals and to support colleagues and initiatives already happening across the city. The team will comprise a variety of roles, including in Urban Design, Transport, Planning and Communications. This team will work closely with the Poverty and Prevention programme, sharing community and partner engagement resources.

Regeneration into a 20-Minute Neighbourhood

4.4 The Council has been leading the way in affordable housing led regeneration with several major schemes under development in areas such as Wester Hailes, Meadowbank, Granton, Muirhouse/Pennywell, Fountainbridge and Powderhall. In all proposals, a co-ordinated cross Council programme provides oversight and strategic direction ensuring that the 20-Minute Neighbourhood principles are embedded in all decisions.

Powderhall

4.5 At Powderhall, the strategy for the redevelopment of the former Powderhall Waste Transfer Station was originally proposed as an open market sale, most likely, to a volume housebuilder. However, by considering several other Council priorities, this evolved into the Council taking forward a major mixed-use regeneration project. The site has transferred to the Housing Revenue Account and the proposed masterplan has been expanded to include adjacent disused bowling greens.

4.6 This means that, instead of a 'typical infill housing scheme', the regeneration will deliver around 260 homes (at least 35% affordable); a new 128-place nursery; seven new commercial units; and new civic and green space. In addition, the adjacent 'B' listed historic former stable block will be refurbished into creative workspaces and community events space, funded by external grants secured by the Council (including over £1.4m from the Scottish Government's Regeneration Capital Grant Fund; £140,000 from Edinburgh World Heritage and £21,000 from Bonnington Micro Business Fund).

4.7 The aim is for the development to achieve new zero carbon standards, with the homes for older people and nursery built to Passivhaus standard and the stable block heated using air source heat pumps. There is also an aspiration to convert the adjacent former railway line into a new active travel route. The first phase of the regeneration is the stable block conversion, which is set to complete in early-2022, with delivery of the nursery also underway.

4.8 The Powderhall example demonstrates the 20-Minute Neighbourhood approach in practice and shows how several objectives can be achieved by close collaboration both internally and externally.

© Powderhall

Wester Hailes

4.9 In Wester Hailes, a design team has been appointed to develop a masterplan for the wider area. The masterplan will set out a comprehensive, phased approach for the next 10 to 15 years, building on community aspirations as set out in the Local Place Plan. There are also a number of 'early action' projects already under way. These include improvements to existing Council homes and estates, delivery of new-build affordable homes at Dumbryden Gardens, progressing designs for the replacement of the high school, the West Edinburgh travel link and improvements to Westside Plaza.

4.10 Wester Hailes is one of the first communities in Scotland to start to develop its own Local Place Plan, following their introduction within the Planning (Scotland) Act in 2019 and the ideas generated through this process will be at the heart of the masterplan. It is expected that the masterplan will provide a platform to maximise funding opportunities, such as the United Kingdom (UK) Government's Levelling Up Fund.

4.11 Within the wider masterplan, there are opportunities to consider new proposals. One such opportunity is the site of the existing Calder Glen Nursery and former

Westburn Primary School. With both buildings requiring significant (unfunded) investment, proposals are being considered to develop a housing led redevelopment of the wider site that would include: a replacement nursery (doubling in size from 64 to 128 places) together with affordable housing (with specialist housing for the elderly and vulnerable groups).

Embedding 20-Minute Neighbourhood Principles in Existing Projects

4.12 While the first workstream principally relates to medium to large scale regeneration, there are opportunities to develop the 20-Minute Neighbourhood principle on a smaller scale i.e. within those wider masterplans are pockets of more localised development that can contribute to the bigger picture.

Pennywell/Muirhouse Regeneration

4.13 One example is within the wider Pennywell/Muirhouse regeneration programme, where the delivery of a new community hub at the heart of the Pennywell will provide a centre for culture and learning for the communities and neighbourhoods of North Edinburgh, offering much needed early years childcare places, a new library and learning hub, and integrated cultural, arts and community support delivered by North Edinburgh Arts.

Pennywell Hub @collective

Liberton

4.14 There are also new, emerging opportunities including a proposal to deliver a new secondary school at Liberton. Rather than consider this in isolation, the agreement to acquire the Liberton hospital site for the Council's affordable housing programme provides ideal context for co-ordination of these projects through the 20-Minute Neighbourhood programme.

4.15 The new High School project offers an opportunity to integrate public services, whilst utilising a holistic approach to understand surrounding assets, landscape, travel to and through this area, providing easy access to joined up services though a hub model. The creation of a community campus will deliver a range of services

and activities at different times of the day/night and aims to create a place where multiple services can be accessed that contribute to health, wellbeing and learning of young people and the wider community. This includes options for the inclusion of a primary health care service and a Police Scotland presence.

4.16 Design and development of connectivity and travel infrastructure will be supported by the 20-Minute Neighbourhood team. Walking, cycling and public transport routes will be developed, including linkages and synergies to the new housing development at the former hospital site.

Liberton High School Campus

4.17 All new learning estate projects currently in development will have options for wider service delivery that will be considered during the design phase, with flexible working space included as budgets allow. The strategic briefs for these projects will outline the teaching, learning and wider community requirements from the outset to ensure that buildings are constructed as fit for multiple purpose and that no opportunities are missed.

4.18 There is also an opportunity for existing learning estate facilities to be adapted in order that wider services can be delivered from these locations. In order to ensure that detailed suitability assessments of the physical changes required to the learning estate is progressed, a Learning Estate Planner will be dedicated to leading this work.

4.19 One consideration to be progressed is how primary and secondary schools, sports centres, community centres, libraries and other local community facilities link up more cohesively in the future to enhance service delivery for all members of a local community. To achieve this, new ways of working across professional boundaries will be just as important as alterations to buildings.

Reimagine and Redesign our Town Centres/High Streets

4.20 The third strand of the 20-Minute Neighbourhood approach relates to Town Centres and High Streets. The approach is different, due to the challenge of the built environment already in place.

Craigmillar

4.21 Craigmillar has been transformed in recent years through several new housing developments and the soon to be completed new high school. Recognition for the new Council homes at Craigmillar Town Centre has been welcomed through the Scottish Home Awards Housing Development of the Year award.

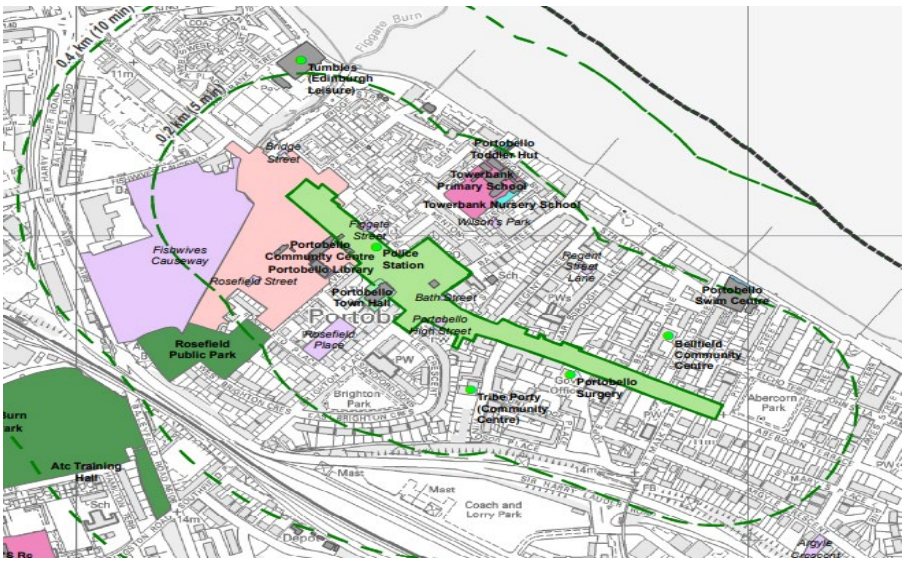
4.22 The 20-Minute Neighbourhood programme will support a number of workstreams to address the “high street”, specifically in and around Niddrie Mains Road and connections to and through this area. Work is already underway on the development of a high-level spatial strategy along Niddrie Mains Road, to create a vibrant, safe and enjoyable town centre for residents and visitors alike. Once complete, the strategy will be used to shape a bid to the next round of the UK Levelling Up Fund. The 20-Minute Neighbourhood team will provide Transport and Urban Planning expertise for this area, as part of a co-ordinated delivery plan.

4.23 Progress is also well underway on a “meanwhile use project” entitled ‘Walk-Up Avenue’ which will create a multi-use, community-based, public space. The intention is to provide commercial space to support small businesses in the area while providing a space for people to meet outdoors in the town centre, including seating, informal play and events space, a growing area, a stage pavilion and a sculptural entranceway.

Portobello

4.24 Work has commenced with community groups in Portobello that will enable a better understanding of the needs of the local community and to identify opportunities which fit with the 20-Minute Neighbourhood Strategy, whilst informing priorities and plans for future services and assets.

4.25 The first workshop took place on the 13 July 2021 and focused on how people responded locally during the pandemic by identifying issues, challenges and opportunities. As per the visual below, Portobello houses several community assets located within walking distance from the town centre. A second workshop is planned and will focus on asset and co-location opportunities. The potential for Portobello to become a local pilot of the future working programme and support the principle to working closer to home will also be explored.



Portobello High Street Asset Map

Corstorphine

4.26 Another new emerging opportunity is Corstorphine, where Corstorphine Community Centre has successfully submitted a Stage 1 Community Asset Transfer application for Westfield House. This has created the opportunity to consider the wider consolidation of community services within the building, including the potential relocation of the existing library into the ground floor. Opportunities to improve the public realm at St John's Road are also an important part of this work.

City Wide Neighbourhood Connection

4.27 Implementing 20-Minute Neighbourhoods will involve changes within the places people live and work. Building stronger cross-departmental working within the Council, and with partner organisations and third sector is crucial. However, importantly, building trusted relationships with the people who live or work in neighbourhoods and therefore are best placed to know what is and is not good about it will be at the centre of any plans for 20-Minute Neighbourhood proposals, with communities helping shape proposals will be key to success.

4.28 To enable this work, a group (Joining the Dots) has been set up with partners and Council officers involved in the development of Edinburgh Partnership's collaborative work on community empowerment, community anchors, thriving Local and 20-Minute Neighbourhoods, alongside work related to poverty and prevention, community engagement, the Edinburgh PACT, and the Local Outcome Improvement Plan (LOIP) Priority 3. Through this group, the Council will seek to reach out to communities to work together to shape future proposals. With initial focus areas of Liberton and Wester Hailes, the first session took place at Whales Arts in Wester Hailes on 1 October 2021.

Digital, Consultation and Engagement

4.29 It is proposed to utilise social media networks to access and communicate with existing groups, develop networks within the community around specific issues, plan and implement consultation processes, and gain community feedback.

4.30 Delivery of the Digital and Smart City strategy will attempt to provide everyone with access to services online and allow greater flexibility for staff – working nearer home. The use of the Scottish Government's placed based framework, which builds on the existing work across Scotland, will support the delivery of the programme. Standard questions from this framework will inform engagement and consultation plans.

4.31 The Council has agreed to become a learning partner for the "Shaping Places for Wellbeing Programme", run by the Improvement Service in partnership with Public Health. This will allow collaboration and learning with other Scottish Local Authorities and Health Partnerships.

4.32 Through the University of Edinburgh – Pilot Community Consultation and Quality of Life, the Council has agreed to be a pilot for the University to work on what 20-Minute Neighbourhoods mean for our communities and empowering them to work with each other to realise these ambitions. This will be a real benefit for the programme to form a clear vision of what a 20-Minute Neighbourhood means not only for mobility but also equity in access to services and facilities.

4.33 Women, Edge Work and the Regeneration of Cities, bridging the urban planning gender gap in Scottish cities is a project by May East for the University of Dundee. The aim of the project is to investigate women's experience of their 'right to the city', and in particular, access to safe and inclusive, regenerative green and public spaces. This work will consider Portobello and Wester Hailes and a report is due back in early 2022.

4.34 Creating successful 20-Minute Neighbourhoods requires integration of the process of design development, consultation and engagement associated with property and wider infrastructure investment. The current consultation and engagement model being used for the replacement Liberton High School project demonstrates what can be achieved when all relevant stakeholders are involved in a project from the outset and at important points during the design development process. This success can be mirrored for any strategic property and wider infrastructure investment project and will be at the heart of understanding requirements for integrated service delivery by Council services and key partner agencies.

Summary

4.35 The 20-Minute Neighbourhood strategy is an opportunity to build on the best practice examples set out in this report. The agreed additional resources will strengthen project teams and ensure a co-ordinated approach to regeneration. The 20-Minute Neighbourhood strategy, programme and approach is not a panacea to solve all issues about living well locally. However, it will ensure that all projects and proposals are considered in a multi-service (internal and external) manner that pools resources and seeks to empower and utilise the talent within the cities local communities to achieve enhanced and better outcomes locally moving forward.

4.36 As with any project, individual proposals will be subject to separate reporting to the relevant Committee at the appropriate time.

5. Next Steps

5.1 The next steps will be to:

5.1.1 Finalise recruitment to Programme Team and embed resources within existing project teams to support project delivery;

5.1.2 Carry out mapping exercise on Council and partner assets, to understand opportunities for hubs and co-location;

5.1.3 Commission detailed area profiles for each neighbourhood;

5.1.4 Continue work to identify potential external funding opportunities, including applications for Wester Hailes and Craigmillar to the next round of the UK Government's Levelling Up Fund;

5.1.5 Develop the approach to Net-Zero Communities identifying possible neighbourhoods in line with the Council's Climate Strategy; and

5.1.6 Continue to liaise with Community Councils on progressing 20-minute Neighbourhoods across this city, including building on ongoing community-led work, for example in the Water of Leith Villages.

6. Financial impact

6.1 In May 2021, the Council approved funding of £500,000 for this programme in financial year 2021/22 and beyond. This is, and will continue to be, supplemented by resources in service areas where the 20-Minute principles have been adopted as business as usual. The funding is being utilised for additional staffing to support delivery and one-off feasibility/design work. All programme costs will be contained within the additional funding allocated.

6.2 The 2020 Programme For Government established a "Place Based Investment Programme" (PBIP) that would "ensure that all place based investments are shaped by the needs and aspirations of local communities and accelerate our ambitions for place, 20-Minute Neighbourhoods, town centre action, community led regeneration and community wealth building". The Council was awarded £1.998m of PBIP funding for 2021/22 which was allocated to 11 projects by the Housing, Homelessness and Fair Work Committee on 25 June 2021. It is forecast that the Council will receive a further £5.36m over the next four years. A framework will be developed to support the allocation of this funding and a report on the process for agreeing this framework is scheduled to be considered by Housing, Homelessness and Fair Work Committee on 4 November 2021.

6.3 Delivery of place-based regeneration is funded from the Council's HRA and General Fund capital programmes; supported by Scottish Government grant funding.

7. Stakeholder/Community Impact

7.1 To enable detailed development of proposals, appropriate consultation and engagement will need to be undertaken, and this will be carried out in line with the Council's new Engagement and Consultation policy.

8. Background reading/external references

8.1 Council Business Plan: Our Future Council, Our Future City

8.2 Protecting Scotland, Renewing Scotland: The Government's Programme for Scotland 2020-2021

9. Appendices

9.1 None.

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Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Women's Safety in Public Places

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 Note that the content of this report acknowledges both the need for attitudinal, behavioural and structural change across society while also calling the council to action to improve women's safety in public places.

1.2 Approve the proposed course of action to strengthen and expand existing safety measures already implemented by the Council with a gendered lens in all forward planning and implementation.

1.3 Consider the options for a consultation around the public places and spaces in Edinburgh that could assist in identifying where women feel safe, where they feel less safe and what can be done to improve their safety.

1.4 Consider strengthening existing community resources currently in place to enhance women's safety in public places as well as the introduction of additional measures specifically pertaining to women's safety in public spaces.

1.5 Consider the implementation of a campaign targeted at men's thoughts, actions and behaviours around women's safety, as well as sustained activity highlighting how men can act as allies in promoting the safety of women in public spaces.

1.6 Consider the adoption of additional safety measures in public spaces of particular concern to women, and the allocation of funds required for their adoption.

Julien Kramer

Interim Executive Director for Education and Children's Services

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Report

Women's safety in public places

2. Executive Summary

2.1. This Committee report responds to a motion approved by full Council on women's safety in public places.

2.2. The report sets out the current context in which the Council works to improve women's safety. It provides an overview of work undertaken to improve women's safety in public places, and the challenge of men's behaviours which create real and perceived danger for women.

2.3. It provides information on recommendations and future actions to ensure women's safety is embedded in the roll-out of 20-minute neighbourhoods.

2.4. The importance of capturing perceptions of citizens alongside measures to evaluate safety is noted and options are presented on consultations that could be taken forward.

2.5. The report also highlights the need to address the main issue affecting women's safety – the actions and behaviours of men that perpetuate fear for women.

3. Background

3.1. Full Council approved a motion by Councillor Watt on 29 April 2021 on Women's Safety in Public Places

3.2. "Council deeply regrets that it has taken the murder of Sarah Everard, Bennylyn Burke & Wenjing Lin and the countless other lives lost to bring women's safety in public spaces to mainstream attention across the country. Council notes the need for structural change across society and its institutions ought not to be used as a reason for doing nothing in response to this problem. 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 improve their safety, with actions being reported back to the appropriate committee."

3.3. Full Council further approved a motion by Councillor Osler on 26 August 2021 on Creating a Safer First and Last Mile Journey for Women and Girls

3.4. "Council:

3.4.1. Acknowledges the importance of ensuring women and girls can travel safely in Edinburgh including through our open spaces,

3.4.2. Recognises 'Safe Cities and Safe Public Spaces' is one of the core partnership initiatives in action used by UN Women (of the United Nations) to achieve its 2018-2021 strategic plan objective of more cities and other settings having safe and empowering public spaces for women and girls,

3.4.3. Notes Atkins' 'Get Home Safe' which calls on transport planners and urban designers to take action to create safer first and last mile journeys for women, and recommends: improving visibility through low to the ground planting and vegetation and removal of walls and barriers; active building frontages to provide 'eyes on the street'; and providing emergency contact and digital wayfinding apps, and

3.4.4. Calls for a report to be submitted to Transport and Environment Committee within two cycles on the benefits of adopting such recommendations and on how safety for women should be improved, notably in our parks and open spaces."

4. Main report

Context

4.1. A report published by the Office for National Statistics demonstrates that women throughout the UK feel unsafe in public places, particularly after dark. They also feel considerably more fearful than men.

4.2. These findings were replicated by a ScotPulse survey by STV in March 2021. The survey demonstrated that 59% of women and 20% of men in Scotland have experienced sexual harassment or assault. Half of women responders reported that the incident took place in a hospitality venue such as a bar, pub or nightclub, while 21% reported experiencing harassment in the workplace. Fifty per cent of people who responded stated they did not feel safe walking alone at night, and of those respondents, 68% were women.

4.3. According to Scottish Crime and Justice Survey, 2019-2020, men are more likely to be the victims of violent crime in a public place, but they are also three times more likely to be the perpetrator.

4.4. Further, this report wants to emphasise that the language used in this survey has the potential to minimise the impact of sexual harassment and assault on women and girls: although the Scottish Crime and Justice Survey makes mention of 'forced sexual intercourse' and makes a distinction between 'serious' and 'less serious sexual assault', it must be born in mind that forced sexual intercourse is rape and that any form of sexual assault is serious, as it has the same effect. Any type of sexual harassment or assault of women in a public place by a stranger contributes to women's fear of public places and has a direct impact on their lives, choices, decisions, wellbeing, behaviour and mobility around their environment (Keane, 1998).

4.5. According to ActionAid, one in three women globally are affected by violence, making this one of the most widespread human rights abuses worldwide. According to the Femicide Census between 2008-2018 in the UK, 1425 women were killed by men, 112 of these were in Scotland. The greatest risk of harm to women's safety continues to be from either a male intimate partner, or another male family member. In 8% of these cases, women had been murdered by strangers.

4.6. Of all homicides in Scotland in 2019-2020, 66% occurred in a residential location. Of the 33% that occurred in a public place, 13% occurred indoors in the public space (Homicide in Scotland 2019-2020: Statistics). Twenty-nine percent of victims were female, and of those, 37% were killed by a partner or ex-partner.

4.7. The Scottish Social Attitudes Survey highlights that in 2018-19 Police Scotland recorded 61,000 incidents of Domestic Abuse in Scotland. 82% of these involved a female victim and a male accused.

4.8. The above numbers do not by any means intend to undermine the prevalence and impact of violence against women and girls (VAWG) in Edinburgh. In 2019 alone, the Improvement Service estimated that VAWG cost the Scottish economy approximately £4 billion, with the acknowledgment that this is an underestimate, as many crimes against women and girls often go unreported. The report adds that "these costs will impact elected members' local economy" (p.5).

4.9. The Recorded Crime in Scotland 2019-2020 report highlights that in the city of Edinburgh there were 1,057 non-sexual crimes of violence, and 1,206 sexual crimes. Bearing in mind that crimes against women are underreported, this still translates to one non-sexual crime of violence every 8.2 hours, and one sexual crime every just over 7 hours.

4.10. Between June and September 2020, referrals to Edinburgh Women's Aid increased by 70% against 2019. Given the above information, violence against women, whether taking place in an intimate relationship, or by a stranger is a problem globally, nationally, and locally, and on a scale which is rarely discussed or understood.

4.11. The Council provide many support services that offer assistance after an episode of gender-based violence. These services are reactive to, rather than preventative

of gender-based violence due to the propensity of violence occurring more frequently in people's homes rather than in public.

4.12. Ultimately, whether viewing women's safety in an international or Edinburgh context, one universal reality is incontestable. It is the behaviour of men that put women into actual risk or perpetuate the fear of being at risk of harm. It is not possible to establish the percentage of men who engage in threatening, abusive or violent behaviour against women in public spaces. However, it only takes violent or abusive behaviour by one man in public to elicit fear and alarm in women in the public sphere.

4.13. This phenomenon has been documented since the 1980's following Liz Kelly's writing on 'The Continuum of Sexual Violence' (Kelly, 1987). This term provides a framework for understanding the prevalence of sexual violence by highlighting how harassment and seemingly 'innocuous' behaviours such as cat-calling exist on the same spectrum as sexual assault and rape.

4.14. Poor street lighting or isolated bus stops in themselves would not elicit wariness or fear, it is the risk attached to the behaviours of others that create the pause, doubt or avoidance of doing certain things that without that risk, would not be considerations.

4.15. However, although there is a need to address the behaviour of men and to raise awareness of the impact of their actions on women, actions can also be taken to redesign public spaces and intervention programmes to strengthen women's feelings of safety in the public sphere.

4.16. Such interventions would not only be limited to the design of neighbourhoods and on elements such as streets, bus stops, parks and train stations but they would also include the wider public spaces that women occupy, such as hospitality venues, workplaces, shops, festivals, sport and music events among others.

4.17. The activities currently undertaken by the Council, as well as recommendations proposed within this report, are fully in line with the UN Women 'Safe Cities and Safe Public Places' flagship programme. This programme outlines four key commitments for city partners to:

4.17.1. Identify gender-responsible locally relevant and owned interventions

4.17.2. Develop and effectively implement comprehensive laws and policies to prevent and respond to sexual violence in public spaces

4.17.3. Invest in the safety and economic viability of public spaces; and

4.17.4. Change attitudes and behaviours to promote women's and girls' rights to enjoy public spaces free from violence.

What the Council is doing already

4.18 The Council recognises the importance of creating and sustaining women's and girls' safety in public places in the Council Business Plan. The Plan recognises the importance of safety in active travel along key road networks, particularly for

vulnerable and/or more rural citizens. It further recommends better mechanisms for implementing public safety in Council Estates such as leisure centres and parks as a further commitment during the roll-out of 20-minute neighbourhoods.

4.19 Specifically, the shared outcome with The Edinburgh Partnership Community Plan 2018-2028: 'A Good Place to Live' states that 'The places people live and work, their connections with others and the extent to which they can influence decision that affect them, all have a significant impact on their quality of life and wellbeing. Towards this, all partners are committed to working together to create good places to live in Edinburgh and accessible open spaces, with good links to health, childcare, and other services.'

4.20 The Council Equalities, Diversity and Inclusion Framework states that as part of Covid 19 recovery, in order to meet our 2050 vision we need to build back better, including structuring and delivering our services differently and working with communities, including equality groups, to consider the needs of all our residents.

4.21 The Framework recognises that women, including Black, Asian and Minority Ethnic women, are at higher risk of disadvantage. There is a clear outcome that 'people at risk of harm through poverty and deprivation, hate crime or discrimination, violence against women, children and young people or of becoming involved in crime, are protected and supported'.

4.22 The Framework further identifies actions for prevention and early intervention under the theme of 'Health, Wellbeing and Attainment for Children and Young People' by addressing safety in the public realm though the Mentors in Violence Prevention (MVP) peer education programme. The programme, delivered by trained S5-S6 mentors has been implemented in almost all high schools in Edinburgh and covers topics such as domestic abuse, sexting coercion, sexting images, shaming, transgender bullying, sexual harassment in school and online abuse.

4.23 The City of Edinburgh Council is a key partner and stakeholder in the Equally Safe Edinburgh Committee. Equally Safe is the CoSLA and Scottish Government approach to ending gender-based violence and discrimination. Equally Safe has four objectives:

- 4.23.1 Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls
- 4.23.2 Women and girls thrive as equal citizens: socially, culturally, economically, and politically
- 4.23.3 Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children, and young people
- 4.23.4 Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response

4.24 The Committee was previously known as the Edinburgh Violence Against Women Partnership.

4.25 The Equally Safe Edinburgh Committee is part of Edinburgh's Public Protection Committees which are governed through the Chief Officer's Group. The objectives

of Equally Safe aim to prevent and eradicate violence against women. The previous Domestic Abuse Lead Officer left the post in March 2020 and following a redesign of what support the Equally Safe Edinburgh Committee required, the creation and recruitment to Edinburgh's first Equally Safe lead officer was completed during the summer of 2021.

4.26 Equally Safe and its broad agenda is supported by several Council services – Criminal Justice, Children's Social Work, Education, Homelessness commissioning as well as Housing.

4.27 The Family and Household Support (FHS) team, operating through Safer and Stronger Communities, plays an important role in delivering support to women affected by Gender-Based Violence (GBV) including domestic abuse. FHS works closely with Edinburgh Women's Aid; are key partners in the creation of the Domestic Abuse Local Action Group (DALAG); work alongside three of the Council's Safe and Together champions; and manage the most acute cases of harassment and hate crime, often perpetrated against women.

4.28 The Equally Safe Edinburgh Committee has a three-year action plan, addressing the agenda of Equally Safe in Edinburgh. Intimate partner and family violence against women and girls is to the fore in this plan, with little emphasis on the broader issue of how safe women feel in their communities and the city as whole, and the restorative work required to alter that sense of safety.

4.29 The current plan does not have direct actions set out to look at and tackle men's attitudes and approaches to women. This is an identified gap, and a public facing communication regarding how men think and act towards women is to be progressed in Autumn 2021. This approach will reverse the general approach to view the issue of women's safety to be an issue to be addressed by women; when the reality is that our culture in certain groups of men need challenged to create debate and personal reflection on how men's actions and behaviours impact women and women's safety.

4.30 The adopted Local Development Plan 2016 seeks to ensure that good layout design makes streets and spaces 'safer' by promoting natural surveillance in the following policies:

4.31 Policy Des 5 Development Design – Amenity criterion c) requires developments to promote community security by providing active frontages to more important thoroughfares and designing for natural surveillance over all footpaths and open areas, and

4.32 Policy Des 7 Layout Design sets out factors to ensure a comprehensive and integrated approach to the layout of buildings, streets, footpaths, cycle paths, public and private open spaces, direct and connected routes to services and public transport, and car and cycle parking areas and pedestrian and cycle paths are overlooked by surrounding properties. Paragraph 162 states that the layout of development should enhance community safety and urban vitality and provide direct and convenient connections on foot and by cycle.

4.33 The Edinburgh Design Guidance provides detailed planning guidance, and one of the key aims for designing places is to address the street in a positive way to create or help to reinforce a the sense of place, urban vitality and community safety. On Community Safety it sets out how building design and layout should create active frontages and ensure all external spaces are overlooked, and planting must avoid the creation of hiding spaces, and footpaths designed with visibility that avoids blind corners/alleys.

4.34 City Plan 2030 (Proposed Plan as reported to 29 September 2021) takes forward a policy on Layout Design, with a similar wording to the LDP 2016, and a new policy is proposed for 'Sustainable Developments' that requires a statement to address how development proposals encourage '*all forms of active travel (including complying with Edinburgh's Street Guidance and associated Factsheets) and shall be accessible by those of all ages and levels of mobility, including those with disabilities.*'

4.35 City Plan 2030 provides high level 'development principles' for its mixed use developments, and require that *new routes and open space are lined with active frontages that promote pedestrian movement between inside and out and good passive surveillance at ground floor level, and where mobility hubs are proposed, these are in a prominent location with high footfall and good passive surveillance'.*

4.36 Transport policies provide criteria for the location of cycle parking and mobility hubs that require natural surveillance (eg. *for major new developments…shared transport potentially in a 'mobility hub' with additional services, located with good natural surveillance').*

4.37 The Council is in its early stages of developing an update to the Active Travel Action Plan, which will include a behaviour change chapter. This will go into more detail around the inequalities which are present when considering gender- and ethnicity-related barriers to utilising active travel modes, and the actions which can be taken by the Council in partnership with organisations to bring around greater levels of representation and equality. As part of the larger active travel schemes, behaviour change action plans are being created, for example for the West Edinburgh Link, and this is specific to the context of bringing around greater active travel in areas of deprivation and ethnic minorities, where there are additional societal and structural barriers affecting the propensity of an individual to begin walking and/or cycling.

4.38 The City Mobility Plan (CMP) sets out Edinburgh's route to achieving sustainable, inclusive and effective mobility across the city and into the region. There is an acknowledgement of gender inequality in the CMP:

'It is recognised that different genders have differential access to transport systems. Twice as many women as men make multi stop and multi-purpose journeys.13 Women and people from identifiable minorities fear being assaulted or harassed on the public transport network and are more likely to choose to travel by car or taxi because it is personally safer.'

Enabling gender equality in accessibility benefits all travellers. Prioritising certain transport modes is an important factor for increased equality. The proximity of

high-quality public transport and possibilities to move around safely on foot, wheel and cycle can offset inequalities.'

4.39 The CMP also provides the strategic context to deliver major projects over the next few years including City Centre Transformation, George Street and First New Town, West Edinburgh Link, City Centre West to East Link and Meadows to George Street. Each one of these projects intends to deliver safe and inclusive public spaces for everyone to use, increasing the potential number of people who may feel safe to walk and cycle for everyday journeys in the vicinity, with more freedom and less perception of fear.

4.40 An Integrated Impact Assessment (IIA) is carried out for each policy/project, where any potential adverse impacts on people with protected characteristics (including gender) are highlighted, with a mitigating action for how any potential negative impacts could be minimised/reduced.

4.41 The Council's Active Travel Action Plan (ATAP) sets out a framework for how the Council will deliver a city that prioritises people on foot and bicycle, along with a series of specific schemes and programmes integrating infrastructure and behaviour change measures, contributing to a city that is safer and prioritises active and sustainable travel. This is currently being updated and will incorporate the principles and recommendations of the Get Home Safe report by Atkins.

4.42 The ATAP update will also include context-specific behaviour change action plans to encourage and enable greater active travel and address societal and structural barriers to walking and cycling.

4.43 The Council works in partnership with Sustrans to deliver the Sustrans Bike Life report every two years. In 2018, the Sustrans Bike Life – All Cities Publication focussed on reducing gender inequalities in cycling.

4.44 This report recommended that: city leaders and transport teams:

4.44.1 Prioritise women's concerns about road safety and multi-stop journey patterns through the planning and delivery of protected cycling routes on main roads and orbital routes.

4.44.2 Foster better representation of women in the transport and planning sector and engage with women and listen to their experiences and views throughout the whole decision-making process.

4.44.3 Ensure that evidence on gender and intersecting areas of equality such as disability, age and ethnicity are integrated into Active Travel strategies and policies

4.45 The Council is working with a researcher May East, to conduct an applied research programme in Edinburgh that could contribute to the city's gender in placemaking initiatives. This research is being conducted in Wester Hailes and Portobello, looking at:

4.45.1 sense of place

4.45.2 green space

4.45.3 active travel
4.45.4 safety

4.46 The research is currently ongoing and an update on findings will be made available in due course.

4.47 The Edinburgh Community Safety partnership has implemented a number of measures to ensure women's safety, particularly during the night-time economy. There is currently a network of 193 interconnected CCTV cameras in locations that have been identified as real or emerging hotspots for antisocial or other behaviour that can compromise safety. A network of an additional 13 mobile CCTV cameras are also deployed on a weekly basis to ensure safety in public places.

4.48 All stationary and mobile CCTV cameras are monitored 24-hours, 7 days per week. They are also interlinked and connected with Shop Watch, Pub Watch and police radio, so as soon as an incident or concern arises, an immediate coordinated response is triggered. This response can involve Police officers, and/or Street Assist, whose responsibility is to support people identified as potentially vulnerable to a place of safety.

4.49 The Council also provides transport martials for taxi ranks located on Lothian Road, the High Street, and Leith Street, who make sure that passengers are safe upon entering a black cab, on Fridays and Saturdays from 10pm to 4.30am.

4.50 The Community Safety Team recognises that safety in and around the Meadows has always been a concern for the public and particularly for women. Installing stationary CCTV cameras in the Meadows has historically been challenging due to the topographic features of the area. However, there are plans to install a CCTV camera in the Meadows on specially erected 10-meter pole in 2022.

4.51 Further discussions on the installation of re-deployable CCTV cameras in line with the implementation of 20-minute neighbourhoods are due to take place in 2022.

4.52 Although the Council is carrying out considerable amounts of work to increase safety in public spaces for women around the city, there is still a lot more that can be done in the short, medium and long term. An example of the need for ongoing work would include the most recent attack of a woman on Fishwives Causeway on 11 November 2021.

4.53 This incident demonstrates that although there are considerable efforts to incorporate plans that would enhance women's safety in public places in all future council activity, until ongoing, sustained and supported efforts are made on an ongoing basis to address gender inequality, men's attitudes and behaviours, women's safety in public places will continue to be compromised.

Examples of Good Practice

4.54 The Council works in partnership with Sustrans to deliver the Sustrans Bike Life report every two years. In 2018, the Sustrans Bike Life – All Cities Publication focussed on reducing gender inequalities in cycling. This report recommended that: city leaders and transport teams:

• Prioritise women's concerns about road safety and multi-stop journey patterns through the planning and delivery of protected cycling routes on main roads and orbital routes.
• Foster better representation of women in the transport and planning sector and engage with women and listen to their experiences and views throughout the whole decision-making process.
• Ensure that evidence on gender and intersecting areas of equality such as disability, age and ethnicity are integrated into Active Travel strategies and policies

4.55 An example of good practice for enhancing women's safety in public spaces comes from Vienna, Austria, where city planning took into consideration women's specific needs in terms of travel patterns, use of public spaces and public transport.

4.56 A further good practice example comes from the town of Umea in Northern Sweden. Umea has adopted a gender lens in planning and designing spaces to respond to the specific needs of teen girls, as well as in designing gender-sensitive cultural and leisure activities around town. Such activities include:

4.56.1 Equal conditions in booking sports practice venues such as football training grounds
4.56.2 Guided town tours with 'gender glasses'
4.56.3 Active encouragement of more women to be represented in cultural events
4.56.4 The creation of the first Women's History Museum in Europe

4.57 These practices have led to Umea being labelled a 'Model Town for Gender Equality' by the 'Observatory' – the European Charter for Equality of Women and Men in Local Life.

4.58 A European Union report by the European Regional Development Fund highlighted that 'gender-sensitive planning has many overlaps with other policy areas [such as] greener cities that respect sustainable mobility principles'. It further emphasises the importance of ensuring that at both planning and implementation stages, women are thought of as beyond 'victims' and/or 'mothers'-rather about taking a fresh approach to thinking about men's and women's places in the city.

4.59 Both the evidence provided above as well as examples of good practice in other parts of Europe highlight that safer spaces for women are safer spaces for everyone. This finding was also highlighted by UN Women, who identified that public spaces, especially parks and streets, are often the hearts of communities. Safer public spaces can therefore lead to safer communities overall.

Recommendations

4.60 The Council can consider the further upgrading and addition of more CCTV cameras in areas where there is currently a shortage. Although at the moment the CCTV network covers those city centre areas that are known hotspots for violent or antisocial behaviour, there should be a consideration for additional cameras

covering main routes people take when making their way home, particularly from night-time economy venues.

4.61 Safety in the Meadows continues to be an area of concern for many women, particularly those who have to regularly cross for work/leisure/study purposes. Although the introduction of a CCTV camera in the Meadows provides a good starting point, women's safety in the Meadows can be further ensured by the continued commitment of Police Scotland through foot/mobile patrols, with ongoing support by Street Assist Volunteers.

4.62 The Meadows would also benefit from additional CCTV cameras, covering the entire area. The implementation of this measure will depend on the feasibility of installing additional CCTV cameras, which will be determined by data by Locality and Police Scotland to identify hotspots; a Privacy Impact Assessment; a contractor survey; and, if feasible, the actual installation process which will involve some disruption in the area itself.

4.63 It is important to highlight that the above recommendations can only be completed through the collaboration of different departments within the Council, the Council and partner agencies, as well as budget realignment to respond to the need.

4.64 The Public Safety Team within the Council is responsible for the licensing and regulation of events and venues. Although the team primarily addresses the physical safety of venues that carry out events, event organisers are required to submit a risk assessment detailing the various safety aspects requiring consideration prior to an event being organised. This risk assessment can be amended to include specific questions asking organisers to consider women's safety. For example, CCTV camera coverage; more female security guards; the accessibility and safety of female restrooms; a requirement to prominently display information on the Ask for Angela Scheme, etc. The Public Safety Team can work together with the Equally Safe Edinburgh Committee to identify acceptable standards for event organisers to be required to implement ahead of events.

4.65 Given the breadth of the Equally Safe Strategy for Scotland, the Council can work collaboratively between Equally Safe Edinburgh Committee and a range of different committees and subcommittees across the board to deliver outcomes that enhance women's safety in public places. Going forward, Equally Safe Edinburgh Committee will hold regular meetings with Planning and Mobility to offer a gendered perspective on future developments on an ongoing basis.

4.66 A consultation regarding the issue of women's safety in Edinburgh is suggested as way in capturing how the city is viewed, allowing an analysis of what issues directly and indirectly impact upon a gendered analysis of feeling safe. Such a consultation would fit with the Equally Safe Edinburgh Committee agenda and ongoing work. This consultation will provide a baseline and indication of the scale of the issue Edinburgh's citizens have with women's safety.

4.67 As part of the National Violence Against Women Network, there is potential for a national public consultation on women's feelings of safety throughout different local authorities in Scotland. This was proposed on 29 September 2021 and will be followed up in due course.

4.68 A public communication campaign targeted at men's thoughts, actions and behaviours around women's safety will be designed and progressed through the Equally Safe Edinburgh Committee in 2022.

4.69 The Equally Safe Edinburgh Committee can further work closely on an ongoing basis with the Council's Communications Team to ensure that regular messages addressing the behaviour of men in public spaces and highlighting how men can help to keep women and girls safe are publicised through the Council's social media channels.

5. Financial impact

5.1 Resource is required to hold and advertise the consultation, as well as making it accessible to as wide an audience as possible. This will include costs for translating the consultation in key languages spoken across Edinburgh.

5.2 The Equally Safe Edinburgh Committee publicity campaign targeting men's behaviour will be funded through public protection funding – contributed to by City of Edinburgh Council, NHS Lothian, and Police Scotland.

5.3 The implementation of additional CCTV cameras, as well as increased patrolling, will carry a cost in terms of acquisition, installation, monitoring, and maintenance of the cameras on an ongoing basis. The implementation of this measure will depend on budget realignment to ensure all relevant costs can be covered, as well as collaborative work between the Council and partner organisations.

6. Stakeholder/Community Impact

6.1 An integrated impact assessment will be carried out in developing work around 20-minute neighbourhoods, and direct consultation with citizens will be integral to this work. This work is aligned to the Council's strategic business plan and the Equality and Diversity Framework 2021-2025. Equalities will remain a key focus in the development.

6.2 The roll-out of 20-minute neighbourhoods as well as any activity around planning and developing public spaces, needs to respond to the safety needs of citizens, particularly girls and women. To ensure this, the consultation will adhere to the guidelines approved by the Policy and Sustainability Committee on COVID-19 engagement and consultation approach (20 April 2021)

6.3 The development work proposed is required to focus on the various needs of citizens, focusing on a disaggregation of information based on the gender of responders. This will ensure that the council recognises that girls and women are seen as individuals in their own right, and that their safety needs are given priority together with their different travel and transport needs in the particular lifestyles they lead.

7. Background reading/external references

7.1. City of Edinburgh Council: City Plan 2030 – Integrated Impact Assessment Summary Report – January 2020.

7.2. City of Edinburgh Council: Edinburgh City Centre Transformation – Proposed Strategy Integrated Impact Assessment.

7.3. City of Edinburgh Council: Edinburgh's Proposal to make a Low Emission Zone' (consultation document)

7.4. Keane, C. (1998): Evaluating the Influence of Fear of Crime as an Environmental Mobility Restrictor on Women's Routine Activities. *Environment and Behaviour, Vol.30(1), pp.60-74.*

7.5. Kelly, L. (1987): The Continuum of Sexual Violence. In: Hammer, J. and Maynard, M. (eds): *Women, Violence and Social Control.* Explorations in Sociology (British Sociological Association Conference Volume series). Palgrave Macmillan.

7.6. Sustrans: 'Inclusive City Cycling: Women- Reducing the gender gap'.

8. Background reading/external references

8.1. None.

9. Appendices

9.1 None.

Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Edinburgh's Winter Festivals - Consultation Results

Item number	
Executive/routine	**Routine**
Wards	**All**
Council Commitments	43, 46, and 47

1. Recommendations

1.1 Policy and Sustainability Committee is asked to note:

1.1.1 The outcomes of the Winter Festivals Consultation; and

1.1.2 That the key findings from the consultation will inform the specification and event brief for the procurement exercise to deliver new events from 2022/23.

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Edinburgh's Winter Festivals – Consultation Results

2. Executive Summary

2.1 On 18 June 2019, Culture and Communities Committee approved an emergency motion requesting a public consultation on the future of the Winter Festivals from 2022 be undertaken. This report provides an update on the results of that consultation.

3. Background

3.1 In February 2021, the Council undertook a wide-reaching and independent consultation with residents and other stakeholders from across the city on the future of Winter Festival activity in Edinburgh.

3.2 The city's Winter Festivals currently comprise two events: Edinburgh's Christmas; and Edinburgh's Hogmanay.

3.3 In 2019, the Edinburgh's Christmas event took place over a six-week period from the third weekend in November to 6 January, at locations in and around the city centre of Edinburgh. Edinburgh's Christmas includes a market offer, fairground, family attractions and, until 2018, an ice rink.

3.4 In 2020, Edinburgh's Christmas was primarily an online event due to restrictions on gatherings during the coronavirus pandemic.

3.5 Edinburgh's Hogmanay is an internationally renowned New Year festival in its 29th year. Currently, it is annually a three-day festival centred around celebrations on 31 December. The festival provides international promotion for the city and images of the midnight fireworks display are broadcast around the world, attracting significant international audiences as well as providing managed city centre celebrations. Activities include a street party, concerts in Princes Street Gardens, a torchlight procession and an open-air ceilidh.

3.6 In 2020, the event producers, Underbelly, commissioned a drone display called 'Fare Well' to celebrate Hogmanay replacing the street party and all other mass gatherings.

3.7 The footprint of both events has changed over recent years: while the levels of entertainment on offer at Edinburgh's Christmas and Hogmanay have increased, so has the level of infrastructure required to deliver them.

3.8 As a result, the Council initiated an open public conversation about the future of these events, to listen to residents' views and to ensure that the future of the Winter Festivals achieves the right balance for those living and working in Edinburgh.

3.9 Those consulted included:

3.9.1 City Centre residents, especially those who have been affected in the past by Winter Festival activity;

3.9.2 Edinburgh residents in general, ensuring a level of engagement and opportunity to respond that was as wide as possible;

3.9.3 Edinburgh residents with sensory and mobility impairment, disability groups and organisations representing the interests of those with visibility and mobility impairment including the Edinburgh Access Panel;

3.9.4 Edinburgh residents on low incomes and organisations representing their interests;

3.9.5 Community Groups, especially those for children and young people, and single-parent families;

3.9.6 Heritage and community organisations with a particular interest in the City Centre;

3.9.7 Faith-based organisations;

3.9.8 Edinburgh Community Councils;

3.9.9 Businesses operating in Edinburgh and particularly the City Centre, including, but not limited to, Federation of Small Business/Chamber of Commerce businesses, tourism industry, and hotels. There are also a large number of businesses who are not members of an official representative body and these businesses were also included; and

3.9.10 Stakeholder organisations involved in or impacted by the delivery of current Winter Festival activity including, but not limited to, Police Scotland, transport providers, NHS Lothian, Festivals Edinburgh, EventScotland and VisitScotland, Essential Edinburgh.

3.10 The All-Party Oversight Group on Festivals and Events was kept updated during the process, approving the final survey.

4. Main report

4.1 Following a competitive tender process, Progressive Partnership Ltd were appointed to undertake the public consultation into the future of Edinburgh's Winter Festivals.

4.2 The consultation comprised an engagement phase and a wider public consultation. Full details of the methodology are contained within Appendix 1.

4.3 The engagement phase gathered interviews and conducted focus groups with key stakeholders within the city. This included six community workshops for community groups, special interest groups, the city's business and commercial sector, and children and young people (Appendix 1 – slide 115). The outcomes of this phase shaped the themes and questions in the wider consultation phase.

4.4 From 24 February 2021 until 19 May 2021, a public consultation was opened on the Council's consultation hub, seeking views from businesses and members of the public on the future of the Winter Festivals. In tandem, a number of focus groups with parents and seldom heard groups (Appendix 1 – slide 114) were held.

Key Findings

4.5 In total, 8,614 individuals and 35 organisations responded to the survey. 68% of respondents were from Edinburgh; 23% from the rest of Scotland; and 7% from the rest of the United Kingdom (UK).

4.6 The survey sought to establish support for having the two events, with 87% showing support for a Christmas celebration and 86% for Hogmanay. There is a clear desire for the city to celebrate these events.

4.7 89% of respondents had attended an Edinburgh's Christmas event in the past but only 46% for Edinburgh's Hogmanay.

4.8 Full details of the findings are contained within Appendix 1. The key trends and messages which emerged from the consultation included:

4.8.1 The majority saw the celebrations as being welcoming for tourists, but they were less likely to be welcoming to residents. Most agreed that they are good for businesses, but few perceived them as affordable or environmentally sustainable. The main reasons for not attending Christmas and Hogmanay celebrations in the past were overcrowding, 'designed for tourists' and too expensive;

4.8.2 Edinburgh respondents were less positive than respondents from the rest of Scotland and the UK about the winter celebrations being welcoming, enjoyable, unique, affordable, beneficial to business and environmentally sustainable; and

4.8.3 When asked about previous celebrations, views were mixed. While many of the comments were positive, a larger number were negative. The main concerns focused on the central location and impact on residents.

The Future of the Winter Festivals

4.9 Food, drink, musical performances and activities for children were the top preferred activities for Christmas. Alcoholic drinks and funfair rides were the least wanted activities for Christmas celebrations.

4.10 Fireworks, lighting installations and live music performances were the top three preferred activities for Hogmanay. Street party and mass gathering was the least wanted activity.

4.11 Respondents also called for future winter celebrations to have local involvement of artists and performers and Scottish/local culture.

4.12 Themes, in response to making Christmas and Hogmanay more accessible to people with disabilities, were dominated by physical access issues such as wheelchair accessibility and restrictions on the number of people attending.

Principles

4.13 Principles that benefit Edinburgh's environment, its reputation and business were those thought most important. This was followed by the need to be family-friendly and suit all ages.

4.14 The most wanted concession was to have free activities, this was closely followed by having discounted rates for Edinburgh residents.

4.15 It should be noted that any future events will be designed in line with the findings of the current consultation on the Use of Public Spaces for Filming and Events.

Locations of Winter Festivals

4.16 The largest group wanted Christmas celebrations to be staged at a number of locations spread throughout the city centre. This was followed by a similar proportion who wanted a few city centre locations and a few local town centres.

4.17 As with Christmas celebrations, the largest group wanted Hogmanay to be staged at a number of locations spread throughout the city centre, followed by a similar proportion who wanted a few city centre locations and a few local town centres.

Welcoming to Different Cultures and Religions

4.18 Many felt that the Winter Festivals are welcoming from a religious/cultural standpoint. Many felt that Christmas is inherently Christian, and Hogmanay is a Scottish tradition, and neither should change their qualities. Others gave examples of how to increase diversity.

Impact on Business

4.19 While the base is very small, the majority of business owner/managers in Edinburgh claimed the festivals have increased their turnover.

4.20 The largest group of business owner/managers wanted Christmas and Hogmanay celebrations to be staged at a number of locations spread throughout the city centre.

Family Friendly

4.21 Parents were in favour of the celebrations. Cost is undoubtedly an issue but, despite this, parents find the celebrations enjoyable.

4.22 The importance of making the celebrations family friendly was made clear throughout the consultation. This includes creating alcohol free zones, less crowded

zones, a focus on children at Hogmanay, and features to make children and people with disabilities more able to participate in the celebrations.

Conclusions

4.23 There was overwhelming support for winter celebrations in Edinburgh to continue in some form.

4.24 Findings from the consultation point to the need to review the current delivery model by taking the following elements into consideration:

4.24.1 Continue to provide high quality Christmas and Hogmanay celebrations which will be valued by residents and visitors, and continue to enhance Edinburgh's reputation;

4.24.2 Avoid overcrowding and improve access by distributing Christmas celebrations more widely throughout the city centre;

4.24.3 Look for opportunities to extend Christmas celebrations to other parts of the city outside of the city centre;

4.24.4 Improve and evidence the environmental sustainability of the winter festivals, including through the local sourcing of products;

4.24.5 Improve access for those previously less able to participate, including through physical accessibility, the design of activities for those with a range of needs, and for people on lower incomes and from deprived areas;

4.24.6 Focus on making the celebrations family friendly;

4.24.7 Introduce alcohol-free times and / or areas within Christmas celebrations;

4.24.8 Continue dialogue with representative organisations and seek further opportunities to agree how best to address negative impacts of winter festivals on Edinburgh residents;

4.24.9 Seek opportunities to maximise community benefit, including giving priority to existing local businesses and creatives; and

4.24.10 Seek opportunities to emphasise the character and culture of Edinburgh through the design and use of existing buildings and spaces, temporary constructions, events, branding and advertising.

5. Next Steps

5.1 The consultation has provided a framework and general principles for delivery of future editions of Edinburgh's Christmas and Edinburgh's Hogmanay, showing strong support for the two events to continue, albeit with a revised format.

5.2 It is clear from the consultation that the two events require slightly different approaches to delivery. As a result, it is proposed that a pilot year be held to test the new models of delivery.

5.3 There is a clear desire for a city centre activity for Christmas, which not only supports businesses by attracting people to the city centre, but also delivers the celebratory elements of Christmas, including a food and beverage offer and activities for families with an emphasis on affordability and environmental sustainability. A procurement exercise will be undertaken to appoint a producer to deliver this event, using the clear feedback from the consultation to ensure that it meets the needs of residents and businesses and is of appropriate scale.

5.4 For wider winter activity, it is proposed to appoint an individual or organisation to a Winter Festivals Director role, reporting directly to the Council. They will have responsibility for developing an overall Winter Festival programme based on a theme of Light and incorporating the desired elements from the consultation: fireworks, lighting installations and live music. The inclusion of local artists, communities, performers and creatives is essential in the development of this programme.

5.5 It is anticipated that these appointments will be completed by late spring 2022.

5.6 Members will be kept updated on the process through the All-Party Oversight Group for Festivals and Events.

6. Financial impact

6.1 A budget of £40,000 was identified to deliver this consultation. Due to the volume of responses and extra work required to evaluate the qualitative submissions, an additional £13,700 was required to complete the consultation.

6.2 The budget was contained within the Culture Service budget.

6.3 Delivering this consultation was an essential exercise in determining the future of the Winter Festivals in Edinburgh and ensuring that they meet the needs of Edinburgh residents and businesses.

6.4 Currently, there is a maximum of £813,456 available annually for delivery of the two events. The total sum required will be reviewed during the upcoming event brief and procurement exercise.

7. Stakeholder/Community Impact

7.1 The consultation had a positive impact on stakeholders and the community. The central principle of this consultation was that everyone within the city – residents, communities, businesses and stakeholders – should be invited to participate and to ensure that views from across the entire city were heard.

7.2 The service provider was tasked with creating a methodology to ensure that this central principle was delivered.

7.3 The volume and breadth of responses received demonstrates that this was achieved.

7.4 Execution of this consultation had no negative environmental impacts.

8. Background reading/external references

8.1 Report to Culture and Communities Committee on 28 January 2020.

8.2 Report to Policy and Sustainability Committee on 25 February 2020.

8.3 Report to Policy and Sustainability Committee on 28 May 2020.

9. Appendices

9.1 Appendix 1 – Edinburgh's Winter Festivals Public Consultation – Final Report

City of Edinburgh Council

Winter Festivals Public Consultation

Final Report

November 2021

Contents

Background and method

Profile of the response

Main findings
- Experience of the Winter Festivals
- Previous celebrations
- Future of the Winter Festivals
  - activities
  - accessibility
  - principles
  - concessions
- Location of Winter Festivals
- Final comments

Summary of findings

Conclusions

Appendices
- Technical appendix
- Profile of survey respondents
- Profile of focus group participants – consultation phase
- Profile of engagement phase participants

Background and method

Project background

Edinburgh's Winter Festivals are popular and currently take place over a six-week period from around the third weekend in November to around the 6th of January, at locations in and around the city centre of Edinburgh.

The Winter Festival is organised on the city's behalf under contract. The current contract is due to expire in 2023. A review of the Festival will inform decisions on the specification of the contract going forward.

The vast majority of Edinburgh residents attend at least one of the Winter Festival activities each year, and most think the Festival makes Edinburgh a better place to live. Nevertheless, in recent years a proportion of residents (in most recent surveys, 7%) have expressed unhappiness with aspects of the festivals.

The public consultation has been undertaken to provide insight into what local people, businesses and stakeholders value about the festivals and how they see them developing in the future.

Method: study approach

Design

- Stakeholder mapping
- List stakeholder contacts
- Design topic guides
- First APOG meeting

Outputs:
Workshop set-up

Stakeholder engagement

- Six workshops
- Community organisations
- Special interest groups
- Commercial
- Children/young people
- 10-15 depth interviews

Outputs:
Report of engagement stage
Design of consultation document

Consultation

- 12 week open public consultation
- Focus groups with groups less likely to respond to open consultations

Outputs:
Anticipated c2,000 public responses
Evidence from 8 focus groups

Consolidate

- Analysis of all contributions and responses to the engagement and consultation process

Outputs:
Report
Presentation of findings

The final consultation report draws on the consultation survey, the focus groups and the stakeholder engagement outputs

Method

Consultation approach

Consultation survey, supplemented by a series of focus groups with seldom heard groups.

Consultation Survey

- Consultation survey: link made freely available to members of the public, businesses, stakeholders
- No restrictions to entry, but any duplicate responses deleted
- A total of 8,612 individuals and 35 organisations responded
- Fieldwork dates: The consultation was open 24th February – 19th May
- Where base sizes are low a caution sign is shown. These results must be read with caution. ⚠
- As this is a consultation and the sample is self selecting it is not representative of the population of Edinburgh as a whole.

Focus groups

- Eight focus groups were conducted with parents and seldom heard groups*
- Groups were carried out on Zoom, because of continuing Covid~19 restrictions
- A total of 41 people took part in the group discussions
- A £40 incentive was paid to encourage attendance
- Groups were run from 27th April to 11th May.
- Findings from group discussions are reported with this symbol:

*See appendix for a profile of the groups

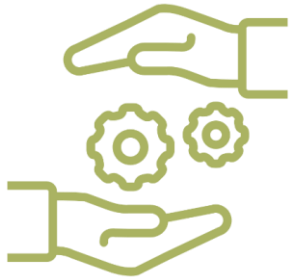
Overview of the responses

The profile of those who responded does not match the profile of the population of Edinburgh. Results are therefore not representative of Edinburgh's whole population.

Individuals

8,614 surveys

Organisations



35 surveys

3 letters were also received. These can be found in full in the appendices.

Online surveys	Paper surveys	Total
8,647	2	8,649

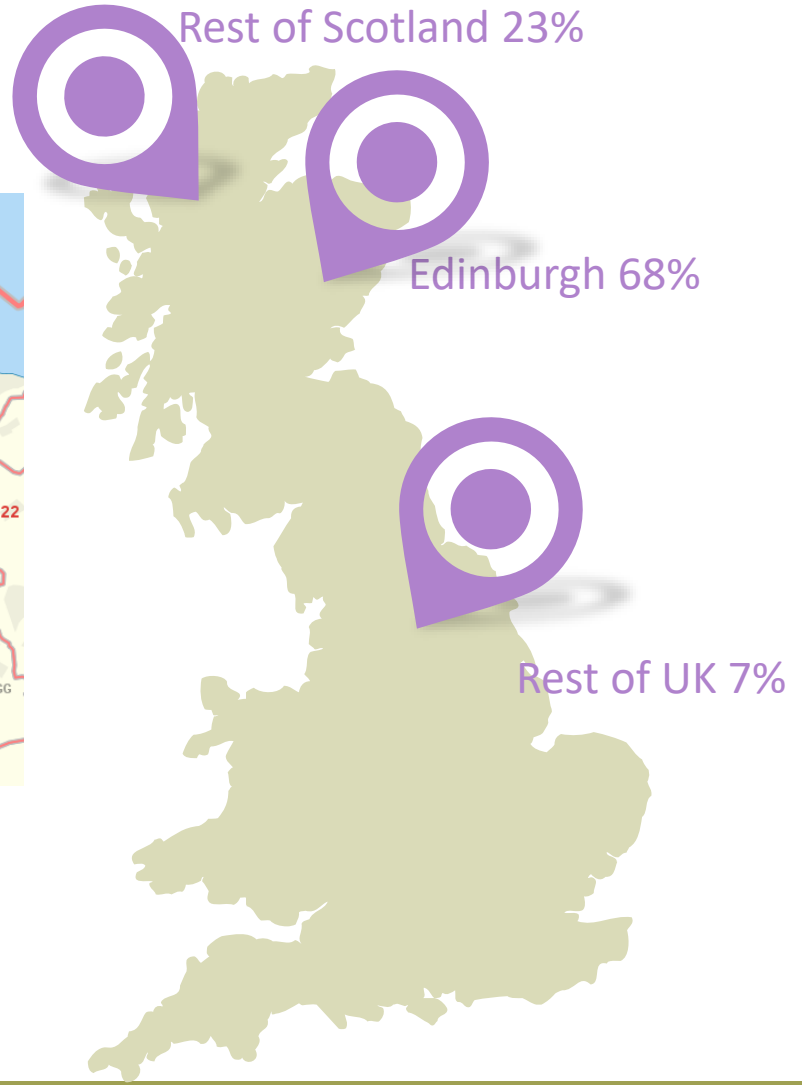
Gender	Response to consultation #	Response to consultation %	*EH %
Women (incl trans women)	5,474	64	51
Men (incl trans men)	2,764	32	49
Other gender identity	39	<1	-
Prefer not to say	337	4	-
Ethnic group			
BAME	231	3	20
Non- BAME	7,883	92	80
Prefer not to say	500	6	-
Base (individuals)	8,614	101	459,366

Socio economic groups (SEG)	Response to consultation #	Response to consultation %	*EH %
AB	4,353	51	33
C1	1766	21	30
C2	548	6	14
DE	633	7	23
Prefer not to say	1,314	15	-
Age			
16-24 years	295	4	15
25-34 years	1,503	17	14
35-44 years	1,891	22	26
45-54 years	2029	24	9
55-64 years	1592	18	19
65+ years	921	11	18
Prefer not to say	382	4	-

*Based on census data 2011 and findings from Edinburgh Peoples Survey

Responses came from across Edinburgh, Scotland and the rest of the UK. We have reported on results by combining postcodes EH 1/2/3/7 and 8 and comparing them to all other EH postcodes (R/EH) all other Scottish posts codes (R/Scot) and the remaining UK postcodes(R/UK)

Location	Individuals		Organisations *
	Number	%	Number
City Centre (EH1/2)	168	2%	16
Central (EH3/7/8)	1,180	14%	5
Other Edinburgh	4,496	52%	10
Rest of Scotland	1,939	23%	4
Rest of UK	600	7%	-
Other/unknown	231	3%	-
Total	8,614	100%	35



Experience of the Winter Festivals

In favour of Winter Festivals

Christmas

- Older people tended to be less in favour: 18-24 (96%) 25-34 (92%) 35–44 (90%) 45–54 (87%) 55–64 (86%) 65+ (81%)
- Parents with younger children tended to be more in favour of Christmas celebrations than those with older children: aged under 5 (94%) 5–12 (92%) 13–16 (91%)
- Those in postcodes EH1/2/3/7/8 (78%) were less in favour than the rest of the EH postcodes (85%)

Hogmanay

- Older people tended to be less in favour: 18-24 (94%) 25-34 (91%) 35–44 (89%) 45–54 (86%) 55–64 (84%) 65+ (81%)
- Those with younger children tended to be more in favour than those with older children: under 5 (92%) 5–12 (90%) 13–16 (88%)

The vast majority were in favour of Edinburgh having celebrations for Christmas and Hogmanay

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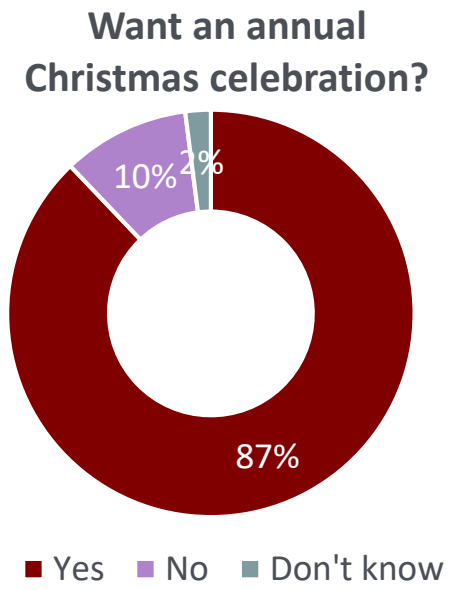
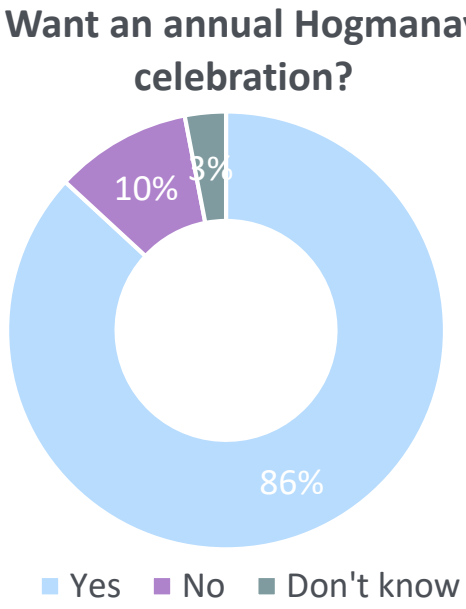


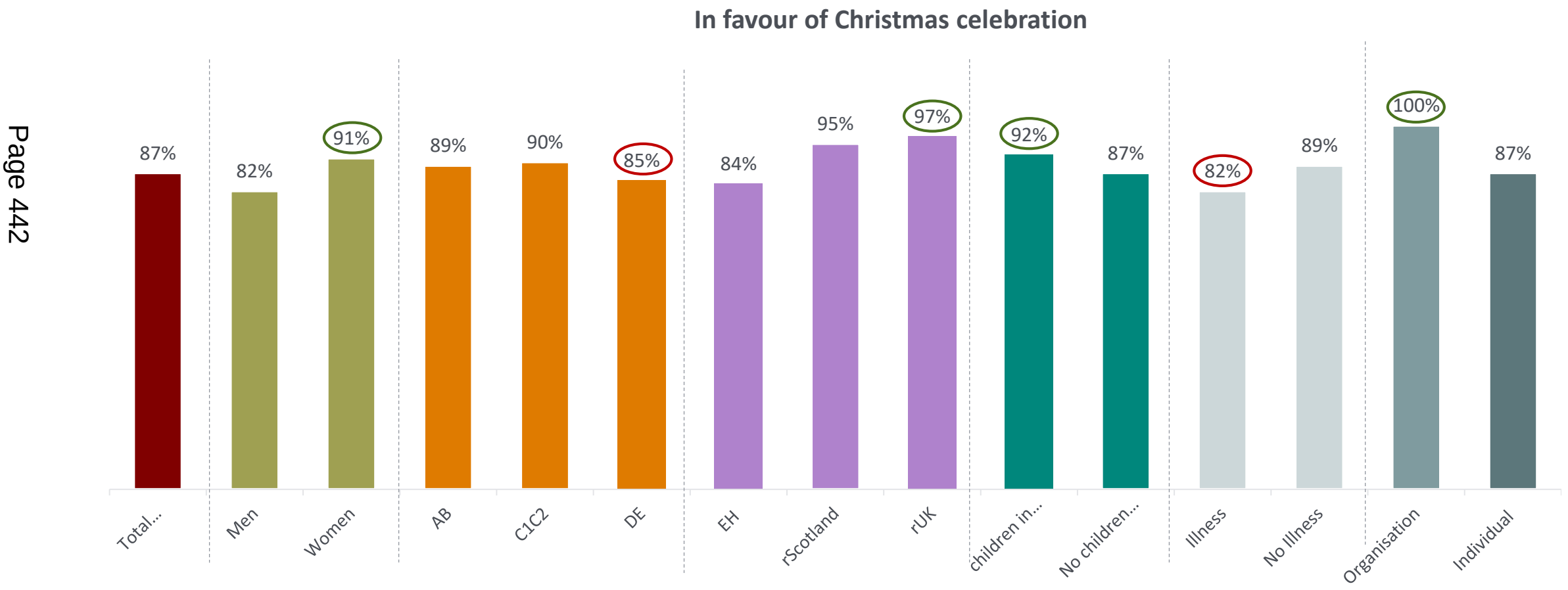


Q1. Do you think Edinburgh should have an annual Christmas celebration?

Q2. Do you think Edinburgh should have an annual Hogmanay celebration?

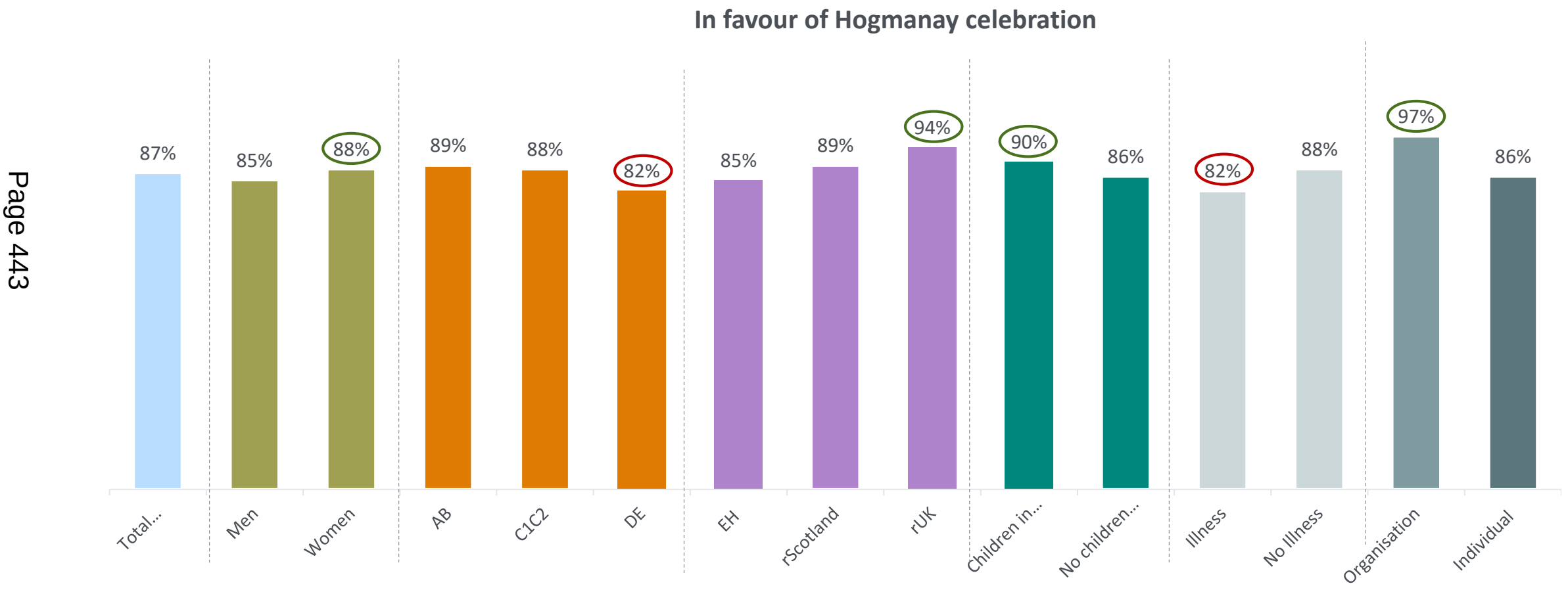
Base (All): individuals 8,614 organisations 35

Women, those outside of Scotland, parents and organisations were more in favour than their counterparts. Those in lower income groups (DE) and those with long standing illness were less in favour than their counterparts



Q1. **Do you think Edinburgh should have an annual Christmas celebration?**
Base (all): 8649, Men 2764, Women 5474, AB 4353, C1C2 2314 DE 633, EH 5875 rScot 1943 rUK 600, children 2434 , No children 5655, Illness 1071 No illness 6880, Organisation 35 Individual 8614

Trends for Hogmanay match those for Christmas: Women, those outside of Scotland, parents and organisations were more in favour. Those in lower income groups (DE) and those with long standing illness were less in favour than their counterparts



Q2. **Do you think Edinburgh should have an annual Hogmanay celebration?**
Base (all): 8649, Men 2764, Women 5474, AB 4353, C1C2 2314 DE 633, EH5875 rScot1943 rUK 600, Children 2434 , No Children 5655, Illness 1071 No illness 6880, Organisation 35 Individual 8614

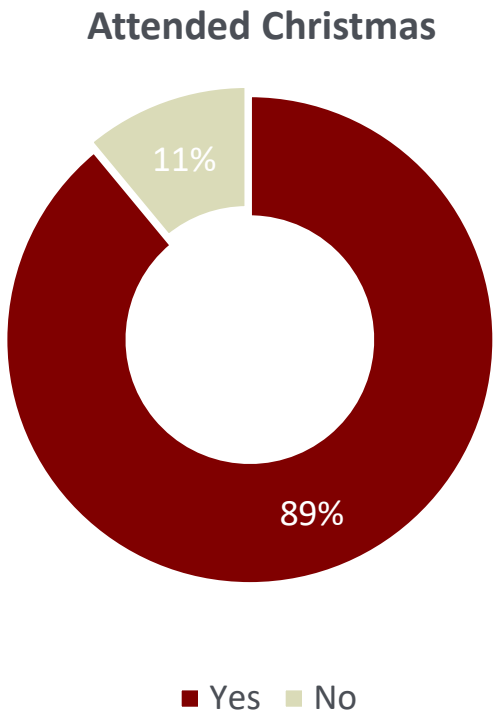
Attendance at Winter Festival

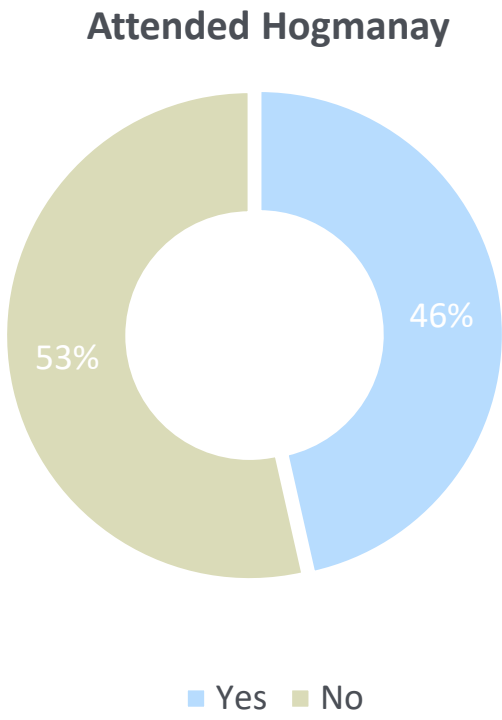
The vast majority had attended Christmas celebrations. Fewer had attended Hogmanay.

Of those who responded to the consultation:

- BAME (53%) were more likely than Non-BAME (46%) to have attended Hogmanay
- Those with long standing illness were less likely than those with no illness to have attended Christmas or Hogmanay:

	Christmas	Hogmanay
Illness	84%	42%
No illness	90%	47%



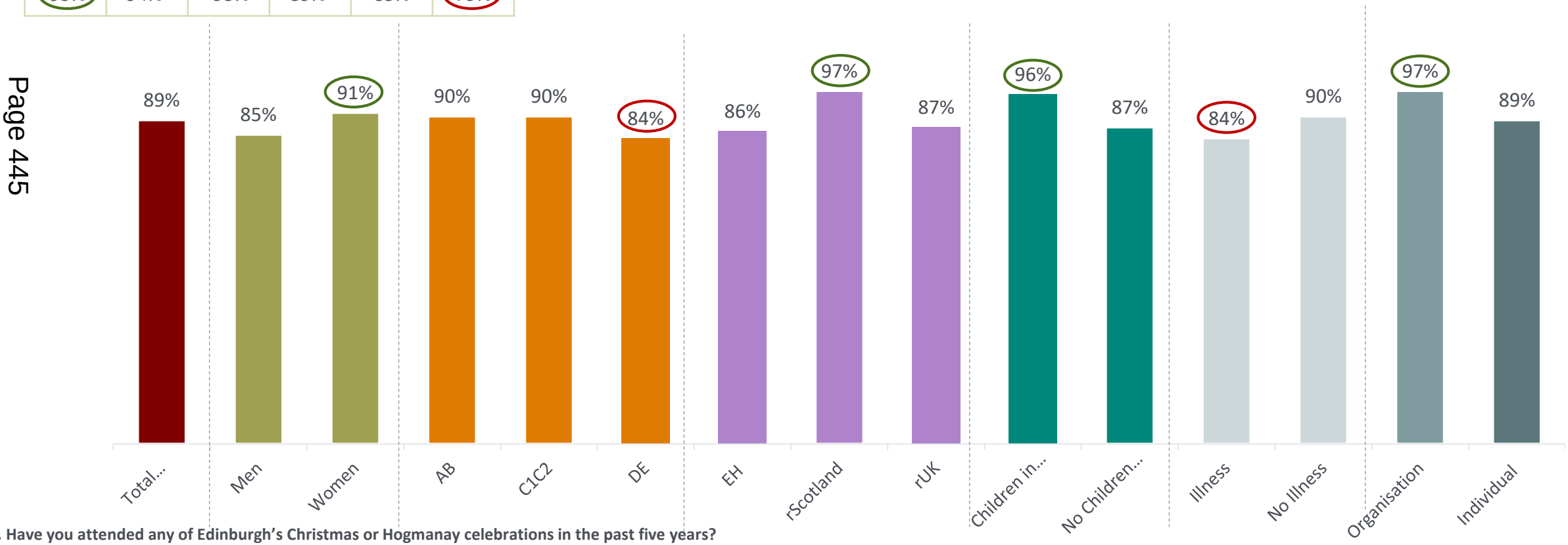


Q3. Have you attended any of Edinburgh's Christmas or Hogmanay celebrations in the past five years?

Base (All): individuals 8,614 organisations 35

Women, parents, younger people and those with no illness were all more likely than their counterparts to have attended a Christmas celebration.

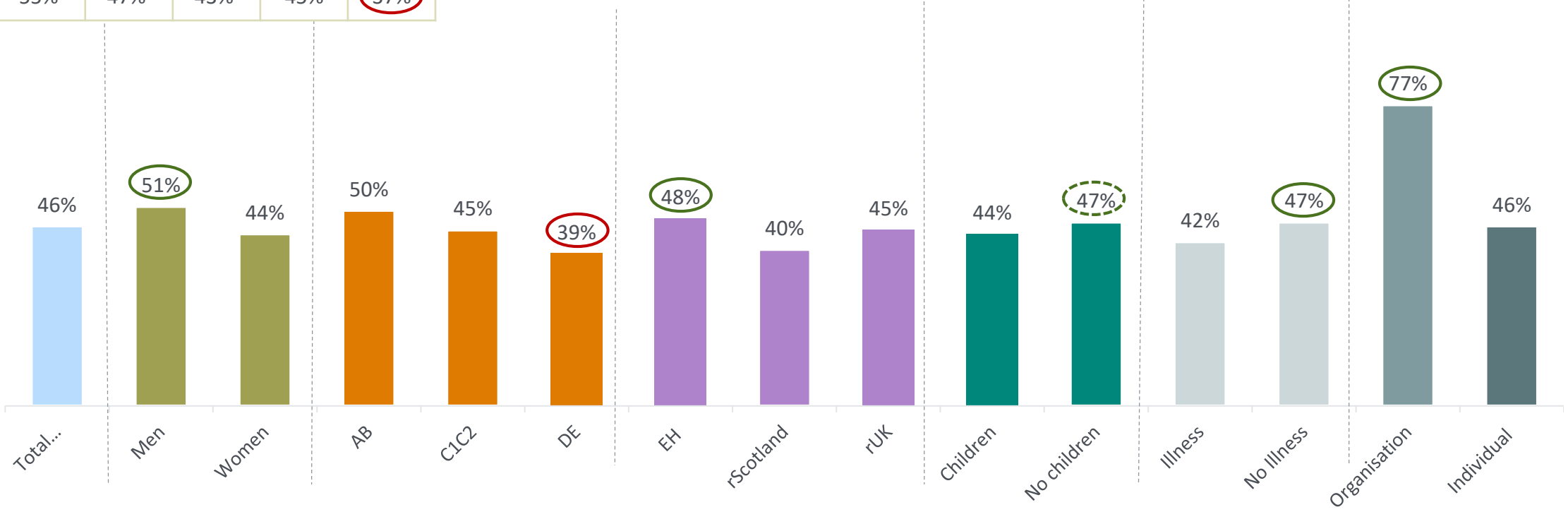
Age					
18-24	25-34	35-44	45-54	55-64	65+
95%	94%	93%	89%	85%	79%



Q3. Have you attended any of Edinburgh's Christmas or Hogmanay celebrations in the past five years?
Base (all): 8649, Men 2764, Women 5474, AB 4353, C1C2 2314 DE 633, EH 5875 rScot 1943 rUK 600, Children 2434 , No children 5655, Illness 1071 No illness 6880, Organisation 35 Individual 8614

Older respondents and those in lower income groups were less likely to have attended Hogmanay celebrations. Respondents from Edinburgh were more likely to have attended Hogmanay than those in other regions.

Age					
18-24	25-34	35-44	45-54	55-64	65+
54%	55%	47%	43%	45%	37%



Q3 Have you attended any of Edinburgh's Christmas or Hogmanay celebrations in the past five years?
Base (all): 8649, Men 2764, Women 5474, AB 4353, C1C2 2314 DE 633, EH 5875 rScot 1943 rUK 600, Children 2434 , No Children 5655, Illness 1071 No illness 6880, Organisation 35 Individual 8614

Why not attend

Overcrowding, expense and celebrations being only suited for tourists were the main reasons for non-attendance

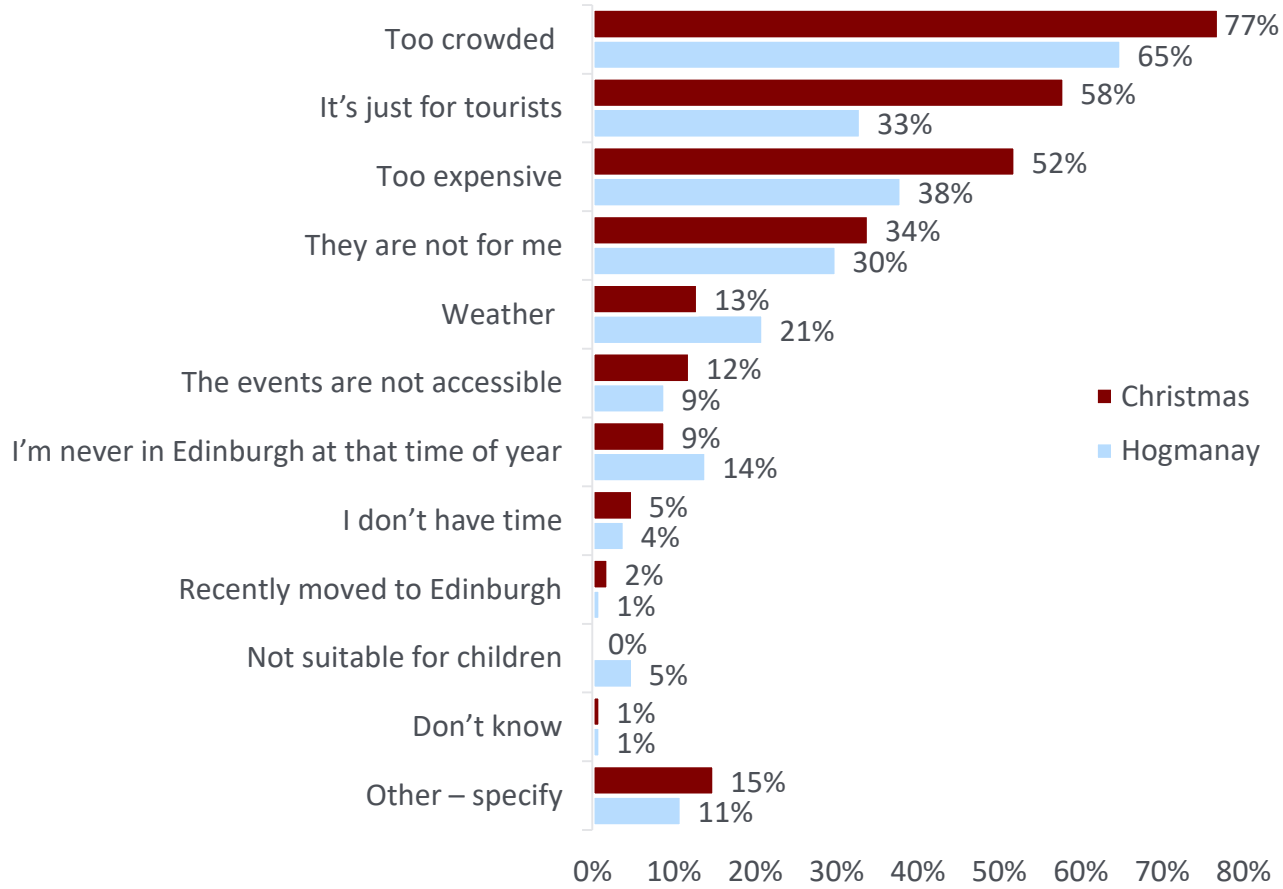
Christmas

- Those in EH postcodes were more likely to perceive it as too crowded
- SEG C1C2 (41%) and parents (72%) were more likely to perceive it as too expensive

Hogmanay

- Those aged 65+ (73%) SEG AB (68%) those with no children (69%) those with long standing illness (72%) and those with EH postcodes (76%) were more likely to perceive it as too crowded
- Men (42%) those aged 25–34 (47%) those with long standing illness (48%) BAME (55%) and those with EH postcodes (44%) were more likely to perceive it as too expensive

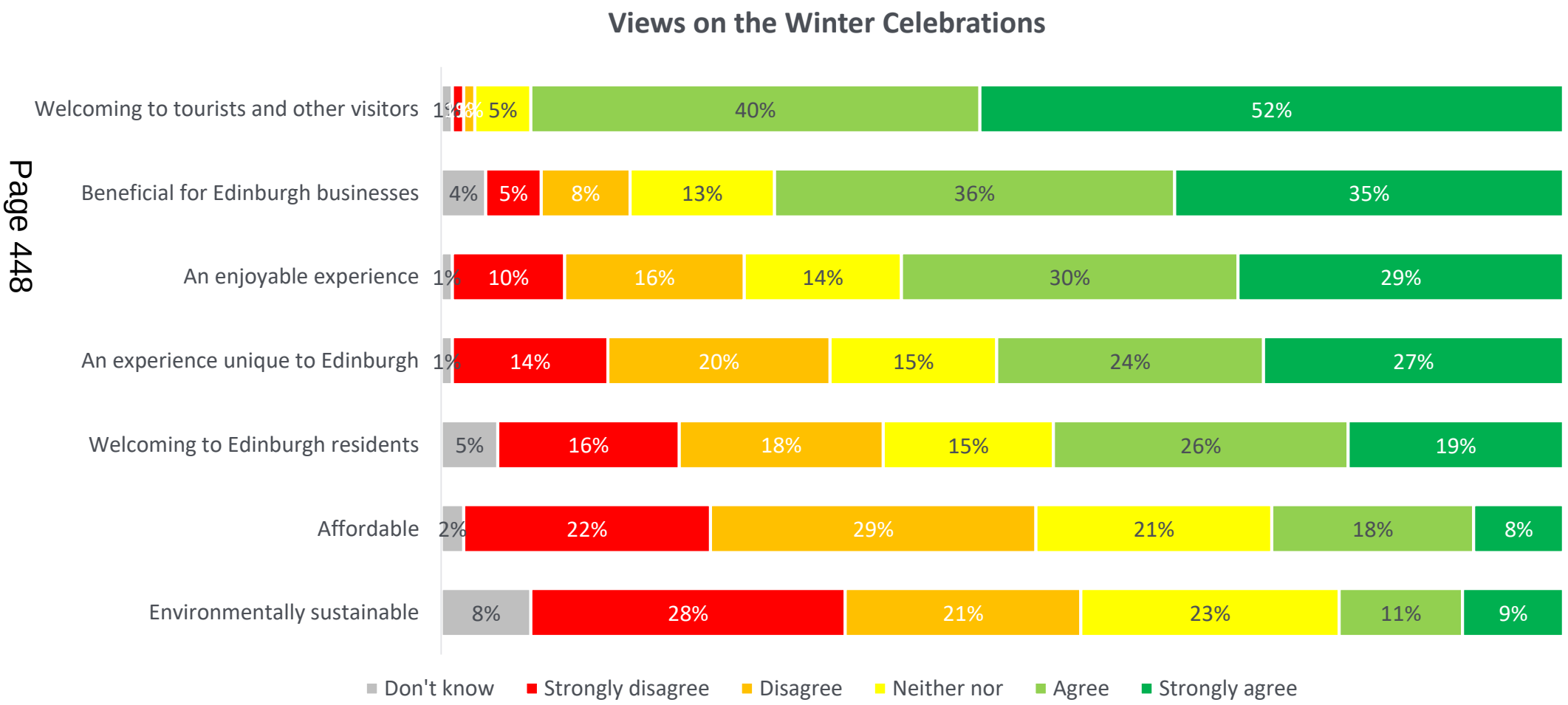
Reasons for not attending winter celebrations



Q4. Why have you not attended the [….] celebrations in the last few years? *Please tick all that apply*

Base Individuals who have not attended: Christmas 966 Hogmanay 4,621

The majority saw celebrations as being welcoming for tourists but fewer saw them as being welcoming for residents. Most agreed that they are good for businesses but few perceived them as affordable or environmentally sustainable. Views on them being enjoyable and unique to Edinburgh were mixed.



Q5. To what extent do you agree or disagree that previous Christmas and Hogmanay celebrations have been…

Base (All): individuals 8,614 organisations 35

On all issues those aged 18-24 were more positive than other age groups. Those with children were more positive than those without children that the celebrations are an enjoyable experience.

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Views on the Christmas and Hogmanay festivals (% net agree)

	Respondent type		Children		Age						SEG		
	Individual (8,614)	Org (35)	Yes (2,434)	No (5,655)	18-24 (295)	25-34 (1,503)	35-44 (1,891)	45-54 (2,029)	55-64 (1,592)	65+ (921)	AB (4,353)	C1C2 (2,314)	DE (633)
Welcoming to Edinburgh residents	45%	66%	52%	44%	72%	55%	50%	42%	42%	35%	45%	50%	47%
Welcoming to tourists and other visitors	92%	91%	94%	92%	98%	95%	93%	92%	90%	87%	92%	94%	91%
An enjoyable experience	59%	74%	68%	58%	85%	70%	64%	58%	56%	46%	59%	67%	63%
An experience unique to Edinburgh	51%	66%	55%	50%	72%	57%	51%	49%	50%	49%	50%	56%	58%
Affordable	26%	46%	26%	27%	35%	28%	25%	24%	30%	27%	26%	28%	33%
Beneficial for Edinburgh businesses	71%	69%	75%	70%	85%	71%	72%	69%	73%	69%	71%	75%	76%
Environmentally sustainable	20%	23%	24%	19%	40%	27%	22%	17%	19%	16%	18%	25%	27%

Q5. To what extent do you agree or disagree that previous Christmas and Hogmanay celebrations have been…

Edinburgh respondents were less positive than respondents from the rest of Scotland and the UK on the issues of celebrations being an enjoyable experience, unique, affordable and environmentally sustainable. Those who have not attended either festivals were far less likely to agree that they are affordable than those who have attended .

progressive

Views on the Christmas and Hogmanay festivals (% net agree)

	Region				Attendance of Festivals			
	Central EH (1,369)	R/EH (4,506)	R/ Scot (1,943)	R/UK (600)	Attended (7,842)	Not attended either (795)	Not attended Hogmanay (4,621)	Not attended Christmas (966)
Welcoming to Edinburgh residents	35%	43%	58%	45%	49%	7%	37%	10%
Welcoming to tourists and other visitors	88%	91%	95%	97%	93%	75%	90%	77%
An enjoyable experience	44%	49%	81%	93%	65%	7%	51%	16%
An experience unique to Edinburgh	39%	43%	67%	82%	54%	18%	43%	25%
Affordable	18%	18%	39%	64%	29%	3%	21%	9%
Beneficial for Edinburgh businesses	57%	66%	84%	90%	74%	39%	66%	44%
Environmentally sustainable	12%	13%	35%	43%	22%	3%	15%	6%

Q5. To what extent do you agree or disagree that previous Christmas and Hogmanay celebrations have been…

The most common reasons for disagreeing with the statements about previous Winter Festivals included the expense of the festival, its perceived environmental impact, and the impact on local residents.

Reasons for disagreeing with statements about previous Christmas and Hogmanay celebrations (overall)

Issues by order of response	Number of responses (5,709)
Cost / expensive	2,489
Environmental impact	2,368
Impact on residents	2,235
Impact of location/size	1,777
Not unique	1,449
Funding/contractual issues	1,168
Impact on businesses	837
Impact on people	385
Exclusion	307
Activities	185
Other negative	1,325

Q6. You disagreed with one or more of the statements. Please tell us more about that.

Base (All who disagreed): 5,709

Respondents felt many aspects of the Winter Festivals were expensive, including the food and drink available at the markets, and the rides/attractions. Some respondents felt this excluded families or people with low incomes.

Expensive	No	Example of verbatim comments
Expensive - general / vague	1,066	*"Crazy prices that are unaffordable to many residents"*
Market is expensive	531	*"Having visited Christmas markets around Europe in the past, I find Edinburgh market hugely expensive in comparison. I have attended: Hamburg, Warsaw and Berlin Christmas markets and these are all affordable"*
Attractions / Events are expensive	437	*"Events are pretty expensive so not affordable for everyone"*
Food and drink - expensive	348	*"These events are extremely not affordable. The only affordable elements is what the museums used to do on the morning after Hogmanay - wish that would be back! The food stalls especially are super expensive and there is nothing healthy, nothing cheap, nothing for families who might want to come again..."*
Rides are expensive	339	*"I feel that the cost of the rides etc. at Edinburgh's Christmas were too high (even with the EH discount). It meant that many local families could not enjoy the fun."*
Families / can't afford	282	*"I think tickets are too expensive and, therefore, probably rule out a vast majority of families attending events, considering 1 in 5 families live in poverty."*
Hogmanay / Street party - expensive	149	*"The street party is prohibitively expensive for many people. It is insufficiently accessible for people with impaired mobility and there aren't enough sitting areas (not on the ground)."*
Other goods are expensive	125	*"Everything is very expensive even though so many people attend. Prices of products and services could be reduced to make more accessible to more people"*

Exclusion	No	Example of verbatim comments
Excludes low income	208	*"I think it's very expensive. Even the food and drink and any games or rides, it's a shame as it makes it less accessible for those of us that live there but are on low incomes."*
Pitch fees too high	72	*"The Christmas market is completely unaffordable for Edinburgh local businesses which is surely what we should be championing. It should be all UK businesses, not from overseas."*
Excludes disabled	34	*"I'm an older Edinburgh resident without children. I've had mobility issues in the last few years. I enjoy cinema , theatre, Edinburgh's open spaces, lovely buildings and music. The December festivals are overcrowded and often dangerous to those with access issues. They have nothing to do with what I find enjoyable about life in the city"*
Excludes other faiths	2	*"Christmas is a religious festival and excludes a large section of the community. …"*

Q6. You disagreed with one or more of the statements. Please tell us more about that.

Environmental issues encompassed a range of factors, including the rubbish and waste created by festival attendees, the lack of recycling points, and noise and light pollution that disrupted local residents in particular.

Environment	No	Example of verbatim comments
Damages garden / green spaces / trees	1,427	*"I don't think it's affordable for majority of residents and the damage done to Princes St gardens last year was extremely disappointing. It was out of use for approx. 6 months which should never happen again."*
Rubbish / waste	562	*"Ordinary Edinburgh families can't afford to access the Festivals. Huge amounts of rubbish created and more could be done to encourage recycling, e.g. deposits for cups etc."*
Unsustainable	491	*"affordability, some marginalized people cannot buy the tickets. Sustainability must be tempered with environmental concerns"*
Environment - general / vague	417	*"Entrance & participation in events/activities seems to be highly priced and not conducive to larger families or people on low income. Large footfall must have a negative environmental impact in the city."*
Plastics / un-recyclables	219	*"Need more recycling points and retailers using paper bags and food vendors using alternatives to plastic or have cup/drinks vessel deposit scheme used by all drink vendors and collection points near exits as well as through vendors"*

Environment	No	Example of verbatim comments
Resource usage / carbon footprint	217	*"… Any form of excessive consumption, which Christmas and Hogmanay are, is simply unsustainable. Branding these events as environmentally sustainable is simply green washing... "*
Noise in the street and outside	128	*"The noise of the music is excessive. Why is it necessary to play music in the city centre at a volume which can be heard in Leith? And loud enough to be a disturbance and nuisance."*
Light / pollution	31	*"Damage caused Princes Street Gardens last year & St Andrews Square in previous years. Noise & light pollution, amount of waste created over a six week period."*
Noise caused in my building/block of flats/stairs	2	*"I have friends who live more centrally whose lives - and sleep - are severely disrupted by the noise in the streets with late night carousers, not to mention the noise in tenements, too many of which are now Airbnb, with partying and little consideration for local residents."*

Q6. You disagreed with one or more of the statements. Please tell us more about that.

Concern about the impact of the Winter Festivals on local residents centred around the view that these celebrations are designed for tourists and not local people. Respondents commonly cited issues accessing their home and local amenities.

Impact on residents	No	Example of verbatim comments
Residents feel unwelcomed / aimed at tourists	1084	*"They are not welcoming to city centre residents, only tourists and out-of-towners"*
Disruption for residents	689	*"The disruption to public space that citizens live in is too great."*
Access to streets / public spaces	388	*"Fencing off areas of publicly accessible land paid for by Edinburgh council tax payers should definitely NOT happen."*
Residents don't benefit	350	*"These events are no way designed to be of benefit for citizens of Edinburgh."*
Discount wanted for residents	238	*"More discounts and priority booking should be available to Edinburgh residents"*

Impact on residents	No	Example of verbatim comments
No consideration for residents	230	*"Apart from repeated "consultations", there is minimal consideration given to Edinburgh residents, especially those living in the Old Town."*
Rental / AirBnB issues	105	*"need more control of tourist accommodation e.g. airb&b in private residential areas."*
Road closures	93	*"Road closures make life difficult for residents."*
Access to my home/permits	81	*"Residents needing wristbands to get to their houses is ridiculous."*
Property prices increase	14	*"The event is busy, expensive and trashes princess street gardens every year. Brexit will make it impossible for traders from the EU to come. The centre of the city is turned into a tourist attraction that most ordinary families fine out of reach. I doubt that money made stays in Scotland. The rise in tourism fuels air b and b which creates drives up the price of rental property for ordinary residents."*

Q6. You disagreed with one or more of the statements. Please tell us more about that.

Many respondents felt the Winter Festivals were, overcrowded, too big and in the wrong location. Some wanted to see them more spread out across the city which would reduce the pressure on local infrastructure.

Impact on location	No	Example of verbatim comments
Overcrowded	1,192	*"At times it got too busy in the markets and became unbearable- the volume of people needs to be addressed."*
Too big	565	*"The city becomes chaotic during the Christmas markets and Hogmanay, it needs to be toned down to remain enjoyable."*
Too centralised	293	*"All activities are squashed into a relatively small area. It would be better to spread the attractions out across the city"*
Wrong location	174	*"I would like to see the celebration moved out of the gardens and moved to George street but not away from the city centre"*
Lack of facilities (toilet/seating etc.)	31	*"The festivals are not accessible for wheelchair users. None of the rides are suitable for children with mobility needs. There are no changing places toilets available. Carers tickets cannot be purchased in advance, and require people to queue twice, in very long queues, to buy them on the day - making the whole experience very stressful."*

Impact on people	No	Example of verbatim comments
Safety - crowds	161	*"Expensive experience - especially the Christmas market and fun fair. Extremely crowded to the point of being unpleasant and unsafe with small children sometimes. Litter everywhere."*
Not family / child friendly	126	*"The tickets are priced for holiday makers not families in Edinburgh"*
Drunkenness	95	*"The events are perceived as alcohol fuelled young people's event. If you don't fill that profile it's not for you"*
Safety - traffic	29	*"Christmas markets in Germany are much more stylish, quieter and enjoyable, giving a real social experience. Edinburgh Christmas is a tatty rip-off designed to make money for Underbelly. Also, thanks to traffic in Princess street, it stinks of petrol and you have to fear for your life when you move between the venues."*
Crime / antisocial behaviour	28	*"I disagree with a lot of thing because of the anti social behaviour that it causes .."*

Q6. You disagreed with one or more of the statements. Please tell us more about that.

A minority of respondents felt the Winter Festivals did not feel unique or reflect the culture and traditions of a Scotland. The sentiment among these respondents was that you could be 'anywhere' when attending these festivals.

Not unique	No	Example of verbatim comments
Not unique to Edinburgh / Same as other places	986	*"It could be any festive celebration anywhere. It's not unique to Edinburgh- take away the castle and other landmarks and you could be anywhere."*
Doesn't represent Scotland / Edinburgh	414	*"It should more focused on Scottish Christmas and Hogmanay- what's a German market got to do with a Scottish Xmas"*
Stalls / products repetitive	413	*"Xmas markets are not unique, in fact quite the opposite multiple stalls etc. are just repeated over and over"*

Activities not good	No	Example of verbatim comments
Rides / attractions (negative)	131	*"The cost of rides is too expensive for what you get. I.e. happy with cost but not length duration. Of rides."*
Fireworks (negative)	57	*"The drone display was nice but the fireworks disperse lots of ash and soot all over Edinburgh, which cannot be healthy in the long term."*

Q6. You disagreed with one or more of the statements. Please tell us more about that.

Similar to the themes about the impact on local residents, respondents also felt that local businesses did not benefit from the Winter Festivals as much as they could. Respondents wanted Scottish businesses to have a greater presence at the markets.

Impact on business	No	Example of verbatim comments
Local businesses underrepresented	365	*"The prices at the Christmas market are very high and it's crowded. It feels like we're being over-charged and it also doesn't feel like many local businesses are involved."*
Local businesses (small / independents) don't benefit	335	*"It is not in any way shape or form beneficial to Edinburgh businesses whatsoever."*
Local suppliers / producers underrepresented	167	*"It's too expensive, it doesn't feature enough local/Scottish producers. It is no different from the 100s of other Christmas markets"*
Takes trade away from local business	130	*"The Christmas Market I think takes trade away from some small traders who pay rates / council taxes all year."*
Local crafts / arts underrepresented	113	*"The events are not unique to Edinburgh as there are many Christmas Fairs around Europe that have the exact same stalls,etc. It would be nice to promote local artists and artisans instead."*

Contractual issues	No	Example of verbatim comments
Profit-driven / commercial	922	*"The festivals have degenerated into money making fiasco as witness the East princes Street monster."*
current management complaints	420	*"In recent years, ie since xxxx took over the operations the costs have risen dramatically and sometimes doubled in price which has made the whole experience less inviting and enjoyable."*
Criticism over funding	66	*"A waste of public money that should have been allocated elsewhere."*

Q6. You disagreed with one or more of the statements. Please tell us more about that.

Other, more isolated issues included the length of the Winter Festivals and perceptions that they were ‘not like they used to be’. These respondents wanted a return to previous incarnations of the festival.

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Other issues	No	Example of verbatim comments
Tacky / distasteful / low quality general	499	*“It is tacky and makes our city centre a circus over Christmas and New Year.”*
Tacky / low quality – goods & products	378	*“German market unsafe and stalls sell substandard goods”*
Used to be better / not like it used to be	241	*“The Christmas market became to commercial in the last years. The original traditional German Christmas market was much nicer.”*
Tourist complaints	107	*“I think there are too many tourists during the Christmas festival and more could be done for out lying areas.”*
Too long	86	*“The impact left and the time it takes to put some of the venues back to what they were take too long”*
Lacks true Christmas spirit	79	*“Rampant commercialisation has removed all and any “spirit” of the celebrations.”*
Miss a specific element	65	*“Bring back The Night Before, the v Street performance evening on the 30th, and remove huge ugly machines that belittle monuments: wheel and others”*
Lacks planning permission	55	*“People's safety and planning permission don't seem to be a priority.”*
Other	163	*“It's a hard thing to balance tourism and local ecology and needs more thought like this consultation...ie what might be good value for money may not be locally supportive . Equally is the high income generated worth the expense of recovery, especially as this also applies for summer festival.”*

Q6. You disagreed with one or more of the statements. Please tell us more about that.

Previous Winter Festivals

When asked about previous Winter Festivals, views were mixed. While many of the comments were positive a larger number were negative. Many of the comments made in response to this question echo the ideas expressed previously.

Positive views on past Winter Festivals

Points of contentment	Number of responses (2,132)
Specific points of enjoyment	1,808
General positives	533
Social benefits	237
Economic Benefits	231

Negative views on past Winter Festivals

Points of contention	Number of responses (4,329)
Impact of location/size	2,243
Other negative	1,709
Impact on residents	1,175
Funding & contractual issues	968
Cost / Expensive	941
Environmental impact	938
Not unique	930
Impact on businesses	493
Impact of people	420
Activities	158
Exclusion	153

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Base: (all who gave a comment)5,634

Many of the comments around points of enjoyment reflect an appreciation of the enjoyment that the Winter Festivals bring. Other comment on specific events and attractions such as the Christmas market, the ice rink, fireworks and so forth.

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Points of enjoyment	No	Example of verbatim comments
General positive / enjoyment	1,126	*"Loved both the market and the Hogmanay street party. Will definitely attend both if they take place."*
Christmas Market	345	*"The fireworks are something that I cherish a lot, even if I only observe them from a distance."*
Ice Rink	191	*"Definitely missed the ice skating rink when that was dropped one year."*
Fireworks / light show	188	*"The fireworks are something that I cherish a lot, even if I only observe them from a distance."*
Family events	126	*"I've been coming for a few years with my daughters and granddaughters. We walk about on the Friday night then visit Santa and the pantomime on the Saturday."*

Points of enjoyment	No	Example of verbatim comments
Torchlight procession	108	*"I really enjoyed the Hogmanay torchlit procession, especially when it was led by the vikings from Up Helly Aa."*
Music / concert	94	*"Yes, I have previously attended (and loved) the Ross bandstand concerts on Hogmanay."*
Rides / attractions	86	*"I finally fulfilled an almost lifetime ambition by riding on the Carousel - using my grandson as an excuse."*
Other specific event	173	*"The year the ice sculpture venue was in George street was lovely and very different to what's been in edinburgh before."*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Respondents expressed a clear desire to keep the winter celebrations and many commented on how they are now part of Edinburgh's tradition, and how it was missed in 2020.

General positives	No	Example of verbatim comments
Part of Edinburgh's spirit / tradition	262	*"Christmas and New year celebrations are part of Edinburghs culture and it's an absolute tradition now"*
Keep it	154	*"Love the celebrations, please please please do not cancel them!!!!!"*
Makes winter more enjoyable	116	*"Fantastic way to bring cheer to the city at what can be a miserable time of year."*
Want it back after 2020 cancelled	102	*"It was sorely missed last year when it wasn't on. Such a special time of year and makes the Center of Edinburgh a social hub. Last year it was dead and soulless."*
Don't change it	13	*"There must be over 100,000 visitors to the Edinburgh Christmas every year and growing. I think that is the best answer to your question. Also the the best indication that people do want the Christmas festival. The Edinburgh Christmas festival is one of the best in the world. Why change something that is so good for Scotland."*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Many of those who gave positive comment remarked on the social and economic benefits to the winter festival.

Social benefits	No	Example of verbatim comments
Well organised	126	*"We felt so safe with friendly police in all key areas. The event was well sign posted and security was high but not intrusive."*
Popular	70	*"Obviously they are very popular as they are always busy."*
Discount good	36	*"I appreciate the 'local discount' for the Christmas rides, I would hope that would continue in future."*
Not too disruptive / harmful	23	*"I think they're done in a way that balances being mindful of local residents and attracting tourists- keeping Hogmanay just to certain city centre areas is excellent"*

Economic benefits	No	Example of verbatim comments
Economy / business benefits	158	*"These bring valuable revenue to Edinburgh businesses"*
Tourism benefits	119	*"It brings much needed tourism to the City during the winter months."*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

The impact of holding the festival in one central place is a theme that repeats throughout the consultation. Key concerns reported at this point in the consultation related to overcrowding, the size being too big, too centralised and so forth.

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Impact of locations and size	No	Example of verbatim comments
Overcrowded	1376	*"Just far too many people/attractions in a small area."*
Too big	740	*"I do think they've grown out of control and need to be curtailed."*
Too centralised	361	*"the celebrations are concentrated in too small an area and should be spread out across city so it is of benefit the whole city"*
Wrong location	214	*"st andrews square/princes st gardens are not suitable for high footfall during winter. need to look at the long term option of george st or some other area like leith or the west end"*
Lack of facilities (toilet/seating etc)	59	*"More temporary toilet facilities are badly needed for public use"*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Many lamented that it isn't like it used to be and made comments about the poor quality. Some missed attractions that featured in the past, others were concerned about planning and durations of the festivals.

Other points	No	Example of verbatim comments
Used to be better / not like it used to be	581	*"When the celebrations started around 1992 it was lovely, small scale, it felt like it was for the people of Edinburgh, it was something special. Open-air cinema, sound and light show in prince's Street Gardens, it was excellent."*
Tacky / distasteful / low quality general	486	*"The Christmas Festival area is tacky and cheap looking and not in keeping with Edinburgh's World Heritage Site status."*
Tacky / low quality – goods & products	261	*"Christmas market a bit tacky - be nice to see things handcrafted and individual"*
Miss a specific element	190	*"Bring the ice skating back"*

Other points	No	Example of verbatim comments
Too long	119	*"Do think Christmas celebrations should maybe not be so long, maybe just December."*
Lacks planning permission	83	*"Concerned no planning was required for organisers. One rule for one one rule for another."*
Lacks true Christmas spirit	73	*"They have been very commercial and remarkably lacking in any real content of the story of Christmas itself"*
Tourist complaints	51	*"Far too crowded. Too many tourists"*
Other	283	*"I tend to avoid them as much as possible."*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

The negative impact on residents is a major point of concern to many. Many residents feel that it isn't designed for them, they face access issues and can see the negative effect on property prices and houses being taken up by Air B&B.

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Topic	No	Example of verbatim comments
Residents feel unwelcomed / aimed at tourists	535	*"It seems to be marketed to tourists and visitors - not anything special for residents"*
Disruption for residents	324	*"There were even more celebrations on offer making the city an unpleasant experience for residents to get about the city centre and get on with their work and life. There are so many industries and people in non related festival daily work."*
Access to streets/Public Spaces	239	*"Paying £16 to have access to Princess street and not being allowed to go to Carlton hill to watch the fireworks was unacceptable"*
Residents don't benefit	161	*"Totally out of touch with what the residents of this city need purely a commercial exercise with absolutely no benefit to the council tax payer"*
No consideration for residents	106	*"I don't like the way residents' needs are disregarded. This isn't a theme park."*

Topic	No	Example of verbatim comments
Discount wanted for residents	76	*"Priority tickets and lower prices should be offered to residents"*
Access to my home/permits	55	*"Let people who actually live in the areas you're using be able to enter their own homes and invite friends to join them without having to ask for permission."*
Road closures	27	*"Access to North Bridge is essential to maintain bus services for those less mobile. Scotland's demographic is weighted to older ages. Also poor access to transport for disabled. Christmas & Hogmanay 2019 had excessive road closures not in any way advertised for passengers arriving at Waverley station."*
Rental / AirBnB issues	26	*"Have been very enjoyable, although sometimes areas are packed. Hotels can be difficult to find and often expensive."*
Property prices increase	5	*"…Many people find it extremely disrespectful to the local community that the council is allowing artists studios, music venues and independent businesses in the hearts of communities to be demolished around the city in favour of luxury flats, which are often rented out to tourists during the festival period and push the cost of rent up for permanent residents…"*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Many feel that the festival is run for profit at the cost of all else, criticisms of the current management and funding model were made. Many comments were made about the expense of the festivals.

Contractual issues	No	Example of verbatim comments
Profit-driven / commercial	716	*"Their sole purpose has gradually become commercial. To extract as much money from visitors and residents alike."*
Current management complaints	344	*"Underbelly = bad. Stop using them."*
Criticism over funding	45	*"Council funding given to private enterprise is a terrible waste of public funds"*

Expensive	No	Example of verbatim comments
Expensive - general / vague	496	*"Prices are quite high"*
Market is expensive	155	*"Faire at Christmas market very expensive, local discount is good but still an expensive day out"*
Food and drink	89	*"The food and drinks are extortionate."*
Hogmanay / Street party - expensive	78	*"Some Hogmanay events are getting too pricey."*
Rides	74	*"Some of the rides, like the wheel, are very expensive. You see it virtually empty. Reduce the price and more people would be able to take part."*
Attractions / Events are expensive	66	*"It's a moneygrab. Prices far too high, ticketed events which cost more and more each year is wrong."*
Families / can't afford	60	*"If you are a family with children, even just 1 child it can turn into a very expensive day with some of the prices charged. This can make you less likely to return for several visits the same year, which some may prefer to do."*
Other goods	56	*"Too expensive for Edinburgh residents, £10 for a plastic ornament! Too much focus on the city centre where Leith and other communities could benefit from tourism"*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Environmental impact is a major concern for many. The themes here echo those voiced earlier in the consultation, including damage to green spaces, unsustainability and carbon footprint.

Environment	No	Example of verbatim comments
Damages garden / green spaces / trees	645	*"Gardens left in a disgraceful state and trees were cut down unnecessarily"*
Environment - general / vague	145	*"Far too much going on and no notice taken of environmental issues"*
Rubbish / waste	120	*"Event organizers could do a much better job of collecting garbage and recyclables at the bigger events. Attendees shouldn't have to go far to dispose of trash and recyclables. The containers need to be cleared on a regular basis during the event."*
Noise in the street and outside	87	*"The noise levels of music were unnecessary - need to be controlled so that they are neither a nuisance nor a disturbance to residents."*
Unsustainable	84	*"More attention needs to be paid to making all the holiday events sufficiently environmentally sustainable. This does not seem to have been a priority in the past, but it should be a top priority."*

Environment	No	Example of verbatim comments
Resource usage / carbon footprint	32	*"The biggest challenge is to align with the aspiration to be a net zero carbon city by 2030. Unless all these celebrations actively contribute to that objective then they will have failed the political and the practical test."*
Plastics / unrecyclables	20	*"The celebrations produce a lot of recycling/waste and the city should look to reduce that in similar ways that music festivals have by not selling plastic water bottles and plastic cups."*
Light pollution	6	*"Over the years it's become more and more commercialised, taking over streets like George Street are overpriced and unnecessary illumination events."*
Noise caused in my building/block of flats/Stairs	1	*"Too many Air BnBs steal the city from its residents and very often cause unwelcome noise from parties. "*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

The issue of the festival not being unique to Edinburgh came up again, this is largely focused on the nature of the German market. Some felt that the festivals negatively impact local business.

Not unique	No	Example of verbatim comments
Stalls / products repetitive	430	*"Too many of the market stalls sell the same products; too much repetition"*
Not unique to Edinburgh / same as other places	353	*"They're not particularly different from any other city. Glasgow has very similar events"*
Doesn't represent Scotland / Edinburgh	326	*"A bit more flavour of Edinburgh and Scotland would be an improvement"*

Negative impact on business	No	Example of verbatim comments
Local businesses underrepresented	225	*"I want to see local traders in markets selling good quality Scottish goods"*
Local businesses (small / independents) don't benefit	155	*"They should be more inclusive and supportive of existing retailers and hospitality around the city."*
Local suppliers / producers underrepresented	119	*"Would like to see more local products surely we can boost more made in Scotland products as opposed to the Scandanavian/German image"*
Local crafts / arts underrepresented	98	*"Could invite more local artists (painting, pottery, jewellery etc.) / coffee shops"*
Takes trade away from local business	50	*"The vendors are not Edinburgh based so they are taking business away from local traders"*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Negative impact on people, negative comments about some of the attractions and concerns about exclusion were points made by a small number of respondents.

Negative impact on people	No	Example of verbatim comments
Safety - crowds	228	*"Sometimes too crowded to the point of it being a risk to public safety"*
Not family / child friendly	125	*"Since having kids I find them it far too stressful trying to navigate crowds & with nowhere to shelter with a baby or easily change them"*
Drunkenness	100	*"if your not falling about drunk, your looked on as something strange."*
Crime / antisocial behaviour	30	*"Broken glass everywhere fights vomit lieing on the streets people urinating in stairs behind cars people roaring and shouting totally embarrassing for a capital city"*
Safety - traffic	12	*"The security at recent events has not been well planned, long queues along the road are not very safe."*

Negative events	No	Example of verbatim comments
Rides / attractions (negative)	122	*"The big wheel is an eyesore and not appropriate to Edinburgh's Christmas"*
Fireworks (negative)	39	*"The only thing I really don't like are the noises from the fireworks. If there was a ban on all fireworks being noisy it would be a great improvement."*

Exclusion	No	Example of verbatim comments
Excludes low income	70	*"Even with local discounts the costs involved are not affordable for people on average or bflow average earnings."*
Excludes disabled	45	*"I'm in a wheelchair and the park where it's held is VERY steep and not very accessible"*
Pitch fees too high	39	*"Give local SMEs a chance and stop charging them £15k for a stall. No local SME can afford that!"*
Excludes other faiths	4	*"Too commercialised. As a non secular/diverse city we should be pay respect to numerous winter festivals.*

Q6b - Do you have any comments on the previous Christmas and Hogmanay celebrations?

Future of the Winter Festivals

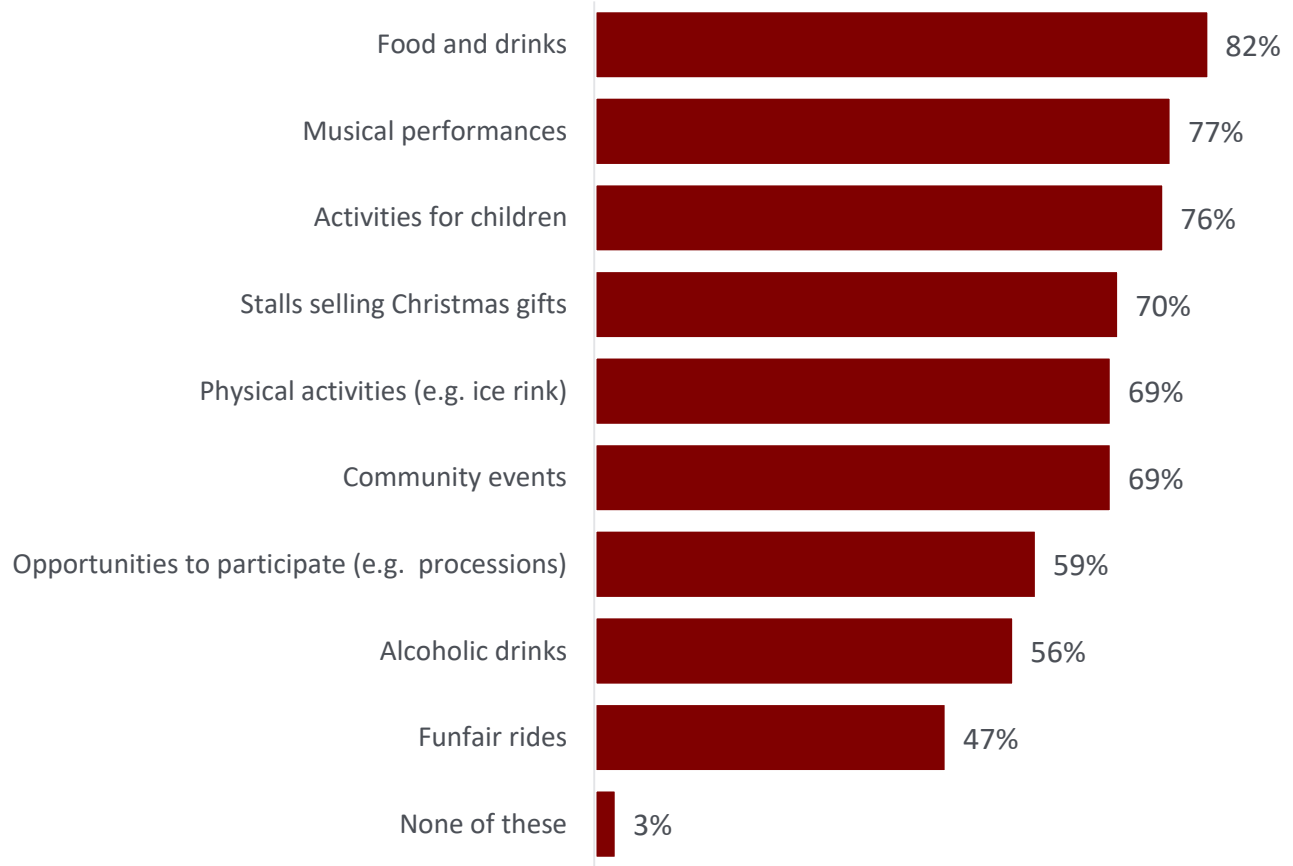
Activities for Christmas

Funfair rides and alcoholic drinks were the least wanted activities.

- Those least in favour of funfair rides were:
  - Age: 65+ (36%)
  - Postcodes: EH1/2 (41%) EH3/7/8/ (36%)
  - Children: those with none (42%)
  - Gender: Men (46%)
  - SEG: AB (46%)
  - Attendance: those who had not attended (17%)

- Those least in favour of alcoholic drinks were:
  - Age: 65+ (36%)
  - Postcodes: those residing in Edinburgh (52%)
  - SEG: DE (47%)
  - Ethnic: BAME (48%)
  - Attendance: those who had not attended (24%)

Activities wanted in future Christmas celebrations



Q7. If Edinburgh were to have a Christmas celebration in future, what activities would you want to see included? *Please tick all that apply*

Base (All): individuals 8,614 organisations 35

As to be expected, parents were more in favour of activities for children and funfair rides than those without children. Older respondents were less in favour of funfair rides, alcohol and stalls than their younger counterparts.

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Activities for future Christmas festivals (% net agree)

	Respondent type		Children		Age						SEG		
	Individual (8,614)	Org (35) ⚠	Yes (2,434)	No (5,655)	18-24 (295)	25-34 (1,503)	35-44 (1,891)	45-54 (2,029)	55-64 (1,592)	65+ (921)	AB (4,353)	C1C2 (2,314)	DE (633)
Funfair rides	47%	46%	63%	42%	72%	54%	55%	46%	41%	36%	46%	55%	51%
Food and drinks	82%	80%	86%	84%	97%	92%	86%	82%	78%	69%	83%	87%	79%
Alcoholic drinks	56%	60%	60%	57%	88%	74%	61%	57%	47%	36%	58%	64%	47%
Stalls selling Christmas gifts	70%	71%	74%	70%	88%	80%	74%	68%	68%	58%	70%	77%	71%
Musical performances	77%	83%	77%	78%	79%	77%	75%	78%	80%	78%	78%	78%	80%
Community events	69%	77%	68%	70%	65%	70%	69%	70%	69%	67%	71%	67%	67%
Opportunities to participate	59%	69%	61%	60%	49%	56%	59%	63%	64%	57%	62%	57%	59%
Physical activities (e.g. ice rink)	69%	71%	77%	68%	87%	79%	75%	67%	64%	60%	71%	74%	66%
Activities for children	76%	83%	90%	71%	68%	72%	81%	76%	76%	80%	77%	76%	79%

Q7. If Edinburgh were to have a Christmas celebration in future, what activities would you want to see included? *Please tick all that apply*

Edinburgh residents were less in favour of funfair, food, alcohol, gifts and more in favour of community events than respondents from outside of Edinburgh. Those who had not attended favoured community events over other more commercial attractions.

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Activities for future Christmas festivals (% net agree)

	Region				Attendance of Festivals			
	Central EH (1,369)	R/EH (4,506)	R/Scot (1,943)	R/UK (600)	Attended (7,842)	Not attended either (795)	Not attended Hogmanay (4,621)	Not attended Christmas (966)
Funfair rides	37%	41%	64%	61%	51%	13%	43%	17%
Food and drinks	73%	78%	92%	94%	86%	42%	78%	47%
Alcoholic drinks	50%	52%	65%	74%	60%	19%	49%	24%
Stalls selling Christmas gifts	60%	64%	84%	93%	74%	31%	67%	35%
Musical performances	72%	75%	82%	85%	80%	51%	71%	56%
Community events	74%	73%	60%	57%	69%	62%	64%	62%
Opportunities to participate	58%	61%	58%	58%	61%	41%	51%	44%
Physical activities (e.g. ice rink)	65%	67%	77%	75%	73%	37%	63%	40%
Activities for children	72%	77%	80%	66%	78%	56%	73%	57%

Q7. If Edinburgh were to have a Christmas celebration in future, what activities would you want to see included? *Please tick all that apply*

Additional activities mentioned for Christmas were similar to those mentioned for Hogmanay and included a range of events and activities, the involvement of local business and people, charitable events and inclusions of all communities.

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Other activities for Christmas celebrations

Issues by order of response	Number of responses (3,006)
Events	1,056
Attractions	833
Local	823
Other	807
Inclusion	575
Charitable	209

Q8 - What other activities, not mentioned above, would you like to see included in future Christmas celebrations?

Base: (all who answered) 3,006

Examples of events wanted for Christmas included live performances of music, dance events, exhibition, workshops as well as large community events such as processions and sporting events.

Events	No	Example of verbatim comments
Music	189	*"More outdoor music, bands, traditional Christmas music."*
Carol singing	176	*"Christmas carol sing a long"*
Indoor entertainment / theatre/comedy / etc	156	*"Theatre and shows - like a Christmas mini festival."*
Art exhibitions	128	*"Winter themed art events i.e. ice sculptures or open air galleries"*
Dancing / ceilidhs / disco	97	*"Outdoor Scottish dancing led by experts."*
Street performers / street theatre	87	*"Street performers, including theatre companies, making use of public space"*
Guided walks / tours	78	*"A self-guided walking tour to show Edinburgh at its Winter best."*
Art workshops / activities	78	*"Craft actvities for adults - wreath making,decorations etc."*

Events	No	Example of verbatim comments
Parade / procession (e.g. with singers / bands)	75	*"Would like to see a traditional Christmas parade with carol singers and musical bands"*
History / museum exhibitions	65	*"Celebrating the history of Christmas through the ages in Scotland."*
Sporting events	51	*"Walking, running and cycling events through town could be good."*
Opening ceremony / switching on lights	33	*"I'd attend a switching on of the lights ceremony"*
Storytelling	32	*"Storytelling"*
Candlelit / torchlit procession	30	*"Torchlit procession & bonfire"*
Open air movies	25	*"Pop up cinema in Princess Street Gardens (not sure about the cold!)."*
Literature	17	*"Literary events, writing in the city. Bringing the city's communities together in a pro-active inclusive way."*

Q8 - What other activities, not mentioned above, would you like to see included in future Christmas celebrations?

Attractions and activities that respondents wanted for Christmas included many of the traditional elements that have featured in the past, including: Christmas lights, ice rink, rides, reindeer etc.

Attractions	No	Example of verbatim comments
Christmas decorations / tree / lights	206	*"Proper decorations on The Mound, Princes Street, Rose Street, George Street to create a festive feel."*
Santa	170	*"Santa's grotto, don't leave it out. Your Santa's are the best!"*
Food and drink	116	*"I am reluctant to include food and drinks because of the quality of the past years, but this should be a feature if the offering could be improved and supplied by local businesses."*
Ice rink	73	*"I would definitely like the see the ice rink return to St Andrews Square!"*
Rides	52	*"Carousel & old school stuff like helter skelter"*
Reindeer	48	*"Bring the reindeer back!!!"*

Attractions	No	Example of verbatim comments
Outdoor seating / facilities	35	*"More areas to sit and enjoy the event. It seems to be getting very full of stalls and less space to mingle, chat and enjoy. Other Christmas events in Germany, etc seem more open and have space."*
Fireworks (not silent)	35	*"Fireworks!"*
Alcohol	25	*"More outside areas for drinking and bookable tables or booths"*
Drones / lights in the sky / alternatives to fireworks	19	*"Many major cities now stage light festivals throughout the winter months, and I believe that with it's unique architecture and environs, Edinburgh would be able to stage a very successful such event"*
Other	220	*"A talent contest."*

Q8 - What other activities, not mentioned above, would you like to see included in future Christmas celebrations?

For future Christmas celebrations respondents wanted local involvement which included local products, Scottish themes elements local artists and artisans.

Local	No	Example of verbatim comments
Local products / food / etc	306	*"Stalls selling traditional products, food and drink from local producers eg farmers and artisans."*
Scottish / local theme and culture	285	*"It would be nice if it somehow was more uniquely related to Edinburgh, or even Scotland."*
Local business involvement	201	*"Focus on small business. Give Edinburgh based small businesses discounted participation rates."*
Local community involvement	183	*"It is mentioned above but I would really like to highlight community at this time and think it would be much nicer to celebrate community groups rather than have big corporate celebrations"*
Local artists, bands, choirs, etc	140	*"Promote local bands/songwriters. Give them a free platform around the city center in which to perform."*
Funding for local projects	18	*"More local events community arranged but with CEC funding available currently given to corporate organisations."*

Q8 - What other activities, not mentioned above, would you like to see included in future Christmas celebrations?

Elements of inclusion were mentioned in the context of faith, wider society, community groups and affordability. A minority mentioned virtual online events.

Inclusion	No	Example of verbatim comments
Christianity / church / nativity	162	*"A proper recognition of the fact that Christmas is a major Christian religious feast as well as a secular celebration."*
Free / cheaper events	149	*"Free performances for all in the Gardens on the stage....not big names and ticket only and not closed off!"*
Family-friendly (or kids) shows / events	147	*"More fun, Christmas related fun for children of all ages."*
Inclusion of marginalised - elderly, disabled, etc	78	*"Ways for additional support needs children to join in, perhaps a quiet hour open only to those with additional needs"*
Multi-faith inclusion	47	*"More diversity of the holidays. Kwanzaa and Hanukkah are celebrated at the same time, so reference to those celebrations would be most welcome and feel more inclusive."*

Inclusion	No	Example of verbatim comments
School events	33	*"A stage for local school children to showcase their skills."*
Non-alcoholic venues / events	27	*"quiet, non-alcoholic venues -fun and celebrations does not always have to be loud and drunken"*
Affordable food / drink	21	*"More affordable & local gift & food stalls"*
Virtual / online events	16	*"I think there should still be a virtual aspect to the celebration for locals who can't physically attend."*

Q8 - What other activities, not mentioned above, would you like to see included in future Christmas celebrations?

Charitable events included eco-related events, fundraising and civic events. Other comments related to the quality of offering, locations and size of celebrations.

Charitable	No	Example of verbatim comments
Charity events / fundraising / volunteering	114	*"It would be nice to do some sort of charity event to raise money for homeless people or the sick kids etc"*
Eco-related events/practices (ie, re-cycling, renewables etc)	91	*"Include, and make such very visual,sustainability efforts such as recycling points, visually obvious recycling team as we work toward lower emissions and carbon neutral country"*
Civic events - tree planting, litter picking etc	9	*"Common activities. Cleaning the city. Planting trees."*

Other comments	No	Example of verbatim comments
Less tacky / less touristy / more tasteful	308	*"MUCH better markets. They are so lazy - repeated stalls of tat, nothing worth buying."*
Spread events across city	302	*"Everything should not be city centre. We have a whole city but everything is crammed into town. Make things more accessible to communities"*
Smaller / less disruption / less crowds / etc	257	*"The above, but the key thing here is proportion. Don't let these thing overtake public spaces and dwarf the offer or existing shops. Should be a bit of extra excitement, variety or novelty that complements year round traders' efforts at this time of the year"*
Complaints - general	153	*"Honestly it's not the concept that's gone wrong with previous versions of Edinburgh's Christmas/Hogmanay. All of these things are fine, it's just that they've been so TERRIBLY executed."*

Q8 - What other activities, not mentioned above, would you like to see included in future Christmas celebrations?

Activities for Hogmanay

- Those least in favour of street parties were:
  - Age: 65+ (36%)
  - Postcodes: EH (44%)
  - Gender: Women (47%)
  - SEG: DE (47%)
  - Attendance: those who had not attended (38%)

- Those least in favour of opportunities to participate such as dancing were:
  - Age: 65+ (52%)
  - SEG: DE (55%)
  - Attendance: those who had not attended (47%)

Street party or other mass gatherings were the least wanted activities

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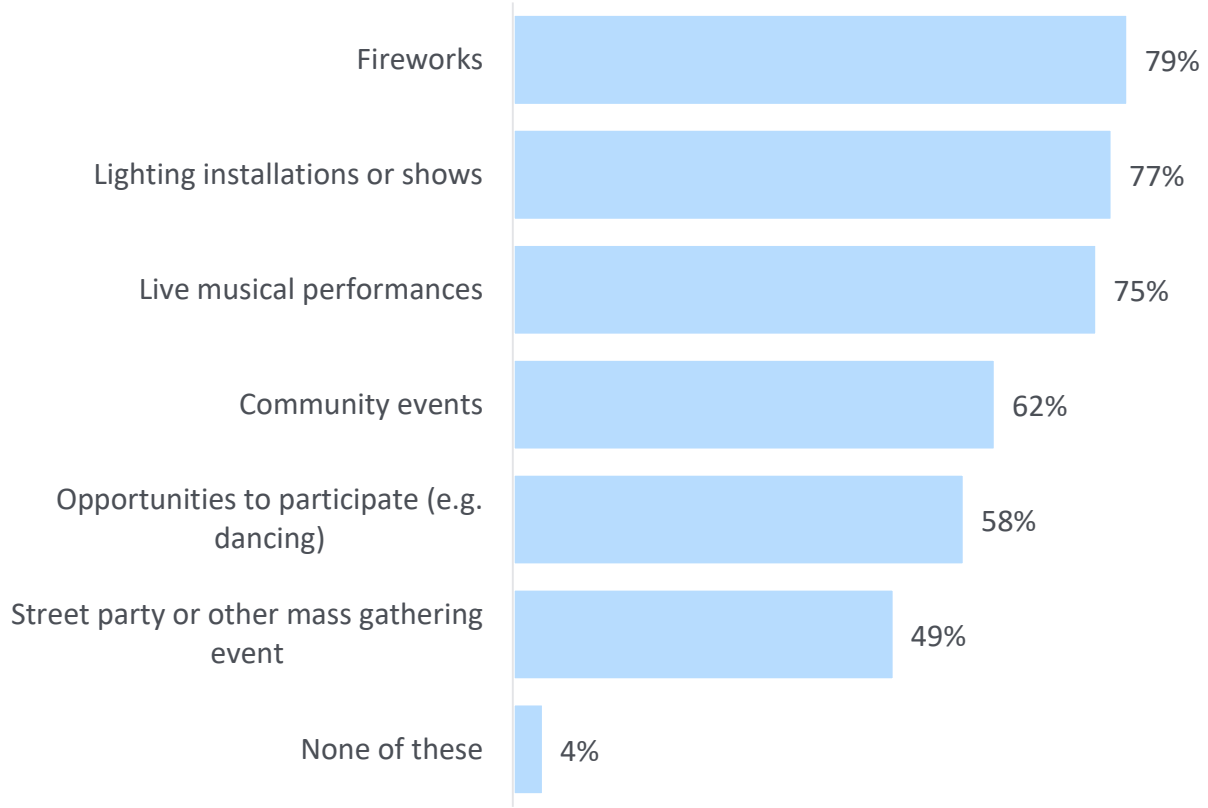
Activities wanted in future Hogmanay celebrations



Q9. If Edinburgh were to have a Hogmanay celebration in future, what activities would you want to see included? *Please tick all that apply*

Base (All): individuals 8,614 organisations 35

The older the age the less likely street parties, live musical events and lighting installations would be wanted - these events were favoured by those aged 18-24.

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Activities for future Hogmanay festivals (% net agree)

	Respondent type		Children		Age						SEG		
	Individual (8,614)	Org (35)	Yes (2,434)	No (5,655)	18-24 (295)	25-34 (1,503)	35-44 (1,891)	45-54 (2,029)	55-64 (1,592)	65+ (921)	AB (4,353)	C1C2 (2,314)	DE (633)
Street party or other mass gathering	49%	66%	54%	49%	77%	62%	54%	46%	43%	36%	50%	56%	47%
Live musical performances	75%	80%	78%	75%	91%	82%	77%	74%	72%	67%	76%	79%	74%
Community events	62%	80%	61%	62%	54%	61%	63%	62%	63%	60%	63%	61%	59%
Opportunities to participate	58%	69%	58%	59%	60%	61%	59%	58%	59%	52%	60%	58%	55%
Lighting installations or shows	77%	80%	81%	76%	88%	83%	81%	75%	75%	68%	78%	80%	75%
Fireworks	79%	80%	85%	78%	86%	86%	82%	77%	75%	75%	82%	79%	74%

Q9. If Edinburgh were to have a Hogmanay celebration in future, what activities would you want to see included? *Please tick all that apply*

Those living in the rest of UK were most in favour of fireworks. Respondents from Edinburgh were more likely than respondents from other regions to want community events. Those who had not attended Hogmanay were less likely to want street parties or mass gatherings than those who had attended events.

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Activities for future Hogmanay festivals (% net agree)

	Region				Attendance of Festivals			
	Central EH (1,369)	R/EH (4,506)	R/Scot (1,943)	R/UK (600)	Attended (7,842)	Not attended either (795)	Not attended Hogmanay (4,621)	Not attended Christmas (966)
Street party or other mass gathering	45%	44%	58%	68%	52%	19%	38%	27%
Live musical performances	68%	71%	84%	86%	78%	42%	67%	50%
Community events	67%	66%	52%	52%	62%	56%	55%	58%
Opportunities to participate	58%	57%	57%	60%	60%	34%	47%	40%
Lighting installations or shows	71%	74%	83%	86%	80%	47%	71%	52%
Fireworks	76%	78%	81%	85%	81%	53%	73%	58%

Q9. If Edinburgh were to have a Hogmanay celebration in future, what activities would you want to see included? *Please tick all that apply*

Respondents cited a range of other activities and events that they would like to see at future Hogmanay Festivals. They most commonly wanted to see specific attractions and activities, or one-off events, but also greater involvement of local people.

Other activities respondents would like to see at future Hogmanay celebrations (overall)

Issues by order of response	Number of responses (1,811)
Attractions and facilities	480
Local involvement	421
Events	419
Inclusion	358
Charitable	57
Other	696

Q10 - What other activities, not mentioned above, would you like to see included in future Hogmanay celebrations?

Base (All who responded): 1,811

Specific attractions and activities respondents wanted at future Winter Festivals included alternatives to fireworks and the proliferation of activities around New Years' Day.

Other attractions	No	Example of verbatim comments
Drones / lights in the sky / alternatives to fireworks	195	*"I'd like to see the fireworks replaced with something more sustainable than burning chemicals in the sky, such as a drone light show."*
30th Dec / 1st Jan activities	89	*"Activities like those held on New Years Day with fun and games"*
Fireworks (not silent)	76	*"Fireworks at the bells"*
Food and drink	73	*"Maybe some street food stalls"*
Outdoor seating / facilities	29	*"Any live performances in Princes Street Gdns. should have seating areas for people who would like to enjoy the music/ entertainment in comfort, with toilet facilities available. "*

Other attractions	No	Example of verbatim comments
Alcohol related ideas	27	*"Pop up open air bars"*
Christmas decorations / tree / lights	21	*"Simple magical with lights and things to see that everyone can enjoy."*
Rides	9	*"Proper fairground with traditional fairground atmosphere. I enjoyed the thrill rides on Market Street. "*
Ice rink	8	*"Ice rink to stay for winter"*

Q10 - What other activities, not mentioned above, would you like to see included in future Hogmanay celebrations?

Local involvement encompassed a range of themes. Respondents most commonly wanted to see more local involvement in the organisation of the Winter Festivals. They also wanted the festivals to be more strongly connected to Scottish culture.

Local involvement	No	Example of verbatim comments
Local community involvement	184	*"Genuinely "community organised" events - not just a community event that is put on for the lowest possible price."*
Scottish / local theme and culture	178	*"More activities that introduce people (both local and foreign) to the unique, contemporary culture of Edinburgh and Scotland."*
Local artists, bands, choirs, etc.	58	*"Scottish musicians and artists being promoted ...."*
Local business involvement	51	*"Promotions for small, local businesses (not nationwide ones)."*
Local products / food / etc.	23	*"Traditional food"*
Funding for local projects	14	*"Can we use it to support local Scottish craft and artists producing work rather than goods that can be bought at any Christmas Fair anywhere in the UK."*

Q10 - What other activities, not mentioned above, would you like to see included in future Hogmanay celebrations?

Two themes stood out in relation to specific events respondents wanted to see more of at future Winter Festivals: live music and dancing. They also cited previous events and performances that they would like to see return.

Events	No	Example of verbatim comments
Music	155	*"Live music is a definite. Some fantastic artists have played in the gardens over the past couple of decades."*
Dancing / ceilidhs / disco	126	*"A big dance like we had in George Street years ago"*
Indoor entertainment / theatre/comedy / etc.	47	*"More indoor events so in the event of bad weather not everything Is cancelled"*
Candlelit / torchlit procession	46	*"I've always loved the Torchlight Procession"*
Street performers / street theatre	39	*"Activities like fire eaters jugglers street entertainers as in the summer festival"*
Art exhibitions	29	*"Reflective space linked to art or light installation or walk-through experience"*
Sporting events	29	*"Sport events or activities that promote health and well-being."*

Events	No	Example of verbatim comments
Parade / procession (e.g. with singers / bands)	21	*"Pipe band processions."*
History / museum exhibitions	17	*"Encouraging the galleries/museums to put on some sort of special Hogmanay show, something along the lines of the NGS's Turner in January."*
Guided walks / tours	15	*"More walking tours - Arthur's Seat, R L Stevenson etc"*
Storytelling	14	*"Theatre and storytelling"*
Art workshops / activities	14	*"Some art, exhibitions themed to be presented at the same time"*
Literature	10	*"Again, workshops or literary gatherings"*
Carol singing	3	*"The Winter Festival in the Botanic Gardens are a real treat and more decoration throughout the city such as this would be beautiful some musical performances would be good but reduced in number Local Carol singing or street celebrations rather than one huge thing on Princes Street"*

Q10 - What other activities, not mentioned above, would you like to see included in future Hogmanay celebrations?

Respondents that wanted future Winter Festivals to be more inclusive were most likely to report activities and events that were family-friendly and cheaper. This would make the festivals more accessible to children and people on lower incomes.

Inclusion	No	Example of verbatim comments
Family-friendly (or kids) shows / events	147	*"Something for kids - the earlier fireworks that was done before was brilliant for children"*
Free / cheaper events	135	*"All the above but they should be free / cheaper for local people"*
Inclusion of marginalised - elderly, disabled, etc	44	*"Provision for older people - Hogmanay seems geared to only young people"*
Non-alcoholic venues / events	26	*"Less access to alcohol and a no tolerance to drunken and unsociable behaviour. You just don't see that type of behaviour in other countries at Christmas."*

Inclusion	No	Example of verbatim comments
Virtual / online / televised events	20	*"A live stream to allow participation from home (small fee if necessary)"*
Multi-faith inclusion	9	*"Alcohol free events Wishing trees around the city where citizens can hang their wishes on for the year ahead. Art installations celebrating local achievements in that year A spiritual space where people of all faiths and none can congregate to meditate or just be still and contemplative A small fun run open to edinburgh and lothian residents to highlight the plight of homeless people and raise funds for homeless people at Christmas."*
Affordable food / drink	8	*"Local craftspeople able to sell and promote their products in an affordable manner. Local food and drink suppliers being able to offer their products services competitively and not priced out of involvement."*
Christianity / church / nativity	7	*"More local Community-based (ie churches or community centres) Hogmanay celebrations"*

Q10 - What other activities, not mentioned above, would you like to see included in future Hogmanay celebrations?

Some respondents wanted to see more eco-related events and practices at the festival. Others wanted broader fundraising events to support people in need during the festival period.

Charitable	No	Example of verbatim comments
Eco-related events/practices (i.e., recycling, renewables etc)	31	*"Environmental activities showcasing Edinburgh's commitment to the environment and climate change"*
Charity events / fundraising / volunteering	24	*"As for Christmas, events that raise awareness and provide practical help to those in need"*
Civic events - tree planting, litter picking etc	4	*"A deep clean of the city of all the damage to the pavements and building caused by previous festivals"*

Other comments	No	Example of verbatim comments
Smaller / less disruption / less crowds / etc.	310	*"I think it just needs to be scaled back in size"*
Spread events across city	235	*"More local events throughout the city"*
Complaints - general	160	*"If a street party it needs to be open to all and not barricaded in"*
Less tacky / less touristy / more tasteful	116	*"Same comment as the Christmas celebrations - just do something memorable and stylish, don't simply grub for money"*
Other	77	*"Not an activity but a lot more stewards on the street helping, particularly people who've had too much too drink and ensure they are safe"*

Q10 - What other activities, not mentioned above, would you like to see included in future Hogmanay celebrations?

Access

Physical access (e.g., wheelchair accessibility) was the most common way respondents felt the Winter Festivals could be more accessible to disabled people. Another common suggestion was restricting the number and position of stalls.

Making future Christmas and Hogmanay celebrations more accessible to people with disabilities (overall)

Issues by order of response	Number of responses (4,375)
Physical access	2,020
Restrictions	1,623
Location	822
Early Planning	558
Sensory impact	450
Inclusive policies	371

Q14 - What could be done to make future Christmas and Hogmanay celebrations more accessible to people with disabilities?

Base (All who responded): 4,375

Respondents that felt improvements could be made to physical access cited the use of accessible venues instead of ones that required additional infrastructure. Clear identification of ramps and accessible toilets were other key suggestions.

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Physical access	No	Example of verbatim comments
Use accessible venues / locations	624	*"Staging it in an area that is more accessible and not in the gardens where infrastructure would be required. Find somewhere everyone can be together that does not impact the city further down the line"*
Access - general / vague	480	*"Make more of them accessible"*
Wheelchair / mobility access	368	*"Wheelchair access & less slippy walking surfaces in the markets would help."*
Ramps	294	*"Event Maps need to clearly indicate where ramps are located. Maybe maps can show all accessible features."*
Toilets / facilities	253	*"Toilet accessibility, toilets should have a changing table and be able to offer some sort of hoist. Obviously would be expensive but people with disabilities need access to a toilet where they can be changed with dignity."*
Widen/clear pavements / paths	199	*"Ensure that the area in use is large enough to accommodate a high footfall whilst allowing enough room for people with disabilities and ideally on flat ground"*

Physical access	No	Example of verbatim comments
More seating areas and rest stops	193	*"More seating areas for eating/drinking. The number of people standing in the walk way makes it difficult to navigate"*
Tailored/adapted events, attractions, rides etc	125	*"More disability access and maybe some rides that can accommodate wheelchairs, so as people who need them do not miss out."*
Marshals, volunteers, stewards (to help disabled)	116	*"Set up a local voluntary network to assist and coordinate specific safe areas and access routes to venues."*
More / improved information / signposting / apps	102	*"Provide information for people with disabilities that clearly indicate the areas and events that are disability friendly"*
Subtitles / sign language at events	80	*"Providing BSL interpreters at events."*
Braille information / audio guides	54	*"Audio description, adequate advanced information on the site."*

Q14 - What could be done to make future Christmas and Hogmanay celebrations more accessible to people with disabilities?

Respondents who felt Winter Festivals could be more accessible through the use of restrictions wanted numbers at events to be limited as well as stalls to be better positioned to allow free movement between them. They talked about low capacity events and planning.

Restrictions	No	Example of verbatim comments
Less crowding / limited numbers	1,082	*"Crowd control and reducing size/scale of events. As someone with mobility issues, the events of recent years neither feel welcoming nor inclusive. And that's before the safety concerns of the overcrowding in Princes St Gardens in recent years"*
Spaced out / height adjusted stalls / attractions	390	*"Increasing the space between stalls would help not just disabled people, but able bodied people as well"*
Specific/low capacity times for those with disabilities	387	*"Perhaps times they could attend when it is less busy so as not to be so overwhelming to the senses. Not all disabilities are visible."*

Early Planning	No	Example of verbatim comments
Better / serious planning	253	*"Think about them when planning events and layout of activities"*
Speak to disabled people	244	*"You would have to consult people with disabilities"*
Speak to advocacy groups / charities	226	*"Consult with relevant disability groups when planning."*

Q14 - What could be done to make future Christmas and Hogmanay celebrations more accessible to people with disabilities?

Making the location of Winter Festivals more accessible most meant having events spread throughout the city and not concentrated in the city centre. Others wanted better transport access (either parking facilities or public transport).

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Location	No	Example of verbatim comments
Events spread throughout the city	441	*"Stop overcrowding the city centre and allow everyone more space which will give people with additional needs more confidence to attend."*
Better parking	125	*"Free and easy parking for Blue Badge holders."*
Improved public transport	119	*"Better and more frequent access by buses"*
Local events (easier to get to)	80	*"Stop large events that require closing areas of the city. Local community events set up by communities themselves without commercial leadership are much more likely to be inclusive."*

Location	No	Example of verbatim comments
Open roads / car access	73	*"Closing streets is an attractive thing to do and feels quite magical, but it excludes people like me who have limited ability to walk and need to be able to get a bus to fairly near the streets."*
Designated entry-points	63	*"Time to allow them to access and have the same experience as others, like in supermarket shops. Dedicated entrance and exits"*
Close roads	32	*"Make Princes Street a pedestrian only zone, the same with George Street, which would make it easier for disabled people to get around."*

Q14 - What could be done to make future Christmas and Hogmanay celebrations more accessible to people with disabilities?

Making Winter Festivals more accessible from a sensory perspective encompassed three, equally common themes: lowering the sensory impact of the festivals, having breaks between periods of high sensory impact, and creating low-sensory spaces.

Sensory impact	No	Example of verbatim comments
Lower sensory impact / autism-friendly	184	*"Don't have the market in Princes Street Gardens, parts of it are inaccessible to those in wheelchairs, consider those that find noise and lights overwhelming, offer ear defenders, etc."*
Low sensory times	183	*"Have a session with reduced noise/lights for those who find the celebrations overwhelming."*
Low sensory spaces	179	*"Create a safe space/tent for those who need an area to calm down if they feel overwhelmed with the situation or mass gathering."*
Quiet alternatives to fireworks (drones etc)	38	*"Silent fireworks!"*

Inclusive policies	No	Example of verbatim comments
Cheap / free tickets	149	*"Cheaper tickets so they can enjoy it too, maybe some have to take carers so can be an added expense"*
Priority access for disabled / carers	129	*"Priority access.. Queue jumper tickets... Early access"*
Consider invisible disabilities	113	*"For those with hidden disabilities, perhaps some kind of badge or lanyard could be considered so those around then were aware."*
Virtual access to events	22	*"Have days / times such as autistic friendly set ups so lights off and sound stopped. Something similar for other disabilities. Maybe a VR tour of the festival available offline"*

Q14 - What could be done to make future Christmas and Hogmanay celebrations more accessible to people with disabilities?

Principles

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Principles that benefit Edinburgh's environment, its reputation and local businesses were those thought most important, followed by the need to be family-friendly and suit all ages. All principles gained high levels of importance.

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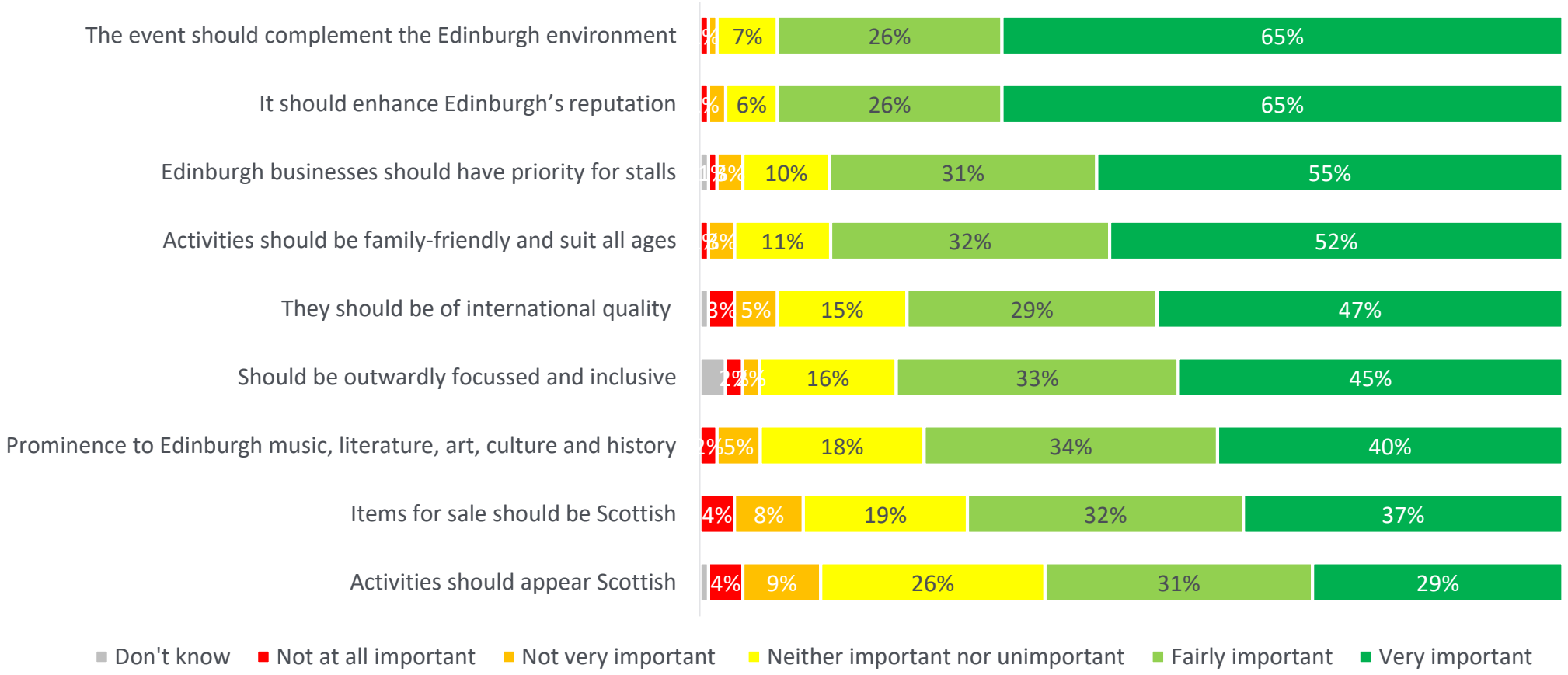
Views on key principles of the Winter Festival events



Q11. If Edinburgh were to have Christmas and Hogmanay celebrations in future, how important or unimportant are each of the following principles

Base (All): individuals 8,614 organisations 35

Many reiterated the importance of inclusivity and environment when they were asked for additional principles. The main additional principle that was mentioned was the importance of considering local issues.

Additional principles to include when planning

Issues by order of response	Number of responses
Local focus	2,231
Inclusivity	2,056
Change the scope	1,695
Environmental concerns	1,613
Changes to management	1,282
Atmosphere	942
Safety concerns	504

Q12 - What other principles would you like to see included in the planning and operation of future Christmas and Hogmanay celebrations?

Base: (Total sample) 8,646

Local elements focused the local population, local businesses, consideration of Scottish themed events and the needs of local residents. Inclusion centred largely on cultural and financial; catering for families and accessible by public transport.

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Local focus	No	Example of verbatim comments
Focus FOR local people (rather than pulling in tourists)	1,002	*"I just want more focus on locals instead of tourists. I know we need their business but we already have such a wonderful city and reputation so they will still come"*
Benefit local business (selling local products)	661	*"More local businesses and crafts should be given the chance to hold a stall, buying goods & delicacies unique to Edinburgh and the area would be amazing."*
Inclusion of a Scottish Theme	485	*"Making it different from other cities' festivals is important or it is just the same. Emphasising the Scottishness of it is important."*
Less disruption for residents	451	*"More regard for the people who live and continue to work in Edinburgh. While it is nice to have events etc many of us are simply trying to get to work or more annoyingly get home through a huge increase of people, road closures and diversions."*

Inclusive	No	Example of verbatim comments
Inclusive/Accessible/Welcoming	981	*"That the celebrations be open to all, encouraging less represented groups to become involved in planning and encouraging participation."*
Affordability	795	*"Just make it value for money...stop trying to charge as much as you think folk will pay. Agree that some fee is appropriate but feel too much is charged, the Christmas market stalls are nice to see the merchandise but a lot of it far too expensive - the eatery outlets again have fantastic produce but I ain't paying £5 for a small slab of cake plus a further £3 for a tiny coffee."*
Family friendly / focused	283	*"Plenty for the children to do. There's always a lot of focus on stalls and bars but never seems to be a great deal for the kids."*
International connections	240	*"Please let this not become about a "local Christmas for local people" or a stick to beat "foreign things" as has been stated in some press articles. Edinburgh is an international city and there is nothing wrong with celebrating and fostering this to appeal to an international audience too."*
Better public transport / more buses	154	*"More public transport available for people to travel in and out of the city centre, including from arwas outwith the city centre."*

Q12 - What other principles would you like to see included in the planning and operation of future Christmas and Hogmanay celebrations?

Some thought the winter festivals need rescoping in terms of location, size and qualities of offering. Environment was mentioned by a substantial number of people.

Rescope	No	Example of verbatim comments
Spread it out / local focus	679	*"Maybe more investment in spreading the festivals around the city - have it less focused on the city centre, help communities feel involved by holding events in the numerous districts."*
Make is smaller / less busy	677	*"Scale should be appropriate I.e. festival set up should not take all available space."*
Less tacky / higher quality	457	*"High quality - less 'tatt' and loud music and flashy lights, we have a beautiful city and these celebrations could enhance things rather than turn the city centre into a tacky funfair"*
Make it shorter/briefer	81	*"Christmas doesn't need to last 6 weeks. Shorten the amount of time the Christmas Market is there"*
Cancel it all	37	*"Stop doing them, you are trashing the city"*
Make it bigger / longer	21	*"Bigger and better! Expand the Christmas celebrations to various areas around Edinburgh. Make use of all gardens in the city centre"*

Environment	No	Example of verbatim comments
Environment / impact / sustainability	1,268	*"Carbon, and environmental impact needs to be huge priority. Everything needs to re used and made from realistically compostable or recyclable material and transport impact assessed."*
More care taken to avoid damage (gardens)	502	*"The care of Princes St Gardens needs to be paramount. Those gardens are unique to Edinburgh in the shadow of the Castle and should not be left in the the un-usable state they were in 2019."*

Q12 - What other principles would you like to see included in the planning and operation of future Christmas and Hogmanay celebrations?

Some felt that the current management model needs to be reviewed in terms of being less corporate, less profit driven and involving locals in planning decisions.

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Management	No	Example of verbatim comments
Anti- corporate management - general	350	*"Let the focus be on gathering, community, connection and celebration rather than consumption and transaction"*
Not for profit / profits to go to community	329	*"An Edinburgh based event management company should be created to run the events, with profits going back into the city rather than being extracted by London-based companies"*
Better management / organisation	315	*"It needs a long term approach... a ten year horizon line, starting again from scratch. Establish the vision and first principles, build on from there with a ten year delivery plan for the overall event with regular reviews on progress and direction. A high level team must be given the ability to deliver it regularly in line with the vision. The deliver team doesn't get to change the vision, they deliver to it. If the budget is £x, and that can only pay for a handful of events… then that's what it is… There's no point in trying to do everything. Do less, better might be a pro-active way forwards."*
Locals involved in planning	277	*"The council should ensure that non-elected representation is present in all working groups, committees and planning groups to ensure that the residents voice is heard. These could be voluntary and advertised and recruited through normal recruitment channels."*

Management	No	Example of verbatim comments
Anti-Current management	216	*"I strongly believe that current provider has been given far too much power and control in relation to these events and I would like to see that significantly scaled back."*
More transparency (about spending / contracts)	107	*"Everything should be transparent. There is too much shady behaviour surrounding CEC and its awarding of contracts and skipping red tape that others have to follow"*
Pay staff fair/better wages	36	*"Staff wellbeing should also be prioritised. There's no point boasting about locals getting employments when they're miserable, overworked, and underpaid."*
Pro- Current management	3	*"I think people forget how badly run Christmas events were before the current provider took over in 2013. Hogmanay has not changed since they took it over, residents have always had to be informed and have wristbands it's the same in every country around the world at New Year for those who live in the city centre. It's the horrid Edinburgh media that has portrayed the current management in such a bad light."*

Q12 - What other principles would you like to see included in the planning and operation of future Christmas and Hogmanay celebrations?

The following comments were made by small numbers of respondents, enough to be noted as a theme but many not relevant to principles.

Overall atmosphere	No	Example of verbatim comments
Arts, crafts, music, culture, heritage	295	*"Edinburgh is renowned for The Fringe. Incorporate some of those elements where appropriate- street theatre and Panto"*
More variety	254	*"I think there needs to be an overview of what is on offer and not to have so much duplication of goods for sale or too much emphasis on one particular age group."*
Traditional / Christmas focus	179	*"It would be good to see the religious element of Christmas more prominent in the celebration."*
In keeping with the city	173	*"Less of Las Vegas, more of Edinburgh character."*
Fun/Enjoyment/Excitement etc	148	*"Scotland coming together, celebrating of life after what we have been through as a nation"*

Safety	No	Example of verbatim comments
Safety / security	333	*"Safety should be a priority. Numbers may have to be limited now at some events."*
Less alcohol	109	*"Less bars and areas set aside for people to get hammered. I enjoy having a drink when there, but there are too many people who take it too far and it ruins the ambience and spirit."*
Social distance / Covid comments	90	*"Covid planning is important. Whether or not to go ahead isn't up to public but Public Health."*

Q12 - What other principles would you like to see included in the planning and operation of future Christmas and Hogmanay celebrations?

Concessions

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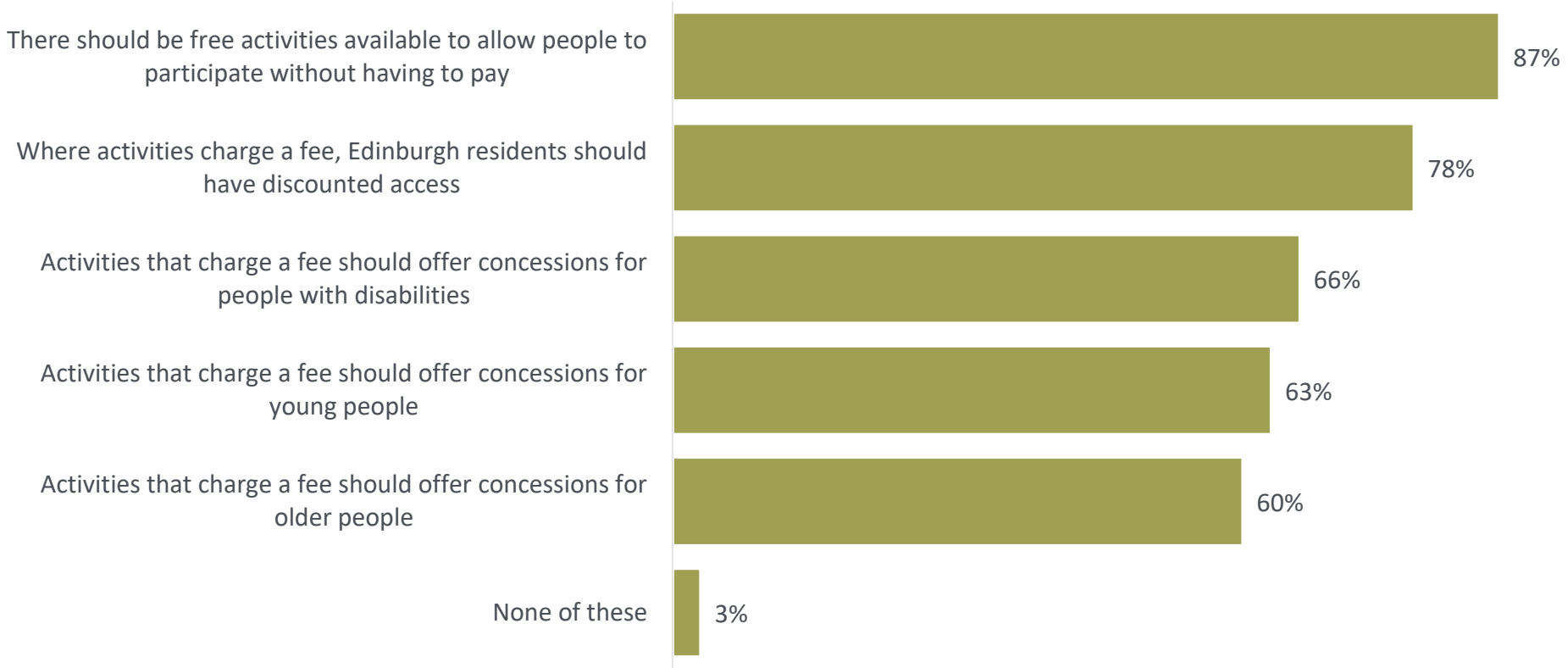
The most wanted concession was to have free activities, this was closely followed by having discounted rates for Edinburgh residents. Two thirds wanted concessions for disabled and young people. Three fifths wanted concessions for older people.

Concessions at future Winter Festival events



Q13 Which of the following would you want to see at any future Christmas and Hogmanay celebrations? ***Please tick all that apply.***

Base (All): individuals 8,614 organisations 35

Women, those with children and younger people were more likely to want concessions for younger people.

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Views on charging and concessions (% net agree)

	Gender		Children		Age						SEG		
	Men (2,764)	Women (5,474)	Yes (2,434)	No (5,655)	18-24 (295)	25-34 (1,503)	35-44 (1,891)	45-54 (2,029)	55-64 (1,592)	65+ (921)	AB (4,353)	C1C2 (2,314)	DE (633)
There should be some free activities	87%	88%	89%	87%	86%	86%	88%	89%	88%	86%	88%	87%	90%
Edinburgh residents should be given a discounts	76%	80%	80%	79%	76%	82%	79%	81%	77%	71%	80%	78%	75%
Young people should be given concessions	61%	65%	74%	60%	72%	63%	66%	63%	63%	61%	63%	66%	63%
Older people should be given concessions	56%	62%	62%	59%	61%	60%	59%	59%	62%	61%	57%	63%	68%
People with disabilities should be given concessions	65%	67%	67%	67%	70%	69%	64%	65%	68%	68%	66%	68%	69%

Q13. Which of the following would you want to see at any future Christmas and Hogmanay celebrations? *Please tick all that apply*

Edinburgh residents were more likely than residents outwith Edinburgh to want discounts for themselves. Those who had not attended either events were generally less in favour of concessions than those who had attended.

Views on charging and concessions (% net agree)

	Region				Attendance of Festivals			
	Central EH (1,369)	R/EH (4,506)	R/Scot (1,943)	R/UK (600)	Attended (7,842)	Not attended either (795)	Not attended Hogmanay (4,621)	Not attended Christmas (966)
There should be some free activities	85%	88%	90%	83%	88%	78%	87%	79%
Edinburgh residents should be given a discounts	82%	84%	66%	67%	80%	67%	75%	67%
Young people should be given concessions	59%	64%	69%	53%	65%	47%	62%	48%
Older people should be given concessions	56%	59%	65%	55%	61%	48%	58%	49%
People with disabilities should be given concessions	66%	68%	66%	57%	68%	54%	64%	56%

Q13. Which of the following would you want to see at any future Christmas and Hogmanay celebrations? *Please tick all that apply*

Location of Winter Festivals

The majority favoured a dispersal model. Over a third wanted Christmas celebrations to be staged at a number of locations spread throughout the city centre, followed by a similar proportion who wanted a few city centre locations and a few local town centres. Just under one in five wanted a single location.

Q16. If Edinburgh were to have Christmas celebrations in future, would you prefer those celebrations to be….. *Select one answer only*

Base (All): individuals 8,614 organisations 35

Parents and younger respondents were more in favour of a single location than their counterparts.

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Preferred location for Christmas celebrations (% net agree)

	Respondent type		Children		Age						SEG		
	Individual (8,614)	Org (35)	Yes (2,434)	No (5,655)	18-24 (295)	25-34 (1,503)	35-44 (1,891)	45-54 (2,029)	55-64 (1,592)	65+ (921)	AB (4,353)	C1C2 (2,314)	DE (633)
A single location in the City Centre	17%	11%	21%	15%	28%	18%	18%	17%	15%	12%	14%	19%	21%
A number of locations throughout the City Centre	39%	49%	40%	40%	45%	42%	38%	40%	40%	38%	40%	42%	38%
A few City Centre locations and a few of the local town centres	37%	37%	34%	38%	24%	35%	38%	37%	37%	41%	40%	33%	33%
Mostly in local town centres in Edinburgh	4%	-	3%	4%	2%	3%	3%	4%	4%	6%	4%	4%	5%

Q16. If Edinburgh were to have Christmas celebrations in future, would you prefer those celebrations to be….. *Select one answer only*

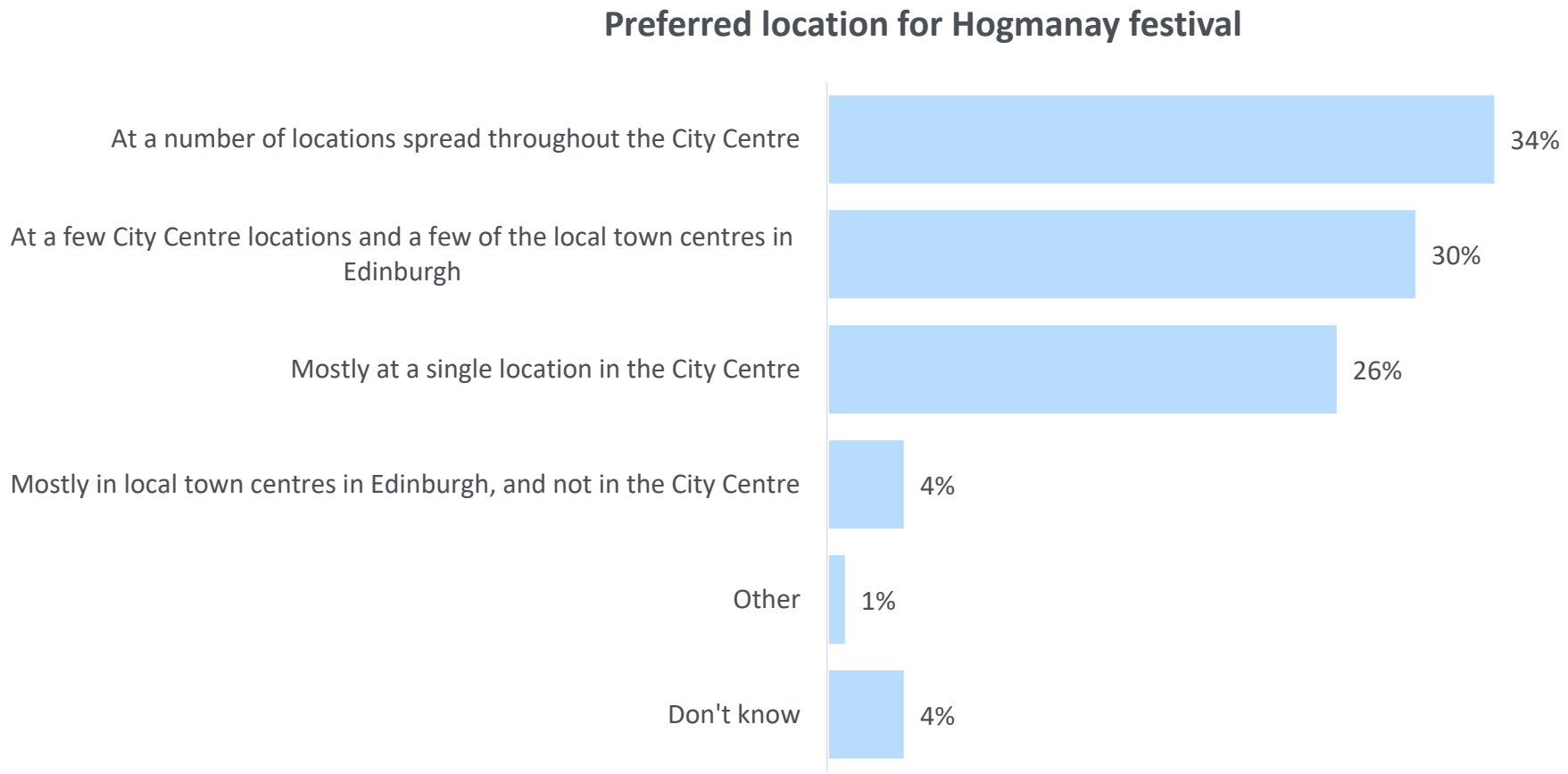
Respondents from Edinburgh were less in favour of a central location or a number of locations throughout the city and more in favour of a combination of city centre locations and local town centres than residents from elsewhere. Those who had attended were least in favour of local town centres than those who had not attended either or both festivals.

Preferred location for Christmas celebrations (% net agree)

	Region				Attendance of Festivals			
	Central EH (1,369)	R/EH (4,506)	R/Scot (1,943)	R/UK (600)	Attended (7,842)	Not attended either (795)	Not attended Hogmanay (4,621)	Not attended Christmas (966)
A single location in the City Centre	11%	13%	26%	21%	17%	12%	18%	12%
A number of locations throughout the City Centre	34%	34%	49%	60%	41%	19%	36%	22%
A few City Centre locations and a few of the local town centres	43%	45%	20%	14%	36%	42%	37%	41%
Mostly in local town centres in Edinburgh	8%	5%	2%	2%	3%	16%	5%	15%

Q16. If Edinburgh were to have Christmas celebrations in future, would you prefer those celebrations to be….. *Select one answer only*

As with Christmas celebrations just over a third wanted Hogmanay to be staged at a number of locations spread throughout the city centre, followed by a similar proportion who wanted a few city centre locations and a few local town centres. One in four wanted the Hogmanay celebrations to be staged in a single location.



Q17. If Edinburgh were to have Hogmanay celebrations in future, would you prefer those celebrations to be….. *Select one answer only*

Base (All): individuals 8,614 organisations 35

Those with children were more likely to favour a single location than those without children as were young people.

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Preferred location for Hogmanay celebrations (% net agree)

	Respondent type		Children		Age						SEG		
	Individual (8,614)	Org (35) ⚠	Yes (2,434)	No (5,655)	18-24 (295)	25-34 (1,503)	35-44 (1,891)	45-54 (2,029)	55-64 (1,592)	65+ (921)	AB (4,353)	C1C2 (2,314)	DE (633)
A single location in the City Centre	27%	14%	31%	25%	40%	31%	29%	26%	23%	21%	25%	29%	27%
A number of locations throughout the City Centre	34%	51%	34%	35%	35%	35%	34%	36%	36%	32%	36%	35%	34%
A few City Centre locations and a few of the local town centres	30%	29%	27%	32%	19%	29%	29%	30%	31%	37%	32%	27%	28%
Mostly in local town centres in Edinburgh	4%	3%	3%	4%	2%	2%	3%	4%	4%	5%	3%	3%	5%

Q17. If Edinburgh were to have a Hogmanay celebration in future, would you prefer those celebrations to be….. *Select one answer only*

Respondents from Edinburgh were more in favour of a combination of city centre locations and a few local town centres than residents from elsewhere. Those who had attended were least in favour of local town centres than those who had not attended either or both festivals.

Preferred location for Hogmanay celebrations (% net agree)

	Region				Attendance of Festivals			
	Central EH (1,369)	R/EH (4,506)	R/Scot (1,943)	R/UK (600)	Attended (7,842)	Not attended either (795)	Not attended Hogmanay (4,621)	Not attended Christmas (966)
A single location in the City Centre	21%	24%	36%	29%	27%	19%	27%	19%
A number of locations throughout the City Centre	33%	31%	38%	49%	36%	21%	30%	25%
A few City Centre locations and a few of the local town centres	35%	37%	17%	12%	29%	35%	31%	34%
Mostly in local town centres in Edinburgh	6%	5%	2%	2%	3%	14%	5%	13%

Q17. If Edinburgh were to have a Hogmanay celebration in future, would you prefer those celebrations to be….. *Select one answer only*

Many felt that Christmas is inherently Christian and Hogmanay is a Scottish tradition and neither should change their qualities. Others gave examples of how to increase diversity, or suggested consulting representatives of local religious groups.

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Making future Christmas and Hogmanay celebrations more welcoming to different cultures and religion

Issues by order of response	Number of responses (3,401)
Nothing / it shouldn't be	926
Increase diversity	697
Nothing / it already is	604
Make more inclusive	455
Miscellaneous positive	436
Consult	334
Food & Drink options	311
Less religion	258
Communicate & inform	209
Miscellaneous negative	104

Q15 - What could be done to make future Christmas and Hogmanay celebrations more welcoming to people of different religions and cultures?

Base (All who responded): 3,401

Many felt that the Winter Festivals are welcoming from a religious/cultural standpoint. These respondents felt it was already culturally inclusive as an inherently Christian celebration it shouldn't change.

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Nothing needs to be done	No	Example of verbatim comments
Christmas is inherently Christian	434	*"Not a great deal - people generally recognise the more Christian focus that is inevitable even if not themselves of that faith. Other religious celebrations do not make or need to make changes - Diwali and others for example"*
Nothing / unnecessary	245	*"I don't think this is an issue."*
Retain unique identity of Christmas / Hogmanay	238	*"I think it is very interesting for people from different religions and cultures (as myself) to see the traditional way of how Scottish people celebrate Christmas and Hogmanay. So, stick to our traditions."*
Keep/Make it Scottish	163	*"The priority should be on Scottish heritage and culture so that it is not only enjoyable but educational"*
Hogmanay is inherently Scottish	75	*"The festival should keep its Scottish roots as this is why Hogmanay is so great and what attracts so many people - I wouldn't have thought the festival is not welcoming"*
Negative comments re: question	61	*"That's a strange question. Why should religion come into it? It's a celebration for all."*

It's already is welcoming	No	Example of verbatim comments
Already welcoming / inclusive	446	*"I think the activities are welcoming to all as they are"*
Already non-religious / secular / commercialised	213	*"At present I don't see the events as overly religious."*

Q15 - What could be done to make future Christmas and Hogmanay celebrations more welcoming to people of different religions and cultures?

Increasing the diversity of performers or stall vendors was seen as the most common way of increasing diversity. Some felt putting on similar events, for other religious celebrations, at different times of the year would be beneficial.

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Increase Diversity	No	Example of verbatim comments
Events by diverse groups / performers	422	*"The musical acts or entertainment could be reflective of the diversity of Scottish culture."*
Stalls by diverse groups	182	*"Invite stall holders from other religions and cultures. Edinburgh is a very diverse city after all."*
Diversity at management / planning level	103	*"Ensure people from and representing different faith groups are included as members of the planning committees."*
Multi-lingual events / information	95	*"Maps and guides in different languages"*
Employ people from different religions / cultures	35	*"Include people from different religions / cultures in the man power behind the event."*

Make more inclusive	No	Example of verbatim comments
Increased prominence for other celebrations	351	*"Celebrate other religious festivals at different times of the year with equal importance."*
Inclusive naming, e.g. "Winter Festival"	122	*"Make it a winter festival- it doesn't have to be advertised as Christmas"*

Wider range food & drink	No	Example of verbatim comments
Food / drink options	210	*"Range of foods to include veggie, vegan, halal & kosher"*
Less / no alcohol	119	*"Less of a focus on alcohol and drunken partying, more space for reflection and calm."*

Q15 - What could be done to make future Christmas and Hogmanay celebrations more welcoming to people of different religions and cultures?

A relative minority of respondents felt the festival could be more welcoming from a religious standpoint by completely removing religion from the festival. Others were less strong, and felt making Christian symbols less prominent would suffice.

Make less religious	No	Example of verbatim comments
Less religious focus generally / make it secular	167	*"Keep religion out of it"*
Less Christian focus	89	*"Less prominence of Christian symbols, nativity scenes etc."*
General anti-religious sentiments	13	*"Abolish all religion"*

Q15 - What could be done to make future Christmas and Hogmanay celebrations more welcoming to people of different religions and cultures?

Consulting local religious groups or cultural institutions was seen as a way of stimulating a wider discussion about making the Winter Festivals more welcoming for people from different religions.

Consult	No	Example of verbatim comments
Consult other cultural/unspecified groups	253	*"Consultation with community groups"*
Consult local religious groups	214	*"Engage with the mosque, churches, synagogues and other religious groups in the city to ask them."*

Communicate and inform	No	Example of verbatim comments
Education of people about / promotion of other religions / cultures	136	*"Community activities that inform about different cultures and related activities"*
Communicate / advertise the diverse nature of things (PR)	82	*"More explanation - emphasis on being welcoming and open to all"*

Q15 - What could be done to make future Christmas and Hogmanay celebrations more welcoming to people of different religions and cultures?

Common among miscellaneous responses to this question was that Edinburgh is a ethnically diverse community that should be inclusive. Others felt inclusivity from a religious perspective was an important issue that organisers should prioritise.

Miscellaneous positive comments	No	Example of verbatim comments
Be welcoming / inclusive (vague)	391	*"Edinburgh is a European city of culture and celebrations should be inclusive of different religions and cultures"*
Vague positive / important question	46	*"I am not sure but I do think this is important and more thought should go in to it"*

Miscellaneous negative comments	No	Example of verbatim comments
Less profit-driven	83	*"Less emphasis on big money making events, more on community celebrations"*
Cancel it all	21	*"Don't have them then no one is missing out"*

Q15 - What could be done to make future Christmas and Hogmanay celebrations more welcoming to people of different religions and cultures?

When asked about the impact on Businesses of dispersing celebrations, the majority of comments were positive.

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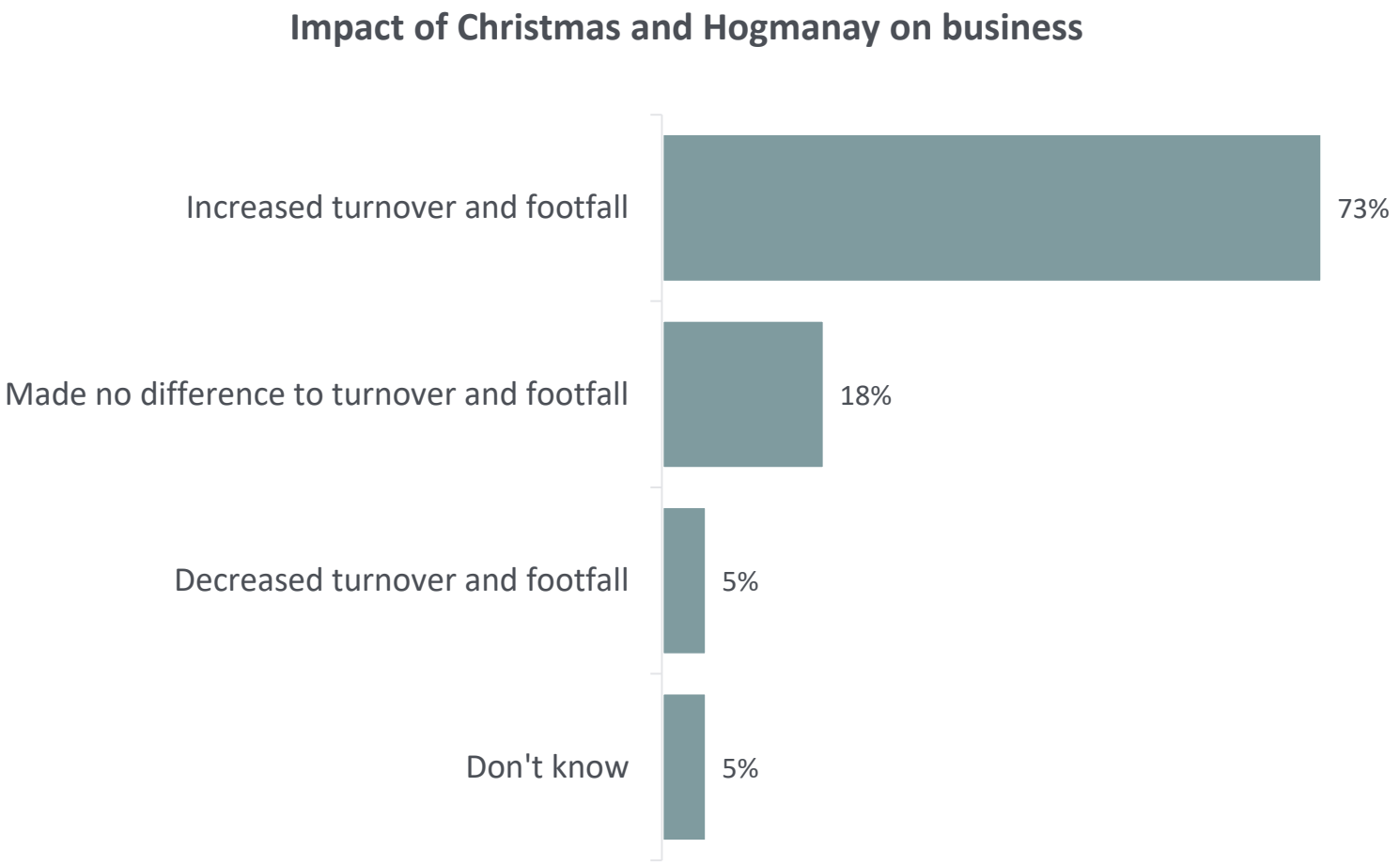
All verbatim comments (22) ⚠
As a Social Enterprise based on Edinburgh we loved to play our part in delivering our activities (Nordic Experience Twilight Experience) as part of the future programme.
Would be beneficial to have some in Portobello, but still have a central attraction as tourists enjoy going into the city centre too
Just to be more included, so we can organise markets and events for local businesses and with affordability as well sustainability at the heart. We would love to be more involved in planning t as well delivery.
It is difficult to move around the city , but if it pre planned well I don't see any adverse affect
It might encourage people to explore areas outwith the centre of the City
Noise reduction. Less difficulty accessing the restaurant, not having to put on extra staff to make sure guests get past the poorly trained, rude rocksteady staff.
I think it would give visitors the opportunity to spend more time as they could go to differing areas each day. I think locals would also feel there was something in it for them too.
Strengthen the overall appeal . The City must elevate itself in totality . We don't exist in a vacuum, and many other cities are becoming increasingly creative in turning their entire city centres into a journey, an experience that encourages repeat visits.
Spread the love and the historic Old Town should have stalls and events to bring public into the area.
Depending on where the main attractions are this could impact on footfall and turnover, if local areas are given more emphasis
Number of people coming into the centre of the city would be depleted & I do not think that running multiple events would leave enough money to create a spectacular festive programme
Any move to disperse celebrations across the city would obviously effect the income of city centre retailers and hospitality businesses.
None X 3 respondents

LESS POSITIVE COMMENTS

What impact might spreading the Christmas and Hogmanay celebrations across more locations in the City have on your business?

While the base is very small, the majority of business owners/managers in Edinburgh claimed the festivals have increased turnover.



Q20 - Overall, what impact do you think previous Christmas and Hogmanay celebrations have had on your business?

Base (All): Business/Commercial organisations based in Edinburgh 22

Family Friendly

This section brings together findings that pertain to making the celebrations family friendly

Parents were in favour of the celebrations. Cost is undoubtedly and issue even so, parents find the celebrations enjoyable.

Summary of attitudes

- Parents tended to be more in favour of Christmas and Hogmanay.
- They were more likely to have attended Christmas celebrations and slightly less likely to have attended Hogmanay.

Cost is an issue

- Parents were more likely to perceive Christmas celebrations as expensive.
- Cost is a major barrier for parents who have to balance the extra costs of winter (such as heating and clothing) with their children's desire to be part of mainstream society and join in the Christmas celebrations.
- The funfair rides and costs of food and drinks etc. in the German market sometimes means that that families either can't go, they go and are restricted in what they can do or they go once as it is a special occasion. This applies to parents of younger children aged 5–10 and parents of teenagers aged 12-16.
  - *"I think tickets are too expensive and, therefore, probably rule out a vast majority of families attending events, considering 1 in 5 families live in poverty."*
  - *"If you are a family with children, even just 1 child it can turn into a very expensive day with some of the prices charged. This can make you less likely to return for several visits the same year, which some may prefer to do."*
  - *Went and thought it was expensive… prices are beyond a joke… don't give you much of a discount… will admit it is nice… I was deflated with the prices*
  - *I have avoided going over the years… because of the crowds… having four children… two years ago we got to with Goodtrees, free tickets and stuff… was a lovely day and was amazing… just going up and seeing the magical side of it is beautiful… if I didn't go with Goodtrees, wouldn't have been able to relax with the prices*
  - *Can be quite hard… only go on two rides… else it's half the shopping money for the week*
- Respondents who wanted future Winter Festivals to be more inclusive were most likely to report activities and events that were family-friendly and cheaper.

But it is enjoyable

- Despite concerns over cost parents were more likely to see the celebrations as an enjoyable experience.

The importance of making the celebrations family friendly was made clear throughout the consultation. This includes creating alcohol free zones, less crowded zones and focus on children at Hogmanay.

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Importance of being family friendly

- In the wider consultation ***activities that are family-friendly*** was placed fourth in line of important principles when organising winter celebrations.
- The vast majority of parents voted in favour of activities for children to be included in future celebrations.
- Creating family-friendly festivals was a recurring theme that came up in many of the open ended questions related to shaping the future of the celebrations.
- Alcohol stalls can lead to people being under the influence and inconsiderate to the needs of parents and children.
- Some felt that Hogmanay doesn't cater for families and that events need to be put on earlier if children are to attend.

Physical access

- Responses from the groups discussions and some of the verbatim quotes in the wider consultation illustrate the point of the festivals being too crowded and unsafe for children. Small children can easily get lost in crowds.
- We also heard that it is hard to manipulate pushchairs through crowds and uphill
  - *"Since having kids I find them it far too stressful trying to navigate crowds & with nowhere to shelter with a baby or easily change them"*
- Physical access and overcrowding are major problems for those who are disabled and for those who have infants in pushchairs.
  - *Many disabled people feel excluded, rather stay at home, than face the perils of the crowds and the noise. Believe there should be marshals and helpers on hand, volunteers to assist, proactive volunteers who look for opportunity to help.*

Respondents at the group discussions were asked what might encourage them to attend the Winter Festivals. They discussed separation of attractions and family events.

Separation

- Parents commonly suggested having places that were dedicated to children as a way of increasing their likelihood of enjoying the festivals. These would need to be away from people who are drinking and in places that are less crowded.
- Some of those with physical disabilities called for the same thing, others had mixed feelings about segregation.
  - *Separate it, different parts of the gardens, have a part for the bars and then the shows. People at one side for the wine, food and vans, then shows and families on the other side. Manic in the gardens, at night, especially for the kids. Bit more intimidating for kids.*

Parents and those with disabilities also suggested dedicated times during the day/evening or zones in the festivals as well as areas with lower sensory impact

- *"Create a safe space/tent for those who need an area to calm down if they feel overwhelmed with the situation or mass gathering."*

Family Events

- Parents called for events that were family oriented and put on specifically for children of different age groups. These should be free as far as possible but affordable at least.
  - *Little shows like at the fringe… even during the day, when the holidays break off… pin point that time solely for children*

Other issues that came up in groups discussions included access for disabled people and parents and affordability.

Access issues

- Parents with young children and physically disabled people would benefit from a location that is flat and easy to manoeuvre.
- Key needs are close by car parking and drop off points, toilets, wheelchair access, better ramps and more marshals.
  - *Believe there should be marshals and helpers on hand, volunteers to assist, proactive volunteers who look for opportunity to help. Taught to look out for people who could be made more comfortable.*

Affordability

- Many were of the opinion that 10% discount for residents is not enough and that 20 to 25% would be more of an encouragement to attend. Parents were in favour of family passes.
  - *Don't think the 10% discount for residents is enough… hard to say (what is enough) maybe 25%... a lot of it is funded by the council so we are contributing with our council tax.*
- Some had benefitted from tickets being given to them through organisations.
  - *It's our city, should be accessible to us. Come up with something that is meaningful and isn't tokenist. Groups in and the around the city, football clubs or larger events, tap into local organisations, there is a system in place, give away tickets to local families.*

When it came to discussing locations of the Winter Festivals, findings from the group discussions were in line with those from the online consultation.

A number of locations spread throughout the city centre

- This was the most popular option for most groups.
- Parents of younger children were very enthusiastic about spreading festivals throughout the city centre and many mentioned the Meadows as a natural location for this. They were in favour of this as it has proved to be a successful location for many other events; it is flat and easy to access with pushchairs and prams; and it has a park which gives the option of something to do with children that would be free.
  - *Meadows is a good idea, much bigger area, all flat ground and slightly easier parking wise… pressure on families and they avoid the town like the plague… there's a park nearby, can join in and get a hot chocolate*
  - *Inverleith Park, Leith Links, Festival Square on Lothian Road… the city isn't lacking open space… just not being used*
- Disabled people were in favour of spreading celebrations throughout the city centre because it would be easier for them to access than it has been in the past and it would reduce crowding and would preserve Princes Street gardens. However, they were concerned that this model could lead to more road closures as that would have the effect of reducing their access.
- Those aged 18-25 were keen to keep it in one central place because they enjoyed the buzz of it as it is and didn't want the hassle of getting from A to B.

Final comments

Respondents' final comments about the Winter Festivals were more likely to be positive than negative. They did, however, suggest a range of issues that organisers should consider – these reinforced themes raised throughout the consultation.

Final comments on the future of the Winter Festivals (overall)

Issues by order of response	Number of responses (3,889)
General positive	1,369
General negative	1,262
Consider local impact	1,147
Funding contractual issues	823
Consider location	669
Consider inclusivity	403
Miscellaneous	327
Uniqueness of Edinburgh	324
Covid comments	224

Q22 - Do you have any final comments about the future of the Winter Festivals?

Base (All who responded): 3,889

Positive commentors felt the Winter Festivals should continue. They recognised that these events are important for the city's identity as well as tourism and the economy.

Positive comments	No	Example of verbatim comments
Keep the festivals	872	*"Please keep them going. You can't please everyone. People don't realise how lucky we are to have this on our door step and trust me, they would really miss it if it was gone."*
Enjoy the festivals	478	*"We live in the South East but love coming up to Edinburgh especially to the Christmas Markets. It's such a beautiful place."*
Important tradition / part of Edinburgh / Scotland's identity	326	*"I think they have become an important part of Edinburgh's identity."*
Good for economy / tourism	311	*"Only to reiterate how important they are to the local economy and to the city's reputation. We need them more than ever if we're hoping to rebuild anything for this Christmas."*

Q22 - Do you have any final comments about the future of the Winter Festivals?

Making the Winter Festivals smaller and shorter in length were, by some distance, the most common themes among negative comments. Making the festivals more tasteful (in terms of activities and overall feel) was also fairly common.

Negative comments	No	Example of verbatim comments
Smaller / shorter	610	*"The last time I attended the Christmas market I was concerned about the numbers in attendance, it felt like a crush could develop within the crowd. Some means of controlling numbers should be looked into."*
Make it less tacky / more classy	308	*"A return to the tasteful times of the past and do away with turning the city into a fun fare"*
Needs a change from previous years / make it newer	198	*"I think the future celebrations should really focus on being physical and innovative in their design and approach. Similarly to this years drone show which was virtually broadcasted; this was at the forefront of exhibition/event innovation and that should be the driving force for new ideas and ways of running these events"*
Request for specific event / feature	159	*"Bring back Scot:lands, please. And have something for folks to do on New Year's Day itself. Maybe under cover too!"*
Cancel it all	105	*"I like our city the rest of the year round. We have the summer festivals which are intrusive but hugely popular and valuable tourist source so fair enough. I don't know why we need to repeat that in the winter"*
It used to be better	102	*"Things have got to change! Edinburgh at Christmas and Hogmanay has become a mess that I find unattractive with all the construction for weeks before and after in both Gardens. It puts me off as a resident from going into the city centre. If these festivals are to continue, they need to go back to the previous family oriented activities that they used to be."*
Learn from elsewhere (e.g. Europe)	49	*"Perhaps you could look at other cities and how they do it. Munich is a good example."*

Q22 - Do you have any final comments about the future of the Winter Festivals?

Similar to themes explored elsewhere, making future festivals more inclusive for local people was a common theme. Similarly, favouring local businesses and products was considered to be important for the success of future Winter Festivals.

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Consider local impact	No	Example of verbatim comments
Should be for locals / less touristy	458	*"It would just be nice to have celebrations that are aimed at locals rather than hoards of tourists straight off the airport bus or the LNER railway line"*
Favour local businesses / products	298	*"Include local businesses who are normally are missed out. Most of the things sold at the Christmas Market can be found in local businesses for cheaper."*
Manage by local orgs / don't outsource	254	*"let a local company run any commercial activity and keep the benefits in the City economy"*
Consideration for residents (e.g. access problems)	239	*"There needs to be a renewed focus on making them relevant and accessible to the people of Edinburgh."*
General complaints relating to disruption to residents	154	*"Public transport due to crowds was horrendous last couple of times the festival was on. Several times going to and from work I and other passengers were 'decanted' from one bus to another as the bus was so late, the next bus had caught up. Made my journey to and from work so stressful."*
Public spaces should remain open	54	*"Takeover of public green spaces is getting out of hand, and city centre roads/squares should be closed to traffic and used instead."*
Profits go back into the city	43	*"Develop a reasonable way to spread the commercial benefit experienced by businesses in the City with the resident population."*

Q22 - Do you have any final comments about the future of the Winter Festivals?

The ongoing commercialisation of Winter Festivals was a key concern for some respondents. Others felt concerned about the environmental or sustainability credentials of future events.

Consider location	No	Example of verbatim comments
Environment / sustainability needs more consideration	370	*"I strongly resent the damage caused to green space - there is so little available."*
Spread out over locations	202	*"Spread across the city allows residents to enjoy Christmas in our home city and not feel taken over and second class."*
Location needs more consideration / changed	187	*"Yes have the Xmas Market on the Castle Esplanade and down the Royal Mile"*

Contractual issues	No	Example of verbatim comments
Make it less profit-driven / commercial	583	*"Take the commercialism out of the event! It's become more about profit than Christmas/new year"*
Negative sentiments in reference to contractor	366	*"Don't renew the contract with xxxxxxx, their unending greed has ruined the Winter Festivals."*

Q22 - Do you have any final comments about the future of the Winter Festivals?

Linked to the commercialisation of the Winter Festivals, making them more strongly connected to local Edinburgh and wider Scottish culture was seen as a key consideration for the future.

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Uniqueness	No	Example of verbatim comments
Should be Edinburgh / Scottish themed	212	*"Please don't forget the Scottish charm of festivals, otherwise it's ok."*
Should be unique / not generic	164	*"They need to stop looking just the same as every other major city and instead reflect our own uniqueness"*

Consider inclusivity	No	Example of verbatim comments
Cheaper / more affordable	264	*"Not to be quite so expensive, I'm sure they make a fortune so it would be nice to see it more affordable for all."*
Family focused / child friendly	90	*"Family should be the focus!"*
Inclusive for faiths, cultures etc.	84	*"Call them Winter festivals and incorporate more religions like Paganism, Judaism etc"*
Inclusive for disabilities	38	*"Please try and make it more disabled friendly, as most disabled people I know are scared of going into Edinburgh because of how inaccessible it is. It is a beautiful city that everyone deserves to be able to enjoy."*

Q22 - Do you have any final comments about the future of the Winter Festivals?

Respondents reported that they would like organisers to act on their feedback for future Winter Festivals. A minority commented that they were pleased to have been consulted as part of the process.

Miscellaneous	No	Example of verbatim comments
Miscellaneous comments	207	*"Call it a Winter Festival, and accept that is there to lure tourists. Charge them accordingly!"*
Act on consultation responses	70	*"Please listen to the people of the city. We're sick of being pushed to the side during what should be the most enjoyable times of the year."*
Consultation - positive comments	63	*"Thank you for consulting us!"*

Response to Covid	No	Example of verbatim comments
Want it back after Covid - social reasons	127	*"It would be lovely to see the celebrations back after the Covid year we have had. We need things to look forward to again."*
Covid concerns	81	*"Covid means I do not want to encourage mass gathering or tourism this year."*
Want it back after Covid - business reasons	33	*"Let's get the festivals on everyone's agenda and get the economy and hospitality going again. Fight for Edinburgh to be open for business and tell the world"*

Q22 - Do you have any final comments about the future of the Winter Festivals?

Summary & conclusions

Summary of findings

Reasons for non-attendance

- The main reasons for not attending Christmas and Hogmanay celebrations in the past were over crowding, designed for tourists and too expensive.

Perceptions of the winter celebrations

- The majority saw the celebrations as being welcoming for tourists but they were less likely to be seen as welcoming to residents. Most agreed that they are good for businesses but few perceived them as affordable or environmentally sustainable.
- Edinburgh respondents were less positive than respondents from the rest of Scotland and the UK about the winter celebrations being welcoming, enjoyable, unique affordable, beneficial to business and environmentally sustainable.
- When asked about previous celebrations views were mixed while many of the comments were positive a larger number were negative. The main concerns focused on the central location and impact on residents.

The future of winter festivals

- Food drink, musical performances and activities for children were the top three preferred activities for Christmas. Alcoholic drinks and funfair rides were the least wanted activities for Christmas celebrations.
- Fireworks, lighting installations and live music performances were the top three preferred activities for Hogmanay. Street party and mass gathering was the least wanted activity.
- Respondents also called for future winter celebrations to have local involvement of artists and performers and Scottish/local culture.
- Themes in response to making Christmas and Hogmanay more accessible to people with disabilities were dominated by physical access issues such as wheelchair accessibility and restrictions on the number of people attending.

Summary of findings cont:

Principles

- Principles that benefit Edinburgh's environment, its reputation and business were those thought most important. Followed by the need to be family-friendly and suit all ages.
- The most wanted concession was to have free activities, this was closely followed by having discounted rates for Edinburgh residents.

Locations of Winter Festivals

The largest group wanted Christmas celebrations to be staged at a number of locations spread throughout the city centre. Followed by a similar proportion who wanted a few city centre locations and a few local town centres.

As with Christmas celebrations, the largest group wanted Hogmanay to be staged at a number of locations spread throughout the city centre. Followed by a similar proportion who wanted a few city centre locations and a few local town centres.

Welcoming to different cultures and religions

- Many felt that the Winter Festivals are welcoming from a religious/cultural standpoint. Many felt that Christmas is inherently Christian and Hogmanay is a Scottish tradition and neither should change their qualities. Others gave examples of how to increase diversity.

Impact on Business

- While the base is very small the majority of business owner/managers in Edinburgh claimed the festivals have increased turnover.
- The largest group of business owner/managers wanted Christmas and Hogmanay celebrations to be staged at a number of locations spread throughout the city centre.

Family friendly

- Parents were in favour of the celebrations. Cost is undoubtedly and issue even so, parents find the celebrations enjoyable.
- The importance of making the celebrations family friendly was made clear throughout the consultation. This includes creating alcohol free zones, less crowded zones, a focus on children at Hogmanay, separate zones for children and those with disabilities

Conclusions

- There was overwhelming support for winter celebrations in Edinburgh to continue.

- Findings from the consultation point to the need to improve on the current delivery model by taking the following elements into consideration:
    - Continue to provide high quality Christmas and Hogmanay celebrations which will be valued by residents and visitors, and continue to enhance Edinburgh's reputation
    - Avoid overcrowding and improve access by distributing Christmas celebrations more widely through the city centre
    - Look for opportunities to extend Christmas celebrations to other parts of the city outside of the city centre
    - Improve and evidence the environmental sustainability of the winter festivals, including through the local sourcing of products
    - Improve access for those previously less able to participate, including through physical accessibility, the design of activities for those with a range of needs, and for people on lower incomes and from deprived areas
    - Focus on making the celebrations family friendly
    - Introduce alcohol-free times and / or areas within Christmas celebrations
    - Continue dialogue with representative organisations and seek further opportunities to reduce the negative impacts of winter festivals on Edinburgh residents
    - Seek opportunities to maximise community benefit, including by giving priority to existing local businesses and creatives
    - Seek opportunities to emphasise the character and culture of Edinburgh through the design and use of existing buildings and spaces, temporary constructions, events, branding and advertising

Appendices

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Technical appendix

The data was collected by online and paper self completion survey.

The target group for this research study was members of the public and businesses.

The consultation was open between 24th February to 19th May 2021

Respondents to paper and internet self-completion studies are self-selecting and complete the consultation without the assistance of a trained interviewer. This means that Progressive cannot strictly control sampling and in some cases, this can lead to findings skewed towards the views of those motivated to respond to the consultation.

The overall response rate to the survey was 8,612 individuals and 35 organisations, which is a high response rate and demonstrates the importance of the subject to residents of Edinburgh, the rest of Scotland and elsewhere in the UK.

Margins of error not calculated, but representativeness considered within the analysis.

When reading the tables of illustrative quotes it is important to note that the majority of quotes contain more than one idea. If respondents mentioned more than one point they will have been coded under more than one theme. We have not edited the quotes to express just one idea but have reported them verbatim. We believe that this gives the reader more context and a fuller understanding of the issues.

Record of how the consultation was publicised

CEC site 24/2/21: https://www.edinburgh.gov.uk/news/article/13112/have-your-say-on-the-future-of-winter-festivals-in-the-capital

Media release on 24/2/21 – picked up by several Scottish newspapers but mainly Scotsman and Evening News.

@Edinburgh_CC Twitter on 24/2/21; 25/2/21; 26/2/21; 27/2/21; 2/3/21; 4/3/21; 5/3/21; 10/3/21; 12/3/21; 16/3/21; 18/3/21; 20/3/21; 22/3/21; 23/3/21; 25/3/21; 27/3/21; 28/3/21; 13/4/21; 14/4/21; 16/4/21; 18/4/21; 20/4/21; 23/4/21; 25/4/21; 29/4/21; 12/5/21; 14/5/21; 16/5/21; 19/5/21 (29 occasions)

CEC Consultation Hub https://consultationhub.edinburgh.gov.uk/sfc/winterfestivals/

Profile of the survey respondents

Individuals

Work in city centre	#	%
Yes	2,108	24%
No	6,506	76%
Base (individuals)	8,614	100%

Age	#	%
18-24	66	4%
25-34	1,503	17%
35-44	1,891	22%
45-54	2,029	24%
55-64	1,592	18%
65+	921	11%
Prefer not to say	383	4%
Base (individuals)	8,614	100%

Worked in the city for	#	%
> 2 years	225	11%
2- 5 years	474	22%
6 -10 years	420	20%
More than 10 years	978	46%
Don't Know	11	1%
Base (individuals)	2,108	100%

Children ≤ 16 in household	#	%
Under 5 years	785	9%
5-12 years	1,362	16%
13-16 years	886	10%
No children 16 or under at home	5,655	66%
Prefer not to say	525	6%
Base (individuals)	8,614	100%

Long-term illness/disability	#	%
Yes	1,071	12%
No	6,880	80%
Prefer not to say	663	8%
Base (individuals)	8,614	100%

Ethnic group	#	%
White	7,883	92%
Mixed	95	1%
Asian, Asian Scottish, Asian British	64	1%
African	7	<1%
Caribbean	7	<1%
Other ethnic group	58	1%
Prefer not to say	500	6%
Base (individuals)	8,614	100%

Profile of the survey respondents

Organisations

Number of employees in company	#
1 (sole trader)	2
2 to 5	5
6 to 10	2
11 to 25 employees	1
26 to 50 employees	2
51 to 100 employees	3
101 to 250 employees	1
251 to 500 employees	1
501 to 1000 employees	-
>1000 employees	1
Base (all commercial organisations)	18

Type of organisation	#
Business/Commercial	18
Community group	6
Trade/professional organisation	3
Heritage organisation	2
Religious/faith group	1
Other	5
Base (organisations)	35

Business premises in Edinburgh	#
Yes	22
No	1
Base (owners and managers)	23

Owner manager	#
Yes	23
No	12
Base (All organisations)	35

Profile of the consultation focus groups

Parents

- Kids aged 5 – 10
- All SEG C2DE
- Living in Edinburgh
- Group 1: 5 participants
- Group 2: 3 participants

Parents

- Kids aged 12 – 16
- All SEG C2DE
- Living in Edinburgh
- Group 1: 5 participants
- Group 2: 6 participants

Young people

- Aged 18 – 25
- All SEG C2DE
- All living in Edinburgh
- Group 1: 6 participants
- Group 2: 5 participants

Special interest groups

- Edinburgh Access Panel
- 7 respondents
- Unemployed parents
- 4 respondents

Groups and interviews were carried out between from 27th April to 11th May and lasted approximately one hour. Topic guides, tailored to each type of group, were used to guide all the discussions. All interviews were carried out online (using Zoom or Teams). All interviews/groups were recorded (with the participants' consent) to aid analysis. A total of three researchers were involved in moderating the group discussions.

Profile of the engagement phase participants

Commercial

- Retail, Night economy, Hospitality, Creative arts, Chambers of Commerce, ETAG, Underbelly
- Group 1: 8 participants
- Group 2: 11 participants
- Paired depths: 1

Community

- Residents associations, Community councils, Community organisations
- Group 1: 7 participants
- Group 2: 3 participants
- Depth interviews: 1

Special interest

- Heritage, Equalities, Religious, Children and young people
- Group 1: 8 participants
- Group 2: 7 participants
- Depth interviews: 1

Public

- CEC councillors, Police, Fire, Festivals and Tourism
- Depth interviews: 13
- Paired depths: 2

Groups and interviews were carried out between 12th and 30th November and lasted between 45 minutes and 90 minutes. All interviews were carried out online (using Zoom or Teams). Topic guides, tailored to each type of group, were used to guide all the discussions. All interviews/groups were recorded (with the participants' consent) to aid analysis. A total of three researchers were involved in undertaking the interviews.

Response from Essential Edinburgh

ESSENTIAL EDINBURGH

Sarah Ainsworth
Progressive Partnership
Q Court, 3 Quality Street
Edinburgh,
EH4 5BP

18th May 2021

Dear Sarah,

Edinburgh's Christmas and Hogmanay Festivals

As part of the wider consultation process Essential Edinburgh have completed the online survey in regard to Edinburgh's Christmas and Hogmanay celebrations. However, as we believe the issue is of such high importance, please accept this letter as part of our formal response.

Essential Edinburgh is the Business Improvement District for the city centre and as such represents the interest of over 550 business located there. This includes all the major retailers and hospitality outlets in the area and all the large office-based employers. We are heavily involved each year in the discussions around the Festivals and provide operational support in delivering both Festivals.

The economic impact of these Festivals cannot be underestimated. At a crucial trading time of the year, the activities bring in thousands of people into the city centre who as well as going to the entertainment laid on by the Festivals, also shop, eat, drink and stay in the city's businesses.

Edinburgh is renowned across the world for its celebrations at Christmas and Hogmanay and the product we deliver entices people to visit the city from across the globe. The winter festivals attract our city's residents, domestic visitors and international tourists.

Edinburgh benefits enormously for these visitors and their spend whilst here, sustains many businesses and jobs in the city. In the last five years we have seen major redevelopments of buildings in the city centre such as the St James Quarter, Edinburgh Grand, Gleneagles, BHS, Johnnie Walker, Virgin Hotel, Kimpton Charlotte Square. At present there are plans to repurpose other historic buildings in the city centre such as Debenhams, the Royal Overseas League and Jenners.

These developments, and the protection of the historic fabric of our city is related directly to tourism and our visitor economy. Without this, these building would continue to lie empty and decay.

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ESSENTIAL EDINBURGH

As we embark on the road out of the pandemic, we need to restart our city centre economy, promote events and footfall and do everything we can to support the business community of the city. The city centre employs thousands of Edinburgh residents directly and even more through the supply chain.

The period from mid-November through to early January is crucial to the annual income of the majority of these businesses and to do anything to reduce visitors to the city centre at this time of year will have significant consequences for the city.

No one can argue that we cannot deliver our Festivals in a better and more sustainable way. It makes sense to look seriously at how and where we host outdoor events. We must address our carbon footprint and take cognisance of the views of the city's residents.

All this is being looked at by the Council and other partners and rightly so. It is also addressed in the city's 2030 Tourism Strategy. Essential Edinburgh are part of this process and are supportive of it.

However, to make decisions that may adversely affect the number of residents and visitors that will attend events, especially those in the city centre, will directly impact the business community, employment levels, the ability of the city centre to regenerate post COVID and our overall attractiveness as a destination. With over 800,000 tickets sold and approaching four million visitors during the period of the Christmas festivals, the impact is obvious.

All city partners need to look objectively at the Festivals, and we support the review and the need to address issues of sustainability and how we can do things better. The starting point for this however is to make the Festivals better and more attractive to residents and visitors, not to reduce their scale or economic impact on the city.

Regards,

Roddy Smith

Chief Executive

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Response from The Cockburn Association

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Winter Festivals 2022 and beyond

Response to the Consultation launched by the City Council on the future of the Winter Festivals

19 May 2021

Introduction

The Cockburn Association appreciates the popularity of the Winter Festivals. We have stated repeatedly over the past number of years that it adds vibrancy and vitality to the City. Edinburgh's Hogmanay is now a global icon that, at the turn of each year, markets the city to a global audience on par with Melbourne and New York City to name a few.

However, both the Christmas Market and the various Hogmanay events are major commercial events rather than cultural festivities. The Xmas market has moved considerably from the German market that once occupied the Mound with largely authentic products and produce to such a scale that it now modifies the Princes Street Gardens to suit its purposes rather than sits respectfully within them.

Now, these festive events impose significant restrictions on residents and those working in the city. Both are now geared to the tourist market rather than the local, with 2018 official figures indicating that less than half attendees of the Xmas market were local residents, which falls even further to just 20% for Hogmanay.

Pre-Covid, the Winter Festivals have been an increasing cause of concern for residents and civic organisations through the city. The erection of a massive space deck in East Princes Street Gardens by the Council's contractor Underbelly, together with other issues regarding the operation of Edinburgh's Hogmanay events (such as attempts to exclude local residents from the city centre) were merely the straw that broke the back of civic interest. The City Council's response to these issues was less than satisfactory and highlighted the conflicted interests that it has in such matters.

These issues prompted a joint response by the Cockburn and the five City Centre Community Councils prompted by the City of Edinburgh Council's Policy and Sustainability Committee (Thursday 20th August 2020).

Current Consultation

The Cockburn welcomes the consultation on the future of the Winter Festival. This was promised as a response to the unsatisfactory management and governance of recent festivals.

However, we are concerned with some of the information provided in the on-line consultation. For example, figures are put in the introduction with no links to the actual reports or data, which has been relatively unchallenged. Commercial confidentiality means that key information is unavailable for scrutiny.

Some issues were unexplored (environmental and carbon impacts), and others would benefit from further discussion and consultation. In this regard, we hope that the various stakeholder groups convened by the consultants would be re-established to receive the report from this consultation and have a chance to consider and discuss the findings.

Covid and Covid-secure challenges

The current uncertainty of restrictions and the general acceptance that we will be living with Covid and Covid-variants for some time needs to be reflected in any event post 2021.

An enhanced (and not just "adequate") security and people management ?? policy for all aspects of the Winter Festivals will be an absolute priority with respect to public protection. It is clear that for years to come, the implications of Covid and the management requirements caused by Covid will continue. The Winter Festivals should have the high levels of management to prevent overcrowding, protect public health and ensure social distancing.

For this reason, together with concerns about previous Winter Festivals, suggests the need for a carefully considered attendee dispersal strategy post-2021. Bigger isn't necessarily better.

It is our view that the Christmas Market, Hogmanay and associated events should not be held in East Princes Street Gardens or at least reduced to the extent that only the upper terrace is used. No space structure such as that erected on 2019 should be permitted.

Key Principles for the Winter Festivals post 2021

The principle of free access must underpin the Winter Festivals offer, especially for those activities that occupy public space. We accept that there will be some ticketed events (such as the Hogmanay Street Party) but these should be limited with a default position of no exclusive access to public areas.

No public or quasi-public areas with soft landscaped surfaces should be used for activities that require substantial infrastructure that might cause damage to those areas. For the Cockburn, it is unacceptable for a public space like east Princes Street Gardens to be unavailable for 6 months of the year to facilitate a commercial Christmas Market that operates for 6 weeks. There are other places and solutions available, such as integrating Waverley Bridge into the market, and using corporate sponsorship to fund entertainment activities.

There should be n**o loss of public circulation space** resulting from measures put in place for these events. For the avoidance of doubt, such management and social distancing measures must not be a Trojan horse for increased commodification of public spaces including streets.

There must be a direct commitment from the Winter Festival management to contribute to **Edinburgh's carbon reduction targets**. All contracts should explicitly reference to ISO 20121 on sustainable events as a benchmark for management. Travel to the events by attendees (including a full breakdown of EH postcodes) should be included in any carbon counting exercise in order to assess, and therefore manage, the full carbon impact of the Festivals.

It is vital that absolute priority is given to supporting existing local businesses and micro-businesses including local social enterprises (Edinburgh Social Enterprise is the most appropriate source of assistance) through all aspects of the events. The aim to create an Edinburgh Christmas Makers' Market is welcome but important details will need to be developed.

Public interest and protection will be best served by scaling down the market. In 2019 67% of outlets in 2019 were non-local. There were also too many "repeat" stalls – i.e. stalls owned by the same retailer selling the same products, in many cases products available in traditional High Street shops. Clear reductions are needed in the number, as well as the proportion, of non-local exhibitors.

In particular, there should be no pop-up bars and food outlets, especially as these create direct competition, not additionality, to local all-year round businesses such as bars and cafes.

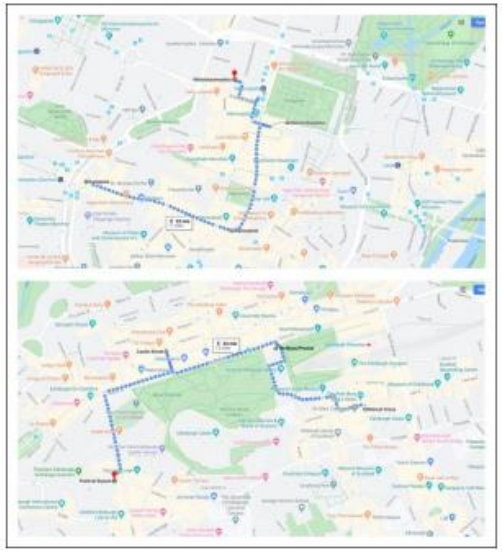
Response from The Cockburn Association cont:

progressive

Dispersal of activities
A significant problem with the Winter Festivals pre-Covid was the desire of operators to concentrate activity is a small area. With the Xmas Market, this meant East Princes Street Gardens which were unable and unsuitable to cope with an ever-increasing activity.

Planning applications submitted in early 2020 proposed locating market stalls on High Street and George Street with possible other facilities located in streets will clearly have an impact on local residents for more than two months. We therefore ask that residents on all affected streets are consulted for a period of at least two weeks, before a decision is taken about where the market stalls will be located on the City Trail.

The Cockburn strongly advocates the creation of a **Christmas City Centre Trail** using sites across the City Centre in various locations for markets which could bring additional benefits to those areas. This should include existing markets, such as those in Stockbridge, Castle Terrace Car Park and the Grassmarket, as part of this trail. The map below shows a comparison of relative distances between Munich's famous Xmas market locations and Edinburgh. Festival Square and Conference Square provides an excellent location for the Winter Festivals which could be coupled with The Mound/Waverley Bridge and the possibly the High Street to form an excellent offer.



Summary
The 2019 Winter Festivals were a watershed moment where public concerns about the impact of the Christmas Market and the restrictions and impositions placed upon local residents and businesses for the Hogmanay events reached a tipping point.

This consultation is a direct result of the public disquiet at the approach taken by the Council in managing (or undermanaging) the impacts and the ambivalence of Underbelly, the City's contracted partner for the delivery of the Winter Festivals to these issues. The damage caused to East Princes Street Gardens, effectively removing public access for half a year directly caused by the Christmas Market and its space deck erected without proper consents was a low point in history of the Festivals.

Fundamental to any event that happens post-2021 is the need for the City Council so show leadership in managing the special place and unique qualities of the city. The Council must no longer simply hand over control of significant parts of the public realm to a commercial operator because it is expedient to do so.

The Cockburn would welcome the return of the Winter Festivals but only if past failures are rectified. No soft surfaced public space should be used for infrastructure. East Princes Street Gardens should be largely off-limits for use, but a more creative and dispersed approach could yield significant benefits for the city in a way that does not overwhelm more fragile neighbourhoods and localities.

Other cities in the world operate just such events in much more sustainable ways without the negative impact of the repeated damage caused here. There is no reason why Edinburgh cannot follow suit.

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The Cockburn Association is a registered Scottish Charity SC011544

Response from Edinburgh World Heritage

progressive

EDINBURGH WORLD HERITAGE

18 May 2021

Sent via email to: events@edinburgh.gov.uk
Also submitted via online form

Dear Sir/Madam

WINTER FESTIVALS CONSULTATION

Edinburgh festivals are an important part of the city's rich cultural heritage, as well as being a source of pride and enjoyment for residents and visitors. Edinburgh's historic environment, including our ancient buildings and monuments, and our renowned parks and gardens, form a dramatic backdrop to the festivals, and was a key reason the city was chosen as the location for the first International Festival in 1947.

The festivals make many positive contributions to our historic environment. Concerts and live performances help provide a sustainable, long-term use for many buildings, which might otherwise be considered at risk. Large numbers of visitors from diverse backgrounds and all age groups come to the city as a result of the festivals and are able to enjoy and feel a strong connection to its unique environment. The festivals also continue the long tradition of music and performance which form part of the city's intangible cultural heritage.

For the future, we would expect all of Edinburgh's festivals to develop in a way that is sensitive to our historic environment, contributes to its conservation, and respects the needs of local communities and businesses. We support approaches which broaden the physical footprint of the festivals to reduce an over-concentration in certain parts of the Old Town.

The above statement applies to all of Edinburgh's Festivals. An additional consideration specific to the Winter Festivals is their impact on the Waverley Valley. This is an area of great importance to the Outstanding Universal Value to the World Heritage Site, particularly the dramatic reflection of the changes in European planning from the medieval Old Town to the Enlightenment planning of the New Town. It is the nodal point between the two sides of the city – creating key views where the 'two towns' can be appreciated as well as containing highly significant landscapes, monuments and architecture. Given the importance of this area to the World Heritage Site and city identity, it is essential that any intervention (whether temporary or permanent) in the valley conserves or enhances its heritage values.

In the past, the intensity of the Winter Festivals in the Waverley Valley has been detrimental to character of the designed landscape, setting of listed buildings as well as causing physical wear on the public realm. While this temporary in nature, it is regular and impacts on this important space for a significant period of the year (including set up, take down and landscape recovery time). The responses we have seen from consultations on numerous public realm initiatives and strategies indicates the management of public space in the city is an area of some contention for the local community, and it will be important to consider these views in moving forward.

At this stage, we make the following recommendations:

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EDINBURGH WORLD HERITAGE

- We recommend that the footprint of the winter festivals is broadened to reduce over-concentration and impact on the Waverley Valley and engage visitors with heritage in wider areas.
- We recommend that any intervention conserves or enhances the Outstanding Universal Value of the World Heritage site, and any attributes or individual assets which contribute to it.
- We recommend that proportionate Heritage Statements are produced at a relatively early stage to clarify the heritage values potentially affected by any proposals, identify principles for any intervention, and develop proposals to protect or enhance the identified heritage. values. This should be done on an area/street basis in order to reflect the varied characteristics and values between locations.
- We recommend that an overall or area-based mission statement/brief (or equivalent) should set out key principles or actions for how heritage values are to be conserved or enhanced – including but not limited to considerations of location, scale, style, lighting, materials, public realm interventions and management considerations. The engagement of heritage professionals throughout the development of proposals will aid in this, help mitigate any risks associated heritage designations and facilitate a balanced outcome.
- We recommend that proposals are developed in line with relevant adopted and developing strategies, including but not limited to: the Tourism Strategy for 2030, World Heritage Site Management Plan (currently gearing up for renewal in 2022), Public Space Management Plan and area strategies such as the Princes Street and Waverley Valley Strategy. Edinburgh World Heritage has responded to these consultations, and these should be referred to.
- We recommend that opportunities are sought to establish positive cyclical re-investment to support heritage through tourism – e.g. through the Transient Visitor Levy.
- We recommend that local communities are engaged in how to reform better, and their cultural resilience supported.

We hope the above advice is helpful to you in moving forward. We at Edinburgh World Heritage strongly believe that good historic city management is not about stopping change or thinking from 'within a heritage bubble' but enabling a positive and balanced approach which supports the heritage of the city and the many public benefits this brings current and future generations. To this end, we would welcome and expect regular engagement on this moving forward, building on the existing culture of engagement.

Kind regards,

Christina Sinclair MSc MA BArch IHBC
Director, Edinburgh World Heritage
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Thank you

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Edinburgh Economy Strategy

Executive/routine	**Executive**
Wards	**All**
Council Commitments	1 - 9

1. Recommendations

1.1 It is recommended that the Committee:

1.1.1 Note the consultation and engagement activity undertaken to support development of a refreshed Edinburgh Economy Strategy;

1.1.2 Agree the refreshed Edinburgh Economy Strategy (Appendix 1);

1.1.3 Agree the governance and partnership working arrangements proposed for this strategy, including the convening of an annual 'Edinburgh Means Business' conference; and

1.1.4 Agree that an annual report monitoring progress on delivery of this strategy is provided for scrutiny by this Committee.

Paul Lawrence

Executive Director of Place

Contact: Chris Adams, Strategy Manager

E-mail: chris.adams@edinburgh.gov.uk

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Edinburgh Economy Strategy

2. Executive Summary

2.1 Consultation and engagement activity with businesses, citizens and partner organisations was carried out over July to October 2021 in support of a refreshed Edinburgh Economy Strategy.

2.2 In response to these findings, and analysis of latest economic data for the city, this refreshed strategy sets out a vision and work programmes to ensure Edinburgh is a Stronger, Greener, and Fairer economy.

2.3 In doing so, it defines priorities for Council delivery over the next few years, and the principles and priorities that will guide the way the Council works with partners, investors, businesses, and communities towards shared goals.

3. Background

3.1 In June 2018, the City of Edinburgh Council approved the Edinburgh Economy Strategy and a programme of work to enable good growth for Edinburgh's economy. The strategy set out a focus on work to promote inclusion and innovation in Edinburgh's economy, and an approach to delivery built around collaboration between anchor institutions in the city.

3.2 On 1 December 2020 the Policy and Sustainability Committee considered an annual progress report towards delivery of the strategy and agreed to the development of a refreshed Edinburgh Economy Strategy. This process, it was agreed, should set out the Council's actions for supporting the economy in response to economic challenges for the city arising from the Coronavirus (COVID-19) pandemic, and recent developments in the Council's wider policy priorities as set out in the Council Business Plan.

3.3 Scoping and analysis work for the refreshed strategy was undertaken during January to May 2021, with a report on initial findings and a proposed framework for wider consultation and engagement approved by committee in June 2021.

4. Main report

Consultation and engagement activity

4.1 The consultation and engagement phase for development of a refreshed Edinburgh Economy Strategy was carried out from July to October 2021, based on a framework of issues and policy options approved by Committee in June 2021. Activities included:

4.1.1 Online consultation which was open to all citizens, community groups, businesses and other stakeholders through the Edinburgh Consultation Hub;

4.1.2 A total of 19 workshops, discussions, and roundtable events with businesses and stakeholders covering key questions raised in the consultation framework, including bespoke engagement sessions with the Council's Economic Advisory Panel of businesses and partners; and

4.1.3 Cross party workshops with City of Edinburgh Council elected members.

4.2 In addition to these activities, the development of the strategy was also informed by consultation findings and development work undertaken for other key and related Council plans and strategies during this period. These include:

4.2.1 Consultation events, evidence and findings relating to the business and economy aspects of the 2030 Edinburgh Climate Strategy;

4.2.2 Events and findings relating to the development of the Regional Prosperity Framework by the Council and regional partners, and

4.2.3 Partner and business engagement work carried out in development of the Edinburgh Living Wage City Action Plan.

4.3 In summary, the findings from this work show that a clear majority of individuals and organisations who participated agreed with and supported the priorities set out in the consultation framework.

4.4 Feedback reinforced a need for the strategy to prioritise actions that will:

4.4.1 Stabilise and sustain businesses through continuing challenging trading conditions;

4.4.2 Put focus on achieving climate goals and a just transition to net zero;

4.4.3 Improve access to fair work and ensure Edinburgh's economy works for local people and communities; and

4.4.4 Improve access to skills and training, both to improve access to jobs and career pathways, but also to address skills shortages in current and emerging sectors.

Edinburgh Economy Strategy

4.5 In response to these findings, and to analysis of latest data evidence, the refreshed Edinburgh Economy Strategy sets out priorities for Council delivery over the next few years, and the principles and priorities that will guide the way in which the

Council will work with partners, investors, businesses, and communities towards meeting shared goals.

4.6 Through delivery of the strategy, the Council's aims to enable the transformation of a stronger, greener, and fairer Edinburgh economy which is built on strong relationships and collaboration between the Council, businesses, public sector partners and communities.

4.7 The strategy sets out three priority work programmes.

Work programme 1: Stronger

4.7.1 Edinburgh businesses and workers are facing the continuing effects of the most significant single economic disruption ever faced by the city. This work programme includes Council actions to ensure that:

4.7.1.1 Businesses can access the support and advice they need to thrive, including those in key Edinburgh sectors such as tourism, arts and culture;

4.7.1.2 Edinburgh's city centre continues to make a strong recovery from the effects of pandemic and remains the heart of a vibrant, thriving international capital;

4.7.1.3 Edinburgh meets its potential as the innovation and data capital of Europe, creating new skilled jobs and careers for people from all backgrounds;

4.7.1.4 Key strategic development sites across Edinburgh receive the investment they need to progress; and

4.7.1.5 Edinburgh maintains its place as a global city, bringing together businesses, visitors, and talent from all parts of the world.

Work programme 2: Greener

4.7.2 Edinburgh is committed to becoming a net zero emissions city by 2030. This work programme is fully aligned to the proposed 2030 Edinburgh Climate Strategy and includes Council actions to ensure that:

4.7.2.1 Businesses can access the support, advice, incentives, and workers they need to make a net zero transition to their own operations, to adopt Circular economy principles, reduce waste and improve resource efficiency;

4.7.2.2 People from all ages and all backgrounds in Edinburgh can access the education, skills, training and support they need to reach and thrive in good quality jobs created by new green industries in this city; and

4.7.2.3 Edinburgh secures the investment it needs to meet net zero and maximise the economic benefits of growth in new green economy sectors – including securing investment in key infrastructure projects for net zero heat and energy solutions, buildings

retrofitting, green transport initiatives, as well as low carbon place developments in Granton, West Edinburgh, Edinburgh BioQuarter, and others.

Work programme 3: Fairer

4.7.3 Edinburgh is one of the United Kingdom's (UK's) most successful city economies, but even here some 40,000 people work for wages that are not enough to live on, and 61% of adults experience in-work poverty. This work programme includes Council actions to ensure that:

4.7.3.1 People in Edinburgh can access fair work that provides dignity and security of income;

4.7.3.2 Businesses in Edinburgh are supported, encouraged, and incentivised to adopt fair work practices in line with the recommendations of the Fair Work Convention;

4.7.3.3 People of all ages and backgrounds in Edinburgh get the help and support they need to find, and thrive in employment, with particular dedicated support provided for people with barriers to employment;

4.7.3.4 City and neighbourhood development plans recognise the importance of local businesses that support their communities and provide local job opportunities; and

4.7.3.5 Council led procurement and investment activities encourage fair work and community benefits for Edinburgh.

Governance and Partnerships

4.8 Delivery and scrutiny of this strategy will be led by Council Policy and Sustainability Committee, with appropriate monitoring and reporting of individual actions by Executive Committees where appropriate. Work with city partners will be conducted through shared governance structures including the Edinburgh Partnership Board and the Edinburgh and South East Scotland City Region Deal.

4.9 Delivery of this strategy will be supported by governance structures established for related workstreams. This includes the 2030 Climate Strategy which outlines plans for a new climate strategy infrastructure investment programme board and will play a key role supporting economic transition by helping to lever investment in support of the city's net zero targets.

4.10 In addition to these structures, consultation activity undertaken for this strategy identified a desire for a stronger Council approach to engagement and communication with the business community in Edinburgh. Consultations also highlighted the need for the city to do more to project a 'Team Edinburgh' approach to promoting the city's aspirations, assets, and opportunities.

4.11 At present the Council engages and works with partners, including businesses, business representative organisations, trade unions, and stakeholder groups in a wide range of networks and working groups. Each of these groups has been

developed over time to meet the needs of partners to collaborate on issues of shared interest and to drive forward the economic development of the city.

4.12 To build on these networks and respond to consultation findings, it is proposed that the Council establish a new 'Edinburgh Means Business' annual conference programme. Convened by the Council Leader, this conference will bring together existing business networks and everyone with a stake in the development of Edinburgh's economy to:

4.12.1 Celebrate the city's economic successes, and share best practice on work underway to deliver the aims of this strategy;

4.12.2 Share the latest evidence and learning on the progress of the city economy;

4.12.3 Identify challenges and collaborate on solutions for delivery by the Council and its partners;

4.12.4 Highlight upcoming opportunities and key messages for city promotion; and

4.12.5 Build networks and relationships across the city towards the goal of a Stronger, Greener, Fairer economy.

5. Next Steps

5.1 It is proposed that progress towards delivery of this Edinburgh Economy Strategy is reviewed by the Policy and Sustainability Committee on an annual basis, with monitoring and scrutiny of individual actions reported to other Executive Committees where appropriate.

5.2 Monitoring of progress will be carried out in line with the Council's Planning and Performance Framework.

6. Financial impact

6.1 Actions in this report will be progressed within existing agreed budgets, with any additional requirements taken forward and agreed in line with Council annual budgetary processes.

7. Stakeholder/Community Impact

7.1 Details of stakeholder and community engagement carried out for this strategy are outlined in the main report section.

7.2 An Integrated Impact Assessment (IIA) has been undertaken. It is envisioned further IIAs will be commissioned as appropriate as key strategic actions are taken forward.

8. Background reading/external references

8.1 Edinburgh Economy Strategy annual progress report, 2019/20, Policy and Sustainability Committee, 1 December 2020.

8.2 Edinburgh Economy Strategy Development Report and City Centre Recovery Action Plan, Policy and Sustainability Committee, 10 June 2021.

9. Appendices

9.1 Appendix 1: Edinburgh Economy Strategy.

Edinburgh Economy Strategy

Stronger, Greener, Fairer

November 2021

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Executive Summary

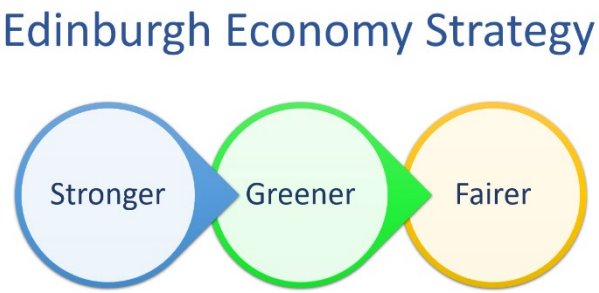
Edinburgh's economy is again in the process of navigating a way through changing and uncertain times. The aim of this strategy is to provide a clear direction for the Council to support the economy through this period of change and to set clear priorities for actions on which we will collaborate with partners.

Scotland's economic capital city

Edinburgh is Scotland's economic capital and, outside London, is the strongest major city economy in the UK. The analysis and engagement with businesses, stakeholders, and city residents carried out for this strategy shows a picture of an Edinburgh economy in 2021:

- **Which holds the core assets and strengths needed for a thriving future economy** - Edinburgh is the highest skilled major city in the UK, while only London is home to more FTSE100 businesses
- **Is attractive to investors, with a strong forward pipeline of capital projects to transform the city's infrastructure** - Edinburgh completed £1bn of city centre investment in 2021, with more than £2bn of investment in the pipeline city-wide for 2022-24
- **Is showing early signs of recovery from the worst economic effects of the Covid pandemic** - monthly job vacancy levels in Edinburgh and Lothians were up over 50% on pre-pandemic levels by Autumn 2021
- **But in which many businesses are still struggling to survive, where unemployment remains stubbornly high, even as firms experience labour market shortages** - Edinburgh businesses took on £0.5bn of additional debt during the pandemic
- **Where too many workers do not earn enough to live on** - around 37,000 Edinburgh workers are paid less than the real living wage
- **And, where workers and businesses feel much uncertainty over the long-term effects of pandemic on shifts in consumer and employer behaviour in the city** - 21% of all Scottish businesses intend to use home working as a permanent feature of their business model in future.

A Stronger, Greener, Fairer Economy



In response to these changes, this strategy sets out the Council's vision and approach to ensuring a **stronger, greener, and fairer** Edinburgh economy.

Our vision is for a city economy which is:

- **Stronger** – Edinburgh businesses **recover from pandemic** and thrive in an economy that is more resilient, flourishing, and innovative than ever before. The city is **open for business and a powerhouse for sustainable investment**, where critical strategic projects deliver the infrastructure and places we need to meet our net zero ambitions. Edinburgh is **the data capital of Europe**, where innovation through data drives economic prosperity, social change, and improvements in public services.
- **Greener** - Edinburgh's **just transition to net zero** brings local jobs and high skilled opportunities which people from all backgrounds can access though education and retraining. Edinburgh is a **hub for net zero innovation** with a new breed of sustainable local businesses leading new green industries. Businesses in Edinburgh can access the support, advice, incentives, and the workers they need to embrace the **circular economy**, reduce waste and improve resource efficiency.
- **Fairer** - Everyone in Edinburgh has the opportunity to access **fair work that provides dignity and security** of income. Edinburgh is city whose prosperity is built on **well skilled people in good jobs** and does not rely on low paid workers with no security. People of all ages and backgrounds in Edinburgh get the help and support they need to

find, and **thrive in employment**, with particular dedicated support provided for people with barriers to employment.

The role of the Council

The Council has a critical role in the Edinburgh economy and holds significant tools, levers and powers needed to meet this vision. During 2020-21 alone the Council has:

- **Employed over 18,000 staff** as one of the largest employers in the city, and consolidated the Real Living Wage fully into Council pay structures, ensuring a pay rise for 4,400 Council employees
- **Purchased £280m of goods and services** from businesses in the Edinburgh economy, as one of the largest single buyers in the city
- Administered over **£190m of support to more than 19,000 businesses** through Scottish Government funded schemes to help businesses through the worst periods of the Covid pandemic
- Helped **3,700 people into work and learning** through Council funded employability programmes, and
- Agreed a total of **£4.5bn of Council capital investment** over the next ten years in Edinburgh housing, schools, transport, communities, culture and sports facilities.

This strategy sets out the actions the Council will take to use these levers over the next few years to maximise their impact and deliver a stronger, greener, fairer Edinburgh economy. The strategy provides a full detailed plan of 30 actions to be implemented during 2022-25 and beyond.

Key highlights for delivery by the Council during the first year of implementation of this strategy in 2022 include:

- Increasing the number of people we help into work, learning or training through **Edinburgh Guarantee For All** and our funded employability programmes
- Delivering progress on key strategic development sites, including the meeting of key milestones for development of **Edinburgh BioQuarter** and **Granton Waterfront**
- Continuing to **support 3,000 businesses** each year through our Business Gateway service, and enhancing our business support offering to make sure all Edinburgh businesses can access the advice and expertise they need to sustain and thrive
- Encouraging 100 businesses to become accredited Real Living Wage employers, through our work with the **Edinburgh Living Wage City Action Group**
- Supporting the **recovery of the visitor economy and cultural sector** in Edinburgh
- Supporting the launch of new programmes to help businesses make the transition to a net zero economy, including delivering proposals for a new **Green Innovation Challenge Fund**
- Establishing a business led **Just Transition Economic Forum** to convene the city's business community to provide leadership on the just economic transition to a net zero city
- Launching a new **Edinburgh Means Business** annual conference programme to celebrate progress, and strengthen the networks and relationships needed for a Stronger, Greener, Fairer Edinburgh economy.

Further to these actions, key highlights for delivery during the period 2023-25 include:

- Supporting the delivery of over £2bn of investment projects in Edinburgh infrastructure, with transformative new communities, commercial and cultural spaces across the city
- Developing and securing investment for Edinburgh's pipeline of future green investment projects in net zero heat and energy solutions, buildings retrofitting, green transport initiatives and others
- More than doubling the number of Real Living Wage Accredited businesses committed to Fair Work in Edinburgh
- Developing the city's skills system to meet employers' skills shortages, and help people progress into good jobs in emerging sectors
- Delivering a five-year plan to maintain a vibrant and sustainable City Centre economy in Edinburgh, and

- Supporting the development of Edinburgh's data and innovation ecosystem to make Edinburgh the Data Capital of Europe

1. Introduction

Edinburgh Economy Strategy

In June 2018, the City of Edinburgh Council approved the Edinburgh Economic Strategy and a programme of work to enable good growth for Edinburgh's economy[i].

In December 2020 a review and refresh of this strategy was proposed in response to new significant challenges facing the city, and developments to the policy context in which the city operates[ii].

This refreshed strategy represents the results of a period of analysis, engagement and consultation with partners, stakeholders, and Edinburgh citizens over the past six months. The document builds on a draft strategic approach published for consultation in June 2021[iii], and on parallel consultation activities taken place in support of other city-wide plans and strategies under development during the same period – including the 2030 Climate Strategy, and 2030 City Plan. Details and results of consultation activities are provided in Appendix 1.

The purpose of this strategy

Edinburgh's economy is again in the process of navigating a way through changing and uncertain times. The aim of this strategy is to provide a clear direction for Council work to support the economy through this period of change and set clear priorities for actions on which we will collaborate with partners.

Doing so, the strategy aims to ensure that the city's economic priorities continue to meet the needs of citizens and businesses and drive a strong and fair recovery from the economic effects of the Covid 19 pandemic, adapt to the changes driven by the UK's withdrawal from EU, and ensure a just transition to a net zero economy, alongside other economic changes anticipated in the coming few years.

In particular, the strategy aims to:

- Set out the Council's priorities for ensuring Edinburgh makes a strong recovery from the economic effects of the Covid pandemic, and a just transition to a net zero future economy
- Describe the actions the Council will take to ensure that Edinburgh's economic development meets the long-term needs of the city and its residents, and
- Describe the Council's economic development priorities for working with partners, businesses, investors, and communities.

The structure of this document

This document is structured as follows:

- **Policy Context**: Section 2 describes the policy context within which this strategy will operate, and the wider national and city priorities to which this work contributes
- **Economic Context**: Section 3 sets out the economic context within which Edinburgh will operate over the coming years, including the challenges and opportunities to which a clear strategic response is required.
- **Strategic Approach**: Section 4 describes the Council's aims and strategic approach for supporting the city economy, including the tools and levers available for use by the Council
- **Calls for action by Scottish and UK Governments**: Section 5 sets out key actions needed by Governments to support this strategy
- **Governance and Partnerships**: Section 6 provides an overview of Governance and delivery partnerships
- **Actions for delivery**: Appendix 4 to the report describes the detailed actions the Council will take to enable a stronger, greener, fairer economy in Edinburgh.

2. Policy Context

Developing city wide priorities

The past three years have seen major developments in the policy context within which Edinburgh operates.

In 2020 the city published the results of the 2050 Edinburgh City Vision project, building on two years of engagment with over 40,000 city residents to identify their ambitions for the future. Those findings identified an aspiration for Edinburgh to be a **Welcoming**, **Fair**, **Thriving**, and **Inspiring City**[iv].

This economy strategy has a critical role to play in supporting the city's development towards these aspirations. In doing so, it aligns to and takes on priorities for action set out by keynote city-wide strategies such as the Council Business Plan, and the Edinburgh Partnership Community Plan**.**

Stronger

The **Council Business Plan** commits to ensuring that Edinburgh's economy recovers from recession and businesses are supported to thrive[v]. During consultation on this strategy business leaders and organisations across the city described the challenges that many firms are facing in as a result of the pandemic. Many businesses remain vulnerable. The pressures of lockdown and continued changes in work, shopping, and leisure habits have led to more firms borrowing in order to survive, and repaying these debts will be a major challenge in the coming years.

At the same time as responding to these immediate needs of business, plans are also needed to secure a stronger future economy. In 2021 Edinburgh and South East Scotland City Region Deal partners agreed a new Regional Prosperity Framework**.** Building on the platform provided by city region deal investment, the framework sets a direction for regional economic collaboration aiming to support an economy that is more resilient, flourishing, and innovative than ever before.

The new 2030 City Plan sets out the spatial policies needed for this goal, including delivery of key land use needs, such as local centres, retail and leisure, sites for businesses, and new and expanded community infrastructure. The **2030 Climate Strategy** outlines actions needed to make sure that transition to net zero results in a stronger city-wide economy, built on new green industries and new investment.

A key priority for this strategy, is to respond to all these challenges and build on existing commitments – supporting businesses to survive through the challenges of a continuing pandemic, while providing the long term enabling environment needed for a strong economy that provides sustainable opportunities for businesses and people to thrive.

> *"Edinburgh, like the rest of the country, is at a crucial point in the recovery from the unprecedented business disruption of 2020-21. Our businesses need a clear message that they are valued, and they need to play a participative role in shaping the future of the city that they call home and of which they form part of the very fabric."*
>
> **Federation of Small Business Scotland**

Greener

In 2018 the City of Edinburgh Council declared a climate emergency and committed to becoming a net zero climate emissions city by 2030. In 2021 this commitment was established as one of three core priorities for a new **Council Business Plan**, with detailed actions needed to meet this target developed in a **2030 Climate Strategy**.

Our consultation and engagement activities showed that the majority of citizens, and all business organisations agreed that leading the city in a just transition toward net zero should be a major priority for this refreshed economy strategy.

> *"[We should] Ensure inclusion and Net Zero Carbon are at the heart of the future economic strategy for the City, and that we collectively work to tackle these critical issues"*
>
> **Edinburgh Business Resilience Group, Prospectus For Growth** [vi]

This strategy aims to respond to this shared priority by putting in place the actions needed to support businesses in transforming their own operations towards net zero, to ensure Edinburgh businesses can take advantage of new low carbon industries and opportunities, to help develop the skilled workforce needed for new green industries, and to attrract the investment needed to support major low carbon developments across the city.

The City of Edinburgh Council, Business Plan: Our Future City, Our Future Council

Fairer

In 2020, the **City of Edinburgh Council** and **Edinburgh Partnership** both made commitments to set a target to end poverty in Edinburgh by 2030. These commitments came in response to the work of the [Edinburgh Poverty Commission] and the findings from its two year inquiry into the causes of and solutions to poverty across the city[vii]. Plans to meet the commitment also inform the city's response to its responsibilities under the Child Poverty Act

In meeting this priority, the **Council Business Plan** and **End Poverty in Edinburgh Delivery Plan** includes commitments to promote fair work practices, to expand and enhance support needed to help people into employment, and to ensure Edinburgh's young people can achieve their potential in a way that makes them great employees for the future of the city[viii]. The **2030 Climate Strategy** sets out commitments to ensure a just transition to net zero, one that is built around good quality jobs which people from all backgrounds can access. The **2030 Tourism Strategy** commits to ensuring "that Edinburgh's tourism sector is delivering fair, inclusive and rewarding jobs"[ix]. At the same time, the **Edinburgh Partnership Community Plan** makes commitments to ensure that people across the city have access to the work and learning opportunities they need in order to progress.

Our consultation for this strategy told us that the majority of citizens agree with these propositions and that promoting access to fair work and opportunities for people to progress should be a major priority for the Council. Business too support the need to ensure that Edinburgh's economy is fair and just. "*Edinburgh's economic goals*," the Federation of Small Business told us, "*must of course be compatible with a strong commitment to the principles of fair work*."[x]

This economy strategy aims to build on existing commitments, and sets out actions to support and collaborate with businesses to radically increase the number of workers who can rely on fair work and real living wages. It includes actions to enhance and reform skills development and employability support available to people of all ages in the city, and to ensure the benefits and opportunities of a net zero economy are accessible by everyone.

> *"The Covid crisis has exposed a need to rethink employment practices and progress a Fair Work agenda. We need all the city's employers, public sector organisations, and trades unions to work together and make a collective commitment to delivering fair, rewarding, secure jobs for everyone."*
>
> **Edinburgh Poverty Commission**

Global and National policy priorities

Edinburgh is Scotland's capital city, and an international meeting place attracting workers, investors, visitors and students from all parts of the world. As such, the city has a key role to play in delivering Scotland's priorities, and contributing to meeting international agreements shared with global partners.

The UN Sustainable Development Goals (SDGs) have been adopted by all UN member states. They set out an interlinked set of priorities and actions to end poverty, improve health and education, reduce inequality, and spur economic growth, as well as tackle climate change and working to preserve oceans and forests. Within Scotland, the national performance framework (NPF) sets out how the 17 SDGs have been incorporated into 11 cross-cutting outcomes for Scotland which drive and guide implementation of national policies.

This Edinburgh Economy Strategy has been developed to deliver actions which ensure Edinburgh's strong contribution to meeting Scotland's NPF and UN SDG targets.

In doing so, the strategy is designed in response to a developing suite of Scottish Government policies and strategies setting out the nationwide approach to economic recovery and transformation over the next few years. These include policies set out in:

- The Programme for Government,
- The (forthcoming) National Strategy for Economic Transformation,
- The Covid Recovery Plan,
- The Fair Work Action Plan and others.

As with the local policy context, all these national frameworks will adapt and change through the years this Economy Strategy is being delivered. A key aspect of implemention will involve maintaining alignment with national policies through annual review of the strategy and its priorities.

3. Economic Context

This section sets out the changing context to which a refreshed Edinburgh Economy strategy needs to respond. In particular, the analysis considers:

Taken together, the evidence in this section shows Edinburgh in 2021 to be:

- A city that has the core assets and strengths it needs for a thriving future economy
- A city that is open to business and investment, with a strong forward pipeline of capital projects to regenerate brownfield sites and transform the city's infrastructure
- A city that is showing early signs of recovery from the worst economic effects of the Covid pandemic…
- …but in which many businesses are still struggling to survive, where unemployment remains stubbornly high, even as firms experience labour market shortages
- A city where much uncertainty remains over the long-term effects of pandemic on shifts in consumer and employer behaviour in the city.
- And a city where the economic opportunities of fair work and transition to net zero are significant and represent a core plank on which to respond to these challenges and build a resilient economy from which everyone in the city can benefit.

Core Strengths and Opportunities

Edinburgh is Scotland's Economic Capital…

Edinburgh is Scotland's economic capital and, outside London, the strongest major city economy in the UK. Economic output per capita is higher than any major UK city outside London. Unemployment rates are lower than UK and Scottish averages, and jobs growth over the past five years (including 2021) has been faster than all but one UK city.

An analysis of key facts about Edinburgh's economy shows us that:

- **Skills** - 62.7% of the city workforce is degree qualified. More than any other UK city[xi].
- **Investment** - Edinburgh attracted more FDI projects in 2020 than any UK city outside London[xii]
- **Innovation** – Edinburgh is host to 13 internationally recognised innovation centres of excellence - covering sectors including data science, life sciences, food innovation, fintech, and astronomy[xiii]
- **Research** - 33% of all R&D spend in Scotland takes place in Edinburgh. Over £400m per annum[xiv].
- **Business** - Only London plays host to more FTSE100 businesses in the UK than Edinburgh[xv].
- **Study** – With three world-leading Universities, in 2021 Edinburgh was ranked as the second-best city for students in the UK, and the 12th best in the world[xvi].
- **Prosperous** - Edinburgh is home to 621 'high growth' businesses, in the UK only London has more[xvii].
- **International** - 23% of Edinburgh's 530,000 residents were born outside the UK. International students make up almost 20% of all students at our three Universities[xviii]
- **Growing** – Edinburgh's population is forecast to grow by almost 56,000 people over the next two decades. The city is the UK's fastest

growing major city and is projected to grow more quickly than European cities such as Zurich, Copenhagen, Munich, Lyon, Helsinki, and Amsterdam[xix].

Alongside the city's unique natural environment, historic buildings, and quality of life, these are the fundamental economic strengths that make Edinburgh a successful place to invest, to create jobs, and to make a fulfilling career. These core assets have helped the city navigate and respond to previous economic crises, and it is these assets on which this strategy will build actions to ensure the city's future prosperity.

…with a strong investment pipeline on which to build.

Even during the 2020/21 Covid pandemic, Edinburgh continued to attract and complete major new investment projects across the city.

During summer of 2021 alone, the city welcomed the culmination of £1bn of investments in two major retail and hospitality developments at either end of Princes Street. The new £850m St James Quarter features around 80 shops and 30 restaurants, along with a cinema and 152 homes. At the same time, the opening of the Johnnie Walker Experience in the city's West End represented a £150m investment by Diageo in redeveloping a historic former B-listed department store into a flagship visitor attraction.

Other major developments due for completion during 2022 to 2023 are highlighted in Box 1. These represent over £2bn of investment in projects at Edinburgh BioQuarter, Edinburgh Futures Institute, Meadowbank, North Bridge, Picardy Place, Granton, Haymarket, and in Edinburgh Trams to Newhaven.

Taken together these represent one of the most ambitious and extensive programmes of urban development and investment currently underway in any city across the UK.

The role of this strategy is to ensure that these opportunities are developed in ways that meet the aspirations and priorities of the city and can act as a catalyst for further investment in development and infrastructure to drive the city's economy.

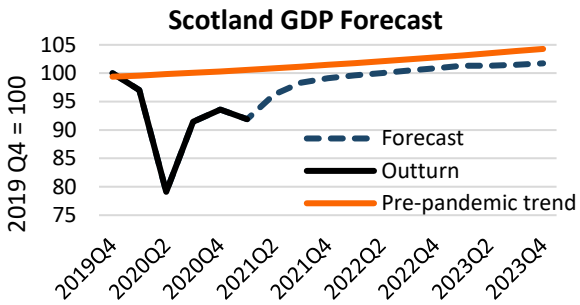
Box 1: Edinburgh's Investment Pipeline – examples of flagship developments completing in 2022-24

- A new 13,500 m² development at the expanding **BioQuarter** district in Edinburgh will be completed in 2022. It will host the **Usher Institute for Population Health** sciences, one of **four data driven innovation hubs** in the city. Over the next decade, the £1.4 bn Edinburgh BioQuarter investment programme has the potential to deliver 400 new homes, 850,000 sq. ft of innovation space, and 200,000 sq. ft of hotel, retail, and food and drink space, all powered by net zero energy.
- Restoration of the Old Royal Infirmary of Edinburgh into a work hub for the **Edinburgh Futures Institute**. The £120m renovation of a Category-A Listed building will provide 21,300 m² of floor space and provide new teaching, event spaces, and meeting rooms.
- A mixed use programme consisting of sites at **Fountainbridge**, **Meadowbank** and **Powderhall**, represents an investment of £500m bringing approximately 1,000 new homes to the city along with new much needed workspace intended for the tech and social enterprise sectors.
- **National Galleries of Scotland** refurbishment is a £22m project to enhance the entrance and gallery and re-landscape East Princes Street Gardens. The project is due for completion in 2022.
- A £60 million repair of the 1890's built **North Bridge** that connects the two halves of Edinburgh's original World Heritage site
- In Edinburgh's **Haymarket** a £350m development is transforming a brownfield site in the West of the city adjacent to the rail station.
- A £200 million expansion of the **Edinburgh tram network** from the city centre to Newhaven will open in 2023, significantly enhancing the city's sustainable public transport network and helping to further reduce greenhouse gas emissions.
- First phases of the **Granton Waterfront development** will be delivered in 2022-23. Overall, this £1.3bn development will provide around 3,500 net zero homes, a primary school, a health centre, commercial and cultural space and a new coastal park.

The economic effects of the Covid pandemic

Steady but uneven recovery from the worst of recession…

Scotland's economy contracted by 9.5% during 2020, with much of this decline driven by sectors - such as tourism and retail - upon which Edinburgh has historically had a strong reliance.



Latest estimates from the Scottish Fiscal Commission now expect GDP growth of 6.7% in 2021, followed by 4.0% in 2022, before more normal levels of growth return in 2023 at 1.2%[xx]. If this path is sustained the size of the Scottish economy will return to pre-pandemic levels by April 2022. In line with UK forecasts, however, the full value of output growth lost due to the pandemic may not be recovered until 2026 or later.

Data for the year to date, however, show that this recovery has not been evenly experienced across all sectors. While industries such as financial services and manufacturing have recorded growth in output relative to onset of pandemic, those industries most affected by Covid remain far behind their pre-Covid levels.

Evidence provided by Scottish Enterprise, for instance, shows that many tourism and hospitality businesses - which together account for more than 10% of all employment in Edinburgh - remain in survival mode and not yet in recovery. Almost half of Scottish businesses in this sector report that turnover levels in Autumn 2021 were lower than expected, well above the all industry average[xxi].

…Rising costs and increasing debt…

> *"We need our political leaders to be cognisant of the level of debt burden, the changing business landscape and the new ways of innovative working being grappled with by our local businesses."*
>
> **Edinburgh Business Resilience Group, Prospectus For Growth**

Office for Budget Responsibility forecasts show that UK CPI inflation rates are expected to peak at 4.4% in Q2 2022, not returning to the 2% target rate until mid-2024[xxii]. While these increases pose clear challenges for the cost of living, and the real value of wages, reports also show that

- Businesses across Scotland are experiencing the highest rise in cost burden experienced since 2008, while two-thirds of firms report an increase in running costs compared with Autumn last year[xxiii].
- Reported drivers of increased costs include increased raw material prices, freight and logistics costs (due to both Brexit and Covid related supply chain disruptions), increases in wage costs, logistic prices, and energy costs[xxiv].

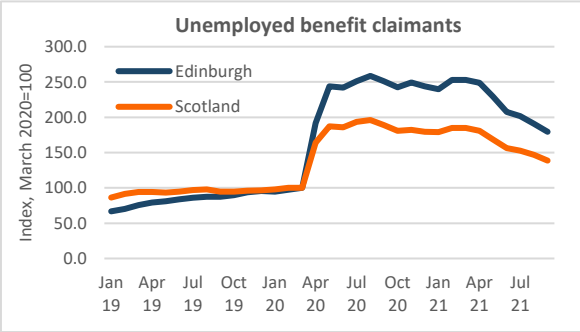
In addition to rising costs, Edinburgh businesses also report rising reliance on debt in order to survive. FSB estimates show that Edinburgh firms took on an additional £0.5bn in debt as a result of the pandemic[xxv]. While support such as VAT deferrals have been welcome, many businesses now face difficulty in making payments that will be required to service debt and deferrals during the next year. Confidence on businesses ability to manage debts varies considerably between sectors – less than half of hospitality firms are highly confident they can meet their debts, compared to an all industry average of 68%[xxvi].

…Continuing unemployment and labour market uncertainty…

Latest projections by the Scottish Fiscal Commission show that unemployment in Scotland is expected to continue to rise over coming months, peaking at 5.4% in Q2 2022 – two thirds higher than its pre-

pandemic level and not forecast to return to those levels within the next five years.[xxvii]

Within Edinburgh, the number of unemployed benefits claimants in the city has fallen slowly in the period to Autumn 2021 but remains at more than double the pre-pandemic level.[xxviii]



One major uncertainty over unemployment trends in the city relates to the impact of the end of the UK Government's furlough scheme. Towards the closing of the scheme in August 2021, data show that more than 10,000 jobs in Edinburgh were supported by the Coronavirus Job Retention Scheme[xxix]. While it is hoped that all furloughed workers will return fully to their previous roles, uncertainty remains over long term sustainability of posts in supported firms, with a small proportion of such businesses planning redundancies during Winter 2021/22.

…Labour market shortages and skills challenges…

Alongside high unemployment, Edinburgh businesses are also experiencing significant challenges in recruiting to key roles and filling much needed vacancies in some sectors.

- Monthly vacancy levels in Edinburgh and Lothians were up over 50% on pre-pandemic levels by Autumn 2021, compared to a 30% increase across Scotland[xxx]
- 25% of businesses across Scotland were recruiting for roles in Autumn 2021, with 40% reporting that vacancies were more difficult to fill than normal for the time of year, putting upward pressure on wage costs
- Recruitment challenges are highest in key sectors for Edinburgh such as hospitality, arts and culture, and transport
- Reasons for difficulties include a lack of suitable applicants, increased demand from competing sectors, applicants wage expectations, and loss of EU national workers.

Insights from Skills Development Scotland note that investment in skills and employability support will be critical over the coming years to ensure a sustainable recovery from the labour market effects of the pandemic.

…Continuing challenges of low pay and low security jobs…

On average, Edinburgh remains a high employment, high wage economy, but there are deep inequalities, concerns around low pay, insecurity, exploitative contracts and limited opportunities for job progression for too many people:

- Pre Covid the majority (65%) of people in poverty in Edinburgh were in working households[xxxi]
- Around one in ten (9%) of all jobs were casual, temporary or non-contract
- In a survey of citizens 'work does not pay enough' was the single factor most commonly raised as a cause of poverty in Edinburgh – cited by 83% of all respondents
- 27% of Edinburgh jobs do not provide workers with 'satisfactory' pay, contracts, or hours, and
- Approximately 37,000 Edinburgh workers are paid less than £9.50 ph, the current threshold set by the Living Wage Foundation.

Recent analysis by CIPD also indicates that across Scotland[xxxii]:

- 26% of employees felt their work impacted negatively on their mental health
- less than a third (31%) of employees believed their job offered good prospects for career advancement
- one-fifth (19%) said they had no effective channel to raise concerns at work.

These findings highlight that unfair work can have a negative effect on workers' personal lives and their relationships with their employers, which consequently can be disadvantageous for business development.

…City centre challenges and a changing economic geography…

At the peak of pandemic lockdowns over the past 18 months, footfall levels in Edinburgh's city centre fell to less than 50% of normal levels. By Autumn 2021, the Centre for Cities High Street Tracker showed that[xxxiii]:

- Edinburgh city centre had recovered to 80% of its pre-pandemic level for footfall and spend
- Weekday visitors were at 70% of pre-pandemic levels, with weekend and night-time economy trends close to normal levels

This represents a significant improvement on patterns recorded earlier in 2021, but still indicates a wide gap still to be recovered before pre-pandemic levels are regained.

Within this dataset, weekday visitors are seen as a proxy for the return of workers to city centre offices and workplaces. In the three months to September 2021 this rate rose sharply from less than 50% to 70%.

Despite this increase, significant uncertainty remains over future work patterns in Edinburgh's city centre[xxxiv].

- 21% of all Scottish businesses intend to use home working as a permanent feature of their business model, citing increased staff wellbeing, increased productivity, and an ability to recruit from a wider geographic pool as major benefits.
- Only 47% of all Scottish businesses have already returned to their normal workplace as at September 2021, with 12% not planning or uncertain as to when they will return to normal work locations.

Continuing patterns of remote working and increasing use of 'hybrid' working patterns is likely to have a significant impact on weekday footfall in the centre of the city, with long term impacts still uncertain. These changes indicate a potentially significant alteration to the geography of where and how economic activity in the city takes places among some key sectors.

Edinburgh and South East Scotland City Region Deal[xxxv]

This Edinburgh Economy Strategy is underpinned by and fully aligned to the partnership work being undertaken by the Edinburgh and South Scotland City Region Deal. This ambitious city region deal identifies new collaborative ways for local partners to work with UK Government and Scottish Governments to deliver transformational change to the city regional economy.

It represents a £1.3bn investment in the region over the next 15 years, focusing on:

- Research, Development and Innovation - including investment needed to make Edinburgh the Data Capital of Europe
- Regional Skills and Employability investment, opening up new jobs for people, new talent for businesses, and ensuring that people from all parts of the city can access the skills they need to progress through their working lives
- Investment in Transport and Housing, to build more affordable homes and connect people to opportunities, and
- Investment in Culture, including development of the Dunard Centre - Edinburgh's first purpose-built music venue in 100 years

Since its agreement, the City Region Deal has already delivered:

- £168m of Government investment
- 45,000 enrolments for university accredited Data Driven Innovation qualifications
- 442 enrolments in data science online learning programmes
- Construction of the £22.4m purpose built National Robatarium Centre, due for completion in 2022
- Help for 1,600 employers to advertise over 3,800 jobs on the Covid-19 jobs portal for the region
- Help for more than 250 people to move into affordable homes in Edinburgh

The opportunities offered by a just transition to a net zero economy

During development of this strategy the majority of citizens and all business organisations agreed that Edinburgh's economy strategy over the next decade needed to focus on fair work, and transition to net zero as key priorities for the city as well as for the long-term resilience and competitiveness of the economy.

While businesses are clear on the challenges these priorities represent and the support needed to make these transitions, evidence also indicates that a greener and fairer economy is not just the right to do from a social or climate perspective, it is also the right thing from a business point of view.

Business benefits of fair work in Edinburgh

> *"It remains critical that Edinburgh is seen as a fair wage economy where true levelling up has the opportunity to occur."*
>
> **University of Edinburgh**

[xxxvi]

There is a growing body of evidence to suggest a strong business case for employers to offer fair work to employees. Interviews and analysis carried out by Strathclyde Business School show that competitive pay helps reduce staff turnover, resulting in better performance, productivity, and service quality[xxxvii]. Businesses also noted that retaining high performing staff, through fair work, allowed them to innovate, and invest more in product development and customer service skills.

Such findings are consistent with other research carried out by the Living Wage Foundation[xxxviii]. Their research shows that paying a living wage can be good for business with:

- 83% of businesses saying it improved the reputation of their business
- 75% saying it increased motivation and retention rates for employees
- 64% saying it helped differentiate themselves from others in their industry, and
- 58% saying it helped improve relations between managers and their staff.

As at Autumn 2021 there are over 450 Living Wage Employers accredited employers in Edinburgh. The city's newly established **Living Wage City Action Group** has set an aim to more than double this total over the next five years[xxxix]. Such progress could have a significant impact on the city's wider economy. Recent research shows that:[xl]

- If just a quarter of Scotland's low earners saw their pay raised to the real Living Wage, the subsequent increase in wages, productivity and spending could deliver an £89m economic boost to Scotland's economy
- In Edinburgh such an improvement would bring a £7m benefit to the city economy.

Economic opportunities arising from a net zero economy

> *"The city must support and encourage existing businesses to build competitiveness and resilience by being active participants in a green recovery…There are huge opportunities to improve staff wellbeing and productivity, find operational efficiencies and savings, and create new products and markets."*
>
> **Edinburgh Climate Commission**

[xli]

A just transition to a net zero economy represents one of the biggest opportunities Edinburgh has to recover from recession and remain Scotland's most vibrant and prosperous economy.

For an individual business, becoming net zero can mean improved resilience, new markets, lower costs, increased productivity, more engaged staff, as well as an opportunity to meet growing consumer demands for zero carbon, zero waste options. For the city as a whole, the potential opportunities are even greater.

The value of output from UK low carbon industries is expected to grow to 8 percent of GDP by 2030, up from 2 percent in 2015[xlii]. A net zero economy also offers an opportunity to meet growing consumer demands for zero carbon/zero waste options, and to ensure that Edinburgh businesses retain their share of the growing green pound. Ethical consumer spending and finance in the UK was estimated at £98bn in 2019, more than double the level recorded in 2010[xliii]. At the same time, adoption of circular economy approaches has been associated with the potential creation of over 200,000 new jobs across the UK[xliv].

Alongside these benefits, the city's commitment to net zero also represents a commitment to significant levels of investment in infrastructure needed to meet climate emission targets. These investments include:

- A commitment to invest £2.8bn of Council capital funds over ten years to deliver 10,000 new sustainable and affordable homes by 2027, and to modernise existing Council-owned homes to be energy efficient
- Investment in Passivhaus/EnerPHit standard public buildings shaping the economy of new build and supporting the emergence of new low carbon construction methods
- Investment of £172m in the development of new city-wide active travel infrastructure across the city, transforming the ability of people to move around the city in a way that protects local environments
- Investment in key low carbon developments across the city, including Granton Waterfront, West Edinburgh, and Edinburgh BioQuarter, and
- Multi-billion-pound investments in Edinburgh's energy networks and supporting infrastructure; in retrofitting homes, offices, and public buildings across the city; and in net zero transport infrastructure such as local mobility hubs, bus decarbonisation solutions, and electric vehicle charging points.

These investments together represent a unique opportunity for the city to build the infrastructure needed for a strong, a fair, and a green recovery from the economic challenges of the past two years. They represent opportunities for Edinburgh businesses to play their part in leading these investments by bringing their innovations and their knowledge to bear on these projects. They also represent and opportunity to benefit from supply chain expenditure, to create new jobs in new industries, and for people of all parts of Edinburgh to build new, rewarding careers.

What is a 'Just Transition to Net Zero'

A 'just transition' to a net zero economy is where governments plan, invest and implement a transition to environmentally and socially sustainable jobs, sectors and economies.

This vision for a just transition is to create opportunities to develop resource efficient and sustainable economic approaches which help address inequality and poverty.

It means making all possible efforts to create decent, fair and high value work, in a way which does not negatively affect the current workforce and overall economy.

Source: Scottish Government: Just Transition Commission

4. Strategic Approach – Stronger, Greener, Fairer

Our vision for Edinburgh's economy

This strategy sets out the Council's vision and approach to ensuring a **stronger, greener, and fairer** Edinburgh economy.

It defines the priorities for Council delivery over the next few years, and the principles and priorities that will guide the way we work with partners, investors, businesses, and communities towards our shared goals.

By implementing the approaches in this strategy, our vision is for an economy in which:

- Everyone has the opportunity to access **fair work that provides dignity and security** of income
- Edinburgh businesses **recover from pandemic** and thrive in an economy that is more resilient, flourishing, and innovative than ever before
- Edinburgh is the **highest skilled city in the UK**. A city whose prosperity is built on well skilled people in good jobs and does not rely on low paid workers with no security
- Edinburgh is **the data capital of Europe**, where innovation through data drives economic prosperity, social change, and improvements in public services
- Edinburgh is **open for business and a powerhouse for investment**, where UK-leading strategic projects deliver the infrastructure and places we need to meet our net zero ambitions
- Edinburgh is a **hub for net zero innovation** with a new breed of sustainable local businesses leading new green industries
- Edinburgh is a **unique global capital of culture** as well as investment, where our world leading heritage, tourism, and creative sector assets help the city recover and thrive
- Edinburgh's just transition to net zero brings **local jobs and high skilled opportunities** which people from all backgrounds can access though education and retraining
- Edinburgh is **Scotland's most open and welcoming city**, continuing to attract the international investors and talent we need to meet our aspirations for the city and our citizens, and
- The city's transformation is built on **strong relationships, and collaboration** between the Council, businesses, public sector partners and communities.

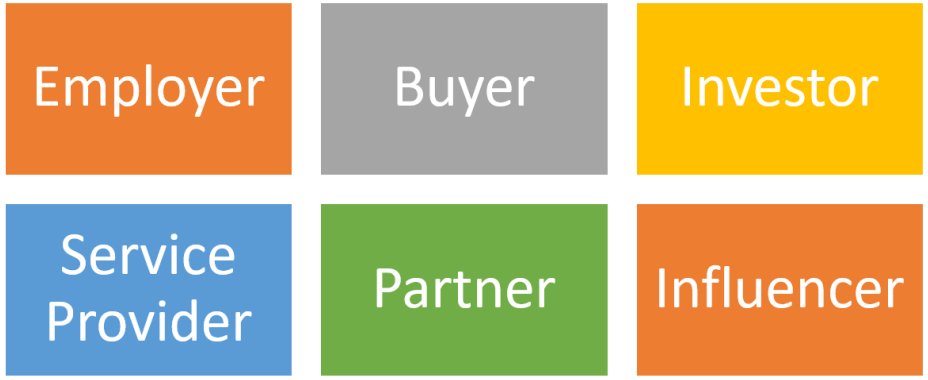
Levers for change

The Council has a critical role in the Edinburgh economy, and holds significant tools, levers, and powers needed to meet this vision. During 2020-21 alone, the Council has:

- Employed over 18,000 staff as one of the largest employers in the city, and consolidated the Real Living Wage fully into Council pay structures, ensuring a pay rise for 4,400 Council employees
- Purchased £280m of goods and services from businesses in the Edinburgh economy, as one of the largest single buyers in the city[xlv]
- Administered over £190m of support to more than 19,000 businesses through Scottish Government funded schemes to help businesses through the worst periods of the Covid pandemic[xlvi]
- Supported 3,000 businesses through our Business Gateway service
- Helped 3,700 people into work and learning through Council funded employability programmes
- Agreed a total of £4.5bn of Council capital investment over the next ten years in Edinburgh housing, schools, transport, communities, culture and sports facilities[xlvii], and
- Worked with partners to programme manage the investment of £1.3bn through the Edinburgh and South East Scotland City Region Deal.

Over the next few years the work of the Council will focus on maximising the use of these levers, focusing on high quality interventions which are aligned to the policy priorities set out in this document.

In doing so, the Council will seek to maximise the impact of the role it can play in the economy as an employer, as a buyer of goods and services, as an investor, as a service provider, as a partner, and as an influencer of change.



- **As a partner** the Council will build strategic relationships and collaborations for change across the city. A key part of this work will be strengthening the ways the Council hears and responds to the challenges businesses face across the city. The Council will listen and work with businesses to help shape the changes described in this strategy. On the international stage, the Council will also collaborate with partners to promote the city in support of our key sectors and priorities and seek opportunities for international collaborations.
- **As an employer** the Council will ensure that its 18,000+ staff are treated fairly by earning at least the Scottish Local Government Living Wage in their base pay; will engage Trade Unions and workforce to develop proposals on wider reform to pay and terms; and, will ensure the Council has a workforce where all people feel valued, included and able to be their best at work.
- **As a buyer of goods and services,** the Council will, subject to its regulatory responsibilities, ensure that its procurement and tendering practices prioritise and incentivise fair work and net zero business practices throughout its supply chains, creating community benefits, opportunities for local SME's, apprenticeships and other fair work opportunities for citizens
- **As an investor** the Council will lead or influence key strategic investment programmes (including investment in public transport and active travel infrastructure, housebuilding and retrofitting operational estate) to create new supply chains and green economy opportunities for the city. In doing so, the Council will seek to ensure the city has a strong portfolio of investible propositions to continue to attract private capital to support delivery
- **As a service provider** the Council will implement its whole-Council approach to economic development. This means ensuring our schools and lifelong learning services help people build the skills they need to prosper in work and in education. It means improving the way our employability services integrate with schools, homelessness, money advice, housing and other Council teams to help people get the support they need to find and progress in good jobs. And it means ensuring that all our business-facing services – including planning, licensing, regulation, as well as Business Gateway - understand and respond to help businesses and investors to recover and thrive.
- **As an influencer** within the city the Council will use its convening and leadership powers to engage with and support city businesses to transition to fair work and net zero practices. In addition, as the capital city of Scotland the Council has significant lobbying power and will work with all levels of government to influence policy and legislation. This includes opportunities to advocate for greater investment in tackling climate change and strengthened powers for local government to support businesses and workers across the city.

Edinburgh Learns for Life

Edinburgh's schools have a critical role to play in the city economy. Our vision is for a fairer, healthier, greener future for everyone, where learning for life happens at home, in school, in the wider community, and in the workplace. Over the next three years, we will:

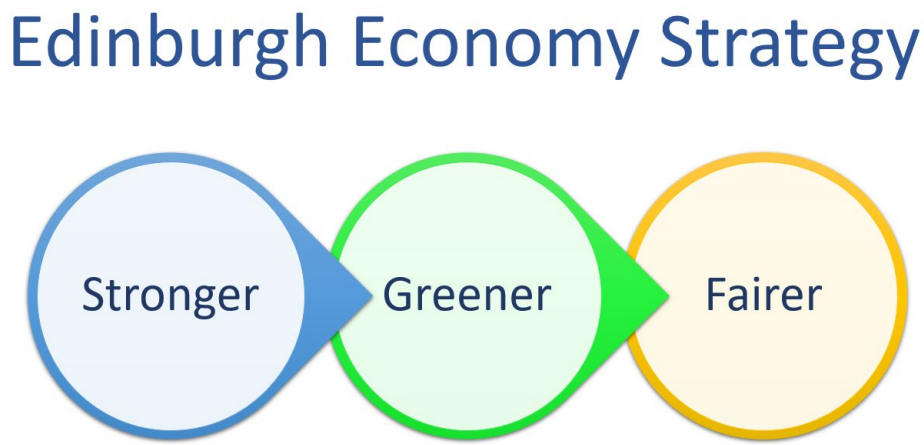
- Support schools to develop skills-based curricula that improve pathways into work and learning and provide the skilled and competent workforce needed for Edinburgh's changing economy.
- Work in collaboration with Skills Development Scotland and Developing Young Workforce Coordinators to provide high quality information, advice and guidance to improve pathway progression for students.
- Help business to be more involved in informing, inspiring and hiring young talent, and encourage business leaders to work with schools as mentors and champions for our most disadvantaged children
- Continue to develop flexible pathways for all learners, including access to appropriate vocational learning, and,
- Ensure our Youth Employment Partnership and Edinburgh Guarantee For All programmes improve integration between the Council's education and economic development structures to provide more effective gateways to training and employability opportunities.

Actions for implementation

To meet our vision, and address the challenges the city faces, this strategy sets out three priority work programmes the Council needs to implement over the next few years, and the priorities for our joint working with partners.

Each of these action areas describe one discrete package of work, but the dependencies and inter-relationships between them all are clear. Only by delivering these actions together, as part of single, integrated programme of work will we be able to meet our vision for the city, so that **a stronger Edinburgh economy is a greener and a fairer economy**.

Three priority work programmes for a Stronger, Greener, Fairer Economy



Appendix 3 to this paper provides a detailed action plan for each of these three work programmes. This section provides a high-level summary of goals and priorities.

Work Programme 1: Stronger

Edinburgh businesses and workers are facing the continuing effects of the most significant single economic disruption ever faced by the city.

The city's strong recovery from the Covid pandemic will be dependent on the ability of city businesses to adapt and thrive, and on the ability of key sectors and key areas of the city to renew themselves and remain strong. Through this period Edinburgh will need to make full use of its fundamental assets in order to remain a resilient, adaptable economy. The city will need to remain an outward looking international city with a resilient and diverse economy, a city be open to attracting new talent and new connections.

Through this programme of work the Council will work to ensure that:

- Businesses in Edinburgh can access the support and advice they need to thrive, including advice on how to manage the pressures of increasing debt
- Key Edinburgh sectors such as tourism, arts and culture recover from pandemic and create good job opportunities in the city
- Edinburgh's city centre continues to make a strong recovery from the effects of pandemic and remains the heart of a vibrant, thriving international capital
- Key strategic development sites across Edinburgh receive the investment they need to progress
- We support the development of modern, well-designed, energy-efficient industrial estates in strategic locations throughout Edinburgh, including West Edinburgh and Port of Leith.
- Edinburgh meets its potential as the innovation and data capital of Europe, creating new skilled jobs and careers for people from all backgrounds

Throughout this work, our aim is to ensure that the next few years represent a period of renewal and adaptation, where the city's businesses and workers recover from the worst effects of the Covid pandemic; a period in which Edinburgh builds a stronger, more resilient economy in which everyone has the opportunity to thrive.

	Actions for a stronger Edinburgh economy The City of Edinburgh Council will…
a	Deliver a **Business Gateway** service providing the access to the advice, support, and guidance needed by new and existing businesses across Edinburgh
b	Deliver **planning, regulatory, and licensing** services that are responsive and create spaces for local businesses to thrive in ways that are safe and sustainable
c	Make **Council purchasing from third parties** more accessible to local small businesses and the third sector
d	Support the development of **Edinburgh's data and innovation ecosystem** to be on par with the best in Europe, developing new infrastructure, skilled workers, and businesses for a thriving sector.
e	Deliver actions for City Centre recovery and develop a 5-year **City Centre Action Plan** with Scottish Government and other city partners
f	Ensure key strategic development sites– including **Granton Waterfront**, **Edinburgh BioQuarter**, and **West Edinburgh** – deliver transformative new communities, commercial and cultural spaces
g	Work with partners to support the **recovery of a sustainable visitor economy** and continue to support the **city's world class arts and cultural sector**
h	Work with **Edinburgh International Group** partners to build on our global relationships and promote Edinburgh on the international stage
i	Convene an annual **'Edinburgh Means Business'** conference, bringing together all of the city's business networks to join up and collaborate on common challenges
j	Collaborate with city partners to **influence Scottish and UK Governments** on issues of importance to Edinburgh businesses

Work Programme 2: Greener

Edinburgh is committed to becoming a net zero emissions city by 2030.

The next decade represents an opportunity for Edinburgh to grasp and realise the economic opportunities that commitment represents. The city has an opportunity to establish a clear advantage over competitors and cementing the future of the key sectors **in green infrastructure, green tourism**; **green finance** and **green festivals**. Many jobs will be created from emerging low carbon sectors over the next decade, not least from the £8.2bn of investment needed to drive our city's transition to net zero. The transition to a net zero economy can also be a key factor in attracting skilled workers, students, researchers, and new investors into the city.

Through this programme of work the Council will collaborate with partners to make sure that:

- Businesses can access the **support, advice, incentives, and workers** they need to make a net zero transition to their own operations, to adopt **circular economy** principles, reduce waste and improve resource efficiency
- People from all ages and all backgrounds in Edinburgh can access the **education, skills, training and support** they need to reach and thrive in good quality jobs created by new green industries in this city
- Edinburgh secures the investment it needs to meet net zero and maximise the economic benefits of growth in new green economy sectors – including securing **investment in key infrastructure projects** for net zero heat and energy solutions, buildings retrofitting, green transport initiatives, as well as low carbon place developments in Granton Waterfront, West Edinburgh, Edinburgh BioQuarter, and others.

Throughout this work, our aim is to ensure that as part of recovery from the economic effects of the Covid pandemic, the next few years are ones of establishing a greener economy, built on good, green jobs, driven by key sectors which are sustainable and resilient to future crises, such as those related to climate change.

	Actions for a greener Edinburgh economy The City of Edinburgh Council will…
a	Develop, promote, and secure investment in Edinburgh's strong pipeline of **green infrastructure investment** projects
b	Establish a business led **Just Transition Economic Forum** to convene the city's business community to provide leadership on the just economic transition to a net zero city
c	Support and encourage city businesses to sign up to the **Edinburgh Climate Compact** and commit to reduce their emissions
d	Develop proposals for a new **Green Innovation Challenge Fund** providing financial support to enterprising businesses who meet sustainability and net zero eligibility criteria
e	Deliver **business mentoring and support** programmes to help employers take practical steps to realign their operations towards becoming net zero
f	Support the launch of a new **Business for Good** programme to provide practical support and training for city businesses to transition to net zero
g	Support a more **circular economy** with programmes that supports businesses to reduce, re-use and recycle - minimising waste and improving resource efficiency
h	Scope out the skill requirements for future green industries, and align **city wide workforce development** programmes to meet the developing needs of net zero businesses
i	Support people from all backgrounds to access **good quality jobs in a net zero economy**, and ensure that new job opportunities are accessible to those at risk of poverty
j	Call on the **Scottish Government** to build coherent and flexible legislative and regulatory frameworks that empower city-led responses to the climate emergency

Work Programme 3: Fairer

Edinburgh is one of the UK's most successful city economies, but even here some 40,000 people work for wages that are not enough to live on, and 61% of adults experience in-work poverty[xlviii].

The experience of the pandemic has highlighted the importance of fair work, fair wages, and income security for workers in all sectors across the UK. It is important that Edinburgh's recovery supports a continued improvement in working conditions for people employed here and provides support into pathways for progression that help people from all backgrounds access good quality jobs.

Through this programme of work the Council will work to ensure that:

- People in Edinburgh can access fair work that provides dignity and security of income
- Businesses in Edinburgh are supported, encouraged, and incentivised to adopt fair work practices in line with the recommendations of the Fair Work Convention
- People of all ages and backgrounds in Edinburgh get the help and support they need to find, and thrive in employment, with particular dedicated support provided for people with barriers to employment
- Our city and neighbourhood development plans recognise the importance of local businesses that support their communities and provide local job opportunities
- Council led procurement and investment activities are directed towards encouraging fair work and community benefits for Edinburgh.

Throughout this work, our aim is to ensure that over the next few years Edinburgh's recovery from pandemic and transition to net zero helps builds an economy of well supported, well skilled people in good jobs. An economy whose prosperity does not rely on low paid workers with no security.

	Actions for a fairer Edinburgh economy The City of Edinburgh Council will…
a	Lead and deliver the **Edinburgh Living Wage City** Action Plan to promote adoption of real living wage and fair work practices among Edinburgh businesses
b	Support and advise Edinburgh businesses on how to adopt and implement fair work practices
c	Provide **city leadership as a fair work employer** in Edinburgh, through our post pandemic return to workplace plans and beyond.
d	Apply **Fair Work First** practices in all regulated Council procurement activities wherever relevant and proportionate
e	Maximise delivery of **community benefit** opportunities from Council purchasing, and promote **Community Wealth Building** practices across the city
f	Helps people of all ages and backgrounds to easily access and progress in fair work, training or further education through the **Edinburgh Guarantee** programme
g	Deliver a new **blended employability programme** with dedicated support for people with complex needs or from target groups
h	Work with city partners to **develop the city's skills system** to maximise progression into employment in emerging sectors and technologies (data, digital, green industries)
i	Deliver a 20-minute Neighbourhood strategy that supports **local economies and businesses** to provide the daily needs of their communities and create local jobs
j	Work with city businesses and partners to influence **Scottish Government** for the local powers and responsibilities we need to ensure a fairer Edinburgh economy

5. Calls to action for Scottish and UK Governments

These three work programmes set out the actions that City of Edinburgh Council will take over the next few years, and the priorities on which we will work with partner organisations. In order to maximise the impact of our interventions, however, each work programme also includes the asks and calls to action we will make to the Scottish and UK Governments, setting out the support and changes needed to help us meet our shared goals.

Edinburgh is Scotland's strongest and most significant economy, and the city has a uniquely pivotal role in ensuring both UK and Scottish Governments can meet their own commitments. Acting on this role will need support in terms of investment, policy development, and in powers. Key issues on which we will seek support from Governments include:

- **Policy alignment**: Edinburgh accounts for 16% of Scotland's economy by value. It is important that the Scottish Government's forthcoming National Strategy for Economic Transformation demonstrates and puts in place actions to reinforce a strong alignment between the economic needs and agendas of the city and of Scotland as a whole. Scotland cannot meet its economic goals without a stronger, greener, and fairer Edinburgh economy.
- **Resources for Net Zero**: Cities account for over half Scotland's carbon emissions and Edinburgh is at the forefront of supporting the Scottish Government to deliver a net zero country. Having developed a detailed city climate strategy, Edinburgh now needs support from Scottish Government to resource that plan at the scale required - particularly in respect of energy, buildings and transport infrastructure.
- **Policy and powers for Net Zero**: Alongside investment, Edinburgh will also seek dialogue with Scottish Government on the policy and regulatory changes needed to speed transition to net zero. This will include drawing on lessons from the Covid-19 response which enabled the public sector to make fast decisions, and removal of regulatory barriers that limit the effectiveness of local responses.
- **Sustainable infrastructure development:** The investment required to resource infrastructure development in the city, both for net zero ambitions and to manage a growing population, are significant. One means by which this could be addressed in part is through retention of some or all of the Land and Buildings Transaction Tax generated by the initial sale of new housing in the city. Retention of this revenue could lay the foundations for further investment and employment, thereby generating significant additional tax revenues, both in Edinburgh across Scotland.
- **Transient Visitor Levy**: In response to the pandemic, the Scottish Government agreed in Spring 2020 that it would pause work on bringing the Visitor Levy (Scotland) Bill to the Scottish Parliament. It is our position that TVL remains a potentially important tool to help support management of a sustainable visitor economy in Edinburgh and will continue to work with stakeholders to shape appropriate plans for implementation. We look forward to restarting discussions with the Scottish Government and other key stakeholders about the appropriate time to progress with developing the enabling legislation.
- **Business Rates**: Reform of business rates was one of the most common issues raised by Edinburgh businesses during consultation for this strategy. We will call on Scottish Government to work with the Council and city businesses to develop a business rates system which meets the needs of a changing 21st century economy.
- **Levelling Up:** Over the next year the UK Government will continue to develop its plans for EU structural fund replacements, including distribution of the UK Levelling Up Fund, UK Shared Prosperity Fund and other programmes. We will continue to seek access to these funds for high quality Edinburgh projects and will seek dialogue with UK ministers to ensure that Edinburgh's needs and issues are recognised in development of new schemes.

6. Governance and Partnerships

The City of Edinburgh Council will provide political leadership for delivery of this strategy, working with city partners through shared governance structures including the Edinburgh Partnership Board and the Edinburgh and South East Scotland City Region Deal.

Within the Council, delivery of this strategy will be monitored and governed by the Policy and Sustainability Committee. This process will ensure that the three work programmes outlined in this strategy are fully aligned to other key Council strategies and that resources for their delivery are provided through the Council's budget setting procedures.

The Committee will receive an annual report against progress in delivery of the strategy, with detailed operational reports on individual programmes reviewed by Policy and Sustainability and other Executive Committees as appropriate.

Edinburgh Means Business

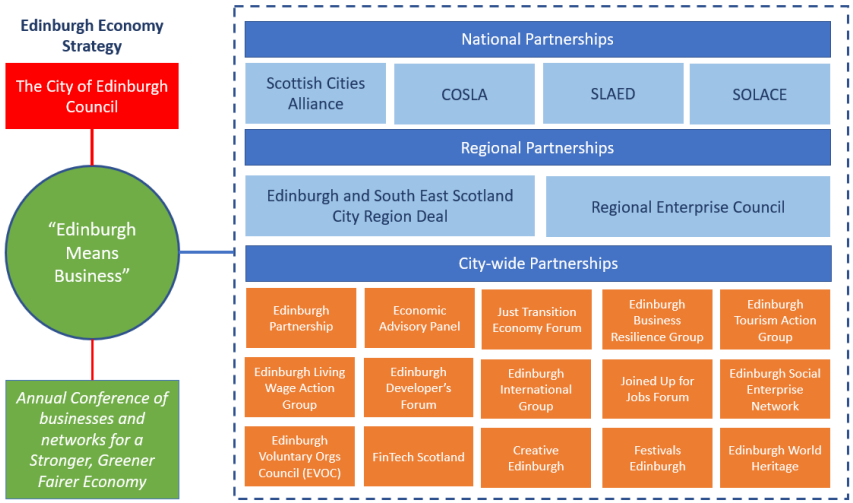
Although the Council will play a leading role in the delivery of actions in this strategy, the full vision the strategy sets out can only be achieved through strong partnership working. Towards this, a clear goal of this strategy is to set the priorities on which the Council will work with partners to facilitate and unlock the collaborations and collective action needed to deliver a greener, stronger, and fairer city economy.

At present the Council engages and works with partners, including businesses, public sector agencies, business representative organisations, trades unions, and stakeholder groups in a wide range of networks and working groups (see Appendix 2 for a summary of these groups and their remits). Each of these groups has been developed over time to meet the needs of partners to collaborate on issues of shared interest and to drive forward the economic development of the city.

The consultation activity undertaken for this strategy has identified a need for an improved approach to the Council's engagement and communication with business. Consultations also highlighted the need for the city to do more to project a 'Team Edinburgh' approach to promoting the city's aspirations, assets, and opportunities.

To address these needs, the Council will establish a new '**Edinburgh Means Business'** annual conference programme. Convened by the Council Leader in partnership with organisations such as Edinburgh Chamber of Commerce, this conference will provide a space to bring together all existing business networks and everyone with a stake in the development of Edinburgh's economy to:

- Share the latest evidence and learning on the progress of the city economy
- Celebrate successes and share best practice on work underway to deliver the aims of this strategy
- Identify challenges and collaborate on solutions for delivery by the Council and its partners
- Highlight opportunities and key messages for city promotion
- Build networks and relationships across the city towards the goal of a Stronger, Greener, Fairer economy



Appendix 1 – Consultation activity

This refresh of the Edinburgh Economy Strategy was taken forward across two phases of work during 2021.

The first phase of the work was an initial scoping which ran from **January to June 2021** and involved analysis of the city's economic context, data gathering, and initial consultations with key city partners. This provided the background for the start of consultation activity.

The starting point of this phase of work was a report prepared for the December 2020 meeting of the Policy and Sustainability Committee. This reported summarised the actions delivered since May 2020 to support a sustainable economic recovery throughout the COVID-19 crisis. The report also outlined the proposal to refresh and renew the Edinburgh Economy Strategy in response to emerging challenges and to ensure continued alignment with core Council priorities to tackle poverty, promote sustainability and wellbeing paper.

Between January and June, the Council engaged with businesses and stakeholders in scoping issues and options for the refreshed strategy including:

- More than 7 one to one interviews with business leaders and members of the Edinburgh Economy Advisory Panel
- 16 workshop and information gathering sessions with groups including the Edinburgh Economy Advisory Panel, Scottish Cities Alliance and the Edinburgh Chamber of Commerce.

This phase concluded with a report prepared for the Policy and Sustainability Committee meeting in June 2021, providing a summary of key challenges to be addressed and a framework for formal consultation.

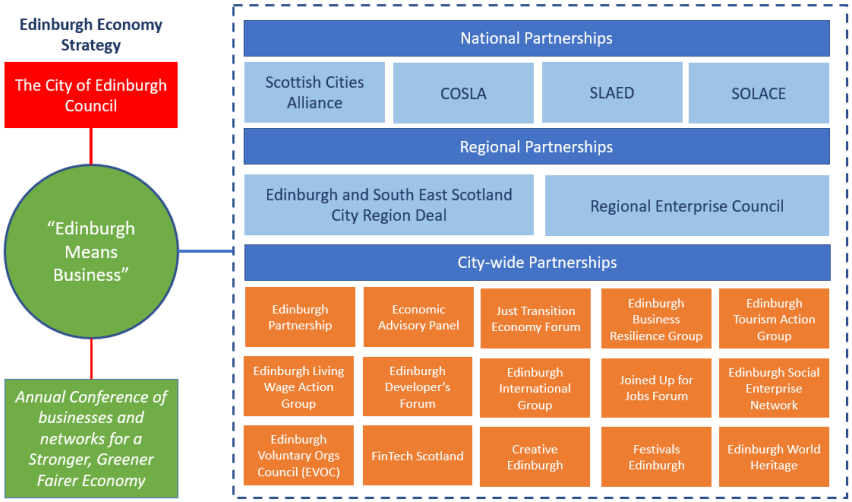
The second phase of the work built on these findings and ran **from June to October 2021**. Consultation and engagement activities carried out during this period included:

- Online consultation open to all citizens, community groups, businesses and other stakeholders through the Edinburgh Consultation Hub receiving 80 full responses.
- Cross party workshops with City of Edinburgh Council elected members
- 12 workshops with city business on key aspects of the consultation framework.
- 7 engagement and discussion events on key aspects of the challenges facing the city.

Work carried out in consultation for this strategy was also be informed by other consultation, engagement and policy development activity carried out by the Council and partners during this same period. Key projects whose findings and publication were used to inform the development of this strategy include:

- Development of the **Edinburgh 2030 Climate Strategy**, which included input from 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
- Development of the **Regional Prosperity Framework**, for which 71 responses were received both in email format and through the Consultation Hub hosted by City of Edinburgh Council. In addition to the formal consultation, two additional online engagement sessions were organised. These informal events engaged around 47 individuals from around the region.
- Development of the **Edinburgh Living Wage City Action Plan**, and **Council Fair Work Action Plan**, informed by engagement work with employers and partner organisations
- Development of other key city strategies progressed or delivered during 2021, including the Council's **20-minute Neighbourhood Strategy**, **City Plan 2030**, and the **End Poverty Edinburgh Delivery Plan**.

Appendix 2 – Edinburgh economy partnerships and networks



National Partnerships

Scottish Cities Alliance - The Scottish Cities Alliance is the collaboration of Scotland's seven cities – Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth and Stirling – and the Scottish Government, working together to promote the country's great economic potential.

Part of the Alliance work includes the Smart Cities Scotland project – Scotland's 8th City – The Smart City, which take forward co-designed technology and data opportunities that will help achieve the cities' ambitions to be global hi-tech hubs. The Alliance also aims to drive the agenda for a low carbon future to help lessen the impact of climate change and ensure the future economic prosperity of Scotland.

COSLA - The Convention of Scottish Local Authorities (COSLA) was formed in 1975 to act as an interface between local authorities and central government. It also acts as the employers' association for local authorities, negotiating on conditions of services with trade unions, on behalf of local authority employees. All of Scotland's 32 councils are members of COSLA.

The Environment and Economy Board cover two COSLA priorities related to the economy: Local Economies and Inclusive Growth and UK Exit from the European Union. COSLA also covers the wide range of policy and council services which are important to developing Scotland's economy in an inclusive way, helping to ensure Scotland meets its low carbon ambitions or ensuring effective infrastructure is in place.

SLAED - The Scottish Local Authorities' Economic Development (SLAED) Group is the professional network for economic development officers from across Scotland's 32 local authorities.

The group exists to provide an effective forum the role played by local authorities in contributing to the development of Scotland's economy. It does this by reflecting the work of the 32 councils through the SLAED Indicators Framework and providing a national voice for local economic development. The SLAED Indicators Framework report helps assist Local Authorities to:

- evidence and publicise the contribution that they make to Scotland's economy through their economic development activities; and
- provide a basis for collating consistent data which can be used to better understand impact and identify potential areas for improvement.

SOLACE - the Society of Local Authority Chief Executives and Senior Managers (SOLACE), is a membership organisation that represents local government Chief Executives and senior managers. Its members in Scottish local authorities belong to its Scottish branch.

Regional Partnerships

Edinburgh South East Scotland City Region Deal – is a collaboration of partners from six Scottish Local Authorities that partners with UK Government and Scottish Governments to deliver transformational change to the city regional economy.

The overall value of the deal over the 15-year term is worth £1.3bn. The City Region Deal aims to accelerate growth, create new economic opportunities, and meaningful new jobs that will help to reduce inequalities.

Regional Enterprise Council (REC) -comprises of representatives from private, public and third sectors with the ambition of achieving sustainable and inclusive economic growth throughout the city region.

The REC has played an integral role in shaping the Regional Prosperity Framework and will continue to inform this work as it moves into implementation and action planning phases.

City-wide Partnerships

Economic Advisory Panel – is a forum between the Council and business representatives for Edinburgh. It is chaired by the Convener of the Housing, Homelessness, and Fair Work Committee, with the Vice Convener as deputy chair.

The Panel aims to work with the Council to advise and collaborate on actions to make sure that Edinburgh's economic growth is sustainable and benefits all our citizens. It also builds on existing joint working with key economic partners, such as supporting business engagement in the delivery of the Edinburgh Economy Strategy.

Just Transition Economic Forum - is a new group to be established as a business-led Economic Forum to support delivery of the 2030 Climate Strategy. It will meet to provide leadership on the just economic transition to a net zero city.

Edinburgh Business Resilience Group - is a group convened by the Edinburgh Chamber of Commerce. It was set up in November 2020 to help shape the economic and business priorities for the city following the Coronavirus pandemic. It has around 60 members from a variety of sectors across the city.

The aim of the Group is to proactively pursue a stronger relationship between businesses and policymakers, and positively contribute to the rebuild and redesign of the city region economy.

Edinburgh Tourism Action Group (ETAG) – is the umbrella organisation for the tourism sector in Edinburgh. It is made up of representatives from the major stakeholders, agencies and industry groups from across Edinburgh's tourism sector.

The group's activities focus on keeping businesses up to date with market intelligence; delivering events and training for business development and networking to share best practice and develop collaborative ideas.

Edinburgh Development Forum – consists of City Planners and representatives from the City of Edinburgh Council and the development industry. The aims of the forum are to help create a planning environment that is coherent, efficient and transparent and in which high quality new developments can progress whilst ensuring that the heritage of the city is not compromised.

Edinburgh International Group – is comprised of a number of key agencies involved in promoting Edinburgh as an open, welcoming city to the international community. The Group is chaired by the Chief Executive of the City of Edinburgh Council and, alongside Council members such as the Lord Provost, includes representation from national and local strategic partners covering key aspects of Edinburgh's international outreach.

The aim of the group is to facilitate sharing of information on international activities and approaches across partners who face many of the same issues and opportunities.

Joined Up for Jobs Forum – is an independent network of employability service providers in Edinburgh. It is run by and for providers through a steering group. It consists of organisations and individuals who support people to progress into sustainable employment. The network strengthens the links between employability and tackling poverty, both locally and nationally.

Edinburgh Social Enterprise Network - supports, promotes and develops social enterprise in Edinburgh and serves as a hub creating social and economic growth. Its main services are to offer Peer support, information and signposting, business support, representation and promoting social enterprises and opportunities to trade.

Edinburgh Living Wage Action Group – is a new group established in 2021 to lead the work of the city in becoming an accredited 'living wage city'. The group is chaired by the Convener of the Housing, Homelessness and Fair Work Committee of the Council, and includes 12 members including private sector employers, third sector organisations, Edinburgh Chamber of Commerce, and anchor institutions such as University of Edinburgh.

EVOC - EVOC is the Council for Voluntary Service (CVS) for the City of Edinburgh and a partner in the Edinburgh Third Sector Interface (TSI), which is part of a national network of Third Sector Interfaces. EVOC helps to support, develop and promote the interests and work of voluntary and community organisations in Edinburgh.

FinTech Scotland – Based in Edinburgh, Fintech Scotland was established to secure Scotland's place as a top five global fintech centre. They work to bring together entrepreneurs, the established financial sector, the public sector, accelerators, investors, consumer groups, technology and service firms, universities and skills agencies.

Creative Edinburgh - Creative Edinburgh is the city's largest network of multi-disciplinary creative industries. Members span every creative sector, from art & design, illustration and animation, to publishing, marketing and creative tech.

Festivals Edinburgh – The directors of Edinburgh's leading Festivals came together in 2007 to formally establish Festivals Edinburgh. The organisation has a mission to maintain and develop the value of the Festivals' and the Festival City's position locally and globally, through development and delivery of collaborative projects and initiatives which support programme development, leadership and audiences; and, acting on behalf of and representing the collective strengths of the Edinburgh Festivals.

Edinburgh World Heritage - Edinburgh World Heritage is an independent charity with the aim of ensuring the city's World Heritage status is a dynamic force that benefits everyone. Our mission is to connect people to their heritage in everything we do – whether through the conservation of historic buildings, delivering improvements to the public realm, or engaging people directly with the rich heritage of their city.

Appendix 3 – Regional Prosperity Framework

This Edinburgh Economy Strategy aligns to and builds on the Regional Prosperity Framework (RPF) agreed by Edinburgh and South East Scotland City Region Deal partners in Autumn 2021

The Framework aims to build on the successful regional partnership that is delivering the £1.3bn Edinburgh and South East Scotland City Deal and set out a broader, ambitious approach for the regional economy.

It was developed with input from public, private and third sector organisations, and 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 RPF 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.

The framework sets an ambitious 20-year vision for the 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.**

At the heart of the Framework are three key components aimed at delivering a future society that is resilient, flourishing and innovative.

- **Resilient**: 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
- **Innovative**: 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

To take forward this vision, the framework identifies 9 major opportunities for delivery across the region. These include:

- Data capital of Europe
- Rethinking our place
- Sustainable Transport
- Regenerating the Forth
- Sustainable Tourism and Culture
- Supporting Enterprise
- Aligning Skills
- Reinventing Healthcare, and
- Anchor institutions

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, Skills Development Scotland and SEStran.

The regional partners are committed to working together to deliver the RPF and provide future direction for major projects and investment that support inclusive growth and the transition to a net zero economy over the next 20 years.

Appendix 4 – Implementation plan

Actions for a Stronger Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
a	Deliver a Business Gateway service providing the access to the advice, support, and guidance needed by new and existing businesses across Edinburgh	Ensure that national and local business support is aligned to enable the start-up and scale up process to be much more effective	2022	Place Directorate	Service Provider
		Deliver specialised support to Businesses such as through the Gateway to Investment, an expert help programme and Women in Business.	2022	Place Directorate	Service Provider
		Ensure business support services encourage businesses to be accessible for all.	2022	Place Directorate	Service Provider
		Ensure access to Scottish Government funded business support - including Employer Recruitment Incentive Schemes, Business Rates Relief and others	2022	Place Directorate/Corporate Services	Service Provider
b	Deliver planning, regulatory, and licensing services that are responsive and create spaces for local businesses to thrive in ways that are safe and sustainable	Ensure licensing and regulatory policies are kept up to date so they continue to meet the needs of supporting our business communities and residents	2022-24	Place Directorate	Service Provider
		Ensure licensing services continue to support the provision of outdoor space for businesses in ways that are safe and sustainable.	2022-24	Place Directorate	Service Provider
		Deliver a City Plan 2030 that supports development of key land use needs, including local centres, retail and leisure, sites for businesses, new and expanded community infrastructure that ensure everyone in Edinburgh can enjoy the city's economic success	2022-24	Place Directorate	Service Provider
c	Make Council procurement spending more accessible to local small businesses and the third sector	Increase engagement, including working with potential suppliers from the private and third sector to support “meet the buyer” events, bidder events and awareness of contract opportunities	2022	Commercial and Procurement Services	Buyer
		Explore alternative advertising routes to reach those not registered on Public Contracts Scotland	2022	Commercial and Procurement Services	Buyer

Actions for a Stronger Edinburgh economy. The City of Edinburgh Council will…

	Action	Detail	Timescale for output	Lead Service/Partner	Council Lever
		Apply appropriate lotting strategies that support small businesses and support facilitation of sub-contracting opportunities by suppliers	2022	Commercial and Procurement Services	Buyer
d	Support the development of Edinburgh's data and innovation ecosystem to make Edinburgh the Data Capital of Europe, developing new infrastructure, skilled workers, and businesses for a thriving sector.	Support delivery of the ESES City Region Deal Data Driven Innovation programme, and embed the programme in key sectors such as tourism, and advanced manufacturing	2022	Place Directorate/ESES CRD	Partner
		Finalise the business case and procure a commercial partner for the new Bio Quarter health innovation district and where public, private and third sectors can collaborate to enable data-driven advances in the delivery of health and social care.	2023-24	Place Directorate	Partner/Investor
		Work with regional partners to support Fintech networks to diversify and future proof the city's financial services assets	2022	Place Directorate/ESES CRD	Partner
		Work with partners to develop our high functioning innovation ecosystems are high functioning – involving business, HEIs, business growth agencies	2022	Place Directorate/ESES CRD	Partner
		Deliver the Digital and Smart Cities Implementation Plan to deliver our vision for a smart city where the application of data and technology increases efficiency, minimises costs and enhances convenience.	2022-24	Customer and Digital Services	Service Provider/Partner
e	Deliver actions for City Centre recovery and develop a 5-year City Centre Action Plan with Scottish Government and other city partners	Continue to deliver immediate support to help city centre businesses and sectors adapt and thrive	2022	Place Directorate	Service Provider
		Work with partners to continue and develop marketing and promotional activities to support long term renewal of city centre businesses.	2022	Place Directorate	Service Provider/Partner
		Enhance and repurpose Edinburgh city centre, through delivery of City Centre Transformation Plan, Waverley Valley Masterplan, an updated vision for Princes Street and the George Street and First New Town improvement scheme	2023-24	Place Directorate	Service Provider/Partner

Actions for a Stronger Edinburgh economy. The City of Edinburgh Council will…

	Action	Detail	Timescale for output	Lead Service/Partner	Council Lever
		Develop a five-year city centre action plan with the City Centre Task Force in partnership with the Scottish Government and the Scottish Cities Alliance	2022	Place Directorate/Scottish Cities Alliance	Service Provider/Partner
f	Ensure key strategic development sites– including Granton Waterfront, Bioquarter, and West Edinburgh – deliver their potential for transformative new communities, commercial and cultural spaces	Progress preparation of business cases for investment in Granton Waterfront, Edinburgh BioQuarter, West Edinburgh and other key strategic development sites	2022	Place Directorate	Investor/Partner
		Support the development of modern, well-designed, energy-efficient industrial estates in strategic locations throughout Edinburgh, including spaces for micro/small businesses.	2022-24	Place Directorate	Investor/Partner
		Support development of the Port of Leith as a modern working port, well positioned to capitalise upon opportunities such as offshore renewables, decommissioning, and with potential for new industrial development on adjacent brownfield land.	2022-24	Place Directorate	Investor/Partner
		Manage the Council's City Strategic Investment Fund to unlock new development opportunities, support business innovation, deliver jobs and promote economic growth in Edinburgh	2022-24	Place Directorate	Investor/Partner
		Allocate Place Based Investment Programme funding to deliver projects in line with core Council Business Plan priorities	2022-24	Place Directorate	Investor/Partner
		Seek out funding opportunities for capital investment projects in the city - including maximising potential opportunities from Levelling Up Fund, UK Shared Prosperity Fund, and other UK and Scottish Government programmes.	2022-24	Place Directorate	Investor/Partner
g	Work with partners to support the recovery of a sustainable visitor economy and continue to support the city's world class arts and cultural sector	Support partnership programmes (such as Forever Edinburgh) for the recovery of Edinburgh's visitor economy	2022	Place Directorate	Investor/Partner
		Support delivery of the 2030 Edinburgh Tourism Strategy for a sustainable and thriving tourism sector that works for the city	2022	Place Directorate	Investor/Partner
		Work with partners to implement the recommendations from the review of visitor economy support in Edinburgh	2022-24	Place Directorate	Investor/Partner

Actions for a Stronger Edinburgh economy. The City of Edinburgh Council will…

	Action	Detail	Timescale for output	Lead Service/Partner	Council Lever
		Work with ESES City Region Deal partners to design and deliver a city regional tourism support network to optimise the role of Edinburgh as a gateway for the region and the country.	2022-24	Place Directorate/ESES CRD	Investor/Partner
		Deliver the 5-year PLACE programme to support strategic development activity across Edinburgh's festivals	2022-24	Place Directorate/Scottish Government/ Edinburgh Festivals	Investor/Partner
		Support Edinburgh Festivals and events programmes through strategic funding, partnership development projects and services supporting event planning and delivery	2022	Place Directorate	Investor/Partner
		Deliver new and improved cultural spaces in Edinburgh, including working with partners on delivery of the Dunard Centre, as well as key venues such as Leith Theatre, Assembly Rooms and other projects	2022	Place Directorate/ESES CRD	Investor/Partner
		Work with partners to develop and implement the actions emerging from the review of the citywide Culture and Events plan	2022	Place Directorate	Investor/Partner
h	Work with Edinburgh International Group partners to build on our global relationships and promote Edinburgh on the international stage	Lead and use the Council's civic role to engage with international partners towards priorities set out in this strategy	2022	Corporate Services/Edinburgh International Group	Partner
		Support international activity organised by city partners where senior presence and leadership support from the council will enhance the visits by partners and support the Council's priorities	2022	Corporate Services/Edinburgh International Group	Partner
		Promote Edinburgh investment propositions via channels such as the Invest in Edinburgh website, social media, and attendance at select virtual and in-person conferences and forums	2022	Place Directorate/Scottish Cities Alliance	Partner
		Use Council managed business support services and networks to help Edinburgh businesses to trade internationally	2022	Place Directorate	Service Provider/Partner

Actions for a Stronger Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
		Ensure that Council international activity is carried out in accordance with the Equality, Diversity and Inclusion Framework, is aligned to the Council policy on travel, and follows best practice guidance on equality and human rights.	2022	Corporate Services/Place Directorate	Partner
i	Convene an annual 'Edinburgh Means Business' conference, bringing together all of the city's business networks to join up and collaborate on common challenges	In partnership with business organisations, design and launch an annual 'Edinburgh Means Business Conference' to promote collaboration with the business community in Edinburgh	2022	Policy & Insight/Place Directorate	Influencer/Partner
j	Collaborate with city partners to influence Scottish and UK Governments on issues of importance to Edinburgh businesses	Write to Scottish Ministers and UK Governments setting out the support, collaboration, and powers needed to deliver the aims of this strategy	2022	Policy & Insight/Place Directorate	Influencer/Partner

Actions for a greener Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
a	Develop, promote, and secure investment in Edinburgh's strong pipeline of green infrastructure investment projects	• Bring investment propositions to market through promotion platforms such as the Invest in Edinburgh website.	2022	Place Directorate/Scottish Cities Alliance	Investor/Partner
		• Utilise Edinburgh's international connections and consular corps to promote NetZero Investment ambitions	2022	Place Directorate/Edinburgh International Group	Investor/Partner
		• Utilise Scottish Development International's capital investment plan and international office network to raise awareness and seek investment in Edinburgh's net zero project pipeline	2022	Place Directorate/SDI	Investor/Partner
b	Establish a business led Just Transition Economic Forum to convene the city's business community to provide leadership on the just economic transition to a net zero city	• Identify private sector lead, and launch new forum to support the city's economic transition to net zero	2022	Policy and Insight/JTEF	Partner/Influencer
c	Support and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions	• Deliver high-profile Climate Compact promotion through the continued leadership by Edinburgh Climate Commission	2022	Policy and Insight/Edinburgh Climate Commission	Partner/Influencer
		• Deliver COP26 communications and legacy activity through the Chamber of Commerce to support businesses in recognising the benefits to the city and their business of them taking action on climate change	2022	Policy and Insight/Edinburgh Chamber of Commerce	Partner/Influencer
		• Expand climate compact signatories through continued promotion and engagement activity	2022	Policy and Insight/Edinburgh Climate Commission	Partner/Influencer

Actions for a greener Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
d	Develop proposals for a new Green Innovation Challenge Fund providing financial support to enterprising businesses who meet sustainability and net zero eligibility criteria	• Develop a proposal for a fund providing financial support to enterprising businesses who meet sustainability and net zero eligibility criteria	2022	Place Directorate	Service Provider/Partner
		• Identify and implement sustainable model for fund delivery and operation with appropriate partners	2023-24	Place Directorate	Service Provider/Partner
e	Deliver business mentoring and support programmes to help employers take practical steps to realign their operations towards becoming net zero	• Establish a post within Business Growth & Inclusion team to lead on sustainability and ensure access to specialist knowledge and support is available	2022	Place Directorate	Service Provider
		• Undertake a mapping exercise to identify existing and upcoming support	2022	Place Directorate	Service Provider
		• Monitor need/demand from businesses on an ongoing basis and review/tailor support to ensure appropriate and adequate focus on sustainability priorities.	2022	Place Directorate	Service Provider
		• Embed sustainability training across Council business advisers	2022	Place Directorate	Service Provider
		• Develop mechanisms to inform businesses of support available, e.g. communications, workshops.	2023-24	Place Directorate	Service Provider
		• Work with partners on the short life working group to identify how tourism sustainability and fair work can be built into Visitor Economy of Edinburgh.	2022	Place Directorate/Scottish Enterprise	Partner
f	Support the launch of a new Business for Good programme to provide practical support and training for city businesses to transition to net zero	• Support the launch of a Business for Good online portal providing new toolkits and access to net zero support for businesses,	2022	Policy & Insight/Edinburgh CANB	Partner
		• Support delivery of business support signposting to partners and identification of advice and support available to businesses.	2022	Policy & Insight/Edinburgh CANB	Partner

Actions for a greener Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
g	Support a more circular economy with programmes that supports businesses to reduce, re-use and recycle - minimising waste and improving resource efficiency	• Encourage participation in the Circular Edinburgh programme, and promote the benefits of a circular economy to businesses.	2022	Place Directorate/Edinburgh Chamber of Commerce	Partner/Service Provider
		• Highlight circular economy needs and benefits as an embedded process through business support referral to businesses	2022	Place Directorate/Edinburgh Chamber of Commerce	Partner/Service Provider
		• Explore inclusion of circular economy principles in Council purchasing activities	2022-24	Commercial and Procurement Services	Buyer
		• Work with partners to ensure that all public sector procurement spend actively supports this strategy so that by 2030 all new investment and purchase decisions are net zero.	2022-24	Commercial and Procurement Services	Buyer
		• Increase the proportion of the City's food and drink sourced from sustainable local and regional supplies	2022	Policy & Insight/Edible Edinburgh	Partner
		• Support local food growing in Edinburgh through delivery of the City's Food Growing Strategy	2022	Policy & Insight/Edible Edinburgh	Partner
h	Scope out the skill requirements for future green industries, and align city wide workforce development programmes to meet the developing needs of net zero businesses	• Engage with city stakeholders and identify the skills needed to deliver a just transition to net zero and carry out gap analysis	2022	Place Directorate/Further and Higher Education Institutes	Partner
		• Develop city skills provision where intervention is most needed to support Edinburgh's future net zero skills requirements, targeted towards communities at greatest risk of poverty	2023-24	Place Directorate/Further and Higher Education Institutes	Partner
		• Align technical skills programs delivered by higher education providers with new and net zero markets to ensure sustainable, net zero jobs	2023-24	Place Directorate/Further	Partner

Actions for a greener Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
				and Higher Education Institutes	
i	Support people from all backgrounds to access good quality jobs in a net zero economy, and ensure that new job opportunities are accessible to those at risk of poverty	• Deliver an employability support program targeted to meet market needs (external led)	2022	Place Directorate/Edinburgh Local Employability Partnership	Service Provider/Partner
		• Engage businesses to raise awareness of the benefits of sustainability skilled employees and embedding fair work practices.	2023-24	Place Directorate/Edinburgh Local Employability Partnership	Service Provider/Partner
		• Deliver a vocational training program to help people with barriers to employment access fair work	2022	Place Directorate/Edinburgh Local Employability Partnership	Service Provider/Partner
j	Call on the Scottish Government to build coherent and flexible legislative and regulatory frameworks that empower city-led responses to the climate emergency	• Write to Scottish Ministers setting out the need to: - Draw on lessons from the Covid-19 response which enabled the public sector to make fast decisions - Remove regulatory barriers that limit the effectiveness of local responses - Deliver new funding programmes to help businesses become net zero quickly	2022	Policy & Insight/Place Directorate	Influencer

Actions for a Fairer Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
a	Lead and deliver the Edinburgh Living Wage City Action Plan and Council Fair Work Action Plan to promote adoption of real living wage and fair work practices among Edinburgh businesses	Work with partners to secure an additional 100 living wage accredited employers in Edinburgh each year	2022-26	Policy & Insight/Ed Living Wage Action Gp	Partner/Influencer
		Hold target sector focused events with businesses to understand barriers to take up and what incentives or support would be most effective in encouraging employers to pursue living wage accreditation and fair work practices	2022	Policy & Insight/Ed Living Wage Action Gp	Partner/Influencer
		Hold workshops with trade unions and workers to understand and promote the impact of fair work on workers lives.	2022	Policy & Insight/Ed Living Wage Action Gp	Partner/Influencer
		Establish a short-term Gig Economy Forum to understand the real experiences of, and to explore actions that could improve working conditions, rights and quality of employment for workers in the gig economy	2022	Policy & Insight/Place Directorate	Partner/Influencer
		Deliver events and communications campaigns to promote and maximise awareness of the Real Living Wage and the business benefits of accreditation	2022	Policy & Insight/Ed Living Wage Action Gp	Partner/Influencer
		Explore the potential for use or development of existing schemes (including Fair Fringe Charter, Construction Charter, Living Hours campaign and others) to promote living wage take up and wider fair work goals	2022-24	Policy & Insight/Ed Living Wage Action Gp	Partner/Influencer
		Celebrate new living wage accreditations and hold annual events to mark Living Wage week, and to celebrate all Edinburgh's Fair Work Employers	2022	Policy & Insight/Ed Living Wage Action Gp	Partner/Influencer
b	Support and advise Edinburgh businesses on how to adopt and implement fair work practices	Promote the ethical and sustainable values and benefits of fair work to companies looking to invest in the city.	2022	Place Directorate	Service Provider
		Embed advice and toolkits for fair work and living wage accreditation into Council operated business support services	2022	Place Directorate	Service Provider
		Work with employers to enhance knowledge, understanding and provision of adjustments that can be made to recruit and retain candidates from underrepresented groups (e.g. care	2022	Place Directorate	Service Provider

Actions for a Fairer Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
		experienced, disabled, homelessness, young people, ex-offenders, refugees).			
c	Provide city leadership as a fair work employer in Edinburgh, through our post pandemic return to workplace plans and beyond.	Ensure all Council employees have access to fair work and maintain Council accreditation as a Real Living Wage employer.	2022-24	Human Resources	Employer
		Ensure staff have an effective voice and support in the workplace through Trade Union representation, best practice employment policies and the colleague networks who support workers that share a common protected characteristic	2022	Human Resources	Employer
		Implement our Equality and Diversity Framework and deliver on the commitments in our Diversity & Inclusion Strategy and Plan to ensure the Council has a workforce where all people feel value, included and able to be their best at work	2022	Human Resources	Employer
		Develop and establish a workers' association to provide representation and a forum for workers on casual contracts to inform Council policy in the delivery of a fair work experience.	2022-24	Human Resources	Employer
d	Apply Fair Work First practices in all regulated Council purchasing activities where appropriate and proportionate	Increase training and awareness of fair work for Council staff and bidding organisations. Demonstrate the benefits of fair work to supply chains contractors including promoting the Real Living Wage and opportunities for training and development.	2022	Commercial and Procurement Services	Buyer
		Undertake a review of the Council's Sustainable Procurement Policy, to build on and complement work already undertaken to promote fair work and the Real Living Wage and include an objective of increasing the number of Council suppliers who pay the Real Living Wage and are accredited.	2022	Commercial and Procurement Services	Buyer
		Apply Fair Work First guidance to every new regulated tender, seeking to ensure that businesses bidding for Council contracts are committed to the Fair Work First criteria, including providing fair pay.	2022	Commercial and Procurement Services	Buyer

Actions for a Fairer Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
		Gather and interrogate available data from the last two financial years on tenderers to regulated Council contracts who are not currently Real Living Wage accredited employers to better understand the Living Wage landscape by sector and use this information to target future increases in accreditation.	2022-24	Commercial and Procurement Services	Buyer
e	Maximise the community benefit opportunities from Council procurement, and promote Community Wealth Building practices across the city	Increase community benefits delivered by suppliers, including employment and training opportunities to support people into fair work.	2022	Commercial and Procurement Services/ESES CRD	Buyer
		Increase awareness and education of community benefits through working with current and potential suppliers	2022	Commercial and Procurement Services	Buyer
		Work with partners in delivery of Community Wealth Building projects, and seek opportunities to strengthen Edinburgh's approach to People centred approaches/Community Wealth building	2022	Place Directorate	Partner
f	Help people of all ages and backgrounds to easily access and progress in fair work, training or further education through the Edinburgh Guarantee for All programme	Deliver the Edinburgh Guarantee for All programme and promote jobs and opportunities boards, to help people of all ages find jobs, training and skills sessions.	2022	Place Directorate	Service Provider
		Work with employers to create new opportunities for all citizens, regardless of their age or background, with particular focus on supporting those who face additional barriers.	2022	Place Directorate	Service Provider/Partner
g	Deliver an integrated network of employability support and training across Edinburgh, with dedicated support for people with complex needs or from target groups	Deliver a new blended employability service to provide person centred supported employment for people with a disability or long term health condition; intensive employability support for those with complex needs or additional barriers to employment; support for income maximisation; support for those facing in work poverty; and, support with digital literacy for employability	2022	Place Directorate	Service Provider/Partner
		Manage delivery of Scottish Government funded programmes including Young Person's Guarantee, Parental Employability	2022	Place Directorate	Service Provider/Partner

Actions for a Fairer Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
		Support, Partnership Action for Continuing Employment, and No-one Left Behind.			
		Deliver Edinburgh Project SEARCH to provide employment and learning opportunities for young people with a disability.	2022	Place Directorate	Service Provider/Partner
		Deliver the Council's Education Improvement Plan to improve attainment for all, and to close the attainment gap between the most and least disadvantaged children	2022-24	Education and Children's Services	Service Provider/Partner
		Work with partners in delivery of the Developing Young Workforce programme to better prepare young people for the world of work and help business to be more involved in informing, inspiring and hiring youth talent	2022	Education and Children's Services	Service Provider/Partner
		Support delivery of the ESES City Region Deal Integrated Regional Employability and Skills programme, including management of the Intensive Families Support Service, Integrated Employer Engagement, and Integrated Knowledge Systems projects	2022	Place Directorate/ESES City Region Deal	Service Provider/Partner
h	Work with city partners to develop the city's skills system to maximise progression into employment in key current, and emerging sectors and technologies (data, digital, green industries)	Deliver the Edinburgh Learns For Life plan to ensure improvement in employability skills and sustained positive school leaver destinations for all young people	2022-24	Education and Children's Services	Service Provider
		Work with partners including Skills Development Scotland, Higher and Further Education Institutes to ensure key sectors in the region can shape skills needs and programmes	2022-24	Place Directorate/ESES City Region Deal	Partner/Influencer
		Support delivery of the ESES City Region Deal Data Driven Innovation Skills Gateway Programme, bringing together industry, universities, colleges, and schools to provide routes into data or digital careers.	2022-24	Place Directorate/ESES City Region Deal	Partner
		Support delivery of the ESES City Region Deal Housing, Construction, and Infrastructure Skills Gateway Programme,	2022-24	Place Directorate/ESES City Region Deal	Partner

Actions for a Fairer Edinburgh economy. The City of Edinburgh Council will…					
	Action	**Detail**	**Timescale for output**	**Lead Service/Partner**	**Council Lever**
		helping people across the region to gain new and emerging construction industry skills.			
		Support delivery of the FUSE programme to support people into good jobs in retail, and support delivery of a new Hotel School to offer skills, training, and access to employment in the hospitality sector.	2022-24	Place Directorate	Partner
i	Deliver a 20-minute Neighbourhood strategy that supports local economies and businesses to provide the daily needs of their communities and create local jobs	Deliver the 20-minute Neighbourhood Strategy	2022-24	Place Directorate	Service Provider
j	Work with city businesses and partners to influence Scottish Government for the local powers and responsibilities we need to ensure a fairer Edinburgh economy	Write to Scottish Ministers and UK Governments setting out the support, collaboration, and powers needed to deliver the aims of this strategy	2022	Policy & Insight/Place Directorate	Influencer/Partner

Appendix 5 – Monitoring Progress

In June 2021 the Council published a new Planning and Performance Framework to guide monitoring of the delivery of the Council Business Plan[xlix]. That framework is fully aligned to this Edinburgh Economy Strategy and includes 13 core key performance indicators covering progress in areas outlined in this document.

Progress against these measures will be reported to the Council's Policy and Sustainability Committee as part of annual monitoring of this strategy, alongside regular reporting to this and other Executive committees on key projects as required.

These KPIs and Milestones identified in the table above will be further supplemented by the ongoing publication of the Edinburgh **Economy Watch** and the annual **Edinburgh By Numbers** publications.

These publications provide elected members and citizens with regular updates on progress of the city economy, including Edinburgh level analysis of:

- Latest economic forecasts
- Business trends and data
- Labour market analysis
- Analysis of earnings, productivity, wellbeing, skills and employability issues
- As well as discrete analysis of other key issues of importance to the economy.

KPI / Milestones	Type	Baseline	Target
Positive destinations for school leavers	Council metric	92.5%	
Number of new Council apprenticeships	Council metric		Increase by 1% Year 1
% council suppliers of new regulated tendered contracts that are committed to paying the real living wage	Council metric	70%	+2% in year 1
City of Edinburgh retains its accreditation as a living city	Council metric		To retain
Number of living wage employers	Citywide metric	520	620 in year 1
New business births per 10,000 residents	Citywide metric	54.96	Monitor only no target
Employed residents as a percentage of all residents aged 16-64	Citywide metric	77.2%	
Total number of engagements through business gateway	Council metric	3,082	To be developed
Total number of individuals supported by Council funded employability programmes	Council metric	3,719	3,800 (year 1)
Percentage of procurement spend via SMEs	Council metric	52%	52% (year 1)
Percentage of procurement spend in EH postcode	Council metric	47.57%	50% (year 1)
Investment in supporting the arts and culture sector in the city	Council metric		£5.6M (year 1)
Total City's emissions (in MtCO2e)	Citywide metric	2,428	6% reduction

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Supporting the Visitor Economy in Edinburgh

Executive/routine	**Executive**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 Policy and Sustainability Committee is asked to:

1.1.1 Note the recent review of all aspects of the Visitor Economy in Edinburgh, the steps taken to implement recommendations from the review and the timeline for implementation of agreed actions; and

1.1.2 Approve the winding up of Marketing Edinburgh Limited, and instruct the Board and Council officers to make the necessary arrangements to wind up the company.

Paul Lawrence

Executive Director of Place

Contact: Elin Williamson, Business Growth and Inclusion Senior Manager

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Supporting the Visitor Economy in Edinburgh

2. Executive Summary

2.1 This report sets out the outcome of the recent review of all aspects of the Visitor Economy in Edinburgh and the steps taken to implement the recommendations from the review. The report also requests approval to commence the winding up of Marketing Edinburgh Limited (Marketing Edinburgh). Subject to submission of all of the necessary documentation, the winding up is expected to come into effect three months after the process is commenced.

3. Background

Tourism and Hospitality Sector

3.1 In the Business Bulletin for Policy and Sustainability Committee on 3 August 2021, it was noted that a review of all aspects of the Visitor Economy has recently been carried out and officers were asked for further updates on this.

3.2 The challenges for the tourism industry arising from the Coronavirus (COVID-19) pandemic have been well documented. This, together with uncertainties around funding for Edinburgh Tourism Action Group (ETAG), led the Strategic Implementation Group (SIG) for the agreed Edinburgh 2030 Tourism Strategy (the Tourism Strategy) to decide that a third party consultant should be brought in to identify a solution to address both the short term/immediate recovery work required as well as the longer term work to implement the Tourism Strategy.

3.3 It was agreed that this work would be funded equally by the Council and Scottish Enterprise from existing budgets.

3.4 A steering group with Council Officers and representatives from Scottish Enterprise, ETAG and Visit Scotland was put in place to oversee the consultant's work and to bring recommendations to the SIG.

3.5 The review focused on structural and organisational responsibilities and resourcing to ensure that appropriate arrangements for supporting the Visitor Economy both immediately through recovery and in the future are in place.

Marketing Edinburgh

3.6 Marketing Edinburgh is an arms' length external organisation (ALEO) of the City of Edinburgh Council. The company is wholly owned by the Council.

3.7 In March 2020, the Leadership Advisory Panel approved the hibernation of Marketing Edinburgh, and in July 2020 the Policy and Sustainability Committee approved the transfer of all current staff, assets and liabilities from Marketing Edinburgh to the Council.

3.8 The transfer from Marketing Edinburgh to the Council was concluded on 31 March 2021.

4. Main report

Supporting Recovery of the Visitor Economy

4.1 Following a competitive tendering exercise, consultancy ekosgen were appointed in June 2021 to lead the development of short/immediate term and longer term action to support the recovery of the Visitor Economy. Over the course of four weeks they consulted with 40 stakeholders (businesses, attractions, sector representatives, communities, the Council and national/governmental agencies).

4.2 They also performed an extensive desktop review to understand the pre and post pandemic visitor economy in Edinburgh. Through the review, the consultants also reviewed several international comparator cities, which demonstrated a range of approaches to the leadership, delivery and governance of city visitor economies.

4.3 Their findings identified a number of operational and strategic challenges and also highlighted major risks to the city's economy should no action be taken.

4.4 The consultants recommended short term actions (for a period of circa 18 months):

4.4.1 A number of Short Life Working Groups (SLWGs), coordinated by a Project Manager, which should report to the SIG via a new Strategic Advisory Group; and that

4.4.2 The SIG should also become formally recognised as the single forum for strategic partnership issues for the Visitor Economy in Edinburgh.

4.5 Over the longer term (more than 18 months), the consultants recommend that a Destination Management and Marketing Office (DMMO) is established, creating a clear transparent structure with strong strategic leadership and with all relevant partners and stakeholder groups at the table, including residents, industry, and the public sector.

4.6 The recommendations also suggest that the details of the future model, including structure and funding model, should be developed and implemented by the Project Manager over the next 18 months.

4.7 Following consideration of the consultant's report, the SIG has agreed to implement the recommendations with some minor modification. An Operational Advisory Group has been established and has been tasked to recruit a Project Manager.

4.8 As the Council Leader chairs the SIG, it was agreed that the Chair of ETAG will chair the Operational Advisory Group.

4.9 The SIG also agreed to establish three SLWGs:

4.9.1 Marketing, led by the Council;

4.9.2 Sustainability and Fair Work, led by Scottish Enterprise; and

4.9.3 Business Events, led by Edinburgh International Conference Centre Ltd (EICC).

4.10 Each of the SLWGs will manage their dedicated area over the next 18 months and will also feed into the wider work, led by the Project Manager, on shaping the long-term model.

4.11 A summary governance structure for this work is shown in Appendix 1.

4.12 The Project Manager is expected to present the business case for the long-term model to the SIG in June 2022 and then to work on engagement and implementation until April 2023, when it is envisaged that the long-term model will be put into practice.

4.13 In parallel, VisitScotland will lead a separate piece of work on what opportunities there are for partners in the Edinburgh and South East Scotland City Region Deal to collaborate further on the various aspects of the Visitor Economy. Any long-term model for Edinburgh will need to take this regional work into consideration.

4.14 Following the approval of the business case by the SIG, a report on the proposed structure will be prepared for Policy and Sustainability Committee, with recommendations as to the future role of the Council in the partnership.

Marketing Edinburgh

4.15 Since the staff, asset and liabilities transfer from Marketing Edinburgh into the Council is now complete, Council officers have considered the options for the organisation moving forward.

4.16 One strong message that came through the ekosgen report was that, in order for the long-term model to be successful, it would require to be a partnership between private and public sector, and the option of a Council-led/owned model was strongly discouraged.

4.17 The report also stated that the long-term model should be focused on Destination Management and Marketing, leading on the management of the city as a destination and not just the marketing of the city.

4.18 The SIG further expressed a wish that the long-term model should encompass all aspects of the Visitor Economy, ensuring this aligns with the city's economy as a whole.

4.19 Therefore, as the company is no longer operating and has no remaining assets or liabilities, it is proposed that Committee approve the striking off of Marketing Edinburgh from the Companies House register, and to progress with the necessary arrangements to wind up the company.

4.20 Audited accounts for the financial year to 31 March 2021 are currently being prepared.

5. Next Steps

5.1 The Operational Advisory Group has been established and they are progressing with the actions agreed by the SIG. It is anticipated that a Project Manager will be recruited by the end of November 2021. The SLWGs have also been established and will liaise with the Project Manager once appointed.

5.2 If the recommendations in this report are approved, Council officers will work with the Board of Marketing Edinburgh to make the necessary arrangements for the company to be struck off the Companies House register and dissolved.

6. Financial impact

6.1 All costs incurred in the current financial year will be met from within existing budgets in the Place Directorate. Additional funding may be required for the financial year 2022/23 and this would need to be considered as part of the relevant budget process.

6.2 The business case for the long term model will contain funding requirements from all partners, including the Council. This will need to be considered as part of future budget processes.

6.3 The are no anticipated financial issues associated with winding up Marketing Edinburgh. Audited accounts for financial year 2020/21 are in the process of being prepared and will be submitted to Companies House in advance of 31 March 2022.

7. Stakeholder/Community Impact

7.1 The review by ekosgen involved individual consultations with 40 stakeholders including businesses, attractions, sector representatives, communities, the Council and national/governmental agencies.

7.2 On 23 June 2021 the Board of Marketing Edinburgh requested that Council officers take advice on the next steps for the future of the company. Council officers have since liaised with internal legal and finance teams as well as French Duncan, who currently act as Marketing Edinburgh's auditor, to understand the different requirements should the company be wound up.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 Appendix 1 - Structure chart of the Visitor Economy Governance Structure.

SLWG

Future model project work

SIG (Strategic Implementation Group)

Chair: City of Edinburgh Council

Strategic decisions

The SIG is responsible for approving the action plan associated within the delivery of the 2030 Strategy and ensuring that resources are in place to allow the strategy to be fully implemented.

Operational Advisory Group

Chair: ETAG

Operational management & oversight, provide advice to SIG

The OAG delivers the actions agreed by the SIG for Edinburgh's Tourism Recovery Plan and the 2030 Strategy.

- Marketing — Lead: City of Edinburgh Council
- Sustainability and Fair Work — Lead: Scottish Enterprise
- Business Events — Lead: EICC
- Edinburgh & Partners — Lead: PMO
- 'Regional Opportunities' — Lead: VisitScotland

Day to day management of working group area, key contributors to future model project work.

Development of business cases and funding model, lead on implementation following SIG approval

Industry engagement

Lead: ETAG

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Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Performance Update Report

Executive	**Executive**
Wards	
Council Commitments	

1. Recommendations

1.1 That members of the Policy and Sustainability Committee note the Performance Update report.

1.2 That the Committee notes the progress to date and next steps for implementation of the Council's Planning and Performance Framework.

Stephen S. Moir

Executive Director of Corporate Services

Contact: Edel McManus, Change and Delivery Manager

Strategic Change and Delivery Team, Corporate Services Directorate

E-mail: edel.mcmanus@edinburgh.gov.uk

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Performance Update Report

2. Executive Summary

2.1 The purpose of this report is to present the first Performance Update report to the Committee and to provide an update on progress with implementation of the new Planning and Performance Framework (PPF).

3. Background

3.1 The Council's Planning and Performance Framework was approved by the Policy and Sustainability Committee on the 10 June 2021. The framework sets out our approach to planning and performance within the Council and details the Key Performance Indicators (KPIs) and milestone the Council will use to measure the priorities and outcomes detailed in the Council's Business Plan: Our Future Council, Our Future City.

3.2 Through the development of the PPF we aim to:

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

3.3 The PPF will embed a performance and service improvement driven culture within the organisation based on the Plan, Do, Check, Act methodology. It provides the process and practice to link our strategic planning to annual service planning underpinned by performance measures and monitoring to drive service improvement and ensure that we are delivering our priorities and outcomes.

4. Main report

Performance Update

4.1 The Performance Update report (Appendix A) provides an update on the initial suite of indicators to be used to monitor the Business Plan.

4.2 The report includes:

- 54 annual indicators, however data will not be available until the end of the financial year or in the case of education indicators the academic year. Where available interim figures have been included.
- 33 monthly or quarterly indicators/measures.
- 11 milestones.

4.3 It should be noted that the data included in the report is the latest available data and reflects the current position at the time of publication.

KPIs amendments and clarifications:

4.4 The PPF is a live document and as such there have been updates and clarifications since we last reported to Committee in June of this year.

- Two targets have been updated:
    - Number of people supported with welfare rights queries by the Advice Shop. The target should have been shown as 4,400 as the 6,000 target refers to contacts received by Advice Shop and not individuals supported.
    - Conversion rate between Adult Protection Contacts and 'Duty to Enquire' carried out. The target should have been shown as 70% as agreed with service and not 100% as reported in the PPF.
- Four indicators requiring clarification/amendment:
    - Number of new council apprenticeships – this was shown as a percentage in PPF report. Following work with the service to align reporting with what is being monitored we have changed the indicator to a count.
    - Number of affordable homes approved target 2021/22 has been finalised as 1,200. The PPF report in June included an interim target of 2,019 (based on pre-Covid projection).
    - Number of affordable homes completed target 2021/22 has been finalised as 1,218. The PPF report in June included an interim target of 1,445 (based on pre-Covid projection).
    - Recycling rate target of 41% for 2021/22 has been agreed by the service.

4.5 For each indicator, the report provides:

- the latest data available with a Red, Amber of Green (RAG) status.
- a chart showing the trend analysis of data (current year data compared to the two previous years).

4.6 Along with the traditional Red, Amber and Green status, two additional RAG status gradings have been used:

- Grey – this RAG is used for indicators that are for monitoring purposes only and consequently no target has been set for these.
- Blue – this RAG is used for any indicator where it is not appropriate to assign a Red/Amber/Green status at this time for one of the following reasons:
    - New metric so awaiting baseline data before a target can be set.
    - Indicator impacted by Covid-19 so awaiting new baseline before a target can be set.
    - Annual figure so RAG can only be assigned against end of year.

4.7 For milestones, the following statuses have been assigned:

- Milestone has been completed.
- Milestone is in progress.
- Milestone is delayed and/or unlikely to be met.

Planning and Performance Framework – Implementation update

4.8 Following approval of the Planning and Performance Framework (PPF) progress has been achieved as follows:

- Developed annual service plans at Directorate and Divisional level. Each plan details the specific actions each service will undertake in the next 12 months to progress the priorities and outcomes of the Business Plan, key service objectives and measures of success.
- Developed a data dictionary for the KPI's (Appendix B). The data dictionary provides a description of the indicator (along with rational for target setting).
- Mapped the Business Plan outcomes against the Best Value Directions (Appendix C).
- Designed and developed the performance update scorecard and dashboard.

4.9 The PPF report stated that the planning process will commence in March and the review process in November of each year. However, in this first year, the PPF was not approved until June by the Committee and, consequently, the Directorate and Divisional plans were not completed until September. Therefore, for this year, we will defer the review for this year's annual service plans until March 2022. This review will inform the development of year two annual service plans which will be completed by April 2022.

4.10 We continue to work with service teams on the phased implementation of the PPF and embedding a performance and service improvement culture including:

- Development of Directorate and Divisional level scorecards and dashboards and the establishment of performance monitoring and continuous improvement regimes at all levels in the organisation.
- Further development of the Performance pages of the Council website to improve our performance reporting to the Public.
- Preparation for the year one review and year two planning processes.
- Continuing to evolve and improve our Performance update report based on stakeholder feedback.

5. Next Steps

5.1 The second performance update report will be submitted to Policy and Sustainability in February 2022.

5.2 The year one review process will be completed by March 2022 and year two planning process will completed in April 2022.

5.3 Directorate and Divisional level scorecards and dashboards aligned to annual plans will be developed by the of March 2022.

5.4 A new quarterly Public Performance Scorecard and improvements document will be published on the performance section of the Council's website by the end of March 2022.

6. Financial impact

6.1 The Planning and Performance Framework has been designed within the available capacity and resource of the Strategic Change and Delivery Team and supporting resource available from Directorate Management Teams. There are therefore no further financial implications at this stage.

7. Stakeholder/Community Impact

7.1 Key stakeholders including Elected Members, The Community Planning Partnership (The Edinburgh Partnership), Corporate Leadership Team and Directorate Senior Management Teams, as well as the Edinburgh Health and Social Care Partnership and other agencies that we share performance information with, continue to be

engaged with the development of the Planning and Performance Framework and/or the ongoing sharing and monitoring of performance information.

8. Background reading/external references

8.1 Council Business Plan

8.2 Planning and Performance Framework

9. Appendices

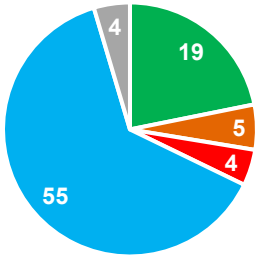
9.1 Appendix A - Performance Update Report

9.2 Appendix B - Data Dictionary

9.3 Appendix C - Business Plan outcomes mapped against the Best Value Directions.

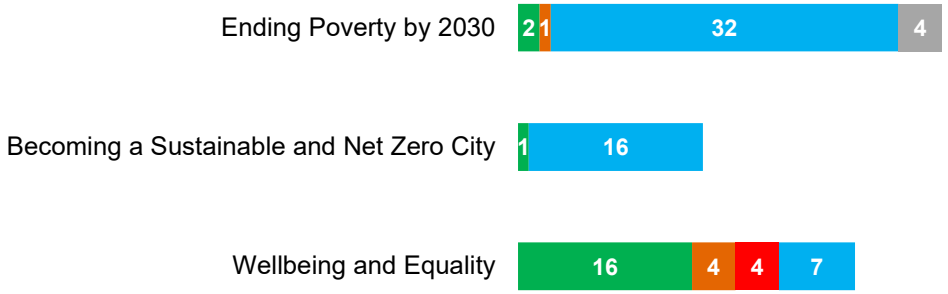
City of Edinburgh Council Performance Update - November 2021

Performance by Target

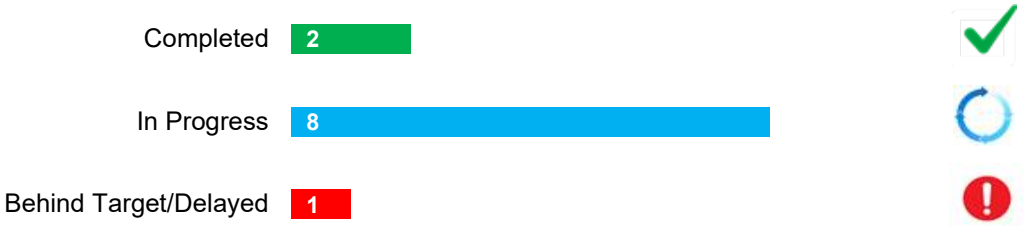


- Performance is on or ahead of target
- Performance is behind target by 5% or less
- Performance is behind target by more than 5%
- No Target Currently
- Indicator for monitoring only, no target set

Performance by Priority

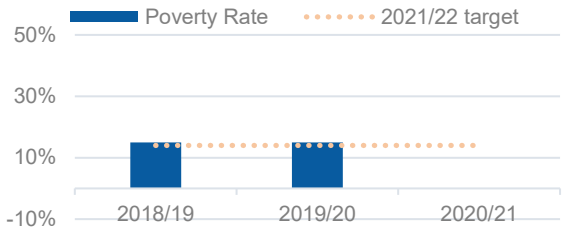
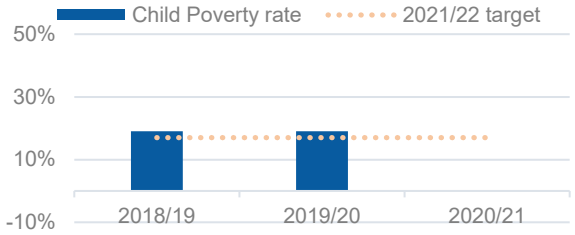
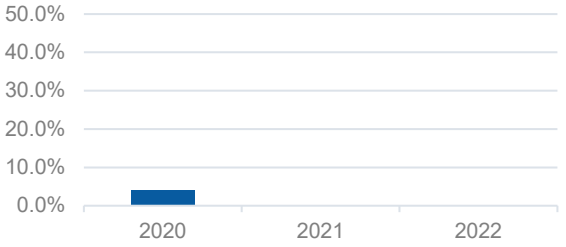


Status of Milestones



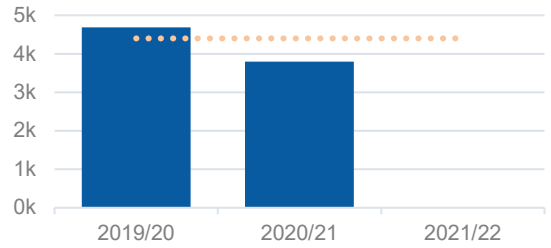
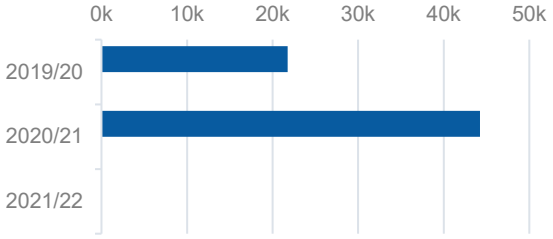
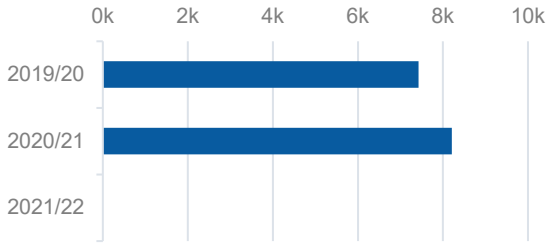
Ending Poverty by 2030

On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission

KPI	Previous		Current		Target	Visual	RAG	Comments
Percentage of people living on incomes below the poverty threshold	2018-19	**15.0%**	2019-20	**15.0%**	**Not Applic**			*Annual figures with a lag time in reporting.* Latest Poverty figures are for 2019/20 and remain static at 15% and do not show the full impact of Covid. Annual progress report discussed at P&S Committee in Oct 2021 provides a detailed update on all actions being progressed. Next data available Spring 2022. Interim target of a 3 percentage point (15% to 12%) reduction in child poverty by 2024.
Percentage of children living in families on incomes below the poverty threshold	2018-19	**19.0%**	2019-20	**19.0%**	**Not Applic**			*Annual figures with a lag time in reporting.* Latest Poverty figures are for 2019/20 and remain static at 19% and do not show the full impact of Covid. Annual progress report discussed at P&S Committee in Oct 2021 provides a detailed update on all actions being progressed. Next data available Spring 2022. Interim target of a 5 percentage point (19% to 14%) reduction in child poverty by 2024.
Percentage of people living in destitution	2020	**4.0%**	2021	**Annual fig**	**Not Applic**			*Annual figures with a lag time in reporting.* Refreshed Poverty figures give a new baseline for people in destitution of 4%. Annual progress report discussed at P&S Committee in Oct 2021 provides a detailed update on all actions being progressed. Next data available Spring 2022.
A new city wide approach to commissioned advice services is agreed with partners	Not applicable		one off		**Q3 21/22**			This project is being progressed by the Edinburgh Partnership. The first stage is an independent review of current arrangements which is expected to be completed by January 2022.

Ending Poverty by 2030

On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission

KPI	Previous		Current	Target	Visual	RAG	Comments
Number of people supported with welfare rights queries by the Advice Shop	2020-21	**3,800**	Apr - Oct 21 **4,464,**	**4,400**			*Annual figure (available at end of financial year - April 22).* After a decrease in the number of people provided with advice in 2020/21 due to Covid restrictions, interim figures (Apr - Oct 21) show 4,464 people have been provided with advice this year which is ahead of the target for 2021/22.
Scottish Welfare Fund payments	2020-21	**44,226**	Apr - Sep 21 **23,163**	**Not Applic**			*Annual figure (available at end of financial year - April 22).* Interim figures (Apr - Sep 21) of 23,163 applications show that the increase in citizens requiring crisis and community care grants in 2020/21, one impact of Covid, continues.
Discretionary Housing payments	2020-21	**8,205**	Apr - Sep 21 **6,827**	**Not Applic**			*Annual figure (available at end of financial year - April 22).* Interim figures (Apr - Sep 21) of 6,827 show that the increase in the number of housing payments, seen 2020/21, continues.

On track to deliver new prevention service models

New long term plan for delivery of a prevention based Council service model approved and in implementation	Not applicable		one off	**Q3 21/22**			Council investment of £1.2m for designing and implementing new prevention team was confirmed in Spring 2021. Recruitment commencing in Autumn 2021.

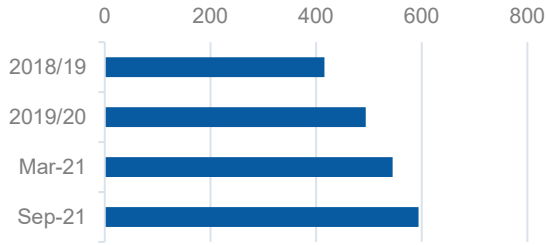
Ending Poverty by 2030

More residents experience fair work and receive the living wage

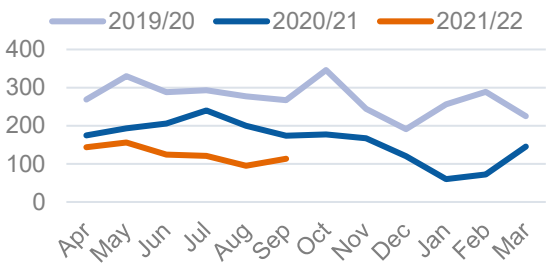
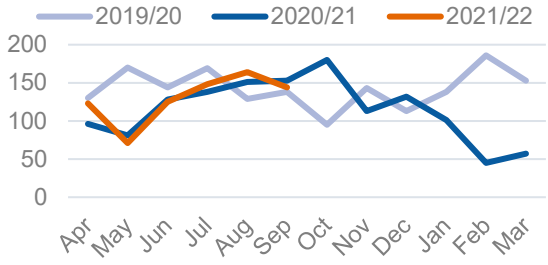
KPI	Previous		Current	Target	Visual	RAG	Comments
Positive Destinations for School Leavers	2019-20	**92.5%**	2020-21	**Annual fig**	**Not Applic**		*Annual figure (based on academic year) with one year lag in reporting.* The percentage of positive destinations for school leavers fell 2.6% from 2018/19 to 2019/20 (latest data). The latest figure refers to leavers in June 20, and so will be impacted by Covid. However the long term impact is not yet known so It is not possible to set a target at this stage. Next data expected to be published in early 2022.
Number of new council apprenticeships	2020-21	**26**	2021-22	**Annual fig**	**60**		*Annual figure (available at end of financial year - April 22).* The number of new council apprenticeships has increased in 2020/21. This is a 44% increase over the number of new apprenticeships started in 2019/20.
Percentage of suppliers committed to paying the living wage	2020-21	**79.0%**	2021-22	**Annual fig**	**72.0%**		*Annual figure (available at end of financial year - April 22).* The % of council suppliers committed to paying real living wage has gone up from 70% to 79% during 2020/21, already surpassing the 2021/22 target.
Edinburgh City achieves accreditation as a living wage city	Not applicable		one off		**Nov-21**		Multi-sector Action Group formed to support Edinburgh to become a Living Wage City; delivery plan being developed to be submitted to Living Wage Scotland in November.

Ending Poverty by 2030

More residents experience fair work and receive the living wage

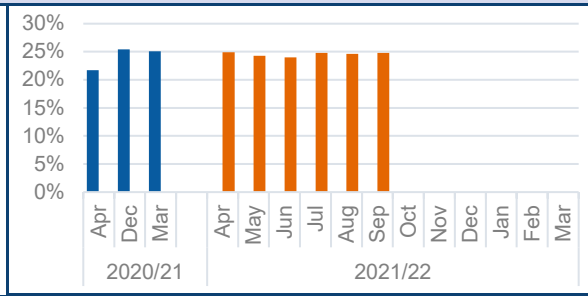
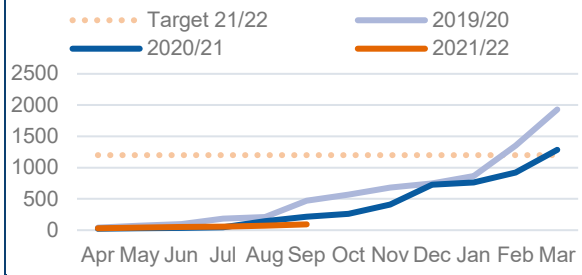
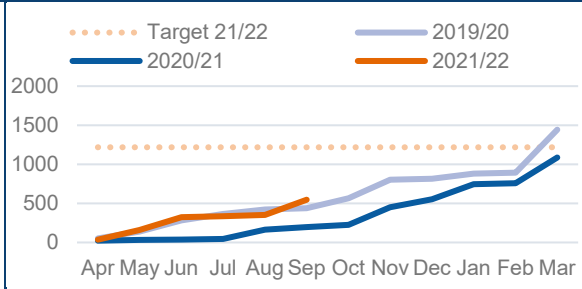
KPI		Previous		Current	Target	Visual	RAG	Comments
Living wage employer accreditation				Yes	Yes			City of Edinburgh Council continues to have living wage employer accreditation.
Number of living wage employers	Mar-21	545	Sep-21	594	Not Applic			*Quarterly figure.* The number of Living Wage employers in Edinburgh continues to gradually increase. From September 2021 the number of living wage employers will be reported on a quarterly basis.

Intervene before the point of crisis to prevent homelessness

Number of households assessed as homeless	6-months average	126	Sep-21	113	Not Applic			*Monthly figure.* The trend in the number of households assessed as homeless continues to be downward, displaying a decrease of over 40% from the same month in 2019/20. Due to the impact of Covid a new baseline is required before a target can be set.
Number of Housing Advice Only presentations	6-months average	129	Sep-21	144	Not Applic			*Monthly figure.* The number of housing advice only presentations is following a similar pattern in 2021/22 as seen in 2020/21, with a drop in figures over the winter months. Due to the impact of Covid a new baseline is required before a target can be set.

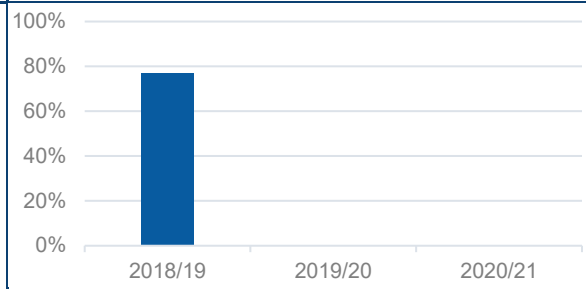
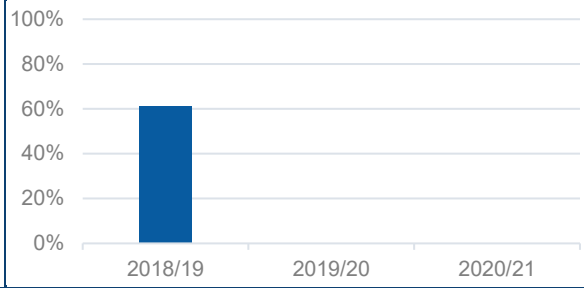
Ending Poverty by 2030

Intervene before the point of crisis to prevent homelessness

KPI		Previous		Current	Target	Visual	RAG	Comments
Percentage of households in unsuitable temporary accommodation.	6-months average	24.6%	Sep-21	24.8%	Not Appli			Prior to April 2021, data was not collected monthly. However from the data available, there was a 3% increase in the number of households accommodated in unsuitable accommodation as a direct impact of Covid 19 between March 2020 and December 2020. Since then, performance remains consistent with around 25% of all households accommodated in unsuitable temporary accommodation. Due to the impact of Covid a new baseline is required before a target can be set.
Ongoing delivery of our 20,000 affordable homes programme								
Number of affordable homes approved	Aug-21	72	Sep-21	93	1,200			Monthly cumulative figures for the first half of 2021/22 show a similar pattern to those in 2020/21 A large number of approvals were expected to come in Aug/Sept but many Housing Association partners were waiting for the increased grant benchmark levels to be confirmed by Scottish Government, before submitting tenders for approval. These were confirmed at the end of Oct, as a result, it is projected that there will be a total of 659 approvals by the end of Nov. There are 25 projects (1,456 approvals) that have been delayed, primarily as a result of the pandemic. Over 75% of these projects have just slipped into the subsequent year.
Number of affordable homes completed	Aug-21	354	Sep-21	547	1,218			The Covid-19 pandemic has impacted on build programmes nationally as, in Scotland, construction work was initially halted and then further health and safety measures (such as physical distancing) remained in place until August 2021. Current guidance seeks to minimise workforce transmission of Covid-19 which is having an impact on overall delivery timescales. The loosening of restrictions does however show in the monthly cumulative figures, with completions above the levels of 2020/21.
Increased attainment for all and in particular for those most disadvantaged								
Percentage of teachers who have met the Teaching, Learning & Assessment "Charter" standard					20%			New metric, first update will be available at the end of 21/22 academic year

Ending Poverty by 2030

Increased attainment for all and in particular for those most disadvantaged

KPI	Previous		Current	Target	Visual	RAG	Comments
Percentage of schools that have achieved the Digital Schools Award Scotland				5%			New metric, first update will be available at the end of 21/22 academic year
Percentage of Primary pupils achieving literacy	2018-19	77.1%	2019-20	Not Avail	Not Applic		*Annual figure (based on academic year).* No data has been collected for academic year 2019/20 due to the Covid-19 pandemic. Data for academic year 2020/21 will be available in December 2021. A new baseline is required before a target can be set.
Percentage of Primary pupils from deprived areas achieving literacy	2018-19	61.1%	2019-20	Not Avail	Not Applic		*Annual figure (based on academic year).* No data has been collected for academic year 2019/20 due to the Covid-19 pandemic. Data for academic year 2020/21 will be available in December 2021. A new baseline is required before a target can be set.
Percentage of Primary pupils who are Looked After achieving literacy	2018-19		2019-20				New metric, first update will be available in December 2021.

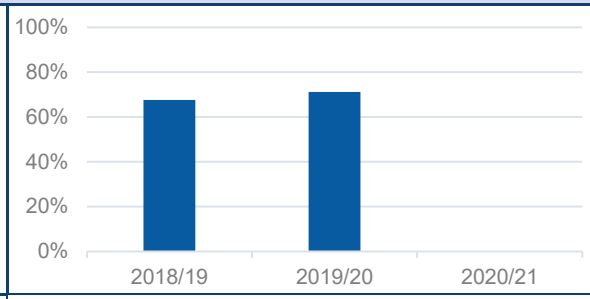
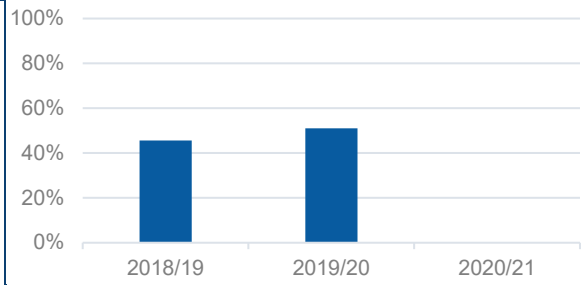
Ending Poverty by 2030

Increased attainment for all and in particular for those most disadvantaged

KPI	Previous		Current	Target	Visual	RAG	Comments
Percentage of Primary pupils achieving numeracy	2018-19	**83.2%**	2019-20	**Not Avail**	**Not Applic**		*Annual figure (based on academic year).* No data has been collected for academic year 2019/20 due to the Covid-19 pandemic. Data for academic year 2020/21 will be available in December 2021. A new baseline is required before a target can be set.
Percentage of Primary pupils from deprived areas achieving numeracy	2018-19	**70.9%**	2019-20	**Not Avail**	**Not Applic**		*Annual figure (based on academic year).* No data has been collected for academic year 2019/20 due to the Covid-19 pandemic. Data for academic year 2020/21 will be available in December 2021. A new baseline is required before a target can be set.
Percentage of leavers with SCQF level 5 in literacy and numeracy	2019-20	**71.7%**	2020-21	**Annual fig**	**Not Applic**		*Annual figure (based on academic year)* *Next data expected to be published in early 2022.* The year 2019/20 has shown an increase of 4.6% of leavers with SCQF level 5 in literacy and numeracy in comparison to the previous period. Due to covid, a new baseline is required before a target can be set.
Percentage of leavers from deprived areas with SCQF level 5 in literacy and numeracy	2019-20	**50.9%**	2020-21	**Annual fig**	**Not Applic**		*Annual figure (based on academic year)* Next data expected to be published in early 2022. There has been an increase of 7.4% of leavers from deprived areas with SCQF level 5 in literacy and numeracy during 2019/20 in comparison to the previous period. Due to covid, a new baseline is required before a target can be set.

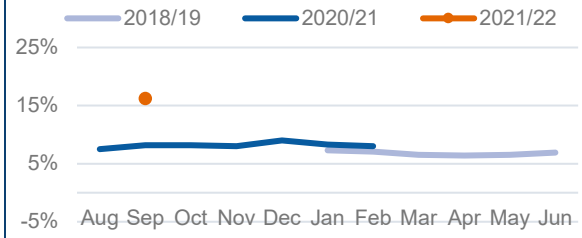
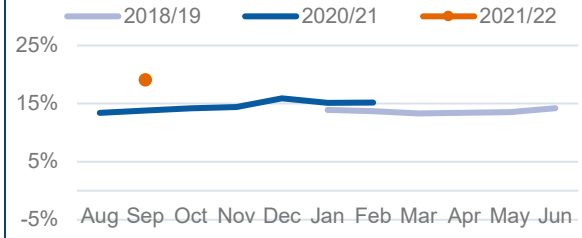
Ending Poverty by 2030

Increased attainment for all and in particular for those most disadvantaged

KPI	Previous		Current	Target	Visual	RAG	Comments
Percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher	2019-20	**71.1%**	2020-21	**Annual fig**	**Not Applic**		●	*Annual figure (based on academic year)* Next data expected to be published in early 2022. There has been an increase of 7.4% of leavers from deprived areas with SCQF level 5 in literacy and numeracy during 2019/20 in comparison to the previous period. Due to covid, a new baseline is required before a target can be set.
Percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher	2019-20	**51.1%**	2020-21	**Annual fig**	**Not Applic**		●	*Annual figure (based on academic year)* Next data expected to be published in early 2022. An extra 5.5% of leavers from deprived areas achieved 1 or more awards at SCQF level 6 or higher during 2019/20 in comparison to the previous period. Due to covid, a new baseline is required before a target can be set.
Percentage of parents receiving funded Early Learning and Childcare through their preferred location	2020-21		2020-22	Increase by 5%		●	New metric, first update expected to be early 2022
Percentage of parents receiving funded Early Learning and Childcare through their preferred model of delivery	2019-20		2020-21			●	New metric, first update expected to be early 2022

Ending Poverty by 2030

Increased attainment for all and in particular for those most disadvantaged

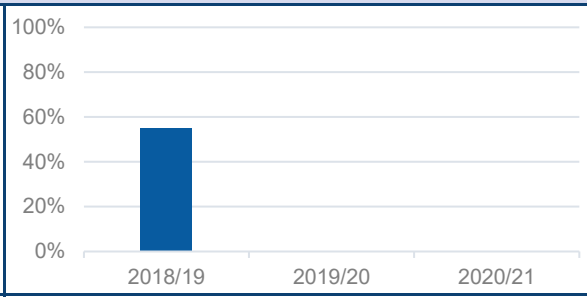
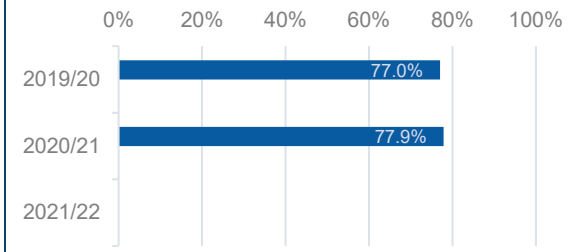
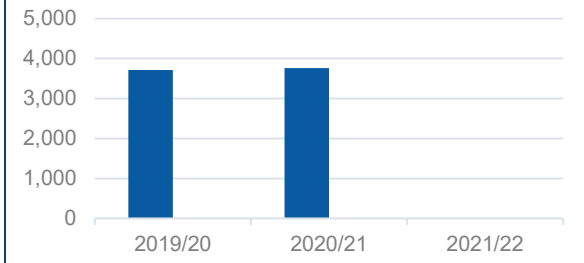
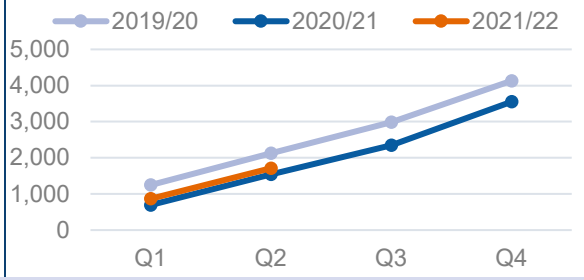
KPI	Previous		Current		Target	Visual	RAG	Comments
Capital spend on the Learning Estate new projects	2020-21	Not Avail	2021-22	Annual fig	£90.73M			*Annual figure.* New Metric: Total spend figure will only available at end of financial year (April 22)
Percentage of Primary pupils with low attendance	Aug-21	Not Avail	Sep-21	16.2%	Not Applic			*Monthly figure (following academic year).* No data has been collected from Mar 2020 to Jun 2021 due to the Covid-19 pandemic. There is a clear focus on supporting schools with maximising attendance whilst acknowledging the ongoing challenge that Covid-19 has brought. As the first figure for this school session only covers four weeks it is estimated that around a third of low attendance could be related to Covid-19. Monthly reporting is in place and further support to schools is planned. Due to the impact of Covid a new baseline is required before a target
Percentage of Secondary students with low attendance	Aug-21	Not Avail	Sep-21	19.1%	Not Applic			*Monthly figure* (following academic year). No data has been collected from Mar 2020 to Jun 2021 due to the Covid-19 pandemic. There is a clear focus on supporting schools with maximising attendance whilst acknowledging the ongoing challenge that Covid-19 has brought. As the first figure for this school session only covers four weeks it is estimated that around a third of low attendance could be related to Covid-19. Monthly reporting is in place and further support to schools is planned. Due to the impact of Covid a new baseline is required before a target

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

Review of Economy strategy completed	Not Applicable		one off		Nov-21	Milestone		Refreshed Edinburgh Economy Strategy consultation underway, with planned publication in November 2021.

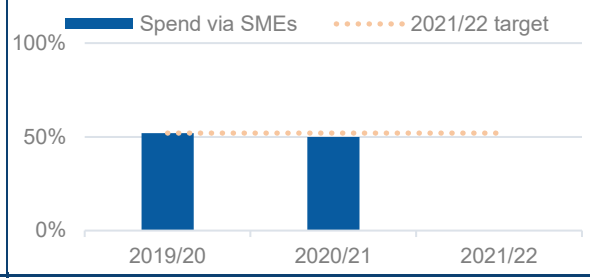
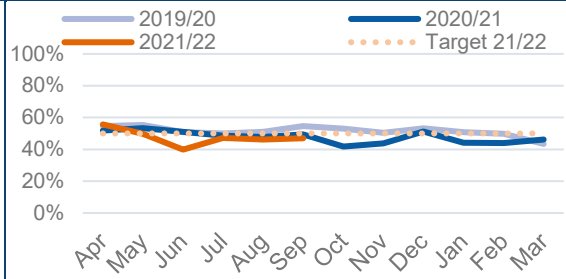
Ending Poverty by 2030

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

KPI		Previous		Current	Target	Visual	RAG	Comments
Business births per 10,000 residents	2018-19	**55.0%**	2019-20	**Annual fig**	**Not Applic**		●	*Annual figure (for monitoring only)* Last update was published in November 2020. The release date for 2019-20 has not yet been announced.
Employed residents as a percentage of all residents	2020-21	**77.9%**	2021-22	**Annual fig**	**Not Applic**		●	*Annual figure (for monitoring only)* There has been a slight increase in the percentage of employed residents during the year 2020/21.
Total number of clients supported by employability and skills services	2020-21	**3,761**	2021-22	**Annual fig**	**Not Applic**		●	*Annual figure.* The number of clients supported by employability services had a small increase of 1.1% during 2020/21.
Number of engagements through business gateway	2020-21 Q2	**1,538**	2021-22 Q2	**1,712**	**Not Applic**		●	*Quarterly figure (cumulative figure).* Quarter one of 2021/22 shows a similar number of engagements for the same quarter in 2020/21 and 2019/20. A target has not been set while the National Business Gateway service undergoes significant change.

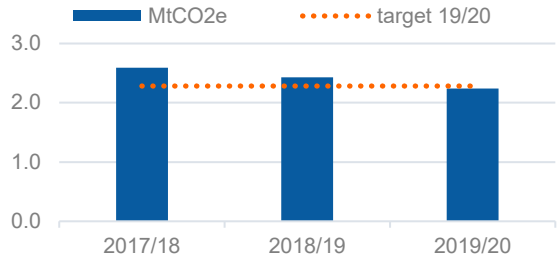
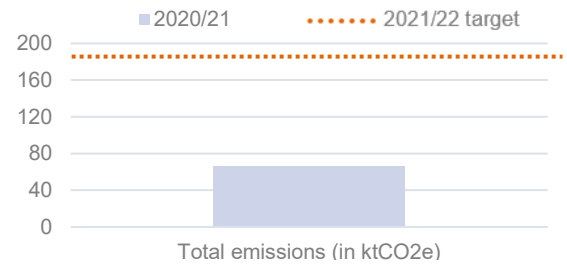
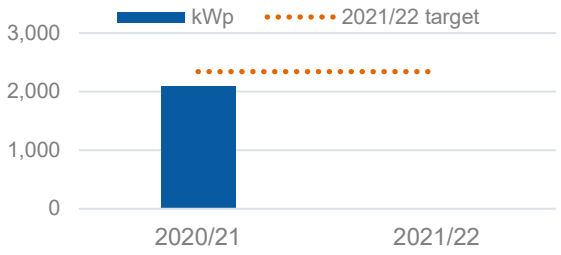
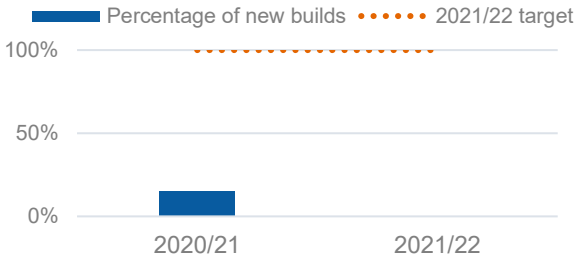
Ending Poverty by 2030

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

KPI		Previous		Current	Target	Visual	RAG	Comments
Percentage of Procurement Spend via SMEs	2020/21	**50.0%**	2021/22	**Annual fig**	**52.0%**		●	*Annual figure.* The % of Procurement Spend via SMEs will only be available at end of financial year (April 22)
Percentage of Procurement spend in EH postcode	Aug-21	**46.2%**	Sep-21	**47.1%**	**50.0%**		●	*Monthly figure.* After a dip in June 2021, the percentage of procurement spend in EH postcode sits just below the target set for 2021/22.
Investment in supporting the arts and cultural sector in the city		**£5.6M**		**Annual fig**	**£5.6M**		●	*Annual figure.* New Metric: Total spend figure will only available at end of financial year (April 22)

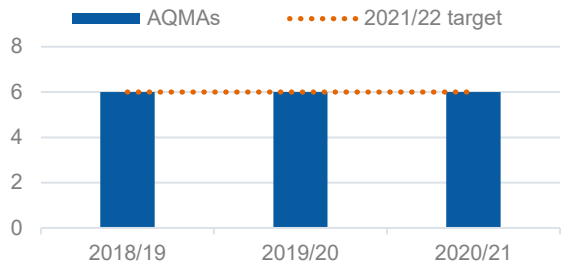
Becoming a Sustainable and Net Zero City

On track to deliver our 2030 net zero target

KPI		Previous		Current	Target	Visual	RAG	Comments
City's emissions (in MtCO2e)	2018-19	**2.428**	2019-20	**2.243**	6% reduction			*Annual figures with a lag time in reporting.* The total city emissions (in MtCO2e) in 2019/20 was 2.243 MtCO2e which is under the target for 2019/20. The annual target for reduction in total emissions is 6%, resulting in a target for 2019/20 of 2.281 MtCO2e. Progress report on 2030 net zero target being reported in separate report to P&S Committee in Nov 21.
Council's emissions (in ktCO2e)	2020-21	**65.65**	2021-22	**Annual fig**	Cml 3 year target - 180.4 ktCO2e			*Annual figure.* The cumulative 3 year target for the councils total emissions is 180.4 ktCO2e. In 2020/21, the Council emitted 65.65 ktCO2e, representing 35% (just over one third) of the three-year cumulated carbon budget. Progress report on Council emissions (Public Bodies Climate Change Duties report) is being reported to P&S Committee in Nov 21 including performance and data. Next figures due to be published in Summer 2022.
Installed Solar Photovoltaic capacity across the Council's operational estate (kWp)	2020-21	**2,092**	2021-22	**Annual fig**	**2,342**			*Annual figure.* New metric. Data available at the end of 2021/22 financial year. Target based on planned project deliverables in 2021/22. Progress report on Council Emissions Reduction Plan being reported in separate report to P&S Committee in Nov 21.
Percentage of new builds in delivery to PassivHaus standard	2020-21	**15%**	2021-22	**Annual fig**	**100%**			*Annual figure.* New metric. 7 are being delivered to Passivhaus Standard with LZC Primary Plant, equating to 15% of projects. This figure will improve as in flight projects, which predated the requirement, are completed.Data available at the end of 2021/22 financial year.

Becoming a Sustainable and Net Zero city

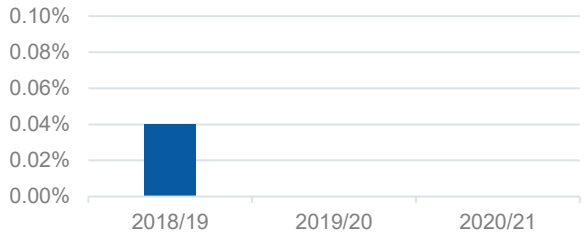
On track to deliver our 2030 net zero target

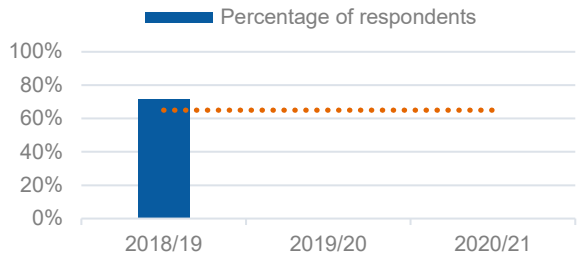
KPI	Previous		Current		Target	Visual	RAG	Comments
Annual Council internal floor area agreed to undergo low energy retrofit works	2020-21	0	2021-22	Annual fig	0m2			*Annual figure* . New metric. This year the focus is on developing plans to progress this project and so the target for 2021/22 is 0, cumulative target will be available in year 2 & 3 reporting.
Number of traffic related Air Quality Management Areas	2020-21	6	2021-22	Annual fig	6			*Annual figure.* The latest data for our Air Quality Management Areas shows concentrations of pollutants at most locations are decreasing. Longer term target to reduce to 0 by 2030.
Percentage of homes that meet EESSH 2	2020-21	Not Applic	2021-22	Not Applic				New standard being implemented (nationally) during 2021. Data available following first statutory return completions - submission date May 22

Becoming a Sustainable and Net Zero City

Citizens are more engaged and empowered

KPI	Previous		Current	Target	Visual	RAG	Comments
Percentage of Consultation Advisory Panel (CAP) approved consultations with 'you said, we did' published within three months of closing date	2020-21	Not Applic	2021-22	Not Avail	100%		New Consultation policy launched in August 2021. Data for measure not available until December 2021.
Percentage of annual discretionary budget allocated through participatory budgeting	2020-21	0.0%	Estimated 21/22 fig	0.32			*Annual figure (available at end of financial year - April 22).* Details of the progress being made in implementing Participatory Budgeting can be found in a report that went to Finance and Resource Committee in October 2021. Estimated 2021/22 figure is currently 0.32% and work continues to progress.
Percentage of respondents who believe that climate change is an immediate and urgent problem	2018-19	72%	2019-20	Annual fig	65%		*Annual figure (from Scottish Household Survey).* Data from Scottish Household Survey for 2020 still to be published. Previous figures show a higher proportion of respondents in Edinburgh (72%) believe climate change is an immediate and urgent problem compared to the national figure (65%).
Edinburgh Talks Climate engagement levels	2020-21	Not Applic	2021-22	Annual fig			*Annual figure.* New Metric: Data collection in progress. We have been engaging with citizens on our draft Climate Strategy throughout our Climate Talk online forum during 2021.





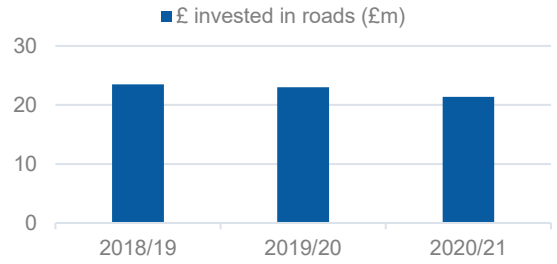
Becoming a Sustainable and Net Zero City

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

KPI	Previous		Current		Target	Visual	RAG	Comments
Formal adoption of City Plan	Not Applicable		one off		Aug-22	Milestone		On 29 September 2021 the Planning Committee approved the Proposed City Plan 2030 to be published for its Representation stage. The Representation period of six weeks allows for everyone to make their views known and will be reported back to the Planning Committee along with advice on whether or not any aspect of the Plan should be changed as a result. and it will now move into the statutory representation period (starting 7 Nov)
Outline business case for the new Bio Quarter health innovation district agreed	Not Applicable		one off		Sep-21	Milestone		Business case approved at Policy & Sustainability in October 2021
Outline business case for the West Edinburgh Active Travel and Public Transport infrastructure agreed	Not Applicable		one off		Sep-21	Milestone		This project is part of the City Region Deal. The project team (comprising Edinburgh Council, West Lothian Council and Transport Scotland) are currently reviewing the draft West Edinburgh Transport Improvements Programme (WETIP) Preliminary Options Report. Once agreed, this will inform the programme going forward and the Outline Business Case is now expected to be published in Q2 2022.
Completion of Tram line to Newhaven	Not Applicable		one off		Jun-23	Milestone		Although the project has faced significant challenges due to Covid, construction continues to progress and the project is still on track to deliver Trams to Newhaven

Becoming a Sustainable and Net Zero City

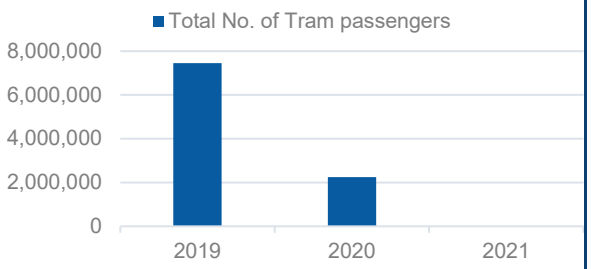
The city has a well-connected and sustainable transport and active travel network

KPI	Previous		Current		Target	Visual	RAG	Comments
Roads annual capital and revenue investment	2020-21	£21.34m	2021-22	Annual fig	58.68 m			*Annual figure.* Total spend figure will only available at end of financial year (April 22)
Proportion of people travelling to work by active and sustainable means	2018/19	70%	2020/21	Not Avail				City Mobility Plan and implementation plan was approved by Transport and Environment Committee in Feb 21. As part of the implementation, projections and target are in the process of being finalised for this area.
Proportion of people travelling to work by foot and bike for journeys up to 2 miles	2018/19	55%	2020/21	Not Avail				City Mobility Plan and implementation plan was approved by Transport and Environment Committee in Feb 21. As part of the implementation, projections and target are in the process of being finalised for this area.
Proportion of trips to school by active and sustainable modes	2018/19	69%	2020/21	Not Avail				City Mobility Plan and implementation plan was approved by Transport and Environment Committee in Feb 21. As part of the implementation, projections and target are in the process of being finalised for this area.

Becoming a Sustainable and Net Zero City

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

KPI	Previous		Current	Target	Visual	RAG	Comments
Number of multimodal interchanges			50 inter-changes served by 2 or more modes				City Mobility Plan and implementation plan was approved by Transport and Environment Committee in Feb 21. Longer term target to increase number of interchanges by 2030.
Tram passengers	2020	**2.251 million**	2021	**Annual fig**			*Annual figure.* Tram passenger numbers decreases significantly in 2020 as a result of Covid.
Implementation of the Workplace Parking Levy	Not Applicable		one off		**tbc**	Milestone			A response has been submitted in relation to the Scottish Government's Consultation on the Regulations and Guidance for introducing Workplace Parking Licensing in June 2021. This consultation will help in the development of the scheme and set out the requirements for introducing it.

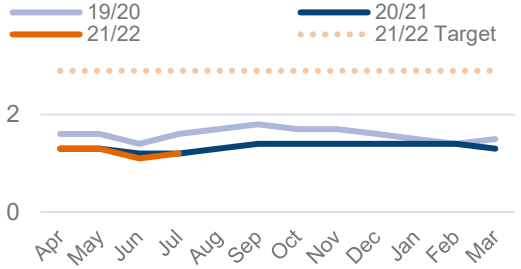


Wellbeing and Equalities

People can access the support they need in the place they live and work

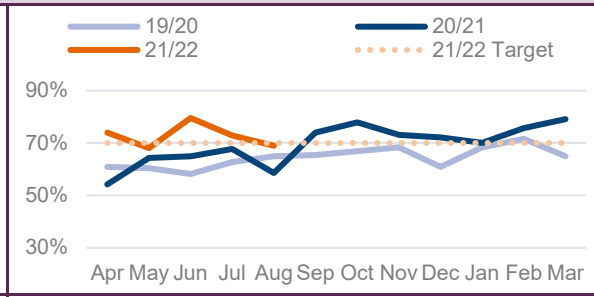
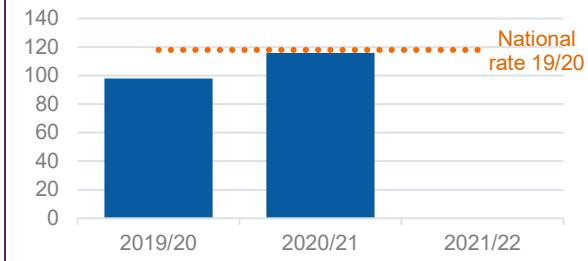
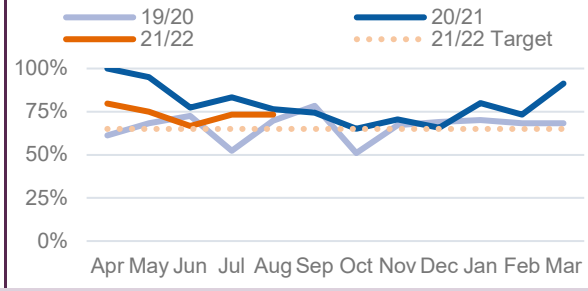
KPI		Previous		Current	Target	Visual	RAG	Comments
20 Minute neighbourhood strategy finalised	Not Applicable		one off		Jun-21		✓	20 minute neighbourhood strategy agreed at Policy and Sustainability Committee in June 2021. Progress update on 20 minute neighbourhood in separate report to Policy and Sustainability Committee in Nov 21.
South West Pilot action plan finalised	Not Applicable		one off		Nov-21		◌	Work to develop the South West Pilot action plan is underway. Progress update on 20 minute neighbourhood in separate report to Policy and Sustainability Committee in Nov 21.
19 community hubs across the city by 2030		Not Applic		Annual fig	1		●	*Annual figure (available at end of financial year - April 22).* Action plan needs approval before South West pilot community hub can be put in place. Longer term target of 19 community hubs by 2030. Progress update on 20 minute neighbourhood in separate report to Policy and Sustainability Committee in Nov 21.

Improved safety and wellbeing for vulnerable citizens

Children on the Child Protection Register as a rate per 1,000 population	Jun-21	1.1	Jul-21	1.2	2.9		●	*Monthly figure.* The number requiring formal registration is stable in the first four months of 21/22 and is at a similar level to 20/21 figures and continues to be well below the national average.

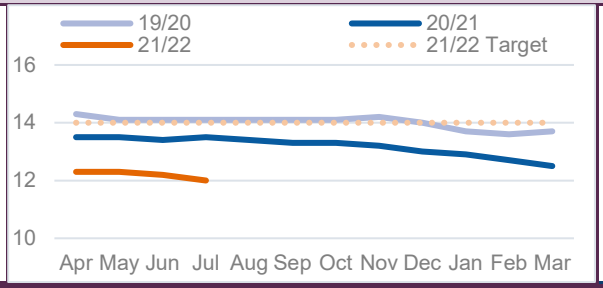
Wellbeing and Equalities

Improved safety and wellbeing for vulnerable citizens — **RAG**

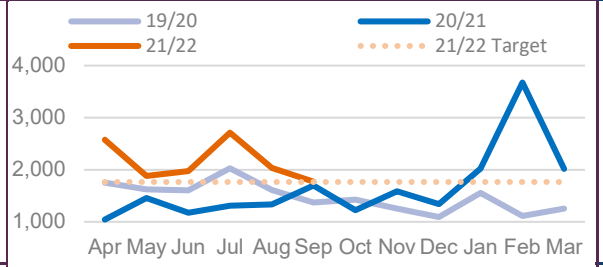
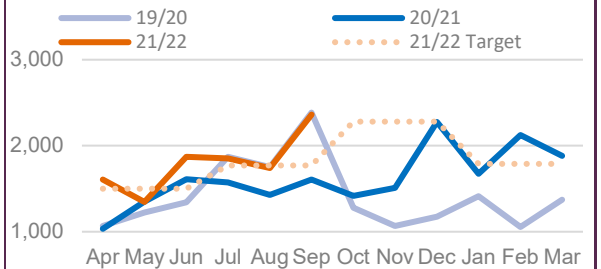
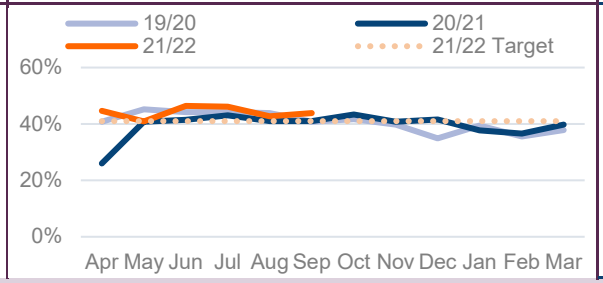
KPI	Previous		Current	Target	Visual	RAG	Comments
Conversion rate between Adult Protection Contacts and 'Duty to Enquire' carried out	Jul-21	**73%**	Aug-21	**69%**	**70.0%**		*Monthly figure.* Monthly figures continue to fluctuate during 2021/22 and remain at a similar level from Sep 2020 onwards. A review of recording practice is in progress and performance is expected to remain stable until new process in place.
Adult protection investigations started per 100,000 adults in population	2020-21	**116**	2021-22	**Annual fig**	**118**		*Annual figure (available at end of financial year - April 22).* The number of adult protection investigations increased between 2019/20 and 2020/21 and approached the national average (2019/20). Whilst there is no specific target, the national rate is used to provide context to the ongoing level.
Number of situations affected by domestic abuse where support was offered through new delivery model							New metric: Planning for new Domestic Abuse Local Actions Group is progressing with the group expected to be operational by the end of 2021/22. Data will be captured and reported on once this group is up and running.
Percentage of community justice orders successfully completed	Jul-21	**73**	Aug-21	**73**	**65**		*Monthly figure.* Community Justice Orders completed have exceeded target every month over the last year.

Wellbeing and Equalities

Improved safety and wellbeing for vulnerable citizens

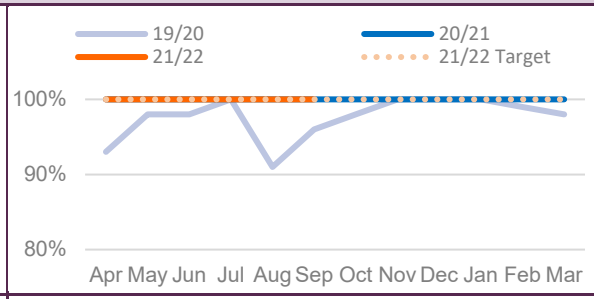
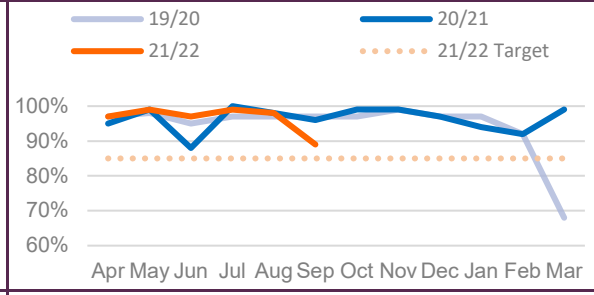
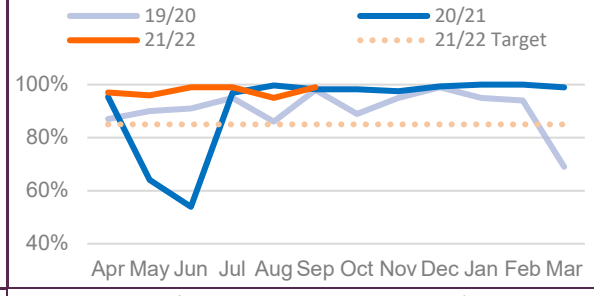
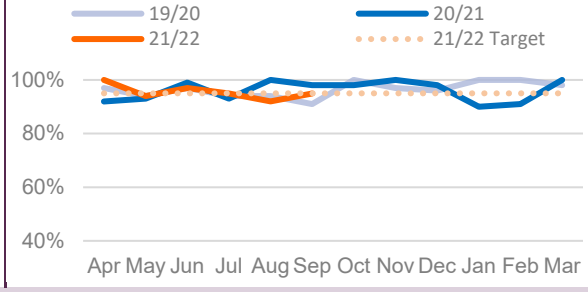
KPI		Previous	Current	Target	Visual	RAG	Comments
Looked After Children as a rate per 1,000 population	Jun-21	12.2	Jul-21	12.0	14.0			*Monthly figure.* The number of children requiring to be Looked After has declined steadily over the last two years and continues to be below the national rate.

Core services are maintained or improved

Domestic kerbside Missed Bin service requests	Aug-21	2,034	Sep-21	1,771	1,765			*Monthly figure.* Waste missed bin service requests fluctuate each month but have been just above target since Apr 21, with a peak in July. The increase in reports of missed individual bins in July was caused by staff pressures due to Covid cases/isolation of crews and managing accrued annual leave ahead of the holiday period ending. Target shown is monthly target, full year target for 21/22 is 21,180.
Communal domestic Full Bin service requests	Aug-21	1,742	Sep-21	2,362	1,770			*Monthly figure.* Communal full bin service requests fluctuate each month in the first half of 2021/22 with a peak in Sep. The increase in people working from home has resulted in additional household waste putting pressure on the service. The peak in September was caused by Covid cases/isolation of crews, managing accrued annual leave ahead of the holiday period ending and a transition between contractors for communal glass collections. The target changes each quarter to reflect the impact of seasonal factors, such as students moving in and out of shared flats, on service demand.
Percentage of domestic waste recycled	Aug-21	43%	Sep-21	44%	41%			*Monthly figure.* Monthly recycling rates for 2021/22 sit just above the 41% target for 21/22 and are higher than the rates seen in 20/21. A number of new contracts are now in place to support the efficient and cost-effective operation of the service. In particular, new contracts have taken effect for communal and kerbside bin containers which resulted in savings against existing prices. This will support the delivery of the Communal Bin Review.

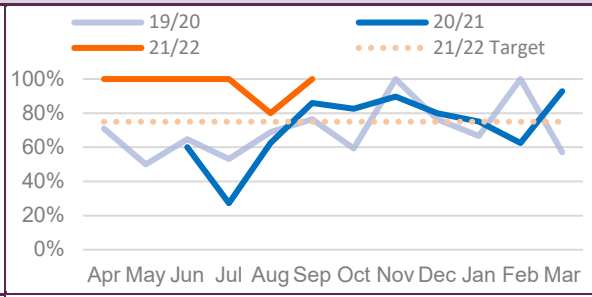
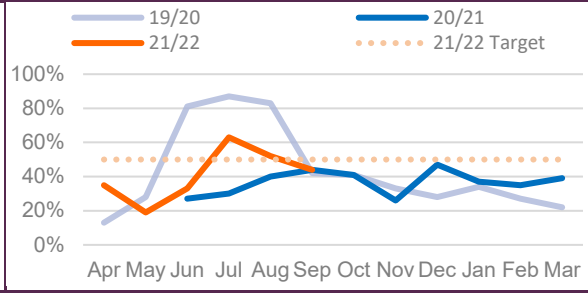
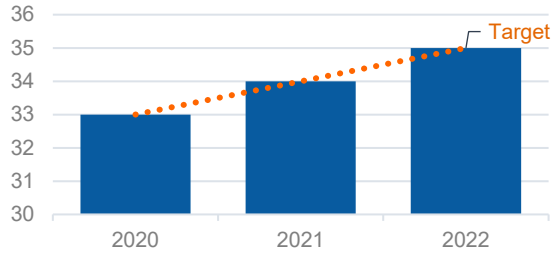
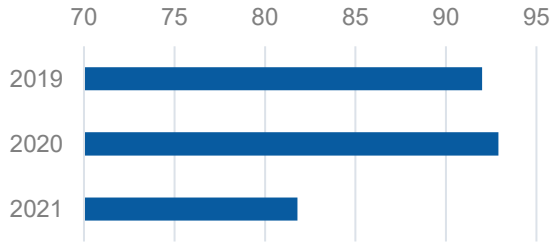
Wellbeing and Equalities

Core services are maintained or improved

KPI		Previous		Current	Target	Visual		Comments
Percentage of Emergency Cat 1 Road Defects made safe within 24 hours	Aug-21	100%	Sep-21	100%	100%		●	*Monthly figure.* During coved restrictions in 20/21, road services focused on repairing emergency defeats and this 100% performance continues in 21/22 with all emergency defeats being made safe within 24 hours between Apr - Sep 21.
Percentage of Cat 2 Priority Road Defects repaired within 5 working days	Aug-21	98%	Sep-21	89%	85%		●	*Monthly figure.* Performance on high priority road defects remains above target across Apr - Sep 21 with a dip in Sep 21 to 89%.
Percentage of Cat 3 Priority Road Defects repaired within 60 working days	Aug-21	95%	Sep-21	99%	85%		●	*Monthly figure.* All lower priority roads defects have been resolved within 60 working days during Apr - Sep 21 and above the target set for 2021/22. The drops below target in 2020/21 represent the departments initial response to Covid-19 in which only the most urgent Cat 1's were maintained. Performance quickly improved once the service was back to full operation.
Percentage of emergency street lighting repairs completed within 4 hours	Aug-21	92%	Sep-21	95%	95%		●	*Monthly figure.* Emergency street lighting repairs fluctuate each month but remains close to the target set for 2021/22.

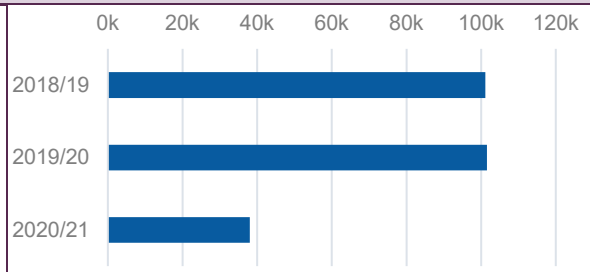
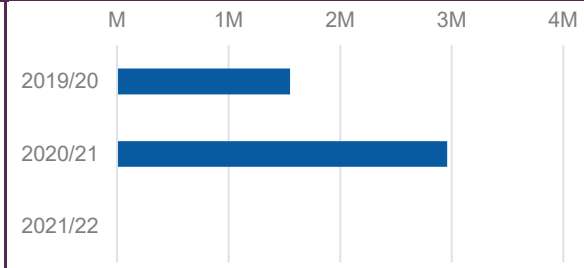
Wellbeing and Equalities

Core services are maintained or improved

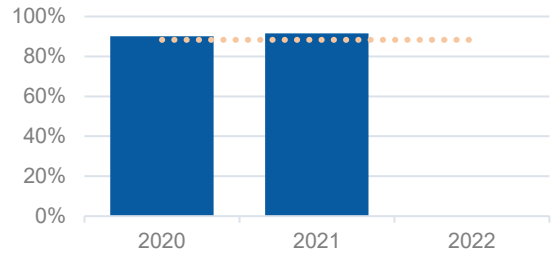
KPI		Previous		Current	Target	Visual	RAG	Comments
Percentage of street lighting urgent 24 hour repairs completed in time	Aug-21	**80%**	Sep-21	**100%**	**70%**			*Monthly figure.* 24 hour street lighting repairs have exceeded the target set for 21/22 with 100% completed for five out of the last six months. Only August shows a dip in performance but at 80%, it was still over target. Performance is higher in 21/22 than in either of the previous 2 years.
Percentage of street lighting 5-day repairs completed in time	Aug-21	**52%**	Sep-21	**44%**	**50%**			*Monthly figure.* 5 day street lighting repairs are on average under target over the last year. Due to Covid, only emergency work was completed for April and May 2020. Owing to the complex nature of street lighting 5-day repairs (which includes cable faults, supply faults, access issues) performance can fluctuate each month, with recent performance hovering around the target for 2021/22.
Number of parks with the Green Flag Award	2021	**34**	2022	**35**	**35**			*Annual figure.* A new Green Flag Park has been added in each of the last three years per the target. One city park, Bloomiehall Park, received the status for the first time in 2021, joining the other 34 council parks already proudly flying a Green Flag.
Litter Monitoring System Score	2020	**92.9**	2021	**81.8**	**93%**			*Annual figure.* Full implementation of the new Litter Monitoring System will now commence from 2022/23. The data here represents the current system which is used to monitor street cleanliness. The service had to cope with significant disruption due to Covid in 20/21 and the 2021 score reflects the difficulties in providing a citywide service and the prevalence of domestic waste in high density residential areas. This score was consistent with other urban local authorities in 20/21.

Wellbeing and Equalities

Core services are maintained or improved

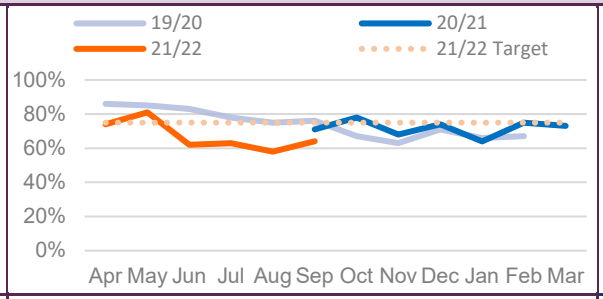
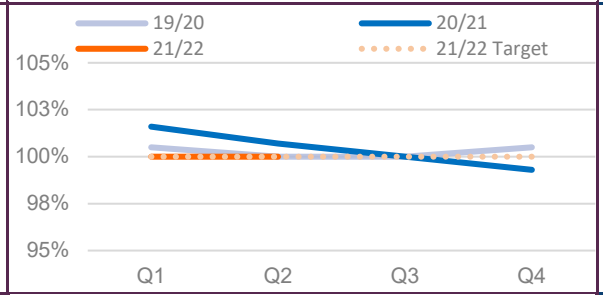
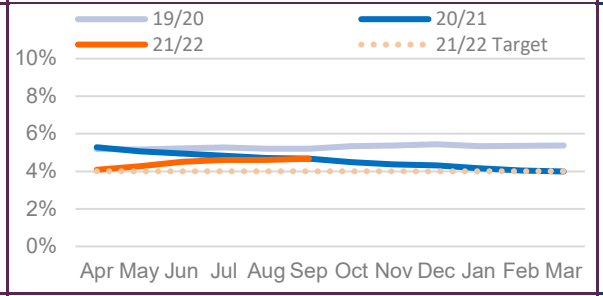
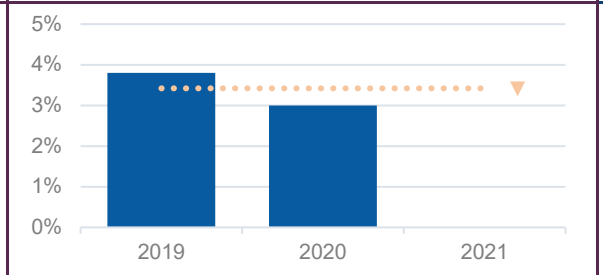
KPI		Previous		Current	Target	Visual	RAG	Comments
Number of active library users	2019-20	**101.5 k**	2020-21	**38k**				*Annual figure* During 2020/21 10 libraries were open on reduced hours from 8 October - 24 December. 6 libraries opening from 6 October - 24 December 2020 and 4 were open from 8 - 24 December 2020
Library digital use – downloads and streaming	2020-21	**2.96M**	2021-22	**Annual fig**				*Annual figure (available at end of financial year - April 22).* There has been a significant surge in digital downloads. The library service worked hard to expand the services offered online during the first Covid lockdown.

Make better use of the Council estate and resources to meet our strategic priorities

Proportion of schools in good or satisfactory condition	2020-21	**91.5%**	2021-22	**Annual fig**	**88.3%**			Annual figure. There continues to be an improvement in school condition rating and Edinburgh's score remains above the national average (88.3%).
Percentage of P6 to S6 pupils with issued iPad					**100%**			New project: roll out of ipads to all P6 to S6 pupils over the next two years. Rollout starting in academic session 2021/22

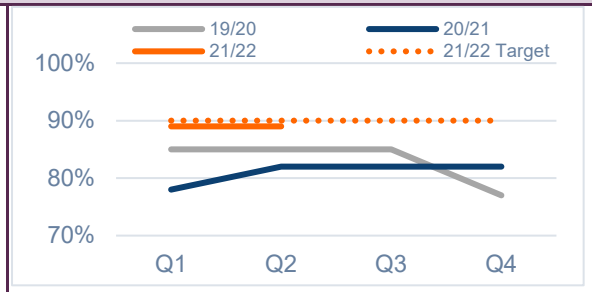
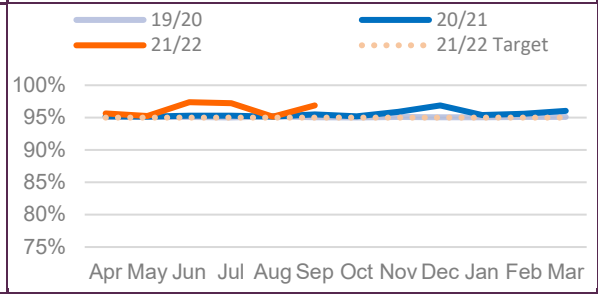
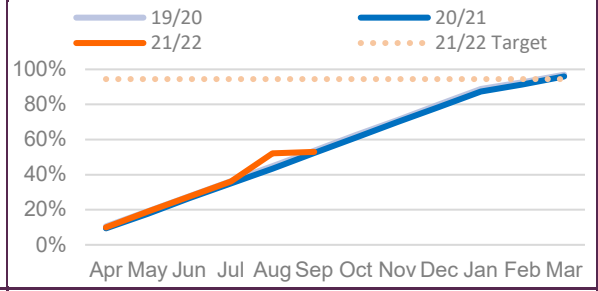
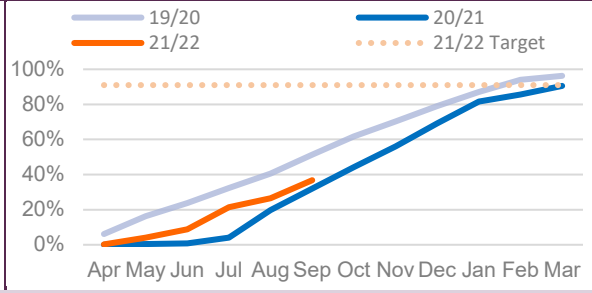
Wellbeing and Equalities

Make better use of the Council estate and resources to meet our strategic priorities

KPI	Previous		Current	Target	Visual	RAG	Comments
Customer Hub satisfaction	Jul-21	**63%**	Aug-21	**58%**	**75%**			Period saw a low volume of surveys being completed as a % of overall contact. Work is ongoing to develop a more comprehensive data set. During this period the Contact team was required to support a range of non-standard, Covid related support services, including thousands of outbound welfare calls. This was delivered by the existing team with some impact on non Covid related or services temporarily identified as lower priority. All feedback continues to be analysed to help shape future improvement plans.
Council's projected Revenue outturn	Jun-21	**100%**	Sep-21	**100%**	**100%**			*Quarterly figure.* Projected outturn is monitored and reported to Finance and Resources Committee regularly. Finalised annual figure will only available at end of financial year (April 22)
Sickness absence	Aug-21	**4.6%**	Sep-21	**4.7%**	**4.0%**			*Monthly figure (rolling 12 month average).* Sickness is gradually rising since Apr 21 and remains above the 4% target. However this is below sickness levels reported seen in 2019/20 before Covid. This figure does not include Covid absences.
Council gender pay gap	2019	**3.8%**	2020	**3.0%**	**< 3.4%**			*Annual figure (LGBF dataset).* Latest LGBF data shows a reduced Gender Pay gap of 3.0% for 2019/20 which is lower than the Scottish average (3.4%). A more detailed report on Gender Pay Gap was reported to P&S Committee in Oct 21.

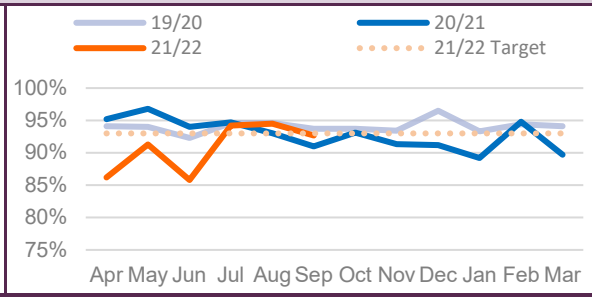
Wellbeing and Equalities

Make better use of the Council estate and resources to meet our strategic priorities

KPI		Previous		Current	Target	Visual	RAG	Comments
Progress against delivery of Council's current year's approved budget savings	Jun-21	89%	Sep-21	89%	90%			*Quarterly figure.* Progress on delivering approved savings currently sits just under 90% which is a higher proportion than seen in either of the two previous years. Progress on delivering approved savings is monitored on a quarterly basis. Finalised annual figure will only be available at end of financial year (April 22)
Percentage of invoices paid within 30 days	Jun-21	97.2%	Aug-21	95.1%	95.0%			*Monthly figure.* Percentage of invoices paid within 30 days remains above the 2021/22 target of 95% and is higher than the two previous years performance.
Proportion of Council Tax collected	Jul-21	52.1%	Aug-21	53.0%	94.5%			*Monthly cumulative figure.* The proportion of Council Tax collected increases each month and is in line with previous years collection rates. The proportion of Council Tax collected is a cumulative indicator and progress so far is on track to meet end of financial year target.
Proportion of Business Rates collected	Aug-21	26.5%	Sep-21	36.8%	91.0%			*Monthly cumulative figure.* The proportion of Business Rates collected increases each month and is above the collection rate for 20/21 but below the collection rate for 19/20. The proportion of Business Rates collected is a cumulative indicator and progress so far is on track to meet end of financial year target.

Wellbeing and Equalities

Make better use of the Council estate and resources to meet our strategic priorities

KPI		Previous		Current	Target	Visual	RAG	Comments
Percentage of revenue spend placed with contracted suppliers	Aug-21	95%	Sep-21	93%	93%			*Monthly figure.* Performance has fluctuated this year due to the availability of some products which cannot be supplied by our contracted suppliers.

Data Dictionary

This Data Dictionary is intended to provide a fuller understanding of the metrics, i.e. the Key Performance Indicators (KPIs) and Milestones, that are included in the Council's Business Plan, 'Our Future Council, our Future City'. It contains the following data items for each metric.

Data item	Description
Performance Indicator	The wording of the metric as presented in the Business Plan suite of metrics
Description	The detailed description of the metric
Source	Where the data or information used to derive the metric comes from. It may be a specific council system or service area or an external source. Multiple sources may be used in the creation of a metric. For milestones this will be '-'
Type	The type of value the metric is. Options are: Number; Percentage; Rate; Financial; Milestone.
Frequency	The frequency of availability for updates for the metric. Options are: Monthly; Quarterly; Annually, Biennially. For milestones this will be 'One-off'.
Target rationale	The rationale that the target is based on. Options are: No target possible at this stage – new metric; No target possible at this stage – new baseline to be set; Benchmarked with national or equivalent; Previous performance and/or service improvement capacity; Interim derived from longer term target; Budget dependent; For monitoring, no target to be set. For milestones this will be 'Target not applicable'

The metrics are presented in the order of the Outcomes set out in the plan and the Actions associated with these.

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Percentage of people living on incomes below the poverty threshold	Estimated percentage of people living in relative poverty, i.e. households with the household income, after housing costs, less than 60% of the UK median income level	Scottish Government's Poverty and Income Inequality in Scotland dataset	Percentage	Annually	Interim derived from longer term target
Percentage of children living in families on incomes below the poverty threshold	Estimated percentage of children (aged 0 to 17 inclusive) living in relative poverty, i.e. households with the household income, after housing costs, less than 60% of the UK median income level	DWP/HMRC estimates of children in low income families dataset	Percentage	Annually	Interim derived from longer term target
Percentage of people living in destitution	The percentage of people falling into very low-income groups, or who are experiencing 'material deprivation' (below the more stringent 'severe poverty' threshold - 50% of median incomes)	Scottish Government's Poverty and Income Inequality in Scotland dataset	Percentage	Annually	Interim derived from longer term target
A new city-wide approach to commissioned advice services is agreed with partners	New approach to commissioned advice services is created and agreed with Partners (Edinburgh Partnership members)	-	Milestone	One off	Target not applicable
Number of people supported with welfare rights queries by the Advice Shop	The number of households who contact the council's Advice Shop regarding their welfare rights and are provided with impartial information, advice and advocacy to assist them maximise their income and secure their full entitlements.	Social Work information system SWIFT	Number	Annually	Previous performance and/or service improvement capacity
Scottish Welfare Fund payments	The total amount paid in Community Care Grants and Crisis Grants	Local Welfare Provision report Northgate	Financial	Monthly	For monitoring, no target to be set
Discretionary Housing payments	The total amount paid in Discretionary Housing payments for applications from people with a variety of circumstances including: those seeking more affordable accommodation and requiring assistance with a deposit, rent in advance or removal costs; those affected by benefit changes; or have higher living costs because they are sick or disabled	Returns to the Scottish Government provided by the council's Customer Services team.	Financial	Annually	For monitoring, no target to be set
New long-term plan for delivery of a prevention-based Council service model approved and in implementation	Plan for a new model of prevention services developed along with an implementation plan	-	Milestone	One off	Target not applicable

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Positive Destinations for School Leavers	The percentage of students leaving secondary school whose initial destination (within three months of leaving school) is 'positive', i.e. includes work, training or further study	Scottish Government Insight	Percentage	Annually	No target possible at this stage - new baseline to be set
Number of new council apprenticeships	The number of new apprenticeships employed by the Council.	Internal Records of Skills Development Scotland Funding	Number	Annually	Previous performance and/or service improvement capacity
Percentage of suppliers committed to paying the living wage	The percentage of Council suppliers of regulated tendered contracts that are committed to paying real living wage in delivering Council services	Contracts Register held by the Commercial and Procurement Services Team.	Percentage	Annually	Previous performance and/or service improvement capacity
Edinburgh City achieves accreditation as a living wage city	The Living Wage Foundation gives Living Wage accreditation to Edinburgh City. This accreditation recognises the places that are leading the way on the real Living Wage.	-	Milestone	One off	Target not applicable
Living wage employer accreditation	The Council retains its accreditation as a living wage employer from the Living Wage Foundation	-	Milestone	One off	For monitoring, no target to be set
Number of living wage employers	The number of living wage accredited employers known to the Living Wage Foundation	The Living Wage Foundation	Number	Quarterly	No target possible at this stage - new metric
Number of households assessed as homeless	The total number of homeless assessments completed in the period where the assessment outcome is homeless	Housing system Northgate	Number	Monthly	No target possible at this stage - new baseline to be set
Number of Housing Advice Only presentations	The total number of presentations in the period who receive housing advice only and do not go on to make a homeless application	Housing system Northgate	Number	Monthly	No target possible at this stage - new baseline to be set
Percentage of households in unsuitable temporary accommodation.	The percentage of households in temporary accommodation classed as unsuitable under the terms of the Unsuitable Accommodation Order	Northgate housing system and returns from the various accommodation providers	Percentage	Monthly	No target possible at this stage - new baseline to be set
Number of affordable homes approved	The total number of homes given approval for construction in Edinburgh through all affordable home initiatives	Internal Affordable Housing Supply Programme Transfer of Management Development Funding records	Number	Monthly	Previous performance and/or service improvement capacity

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Number of affordable homes completed	The total number of homes with construction complete in Edinburgh through all affordable home initiatives	Internal Affordable Housing Supply Programme Transfer of Management Development Funding records	Number	Monthly	Previous performance and/or service improvement capacity
Percentage of teachers who have met the Teaching, Learning & Assessment "Charter" standard	The percentage of teachers engaging with courses on the four aspects of the Teaching Charter	Edinburgh Learns Teaching and Learning Team - collation of course attendance	Percentage	Annually	Previous performance and/or service improvement capacity
Percentage of schools that have achieved the Digital Schools Award Scotland	The percentage of Primary and Secondary schools achieving the national award to promote, recognise and encourage a whole school approach to the use of digital technology	Edinburgh Learns Teaching and Learning Team - Quality Improvement Education Officer (Digital Learning)	Percentage	Annually	Previous performance and/or service improvement capacity
Percentage of Primary pupils achieving literacy	The percentage of Primary 1, 4 & 7 pupils achieving their expected Curriculum for Excellence level in literacy (achieved in all of Reading, Writing, Listening & Talking)	Pupil assessments within individual schools and collated centrally. Data extracted from SEEMiS Progress + Achievement module	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of Primary pupils from deprived areas achieving literacy	The percentage of Primary 1, 4 & 7 pupils, living in quintile 1 (20% most deprived) of the Scottish Index of Multiple Deprivation (SIMD), achieving their expected Curriculum for Excellence level in literacy (achieved in all of Reading, Writing, Listening & Talking)	Pupil assessments within individual schools and collated centrally. Data extracted from SEEMiS Progress + Achievement module	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of Primary pupils who are Looked After achieving literacy	The percentage of Primary 1, 4 & 7 pupils, who were Looked After, achieving their expected Curriculum for Excellence level in literacy (achieved in all of Reading, Writing, Listening & Talking)	Pupil assessments within individual schools and collated centrally. Data extracted from SEEMiS Progress + Achievement module	Percentage	Annually	No target possible at this stage - new baseline to be set

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Percentage of Primary pupils achieving numeracy	The percentage of Primary 1, 4 & 7 pupils achieving their expected Curriculum for Excellence level in numeracy	Pupil assessments within individual schools and collated centrally. Data extracted from SEEMiS Progress + Achievement module	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of Primary pupils from deprived areas achieving numeracy	The percentage of Primary 1, 4 & 7 pupils, living in quintile 1 (20% most deprived) of the Scottish Index of Multiple Deprivation (SIMD), achieving their expected Curriculum for Excellence level in numeracy	Pupil assessments within individual schools and collated centrally. Data extracted from SEEMiS Progress + Achievement module	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of leavers with SCQF level 5 in literacy and numeracy	The percentage of all leavers in S4, S5, S6 who have achieved at least level 5 at SCQF (the Scottish Credit and Qualifications Framework) or higher in literacy or numeracy	Scottish Government Insight	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of leavers from deprived areas with SCQF level 5 in literacy and numeracy	The percentage of all leavers in S4, S5, S6, living in quintile 1 (20% most deprived) of the Scottish Index of Multiple Deprivation (SIMD), who have achieved at least level 5 at SCQF (the Scottish Credit and Qualifications Framework) or higher in literacy or numeracy	Scottish Government Insight	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher	The percentage of all leavers in S4, S5, S6 who have gained 1 or more award at level 6 SCQF (the Scottish Credit and Qualifications Framework) or higher	Scottish Government Insight	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher	The percentage of all leavers in S4, S5, S6, living in quintile 1 (20% most deprived) of the Scottish Index of Multiple Deprivation (SIMD), who have gained 1 or more awards at level 6 at SCQF (the Scottish Credit and Qualifications Framework) or higher	Scottish Government Insight	Percentage	Annually	No target possible at this stage - new baseline to be set
Percentage of parents receiving funded Early Learning and Childcare through their preferred location	The percentage of parents who are allocated a place at the nursery or Early Years centre that was their first choice	Early Years team and Nursery application process	Percentage	Annually	Previous performance and/or service improvement capacity

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Percentage of parents receiving funded Early Learning and Childcare through their preferred model of delivery	The percentage of parents who are allocated a place at the nursery or Early Years centre which meets their preferred selection of delivery, i.e. full-day / part-day, term-time only etc.	Early Years team and Nursery application process	Percentage	Annually	No target possible at this stage - new metric
Capital spend on the Learning Estate new projects	Spending on new projects for the council's Learning Estate. New projects being those that provide additional accommodation, for example new schools aligned to city growth; rising rolls extensions or annexes or is a full-scale replacement/refurbishment project.	The Learning Estates team and Corporate Finance Team	Financial	Annually	Budget dependent
Percentage of Primary pupils with low attendance	The percentage of P1 to P7 pupils in Primary schools whose year to date attendance is less than 85%	Daily attendance recorded by individual schools and collated via SEEMiS Warehouse	Percentage	Monthly	No target possible at this stage - new baseline to be set
Percentage of Secondary students with low attendance	The percentage of S1 to S4 students in Secondary schools whose year to date attendance is less than 85%	Daily attendance recorded by individual schools and collated via SEEMiS Warehouse	Percentage	Monthly	No target possible at this stage - new baseline to be set
Employed residents as a percentage of all residents	Employed residents (full-time or part-time) as a percentage of all residents aged 16-64	NOMIS Labour Market Profile - Source: ONS annual population survey	Percentage	Annually	For monitoring, no target to be set
Total number of clients supported by employability and skills services	People who are registered and accessing support from council funded employability services	Employability Information System Caselink	Number	Quarterly	Previous performance and/or service improvement capacity
Review of Economy strategy completed	A revised Economy Strategy is approved and published by November 2021	-	Milestone	One off	Target not applicable
Business births per 10,000 residents	Business births is a count of enterprises added to the Inter-Departmental Business Registration (IDBR) in terms of registration for VAT and PAYE	Business demography, UK - Office for National Statistics	Number	Annually	For monitoring, no target to be set

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Number of engagements through business gateway	The total number of engagements carried out with Edinburgh clients of the business gateway service through webinars and individual appointments	Customer Relationship Management / Internal customer dashboard	Number	Quarterly	No target possible at this stage - new baseline to be set
Investment in supporting the arts and cultural sector in the city	The combined funds allocated to arts and culture sector each year in the Council budget	Council Revenue and Capital Budgets.	Financial	Annually	Budget dependent
Percentage of new builds in delivery to PassivHaus standard	Percentage of new builds where design/construction meets the PassivHaus standard	Sustainable Development Division	Percentage	Annually	Interim derived from longer term target
Number of traffic related Air Quality Management Areas	A count of the number of designated Air Quality Management Arears in the city which require to be monitored for pollutants	Air quality monitoring data	Number	Annually	Previous performance and/or service improvement capacity
City's emissions (in MtCO2e)	Estimated Carbon Dioxide emissions within the City of Edinburgh (MtCO2e - Metric tons of CO2 equivalent)	Department of Business, Energy and Industrial Structure publications (UK Government)	Number	Annually	Interim derived from longer term target
Council's emissions (in ktCO2e)	Estimated Carbon Dioxide emissions by the City of Edinburgh Council (tCO2e - tons of CO2 equivalent)	Department of Business, Energy and Industrial Structure publications (UK Government)	Number	Annually	Interim derived from longer term target
Annual Council internal floor area agreed to undergo low energy retrofit works	Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to low and zero carbon plant (or equivalent) in Council properties	Sustainable Development Division	Number	Annually	No target possible at this stage - new metric

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Installed Solar Photovoltaic capacity across the Council's operational estate (kWp)	Count of solar photovoltaic capacity installed across the Council's estate	Operational Services Division	Number	Annually	Previous performance and/or service improvement capacity
Percentage of homes that meet EESSH 2	The pectinate of the council owned housing stock which meets the government energy efficiency standard	Housing system Northgate	Percentage	Annually	No target possible at this stage - new metric
Percentage of respondents who believe that climate change is an immediate and urgent problem	Proportion of Edinburgh residents who responded that climate change was an immediate and urgent problem for the question on climate change in the Scottish Household Survey.	Scottish Household Survey	Percentage	Annually	Benchmarked with national or equivalent
Edinburgh Talks Climate engagement levels	Monitoring of the ongoing Edinburgh Talks Climate dialogue measured through website visits, individual registrations and engagement statistics		Number	Annually	For monitoring, no target to be set
Percentage of Consultation Advisory Panel (CAP) approved consultations with 'you said, we did' published within three months of closing date	Proportion of formal consultations where a 'you said, we did' report published within three months of consultation closing	Consultation hub	Percentage	Annually	Previous performance and/or service improvement capacity
Percentage of annual discretionary budget allocated through participatory budgeting	Proportion of discretionary budget that was allocated through participatory budgeting processes	Council Finance System	Percentage	Annually	Benchmarked with national or equivalent
Completion of Tram line to Newhaven	Construction of the Tram line extension to Newhaven is completed	-	Milestone	One off	Target not applicable
Formal adoption of City Plan	The City Plan (Local Development Plan) is formally adopted by the Scottish Government	-	Milestone	One off	Target not applicable
Outline business case for the West Edinburgh Active Travel and Public Transport infrastructure agreed	The outline business case for the West Edinburgh Active Travel and Public Transport infrastructure is formally agreed by the Transport and Environment Committee	-	Milestone	One off	Target not applicable

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Outline business case for the new Bio Quarter health innovation district agreed	The outline business case for the new Bio Quarter health innovation district is formally agreed by the Development Management Sub Committee	-	Milestone	One off	Target not applicable
Roads annual capital and revenue investment	All capital and revenue investment in new roads and renewals to the road network in the city	Council Revenue and Capital Budget	Financial	Annually	Budget dependent
Proportion of people travelling to work by active and sustainable means	The percentage of respondents where the usual main method of their travelling to work is active (e.g. walk, cycle) or sustainable (e.g. public transport)	City Mobility Plan - Scottish Household Survey	Percentage	Biennial	No target possible at this stage - new baseline to be set
Proportion of people travelling to work by foot and bike for journeys up to 2 miles	The percentage of respondents, whose journey to work is less than two miles, where the usual main method of travelling to work is walk or cycle	City Mobility Plan - Scottish Household Survey	Percentage	Biennial	No target possible at this stage - new baseline to be set
Proportion of trips to school by active and sustainable modes	The percentage of respondents where the usual main method of their child travelling to school is active (e.g. walk, cycle) or sustainable (e.g. public transport)	City Mobility Plan - Scottish Household Survey	Percentage	Biennial	No target possible at this stage - new baseline to be set
Number of multimodal interchanges	The number of multimodal interchanges, i.e. where people can switch between public transport services or from one mode of travel to another, in the city	Internal records held by Transport Services	Number	Annually	No target possible at this stage - new baseline to be set
Tram passengers	The total number of Tram customer journeys taken	Edinburgh Trams Ltd	Number	Annually	No target possible at this stage - new baseline to be set
Implementation of the Workplace Parking Levy	Proposals for the adoption of a Workplace Parking Levy in Edinburgh are agreed by the relevant committee	-	Milestone	One off	Target not applicable
20 Minute neighbourhood strategy finalised	The 20 Minute neighbourhood strategy is submitted to committee for approval	-	Milestone	One off	Target not applicable
South West Pilot action plan finalised	The Action Plan for the South West Pilot of 20 minute neighbourhood strategy is submitted to committee for approval	-	Milestone	One off	Target not applicable

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Number of community hubs in place	Number of community hubs in place	-	Number	Annually	Previous performance and/or service improvement capacity
Children on the Child Protection Register as a rate per 1,000 population	The number of children aged 0 to 15 who are placed on the Child Protection Register expressed as a rate per 1,000 population of those aged 0 to 15 in Edinburgh (latest mid-year estimate)	Social Work system SWIFT	Rate	Monthly	Benchmarked with national or equivalent
Conversion rate between Adult Protection Contacts and 'Duty to Enquire' carried out	The proportion of adult protection contacts that, following a statutory duty to enquire, are deemed necessary to have a full duty to enquire assessment report completed	Social Work system SWIFT	Percentage	Monthly	Previous performance and/or service improvement capacity
Adult protection investigations started per 100,000 adults in population	The number of adult protection investigations, known as IRDs (Inter-agency referral discussions), carried out per 100,000 population each year	Social Work system SWIFT and multi-agency eIRD (investigation) system	Rate	Annually	Benchmarked with national or equivalent
Percentage of community justice orders successfully completed	The proportion of community justice orders with an end date in the month where the outcome was 'successfully completed'	Social Work system SWIFT	Percentage	Monthly	Previous performance and/or service improvement capacity
Number of situations affected by domestic abuse where support was offered through new delivery model	The number of incidents of domestic abuse reported to the police and the local authority where, after screening by a multi-agency group, plans are made of how best to support and make contact with the victim and the perpetrator	Social Work system SWIFT	Number	Monthly	No target possible at this stage - new metric
Looked After Children as a rate per 1,000 population	The number of children and young people aged 0 to 17 who are Looked After by the Local Authority expressed as a rate per 1,000 population of those aged 0 to 17 in Edinburgh (latest mid-year estimate)	Social Work system SWIFT	Rate	Monthly	Benchmarked with national or equivalent

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Domestic kerbside Missed Bin service requests	The number of service requests relating to the non-collection of domestic kerbside bins	Waste Customer Relationship Management system - Confirm	Number	Monthly	Previous performance and/or service improvement capacity
Percentage of domestic waste recycled	The percentage of domestic waste collected that is recycled	Waste and Cleansing service collation	Percentage	Monthly	Previous performance and/or service improvement capacity
Percentage of emergency Road Defects made safe within 24 hours	The proportion of road defects, raised either by inspectors or the public, that are Category 1 - emergency (i.e. likely to cause harm to vehicles or individuals) that are made safe within 24 hours	Roads Customer Relationship Management system - Confirm	Percentage	Monthly	Previous performance and/or service improvement capacity
Percentage of higher priority Road Defects repaired within 5 working days	The proportion of road defects, raised either by inspectors or the public, that are Category 2 - higher priority (i.e. not likely to cause harm to vehicles or individuals but still deemed to be a priority) that are repaired within five working days	Roads Customer Relationship Management system - Confirm	Percentage	Monthly	Previous performance and/or service improvement capacity
Percentage of lower priority Road Defects repaired within 60 working days	The proportion of road defects, raised either by inspectors or the public, that are Category 3 - lower priority (i.e. not likely to cause harm to vehicles or individuals) that are repaired within sixty working days, i.e. approximately 3 months	Roads Customer Relationship Management system - Confirm	Percentage	Monthly	Previous performance and/or service improvement capacity
Percentage of emergency street lighting repairs completed within 4 hours	The proportion of street lighting defects, raised either by inspectors or the public, categorised as Emergency (i.e. likely to cause harm to vehicles or individuals) that are repaired within four hours	Street Lighting Customer Relationship Management system - Confirm	Percentage	Monthly	Previous performance and/or service improvement capacity
Percentage of street lighting urgent 24-hour repairs completed in time	The proportion of street lighting defects, raised either by inspectors or the public, categorised as Urgent (i.e. more than 5 consecutive dark lights, not likely to cause harm to vehicles or individuals but with aim to resolve as soon as practically possible) that are repaired within twenty-four hours	Street Lighting Customer Relationship Management system - Confirm	Percentage	Monthly	Previous performance and/or service improvement capacity

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Percentage of street lighting 5-day repairs completed in time	The proportion of street lighting defects, raised either by inspectors or the public, categorised as 5-day repair (e.g. single dark lamp) that are repaired within the five day timescale	Street Lighting Customer Relationship Management system - Confirm	Percentage	Monthly	Previous performance and/or service improvement capacity
Number of parks with the Green Flag Award	The number of council owned parks which have been awarded green flag status by Keep Scotland Beautiful	Keep Scotland Beautiful	Number	Annually	Previous performance and/or service improvement capacity
Litter Monitoring System Score	Street cleanliness score from local environmental quality surveys undertaken by Keep Scotland Beautiful	Litter Monitoring System - Keep Scotland Beautiful	Number	Annually	No target possible at this stage - new metric
Number of active library users	Edinburgh Library members that have used their card in the last year	Library management system	Number	Annually	No target possible at this stage - new baseline to be set
Library digital use – downloads and streaming	Number of downloads and streaming including ebooks, eaudio, magazines and newspapers	Library management system	Number	Monthly	No target possible at this stage - new baseline to be set
Communal domestic Full Bin service requests	The number of service requests relating to full domestic communal bins or banks	Waste Customer Relationship Management system - Confirm	Number	Monthly	Previous performance and/or service improvement capacity
Proportion of schools in good or satisfactory condition	The percentage of schools (Primary, Secondary and Special) where the physical condition is graded as good or satisfactory by the council property inspection team	Sustainable Development Division annual inspection of schools	Percentage	Annually	Benchmarked with national or equivalent
Percentage of P6 to S6 pupils with issued iPad	The percentage of P6 to S6 pupils that have been issued with an iPad by the council (includes pupils in primary, secondary and special schools).	Empowered Learning Programme Team	Percentage	Quarterly	Previous performance and/or service improvement capacity

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Customer Hub satisfaction	The percentage of sampled respondents who have recently contacted the Council and were satisfied with the service received	Survey data held by Customer Services Team	Percentage	Monthly	Previous performance and/or service improvement capacity
Council's projected Revenue outturn	The percentage of revenue spend compared to expected position at each point in time	Revenue Monitoring Reports	Percentage	Quarterly	Budget dependent
Sickness absence	Sickness absence percentage based on employee's hours worked over previous 12 months, currently excludes COVID related absence	Council HR/Payroll system	Percentage	Monthly	Benchmarked with national or equivalent
Council gender pay gap	The difference between the average gross hourly earnings of men and women expressed as a percentage of the average gross hourly earnings of men	Council HR/Payroll system	Percentage	Annually	Benchmarked with national or equivalent
Progress against delivery of Council's current year's approved budget savings	The percentage of approved budget savings achieved compared to expected position at each point in time	Revenue Monitoring Reports	Percentage	Quarterly	Previous performance and/or service improvement capacity
Percentage of invoices paid within 30 days	The percentage of invoices received by the council from suppliers that are paid within 30 days.	Banking and Payments Team, source from invoicing system	Percentage	Monthly	Previous performance and/or service improvement capacity
Proportion of Council Tax collected	The percentage of Council Tax collected from Edinburgh residents	Returns to Scottish Government from Customer Services Team	Percentage	Monthly	Previous performance and/or service improvement capacity
Proportion of Business Rates collected	The percentage of Business Rates collected from Edinburgh businesses	Returns to Scottish Government from Customer Services Team	Percentage	Monthly	Previous performance and/or service improvement capacity

Performance Indicator	Description	Source	Type	Frequency	Target rationale
Percentage of revenue spend placed with contracted suppliers	The percentage of revenue spend for the supply of goods or services that is placed with a contracted supplier to the council	Contracts register held by Commercial and Procurement Services Team	Percentage	Annually	Previous performance and/or service improvement capacity
Percentage of Procurement Spend via SMEs	The percentage of procurement spend that is with SMEs (Small to Medium Enterprises)	Spikes Cavell annual report received by Commercial and Procurement Services Team	Percentage	Annually	Benchmarked with national or equivalent
Percentage of Procurement spend in EH postcode	The percentage of procurement spend for all invoices created where the invoice address postcode is EH.	Commercial and Procurement Services Team – procurement system/Frontier	Percentage	Monthly	Previous performance and/or service improvement capacity

Business Plan Outcomes mapping

Table below shows the mapping of Business Plan Outcomes to the Best Value themes

Council Business Plan		Best value revised statutory guidance 2020 (7 themes)						
Priority	**Outcome**	1. Vision and leadership	2. Governance and accountability	3. Effective use of resources	4. Partnerships and collaborative working	5. Working with communities	6. Sustainability	7. Fairness and equality
Ending Poverty by 2030	On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission	Y			Y	Y		Y
	On track to deliver new prevention service models				Y	Y		Y
	More residents experience fair work and receive the living wage				Y	Y		Y
	Intervene before the point of crisis to prevent homelessness							Y
	Ongoing delivery of our 20,000 affordable homes programme							
	Increased attainment for all and reducing the poverty-related attainment gap					Y		Y
	Edinburgh's economy recovers from recession and supports businesses to thrive				Y			
Becoming a sustainable and net zero city	On track to deliver our 2030 net zero target	Y			Y	Y	Y	
	Citizens are more engaged and empowered				Y	Y	Y	
	Develop key strategic sites and projects to meet the needs of a diverse and growing city		Y	Y	Y		Y	Y
	The city has a well-connected and sustainable transport and active travel network				Y		Y	
Wellbeing and Equalities	People can access the support they need in the place they live and work			Y	Y	Y	Y	Y
	Improved safety and wellbeing for vulnerable citizens					Y		Y
	Core services are maintained or improved		Y	Y				
	Make better use of the Council estate and resources to meet our strategic priorities		Y	Y	Y		Y	

Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Duty of Candour

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 Note the content of the attached Council policy, procedure and accompanying documentation.

1.2 Approve the Council Duty of Candour Policy, which is underpinned by the Scottish Government's The Duty of Candour Procedure (Scotland) Regulations 2018 which are provisions of the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (The Act).

1.3 Acknowledge that the Council has a collective legal duty as the **Responsible Person** to act appropriately and with honesty and openness in the event of unintended harm caused during the delivery of health, care or social work services.

1.4 Understand that the Council's approach to its duty of candour responsibilities are central to providing safe, responsible and accountable public services.

Julien Kramer

Interim Executive Director for Education and Children's Services

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Report

Duty of Candour

2. Executive Summary

2.1 It is understood that when unintentional harm occurs to a user of a service, the act of corporate accountability and timely apology is the best restorative approach to effectively focus on repairing the harm that has been done. This report highlights the Council's responsibility as a local authority and **Responsible Person** within its duty of candour responsibilities as set out by the Scottish Government. The Council is required to develop and maintain local procedures, processes and systems for recording and reporting, managing, and responding to an unintended incident that has caused harm, serious harm, or death of a person. This report also highlights, where appropriate, agency, leadership and management arrangements required when the duty of candour procedure is instigated.

3. Background

3.1 The aim of the Scottish Government's duty of candour legislation is to ensure that all organisations providing health, care and social work services exact their duty of care and notify those affected by an unintended or unexpected incident when they occur.

3.2 The Scottish Government require all organisations to adopt good practice standards that are person-centred and promote safe environments that reduce barriers to effective organisational responses when things do go wrong.

3.3 The aim of duty of candour is to provide a consistent standard of practice and outcomes across health, care and social work services. This provides continuity of care and is consistent with professional standards and codes of practice for professionally registered staff.

4. Main report

4.1 Organisations that provide a health service, care service and/or social work service must adopt the relevant legislation which the duty of candour applies. This is set out in section 25 of the Act. For the Council this is its role as a 'local authority'. Equally, the Council contracts services from a great deal of providers of care and

individually, these contractors must ensure the implementation of their responsibilities as a **Responsible Person** with duty of candour.

4.2 The Council must activate the duty of candour procedure after they become aware an unintended or unexpected incident has occurred whilst carrying out a health, care or social work-related service, and where the outcome (below) relates directly or can be attributed to, considering the natural course of a person's illness or condition, one or more of the following categories[1]:

4.2.1 The death of a person.

4.2.2 Permanent lessening of bodily, sensory, motor, physiologic or intellectual functions ("severe harm").

4.2.3 Harm which is not "severe harm" but which results in significant impairment or shortens life expectancy.

4.2.4 The person requires treatment by a registered health professional in order to prevent any of the above or death.

4.3 The decision to activate the duty of candour **must** be taken in conjunction with the **Duty of Candour Panel**, whose membership is made up of the relevant Director of the service, Chief Social Work Officer and the NHS Medical Director who has a delegated responsibility by the Scottish government for the assessment of outcomes (4.2) as the **Registered Health Professional**. The Registered Health Professional has the responsibility to assess for the outcomes as detailed in 4.2.

4.4 Registered care services have a responsibility to report duty of candour instances to the Care Inspectorate.

4.5 Duty of candour places organisational responsibility on the Council to engage in a purposeful and meaningful apology, effective communication with the person affected by an unintended event that has caused harm (and/or their family) and to provide support to employees and others who may be affected by the incident(s).

4.6 The Council's duty of candour Policy and Procedure does not replace those already implemented within the Edinburgh Health and Social Care Partnership (EHSCP). Alignment with pathways developed by EHSCP were agreed at point of design.

4.7 This Policy and Procedure includes Children's services and services provided by Community Justice.

5. Next Steps

5.1 Development of a communications strategy both internally and externally that includes members of the public regarding their rights when receiving services.

5.2 Review and update subject-related policy and procedure.

5.3 Inclusion within quality assurance and improvement activity.

[1] As defined by Scottish Government, Organisational duty of candour guidance, 2018

6. Financial impact

6.1 The implementation of duty of candour helps positively shape culture and practice. It can also mitigate risk with earlier resolution of complaints against a service, overall reducing the financial impact that can arise from liability claims against the Council.

6.2 There is no direct financial cost to implementing the policy and procedure. There is indirect staffing requirement to support the implementation.

7. Stakeholder/Community Impact

7.1 The Duty of Candour policy and procedure applies to incidents that the Council becomes aware of after 1 April 2018. Duty of candour procedure can be instigated for events that occurred before the implementation date if the Council were made aware of the event after 1 April 2018.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 Appendix 1 - Duty of Candour Policy

9.2 Appendix 2 - Duty of Candour Procedure

Duty of Candour

Implementation date [date policy comes into force as this may differ from approval date]

Control schedule

Version control

Approved by		Name of Committee	
Version	**Date**	**Author**	**Comment**
0.1	**20/01/20**	**Wendy Henderson**	
0.2	**10/03/20**	**Wendy Henderson**	
0.3	**06/10/20**	**Jon Ferrer**	
0.4	**26/05/21**	**Jon Ferrer**	

Subsequent committee decisions affecting this policy

Date	**Committee**	**Link to report**	**Link to minute**

Duty of Candour

1. Policy statement

The Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (the Act) introduced a new organisational Duty of Candour on health, care and social work services. The procedure to be followed is set out in the Duty of Candour Procedure (Scotland) Regulations 2018 (the Regulations) and came into effect on 1 April 2018.

Enabling and managing risk is a central part of delivering high quality health, care and social work services. The Duty of Candour promotes responsibility for developing safer systems, better engages staff in improving services and creates trust in people who use our services.

2. Scope

The Duty of Candour procedure must be carried out by the responsible person (the Council) as soon as reasonably practicable after becoming aware that an individual who has received a health, care, or social work service has been the subject of an unintended or unexpected incident, and in the reasonable opinion of a registered health professional has resulted in, or could result in:

- the death of the person;
- a permanent lessening of bodily, sensory, motor, physiologic or intellectual functions;
- an increase in the person's treatment;
- changes to the structure of the person's body;
- the shortening of the life expectancy of the person;
- an impairment of the sensory, motor or intellectual functions of the person which has lasted, or is likely to last, for a continuous period of at least 28 days;
- the person experiencing pain or psychological harm which has been, or is likely to be, experienced by the person for a continuous period of at least 28 days;
- the person requiring treatment by a registered health professional in order to prevent:
    - the death of the person; or
    - any injury to the person which, if left untreated, would lead to one or more of the outcomes mentioned above.

The Duty of Candour policy and procedure applies to incidents that the responsible person becomes aware of after 1 April 2018. For example, after 1 April 2018, if the responsible person (the Council) becomes aware of unexpected

psychological harm that occurred because of care provided to the relevant person in 2015, the Duty of Candour procedure should be activated.

The responsible person (the Council) will become aware of incidents through existing Council procedures as detailed below and in the associated Duty of Candour procedures, process map and documentation.

The overall purpose of the Duty of Candour is to ensure that organisations are open, honest and supportive when there is an unexpected or unintended incident resulting in death or harm, as defined in the Act.

The Act defines the "responsible person" as:

- a Health Board
- a person (other than an individual) who has entered into a contract, agreement or arrangement with a Health Board to provide a health service
- the Common Services Agency for the Scottish Health Service
- a person (other than an individual) providing an independent healthcare service
- **a local authority**
- a person (other than an individual) who provides a care service
- an individual who provides a care service and who employs, or has otherwise made arrangements with, other persons to assist with the provision of that service
- a person (other than an individual) who provides a social work service

This means that the Duty of Candour applies to the Council and not individuals.

The responsible person (the Council) is responsible for:

- Carrying out the Duty of Candour procedure when activated
- Undertaking training required by regulations
- Providing training, supervision and support to any person carrying out any part of the procedure as required under regulation
- Reporting annually on the duty

3. Definitions

Responsible Person – every organisation covered by the Duty of Candour legislation is regarded as a “responsible person” within the definition as set out in Section 25 of the Act.

Relevant Person – is the person who has been harmed during the incident. If this person lacks capacity or otherwise unable to make a decision (i.e. if the person has died) about the service provided, it is the person acting on their behalf (see section 22(3) of the Act).

Registered Health Professional - a member of a profession to which section 60(2) of the Health Act 1999 applies.

Lead Officer – the person appointed to undertake the Duty of Candour investigation. This could be the officer appointed to undertake the investigation into the

incident/complaint before the decision to activate the Duty of Candour is taken by the Nominated Health Professional.

4. Policy content

4.1 Incident which activates the duty:
The Duty of Candour procedure must be carried out by the responsible person as soon as reasonably practicable after becoming aware that an individual who has received a health, care, or social work service has been the subject of an unintended or unexpected incident, and in the reasonable opinion of a registered health professional (Tracey Gillies, NHS Lothian Medical Health Director) has resulted in, or could result in:

- the death of the person;
- a permanent lessening of bodily, sensory, motor, physiologic or intellectual functions;
- an increase in the person's treatment;
- changes to the structure of the person's body;
- the shortening of the life expectancy of the person;
- an impairment of the sensory, motor or intellectual functions of the person which has lasted, or is likely to last, for a continuous period of at least 28 days;
- the person experiencing pain or psychological harm which has been, or is likely to be, experienced by the person for a continuous period of at least 28 days;
- the person requiring treatment by a registered health professional in order to prevent:
    - the death of the person; or
    - any injury to the person which, if left untreated, would lead to one or more of the outcomes mentioned above.

4.2 The Duty of Candour Procedure (the Procedure)
The 'Duty of Candour Procedure' means the actions to be taken by the responsible person in accordance with regulations made by the Scottish Ministers. The regulations detail the specific actions and recording of information required by the responsible person when carrying out each stage of the procedure and are set out in regulations 2 to 7 of the Duty of Candour Procedure (Scotland) Regulations 2018.

The key stages of the procedure include:

a. notify the person affected (or family/relative where appropriate)
b. to provide an apology
c. to carry out a review into the circumstances leading to the incident
d. to offer and arrange a meeting with the person affected and/or their family, where appropriate
e. to provide the person affected with an account of the incident
f. to provide information about further steps taken
g. to make available, or provide information about, support to persons affected by the incident
h. to prepare and publish an annual report on the Duty of Candour

4.3 Making an apology

For the purposes of the Act, an "apology" means a statement of sorrow or regret in respect of the unintended or unexpected incident that caused harm or death. The Act sets out that an apology or other step taken in accordance with the Duty of Candour procedure does not of itself amount to an admission of negligence or a breach of a statutory duty.

The Act states that the responsibility for the apology rests with the responsible person (the Council) and that within each organisation there will be individuals with delegated responsibility for ensuring that an apology is provided on behalf of the organisation. The Council has delegated this responsibility to the Lead Officer appointed to conduct the formal investigation into the incident when the Duty of Candour has been activated.

The apology should be based on individual circumstances, there is no “one size fits all” apology.

The Four Rs are an easy way to remember how we can get this right:

1. **Reflect** – stop and think about the situation
2. **Regret** – give a sincere and meaningful apology
3. **Reason** – if you know, explain why something has happened or not happened and if you don't know, say that you will find out
4. **Remedy** – what actions you are going to take to ensure that this won't happen again and that the organisation learns from the incident

By making an apology following an unintended or unexpected incident, the Council is acknowledging that harm has been caused, a mistake has been made and that the Council is acknowledging emotions that are felt by the relevant person(s). A meaningful apology can help to calm a person who has become angry or upset. An apology is not an admission of liability.

4.4 The Relevant person: Adults with incapacity and following a death

In carrying out the Duty of Candour procedure it is for the Council, in their role as responsible person, to determine who should act on behalf of a relevant person who lacks capacity or who has died, taking into account any existing arrangements that are in place with regard to power of attorney or guardianship and seek legal advice as appropriate.

4.5 Training, Education, Advice, Guidance and Publicity

Resources have been allocated by NHS Education for Scotland and the Scottish Social Services Council to support training and awareness and have made Duty of Candour training and education available through existing networks and communication channels. Using and targeting existing resources will also be an important element of implementation and support for the Duty of Candour.

The Council is asked to support a range of approaches with regard the planning, delivery and continuous improvement of their processes when applying the Duty of Candour procedure.

5. Implementation

This policy is supported by a Duty of Candour procedure, process map and links to relevant supporting documentation.

A communications programme will be developed to support awareness and understanding once the policy, procedure and associated documentation has been signed off.

In line with legal requirements, the Council will publish the Duty of Candour report in the Chief Social Work Officer's annual report, including lessons learned and actions taken.

The lessons learned and actions taken will influence and inform the annual review of the policy, procedures and associated documentation.

6. Roles and Responsibilities

It is the responsibility of managers of services registered with the Care Inspectorate and managers of social care services to follow the Regulated Services Compulsory Reporting Policy and Procedures.

This will ensure that the Provider of the Service, the Council, complies with regulatory reporting requirements and result in notifications being sent to:

1. The Care Inspectorate
2. The Provider's Health and Safety Team
3. The Chief Social Work Officer
4. Social Care Direct – if applicable

Registered managers and managers of social care services must complete and submit their notification of Duty of Candour within 24 hours of them becoming aware or of the incident occurring.

Related documents

Nursing and Midwifery Council/General Medical Council Openness and honesty when things go wrong: the professional Duty of Candour

Scottish Public Services Ombudsman Meaningful Apologies

Scottish Public Services Ombudsman Model Complaints Handling Procedure Model Complaints Handling Procedure

The Knowledge Network NHS Little Things Make a Big Difference (including fact sheet and e-learning module)

The Professional Association for Social Work and Social Workers Building a Culture of Candour

The Scottish Government Duty of Candour: Frequently Asked Questions

The Scottish Government Duty of Candour Health Care Standards

Integrated impact assessment

This policy and associated procedure evidence the Council's commitment to advancing the equality of opportunity to good life outcomes for people with the following protected characteristics:

- Age (both younger and older people)
- Disability (physical, learning, mental health and other lifelong conditions covered by the Equality Act 2010)

In addition, the implementation of this policy will enhance the right to life and the right to health for people currently using the services and those who will use the services in the future.

Risk assessment

The risks associated with noncompliance with this policy by the Council would contravene the legal requirements placed on it by the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (The Act) which came into effect on 1 April 2018.

In adopting this policy, the Council will be able to comply with regulatory requirements regarding an annual report detailing what actions have been taken, what lessons have been learned and actions taken which influence and inform the annual review of the policy, procedures and associated documentation.

Review

This policy will be reviewed annually and presented to the Policy and Sustainability committee.

·EDINBVRGH·
YOUR COUNCIL – YOUR SERVICES

Procedure Title - Duty of Candour

Management Information		
Lead Officer	**Name:**	Jon Ferrer
	Designation:	Senior Manager Quality, Governance and Regulation
	Tel:	0131 553 8396
Lead Service Area	Quality Compliance and Regulation	
Date Agreed	<<e.g. 01 January 2012>>	
Last Review Date	<<If applicable>> <<e.g. 01 January 2012>>	
Next Review Date	<<e.g. 01 January 2012 = press F1 key for help>>	
Agreed by	Safer and Stronger Communities	
Has Screening for Equality Impact been undertaken for this procedure?	Yes/No: *(please specify)* Date <<e.g. 01 January 2012>>	
Has Implementation and Monitoring been considered for this procedure?	Yes/No: *(please specify)* Date <<e.g. 01 January 2012>>	
If appropriate, has Health and Safety section had oversight of this procedure? **Name of Health and Safety contact**	Yes/No: *(please specify)* Date 10 November 2019	

Definition: Procedure – An agreed method or approach to comply with Policy, Legislation and Departmental Decisions.

This document may be out of date if printed, the latest version is available on the Council Intranet.

1. PURPOSE

The Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (the Act) sets out the procedure that organisations providing health, care and social work services in Scotland are required, by law to follow when there has been an unintended or unexpected incident that results in death or harm to a person using our services.

Duty of Candour is one of the ways in which the Scottish Government's commitment to the provision of safe, effective and person-centred health and social care will be delivered. The aim and focus of the organisational Duty of Candour is promoting improvement in the provision of services delivered and learning lessons when things go wrong.

2. SCOPE

This procedure outlines the issues staff working in City of Edinburgh Council (hereafter referred to as 'the Council') care and social work services will consider at each point in the Duty of Candour Procedure, suggests best practice and provides a process map of steps to be taken to fulfil the duty.

In this guidance the word **must** refers to actions that are a legal requirement. The remainder of the guidance provides details of best practice when there has been an unintended or unexpected incident resulting in death or harm and provides specific detail:

1. Duty of Candour Procedure Triggers
2. Duty of Candour Identification
3. Duty of Candour Panel
4. Meaningful Apology
5. Duty of Candour Investigation Lead Officer Responsibilities

3. DEFINITIONS

Responsible Person – every organisation covered by the Duty of Candour legislation is regarded as a "responsible person" within the definition as set out in Section 25 of the Act.

Relevant Person – is the person who has been harmed during the incident. If this person lacks capacity or otherwise unable to make decision about the service provided, it is the person acting on their behalf (see section 22(3) of the Act). Or if they have died.

Registered Health Professional - a member of a profession to which section 60(2) of the Health Act 1999 applies. The Relevant Health Professional must not have had involvement in the incident but could be employed by the organisation.

Lead Officer – the person appointed to undertake the Duty of Candour investigation. This could be the officer appointed to undertake initial enquiries prior to the decision being made to activate the Duty of Candour.

4. ACTIONS

4.1 When should consideration be given to Duty of Candour?

The Council (as responsible persons) must activate the duty of candour procedure as soon as reasonably practicable after becoming aware that:

- an unintended or unexpected incident occurred in the provision of the health, care or social work service provided by the Council;
- in the reasonable opinion of a registered health professional (as defined in Annex C, Scottish Government Organisational duty of candour: guidance) not involved in the incident:

(a) that incident appears to have resulted in or could result in any of the outcomes mentioned below; and

(b) that outcome relates directly to the incident rather than to the natural course of the person's illness or underlying condition.

It is important to note that where the duty of candour procedure start date is later than one month after the date on which the incident occurred, an explanation of the reason for this has to be provided to the relevant person.

The relevant outcomes are as follows:

A. The death of the person.
B. Permanent lessening of bodily, sensory, motor, physiologic or intellectual functions (including removal of the wrong limb or organ or brain damage) ("severe harm").
C. Harm which is not severe harm but which results in one or more of the following criterion:

- an increase in the person's treatment;
- changes to the structure of the person's body;
- the shortening of the life expectancy of the person;
- an impairment of the sensory, motor or intellectual functions of the person which has lasted, or is likely to last, for a continuous period of at least 28 days;
- the person experiencing pain or psychological harm which has been, or is likely to be, experienced by the person for a continuous period of at least 28 days.

D. The person requires treatment by a registered health professional in order to prevent:

- the death of the person;
- any injury to the person which, if left untreated, would lead to one or more of the outcomes mentioned in paragraph B or C.

See Duty of Candour Flowchart (appendix 1).

4.2 Where is the Duty of Candour most likely to be identified?

There are numerous existing Council processes, which will support the identification and activation of the duty of candour process. In some cases, this will be at the very first stage of reporting an incident to the Care Inspectorate and in others it may be during one of the following processes:

- Adult Support and Protection Procedures
- Child Protection Procedures
- Complaints handling
- Initial Case Reviews
- Significant Case Reviews
- Large Scale Investigations

4.3 What action is taken when an incident occurs that may meet Duty of Candour threshold?

The relevant manager of the service must complete and submit a **Significant Occurrence Notification** Form as soon as an incident which may meet the duty of candour threshold is identified. The Significant Occurrence Notification is completed in all circumstances – Registered & Non-Registered Services.

Managers of Council services registered with the Care Inspectorate will be asked if, when completing one of the following eForms, if the incident triggers the Council's duty of candour procedure:

- Accidents, incidents or injuries to a person using the service
- All deaths of a person using a care service
- Adverse event involving a controlled drug

Where duty of candour is identified in one of the processes outlined in section 4.2, the Chair will request that the manager of the service complete the Significant Occurrence Notification form, where this has not already been completed and if the service is registered, seek confirmation that an eform has been completed detailing the incident and duty of candour.

4.4 Significant Occurrence Notification Submission - Next Steps

Quality, Governance and Regulation will screen the Significant Occurrence Notification and verify that:

1. the Care Inspectorate have been notified where the involved service is registered
2. ascertain if the event meets the criteria for duty of candour outcomes (outlined in 4.1).

If the incident **does not** meet the threshold and is not subject to an ongoing Public Protection process, the Significant Occurrence Notification procedures commence.

If the incident **does not** meet the threshold and is subject to an ongoing Public Protection process, the case will be referred to the Chair/Lead Officer of the relevant Public Protection Group.

If the incident **does** meet the threshold the incident will be referred to the Council's duty of candour Review Panel.

The receipt of the duty of candour referral and the outcomes of screening will be recorded and held by the Quality, Governance and Regulation Service in accordance with Public Protection records retention protocols.

4.5 Duty of Candour Panel

The membership of the Council's Duty of Candour panel is as follows:
Chief Social Work Officer
Registered Health Professional (Tracey Gillies, NHS Medical Director or delegated other)
Relevant Head of Service

The decision to activate the duty of candour **must** be taken in conjunction with the Registered Health Professional. The legislation does not require this to be a detailed and comprehensive analysis of the incident to form an opinion about contributory factors. The requirement is for someone not involved in the incident to provide a view to inform a decision about activating the duty of candour procedure.

The Relevant Health Professional will require the following core information in the first instance:

- What was the incident?
- What was the outcome?
- What illnesses and underlying condition did/does the person have?

Information required from the Relevant Health Professional includes:

- Based on the background information provided, does it appear that this incident resulted in or could result in death or harm?

- Does the natural course of the person's illness or underlying condition directly relate to the death or harm described?

In circumstances where there is not a registered health professional working within the organisation where the incident occurred (for instance a small care at home service or some social work services), registered health professionals with an existing involvement with the relevant person should be contacted where possible. However, they must not have been involved in the incident. Health services can provide assistance in identifying a registered health professional who would be able to provide the required view in such circumstances.

Although it is likely that the Council will already have a view on whether the procedure should be activated, the views of the Registered Health Professional not involved with the incident form an important further step in the duty of candour procedure. If the registered health professional thinks that it is unlikely that harm will occur, then the duty of candour procedure need not be activated for that incident. Confirmation of the activation of the duty of candour will be sent to the relevant Head of Service or the Public Protection Lead officer and the Quality, Governance and Regulation Service by the Health Professional.

Upon receipt of this email the Head of Service or Lead for the Public Protection Committee or Partnership will:

1. Write out to the relevant person apologising for what has happened (see appendix 2), to confirm the activation of the Council's duty of candour and advise that a formal investigation will commence
2. Appoint a lead officer/ single point of contact to undertake the duty of candour investigation on behalf of the Council.

4.6 What is the Duty of Candour procedure start date?

The procedure start date is the date that the Council receives confirmation from a registered health professional (Tracey Gillies, NHS Medical Director) that, in their reasonable opinion, an unintended or unexpected incident appears to have resulted in, or could result in an outcome listed above and that relates directly to the incident rather than to the natural course of the relevant person's illness or underlying condition.

4.7 Notification

The duty of candour legislation states that the relevant person should be notified as soon as reasonably practicable, but it should be considered good practice to notify the relevant person within 10 working days of the procedure start date. **See Appendix 3- Duty of Candour Checklist Council Checklist.**

This notification can be by various methods including telephone, face to face or by letter. It is important to remember that where a duty of candour procedure start date

is more than a month after the incident, the Council must provide the relevant person with an explanation for this.

4.7.1 Things to consider

Before having the conversation at the point of notification, the Council may wish to consider:

- Who from the Council is already in contact with the relevant person?
- What discussions or information exchange has already taken place?
- What is the relevant person's current understanding of the incident and organisational response to this?
- Where the conversation takes place?
- Who should be part of, and who should lead that conversation?
- What support should be available to the relevant person during the conversation and afterwards?
- Who will be the single point of contact following the discussion with the relevant person?

The notification must include:

- an account of the incident to the extent that the Council is aware of the facts at the date the notification is provided; and
- an explanation of the actions that the Council will take as part of the procedure;

The Council should consider the support needs of relevant persons at the earliest possible opportunity and while following the duty of candour procedure.

4.8 Communication with relevant person

The Council Lead Officer must take reasonable steps to find out the relevant person's preferred method of communication. They must also take reasonable steps to ensure that communication with the relevant person is in a manner that they can understand.

If the Council Lead Officer is unable to contact the relevant person or the relevant person does not wish to speak with a nominated representative, the attempts made to contact them need to be included as part of the Council's written record of the duty of candour procedure.

The Regulations do not permit or require the Council to disclose any information that would prejudice any criminal investigation or prosecution or contravene any restriction on disclosure arising by virtue of an enactment or rule of law.

Those acting on behalf of the Council should be mindful of its general obligations to act in accordance with the European Convention of Human Rights, and any other relevant laws relating to personal information.

4.8.1 What are the implications if a claim for compensation is made once the decision to follow the duty of candour procedure is made?

Whilst it would not be appropriate for any organisation to try to prevent the relevant person from making a claim, those acting on behalf of the Council can suggest to relevant persons that they may wish to wait until the duty of candour procedure has concluded, when their case will have been investigated; they will have received an apology; the facts will have been established and any actions to improve the quality of care and/or learning will have been identified.

If a relevant person mentions that they are considering making a claim, the duty of candour procedure should continue. If a relevant person makes a claim (i.e. the Council receives formal notification of commencement of legal proceedings), then some elements of the duty of candour procedure may need to be paused until the legal process reaches a conclusion. For example, internal reviews could still proceed and the Council should still try to identify any potential improvement and learning actions.

4.9 Apology

In addition to any apology provided at the time of the incident, as part of the duty of candour procedure the Council must offer the relevant person a written apology (this can be by electronic communication if that is the relevant person's preferred means of communication) in respect of the incident. **See Appendix 2 – Meaningful Apology.**

The written apology should be personal and be provided at an appropriate time during the duty of candour procedure, taking into account of the facts and circumstances in relation to the particular incident.

This should take account of the circumstances relating to the relevant person and, wherever possible, the known personal meaning or impact of the unexpected or unintended incident.

There may still be misconceptions and misunderstanding that the provision of an apology equates to an admission of liability and that organisations should never offer apologies for this reason – but that is not correct.

4.10 Meeting

The Council Lead Officer must invite the relevant person to attend a meeting and give them the opportunity to ask questions in advance. The Council Lead Officer must take reasonable steps to ensure that the meeting is accessible to the relevant person, having regard to their needs. In some circumstances it will be necessary to

have an interpreter, an advocate and/or someone the relevant person chooses to support them present.

Staff should try to avoid the use of jargon or explain technical terms when speaking with relevant persons.

4.10.1 The meeting must include:

- a verbal account of the incident;
- an explanation of any further steps that will be taken by the Council to investigate the circumstances which it considers led or contributed to the incident;
- an opportunity for the relevant person to ask questions about the incident;
- an opportunity for the relevant person to express their views about the incident; and
- the provision of information to the relevant person about any legal, regulatory or review procedures that are being followed in respect of the incident in addition to the procedure.

Following some unexpected or unintended incidents there may be several review processes operating in parallel. This can be confusing for people. To try to lessen this confusion, meetings with relevant persons must include details of other procedures which are being followed including their differing scope and focus.
In circumstances where there is concern, for example, that an unintended or unexpected incident was contributed to by factors influencing the capability of an employee, it may be helpful for the relevant person to know that in addition to the systems review in operation, a separate process has been put in place to identify whether an employee may benefit from support and/or consider matters not related to organisational review and learning.

4.10.2 After the meeting the relevant person must be provided with:

- a note of the meeting;
- contact details of an individual member of staff, or single point of contact acting on behalf of the Council who the relevant person may contact in respect of the procedure.

4.10.3 Things to consider

Make sure those acting on behalf of the Council agree with the relevant person what the note of the meeting will include. This does not need to be a verbatim account of the discussion but could include when and where the meeting took place, a record of the apology, actions and timescales agreed.

Make sure that this note of the meeting is shared in good time with the relevant person. In some instances where the note of the meeting is brief, it may then be

followed by a more comprehensive summary of the issues covered in the meeting – for example, outlining the questions that were asked or views expressed and the matters discussed.

If the relevant person does not wish to, or is unable to attend the meeting, the organisation must still provide them with the information set out above (other than a note of the meeting) if the relevant person wishes it.

4.11 Where more than one organisation needs to be involved in the Duty of Candour procedure

The duty of candour procedure is the legal responsibility of the organisation who provided a health service, care service or social work service where the incident occurred. Other health and social care providers may have been involved in the provision of care and services, but they are not responsible persons (organisations) in respect of that incident.

It is often the case that a range of organisations are involved in the episode of treatment or care where the unexpected or unintended incident occurred. Although they are not responsible persons in terms of the legislation, they may need to become involved in providing information as part of a review or in providing support for relevant persons coping with the personal impact of death or harm arising from the unintended or unexpected incidents. In rare circumstances, several responsible persons may each decide to activate the duty of candour procedure for multiple incidents. In such circumstances, responsible persons should seek to communicate with each other, emphasising co-operation and ensuring a co-ordinated approach in their communications with the relevant person.

Where more than one organisation needs to be involved in the duty of candour review, all parties are expected to co-operate fully throughout the duty of candour procedure and share lessons learned and necessary actions identified by the procedure.

Where this is the case, the relevant person must be informed as part of the notification process, that the organisation where the incident occurred is the responsible person, as defined by the legislation, who will carry out the procedure.

4.12 The review

The Council Lead Officer must carry out a review of the circumstances which they consider led or contributed to the unintended or unexpected incident. The legislation does not specify the manner in which the review is undertaken, but it is likely that this will be one of a range of review processes that are already undertaken such as an adverse event review, a significant case review, review undertaken by Public Protection committees/partnerships or a morbidity and mortality review, where they exist.

Best practice requires that reviews involve clinical and care professionals with the relevant subject matter expertise, as appropriate.

Best practice in reviewing unintended or unexpected incidents that have resulted in death or harm require that a systems emphasis is adopted. Useful resources on systems approaches include: Systems Analysis of Clinical Incidents (known as The London Protocol); Social Care Institute of Excellence's Learning Together model; and NHS Improvement Just Culture Guide.

In the case where the review is not completed within three months of the procedure start date, those acting on the Council's behalf must provide the relevant person with an explanation of the reason for the delay in completing the review.

In carrying out the review, the Council Lead Officer must seek the views of the relevant person and take account of any views expressed. This will be best implemented through the development of a supportive relationship with the relevant person and arrangements that are able to demonstrate the way in which these views (which are likely to reflect what matters most) have been taken into account.

4.13 The Council Lead Officer **must prepare a written report of the review, which must include:**

- a description of the manner in which the review was carried out;
- a statement of any actions to be taken by the Council to improve the quality of service it provides and share learning with other persons or organisations in order to support continuous improvement in the quality of health, care or social work services; and
- a list of the actions taken for the purpose of the procedure and the date each action took place.

This will provide the Council with an opportunity to demonstrate that the views of relevant persons have been considered and that a review has been conducted that has focused on systems analysis, taking account of best practice

The legal requirement to include details of the dates, when each element of the duty of candour procedure took place, is included to provide an overview of the process within an organisation from the point that they decide to activate the duty of candour procedure to the point the review is concluded.

The written report will be prepared using the Council's Duty of Candour Investigation Findings report template.

Where possible, written reports on reviews should be written in a manner that minimises the need for extensive redaction.

4.13.1 The Council Lead Officer **must offer to send the relevant person:**

- a copy of an executive summary or personalised letter;
- details of any further information about actions taken for the purpose of improving the quality of service provided by the Council or other health, care or social work services; and
- details of any services or support which may be able to provide assistance or support the relevant person or their family, taking into account their needs.

4.13.2 Things to consider

It is important to think about how the report of the review is written if it is to be shared with the 'relevant person'. It should not contain jargon or acronyms which are difficult to understand. It should be clear and understandable.

Review reports should include information on the actions that are to be taken to make improvements in systems and processes influencing the quality of care delivery. The actions taken to share learning with other organisations (such as those who might have similar organisational processes to the ones that formed the basis of the review) should be outlined in the written review report.

4.14 Records

The Council must keep a written record for each incident to which the duty of candour procedure is applied, including a copy of every document or piece of correspondence relating to the application of the duty of candour procedure to the incident. The written record should be retained by the Council in accordance with relevant local policies and procedures.

All documents, correspondence and written records associated with duty of candour cases will be retained within the Council's Public Protection records in line with retention protocols related with Significant Case Review.

4.15 Training

All staff working in Council care and social work services **must** develop an understanding of, and be able to identify what triggers, duty of candour. To support this, the Scottish Government, Health Improvement Scotland, the Care Inspectorate and the Scottish Social Services Council have developed a learning module, which can be accessed by registering with Turas https://learn.nes.nhs.scot/ and searching Duty of Candour eLearning, once registered https://learn.nes.nhs.scot/Scorm/Launch/2654 .

4.16 Reporting and monitoring

The Act sets out that the organisation providing health, care, or social work service during a financial year must prepare an annual report, as soon as reasonably practicable after the end of that financial year.

The Chief Social Work Officer's annual report meets the requirement of the Act and is published in a manner that is publicly accessible i.e. published on City of Edinburgh Council website.

The report, as required by the Act, will include:

- information about the number and nature of incidents to which the duty of candour procedure has applied in relation to a social work or social care service provided by the Council;
- an assessment of the extent to which the Council carried out the duty of candour;
- information about the Council's policies and procedures in relation to the duty of candour, including information about procedures for identifying and reporting incidents, and support available to staff and to persons affected by incidents;
- information about any changes to the Council's policies and procedures as a result of incidents to which the duty of candour has applied;

No individual, identifiable, information is to be contained in the Chief Social Work Officer's Annual Report.

Once the Council has published the report they must notify:

- Health Improvement Scotland
- The Scottish Ministers to dutyofcandour@gov.scot
- The Care Inspectorate

Healthcare Improvement Scotland, Scottish Ministers and The Care Inspectorate may, for the purpose of monitoring compliance with the duty of candour provisions, serve a notice on an organisation, requiring them to provide information about any of the matters listed in the Reporting and Monitoring section as specified in the notice, and that information is to be provided within the time specified in the notice. As a result, they may publish a report on the Council's compliance.

5. RESPONSIBILITIES

The Chief Social Work Officer has responsibility for the maintenance of this Procedure

Specific responsibilities are included in Section 4.

6. POLICY BASE

This procedure has been developed to implement the Duty of Candour Policy.

The Duty of Candour Policy has been developed in response to The Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (The Act) introduced a new organisational duty of candour on health, care and social work services.

The procedure to be followed is set out in the Duty of Candour Procedure (Scotland) Regulations 2018 (the Regulations) and came into effect on 1 April 2018.

7. ASSOCIATED DOCUMENTS

1. Significant Occurrence Notification form
2. Report Template

Professional regulators guidance: Scottish Social Services Council – Codes of Practice SSSC-codes-of-practice-for-social-service-workers-and-employers

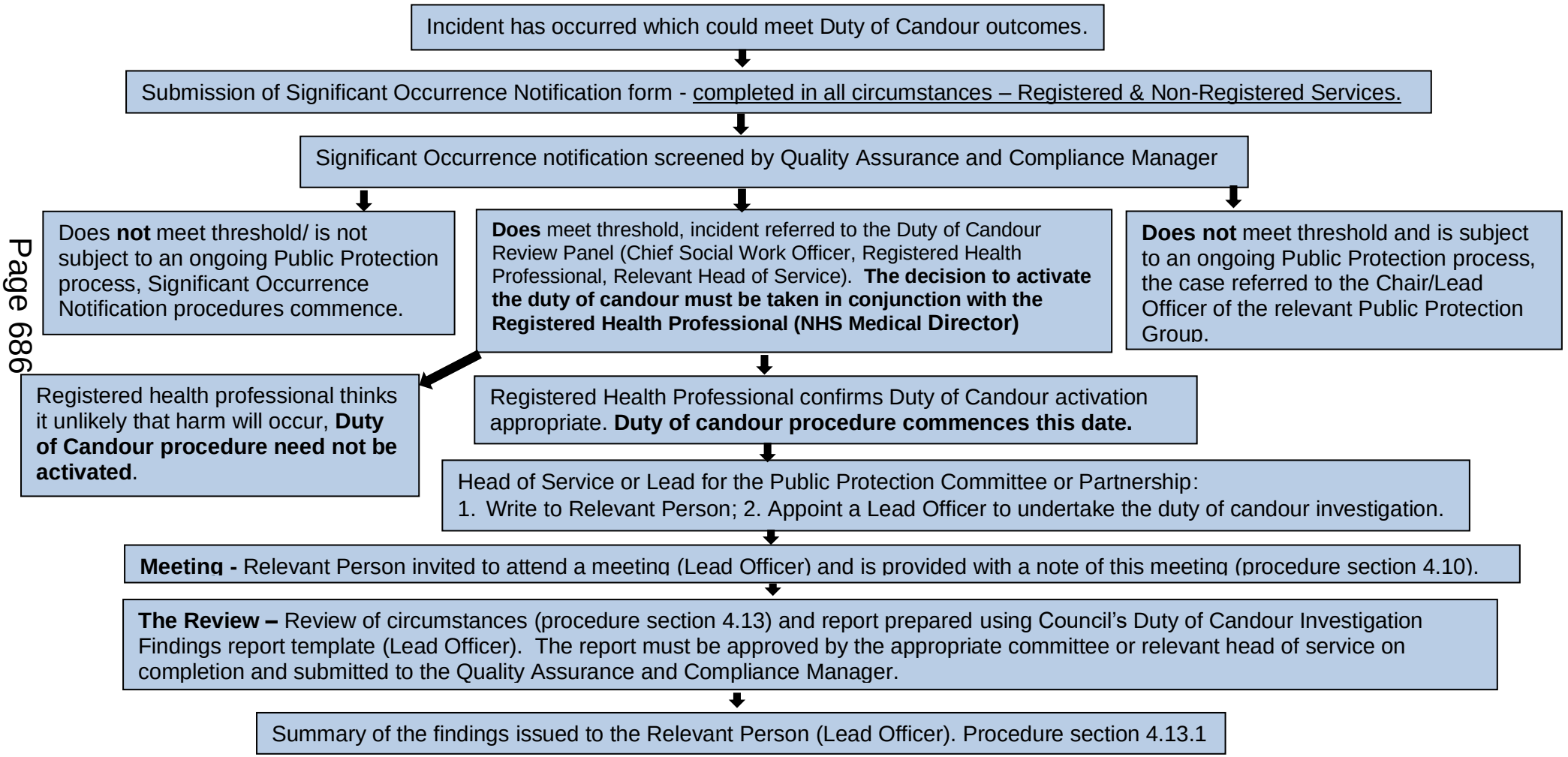
8. RECORD KEEPING

When a procedure has been followed there are often outputs such as decisions made or events occurred that need to be recorded. These outputs are considered Council records. Please list all Records, including completed forms, generated by this procedure. For each record, list its title, location, responsible officer and minimum retention period.

Record Title	Location	Responsible Officer	Minimum Retention Period
Significant Occurrence Notification			
Duty of Candour Investigation Findings Report Template			
Duty of Candour Policy			
Duty of Candour Flowchart			

Procedure Title - Duty of Candour

APPENDIX 1: DUTY OF CANDOUR FLOW CHART



Definition: Procedure – An agreed method or approach to comply with Policy, Legislation and Departmental Decisions.

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APPENDIX 2 – MEANINGFUL APOLOGY

Making an apology
For the purposes of the Act, an "apology" means a statement of sorrow or regret in respect of the unintended or unexpected incident that caused harm or death. The Act sets out that an apology or other step taken in accordance with the duty of candour procedure does not of itself amount to an admission of negligence or a breach of a statutory duty.

Sometimes clinical and care staff find it difficult to say sorry when something has gone wrong and harm has occurred. People may be unclear if they can say sorry and worry that the timing for doing this will not be right or that they will make things worse. The Four Rs are an easy way to remember how we can get this right:

Reflect – stop and think about the situation.
Regret – give a sincere and meaningful apology.
Reason – if you know, explain why something has happened or not happened and if you don't know, say that you will find out.
Remedy – what actions you are going to take to ensure that this won't happen again and that the organisation learns from the incident.

It is important that an open and honest apology is provided from the outset as this can reassure an individual and/or their family and will also set the tone for moving things forward from here.

By making an apology following an unintended or unexpected incident, you are acknowledging that harm has been caused, a mistake has been made and you may be acknowledging emotions that are felt by the individual and/or their family. A meaningful apology can help to calm a person who has become angry or upset. An apology is not an admission of liability.

What is a meaningful apology?

An apology is often the first step in putting things right and can help to repair a damaged relationship and restore dignity and trust. To make an apology meaningful you should:

- acknowledge what has gone wrong;
- clearly describe what has gone wrong to show you understand what has happened and the impact for the person affected;
- accept responsibility or the responsibility of your organisation for the harm done;
- explain why the harm happened;
- show that you are sincerely sorry;
- assure the individual and/or their family of the steps you or the Council have taken, or will be taking to make sure the harm does not happen again (where possible);
- make amends and put things right where you can.

How should I make an apology?
Your apology should be based on the individual circumstances. There is no 'one size fits all' apology, but there are some general good practice points.

- the timing of the apology is very important and should be done without delay;
- to make the apology meaningful do not distance yourself from the apology or let there be any doubt that you or your organisation accept any wrongdoing;
- the language you use should be clear, plain and direct;
- your apology should sound natural and sincere;
- your apology should not question the extent of harm suffered by the person affected;
- your apology should not minimise the incident;
- it is very important that you apologise to the right person or people.

Who should apologise?

The Act states that the responsibility for the apology rests with the responsible person – this is the organisation delivering the service. Within each organisation there will be individuals with delegated responsibility for ensuring that the organisational duties (in this case providing an apology on behalf of the Council) are met (recognising that there are likely to have been individuals who have provided individual apologies).

For an apology to be effective it needs to be sincere. Sometimes you may need to apologise for an event which is not of your doing – indeed the organisationally focused apology required by the duty of candour procedure will involve this. Sometimes it is the official organisational recognition of the event that will be important to the individual and/or their family.

The timing of a more formal apology is at the discretion of the responsible person within the Council, but best practice would be to also apologise immediately the event comes to light. When making your apology you should not worry about who is to blame or what has gone wrong but merely apologise for the event occurring.

It is the responsible person's responsibility to make an apology, where appropriate, and you could include some phrases such as:
'I am sorry that this has happened to you and I'm going to find out what went wrong and come back to you.' 'I am sorry that harm has occurred, let me find out what has happened and come back to you with information.'

APPENDIX 3 – DUTY OF CANDOUR ORGANISATIONAL CHECKLIST

Step 1 Identifying and contacting the Relevant Person(s) • Do you know who the relevant person(s) is in relation to this incident? • Is their preferred method of contact already known? If not, this needs to be determined and noted. • Has it been possible to make contact with them? If not, a note should be made of the attempts to make contact. • Document in case record/file	
Step 2 Notifying the Relevant Person(s) • Provide the relevant person with an account of the incident and what actions are going to be taken (Note: If this is more than one month since the incident occurred the lead officer must explain the delay in the letter sent)	
Step 3 Arranging the first meeting • Organise a meeting with the relevant person(s) within 10 days of the duty of candour being activated. Provide the relevant person(s) with the opportunity and a documented process to ask questions in advance of the meeting	
Step 4 Meeting Format or via written communication if the invite to the meeting is declined • Explain to the relevant person(s) what happened • Explain what further steps are being taken • Provide an opportunity for the relevant person(s) to ask further questions • Provide an opportunity to enable the relevant person to express their views • Explain the links to other Council Public Protection processes • Provide a note of the meeting and details of an individual member of staff working for the Council who the relevant person may contact in respect of the procedure	
Step 5 Conducting the Investigation Note: Duty of Candour may progress in conjunction with other investigations/reviews such as Initial Case Review, Significant Case Review or Large-Scale Investigation • Seek the views of the relevant person(s) • Refer to the Health and Social Care Standards throughout in the investigation • Ensure that the focus on the investigation is on improving the quality of life for people using the service • Document learning throughout the process to support post investigation learning and changes to practice, procedures or policies • Document the actions taken in respect of the duty of candour • Throughout the process ensure that the nominated liaison officer / single point of contact provides support and assistance to the relevant person(s) • Ensure staff receive training and guidance on the duty of candour procedure as a way of giving context to the investigation • Ensure employees are provided with details of services (including Employee Assistance Programme) or support to help wellbeing	

Step 6 Concluding the Investigation • Document the findings of the investigation • Send confirmation and outcomes to the Chief Social Work Officer, Quality, Governance and Regulation Service and Head of Service. • Send a letter, summarising the findings of the investigation report, to the relevant person(s) (subject to appropriate information sharing) • Continue to update the relevant person(s) of actions taken after the investigation is concluded	

Sharing Learning

- The Child and Adult Protection Committee, Offender Management Committee and Equally Safe Partnership structures ensure that learning points are tracked and embedded into practice. For example, the close links between the Learning and Development and Quality Assurance subcommittees, with oversight from the Committees, ensures that where learning is identified this translates into practice change. Through monitoring actions until completion, these structures support us to make positive changes once learning is identified.
- Following learning, the Committee or Partnership have a range of strategies for sharing learning. This includes publishing staff briefings, which are routinely used at the conclusion of a Case Review and sharing these widely amongst multi-agency staff. These briefings are tools which promote learning and reflection on a pertinent topic.
- Bespoke learning events are developed and hosted, for example around emerging risks and the interagency training calendar is reviewed regularly to ensure it is current and relevant.

Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Edinburgh Integration Joint Board Saving and Recovery Programme 2021/22 Update

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that the Policy and Sustainability Committee

1.1 Note the current position of the EIJBs Saving Recovery Programme 2021/22

Judith Proctor

Chief Officer, Edinburgh Integration Joint Board

Contact: Kellie Smith, Programme Manager

E-mail: ksmith@edinburgh.gov.uk

Report

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

2. Executive Summary

2.1 The purpose of this report is to provide the Policy and Sustainability Committee with an update on the Edinburgh Integration Joint Board (EIJB) 2021/22 Savings and Recovery Programme up to the end August 2021 (Period 5), focusing on the City of Edinburgh Council's (CEC) elements of the programme

3. Background

3.1 In March 2021 the EIJB agreed a phased Savings and Recovery Programme to deliver in year savings of £19.2[1], it was recognised that this would be challenging as Covid continued to impact operational service delivery across all sectors of health and social care.

3.2 The EIJB's Savings and Recovery Programme continues to be managed utilising the Savings Governance Framework that was put in place following an internal audit review of the governance of the programme in 2019 (details of which can be found in appendix 1). The framework considers not only the requirement for immediate savings in year to ensure financial balance but provides a clear and structured approach for future years, that aligns with our partners financial planning processes. As appropriate, we have also recognised within the framework, links to the EIJB's transformation programme to ensure that proposal development, delivery and benefits realisation (including savings) are monitored collaboratively to ensure consistency in approach, avoid duplication and ensure learning is shared.

3.3 In February 2021, a new phase classification of saving and recovery projects was approved through the Saving Governance Board (Appendix 2). A total of seventeen projects were proposed and approved for the EIJB's 2021/22 Savings and Recovery Programme. The projects were grouped as per the following;

[1] EIJB 2021/22 Saving and recovery Programme agreed at EIJB meeting on the 24th March 2021, https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5569&Ver=4

3.3.1 Seven (7) projects, previously approved by the EIJB at meetings held in March 2019[2],April 2020[3] and July 2020[4] were classified as Phase 1.

3.3.2 The new framework allowed for smaller operational projects to be included without EIJB approval. A total of six (6) projects in the programme were classified as Phase 2 (Operational Grip and Control).

3.3.3 Projects under the Transformation team that were to realise efficiencies were categorised separately under Phase 3.

3.3.4 An additional three (3) new proposals were presented and approved as part of the 2021/22 Financial plan at the EIJB's March 2021 meeting under the Phase 4 classification.

3.4 A list of each of the approved projects within the EIJB's 2021/22 Savings and Recovery Programme can be found, with details of the financial impact of each of the projects found in appendix 3.

3.5 It should be noted that, despite agreeing this challenging savings and recovery programme, it was not sufficient to balance the IJB's budget for 2021/22 and a gap of £9.3m remained at the start of the financial year.

4. Main report

Savings and Recovery Programme Governance and Monitoring

4.1 Delivery of the EIJB's Savings and Recovery Programme is overseen by the Savings Governance Board (SGB), chaired by the Chief Officer. This group meets monthly with all project leads submitting progress reports which inform the overall dashboard prepared by the Programme Manager. As part of this process all reports are signed off by finance colleagues to ensure accurate and appropriate reporting.

4.2 At their meeting on the 13th October 2021, the EIJB's Performance and Delivery Committee (P&D) was provided with a report by the Programme Manager, on the progress status and associated RAG evaluation for all approved projects within the 21/22 programme up until the end of August 2021. Financial (Saving) RAG evaluation for each project was provided up until the end of July, lagging one month behind the project progress status to allow time for the data to be confirmed with the NHS Lothian and CEC finance teams.

Overview of the Savings and Recovery Programme Position

[2] EIJB, 10th Dec 2019, https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=473&Ver=4
[3] EIJB, 28th April 2020, https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=475&Ver=4
[4] EIJB, 21st Jul 2020, https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5537&Ver=4

4.3 It is important to note that not all savings schemes are delivered uniquely by one organisation and that the EIJB's budget is considered as one "pot" of money, with the distinction between CEC and NHS savings increasingly becoming blurred. A total of twelve (12) projects in the programme fall under CEC accountability.

4.4 Progress has been made across all CEC projects within the Savings and Recovery Programme, with three (3) projects having fully achieving their savings. Close reports where appropriate have been submitted and logged with the Saving Governance Board (SGB), details of which can be found in appendix 5.

4.5 Six (6) projects are on track to deliver or exceed their targets. However, COVID-19 has, to varying degrees, impacted on our capacity and ability to fully deliver three (3) projects. High level details of the individual project statuses can be found in appendix 5, which includes RAG statuses of progress against plan and savings, overall trends and mitigations where risks or issues have been identified.

4.6 NHS Lothian led Savings Projects are governed through the SGB detailed above, and existing NHS Lothian mechanisms, principally the Finance and Resources Committee.

4.7 Despite the challenges posed by COVID-19 highlighted above, overall, it is expected that financial balance will be reached across the 2021/22 Savings and Recovery Programme. This will be achieved through under spends or slippage in other budget areas and through Scottish Government (SG) support. Since the last financial update to the EIJB in October 2021, the SG has confirmed that they will support Integration Authorities to achieve in year financial balance.

4.8 Nonetheless, the importance of clearly identifying where savings have or have not been achieved is fully recognised. This will be vital to; ensure transparency of reporting; making sure reflection and learning is taken on board for future schemes; and to appropriately inform the development of the EIJB's Savings and Recovery Programme for 2022/23. It is with this understanding that a further report will be provided to P&D in April 2022 presenting the anticipated end of year position for 2021/22 Savings and Recovery Programme.

5. Next Steps

Future and Ongoing Governance and Monitoring of the Savings and Recovery Programme

5.1 It is intended that quarterly Saving and Recovery Programme reports to P&D will continue, to ensure ongoing, appropriate scrutiny and monitoring of savings projects going forward.

6. Financial impact

6.1 Outlined elsewhere in this report.

7. Stakeholder/Community Impact

Legal / risk implications

7.1 The key risk to the EIJB is the ability to fully deliver the savings programme to ensure financial balance within 2020/21.

7.2 The assumption that COVID-19 costs and unrealised savings will be met by the Scottish Government through the mobilisation planning process.

7.3 Any further waves of COVID-19.

Equality and integrated impact assessment

7.4 Integrated impact assessments have been undertaken for both the individual savings proposals and the programme. As appropriate these are updated as projects progress. Environment and sustainability impact

7.5 There is no direct additional impact of the report's contents.

Quality of care

7.6 Integrated impact assessments have been undertaken for both the individual savings proposals and the programme. As appropriate these are updated as projects progress.

8. Background reading/external references

8.1 EIJB 2021/22 Saving and Recovery Programme agreed at EIJB meeting on the 24th March 2021, https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5569&Ver=4

9. Appendices

Appendix 1 **Savings Programme Governance Framework**

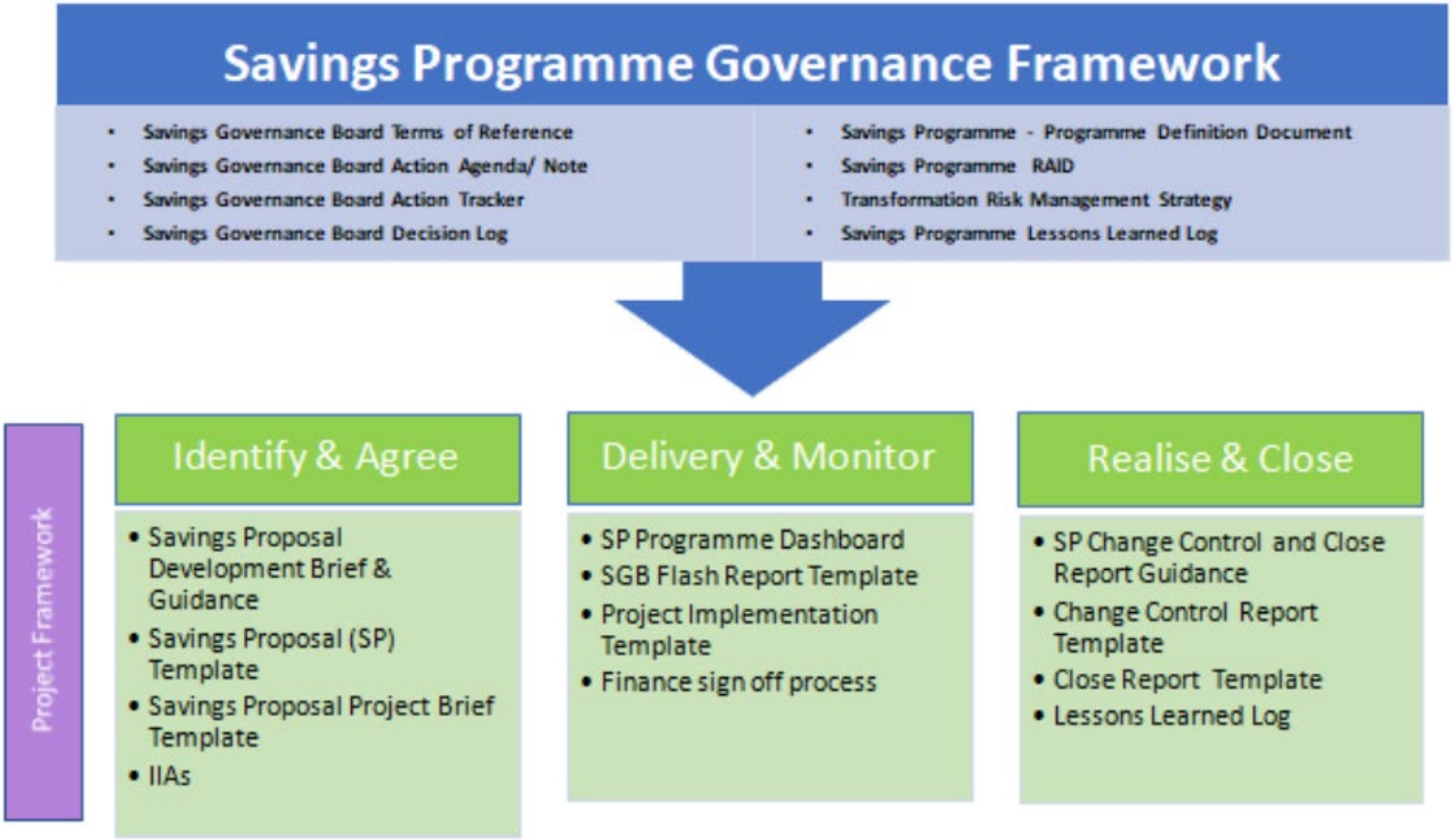
Appendix 2 **Savings Programme Governance Framework – Categories**

Appendix 3 **EIJB Savings and Recovery Programme 2021/22**

Appendix 4 **Savings Governance Board (SGB) Programme Dashboard September 2021 for CEC Projects**

Appendix 5 **Close and Change Reports submitted and approved by SGB**

Appendix 1: Saving Programme Governance Framework



Appendix 2: Savings Programme Governance Framework – Phase Definitions

1. Previously Approved	2. G&C/ Operational	3. Transformation Programme (TP)	4. New: To be approved
• Proposals approved by the EIJB in the previous financial year that will continue to have an impact on savings as part of the new programme	*Grip and Control Proposals* • Proposals that ensure effective financial management or implementation of policies, procedures & processes (e.g. Good Practice Forum) and do not require an IIA *Operational Proposals* • Proposals that have no impact/ result in no service or policy change • Repeated Annual Proposals that are part of an existing programme e.g. Prescribing managed through Lothian Prescribing Forum • Proposals that are managed through other existing governance structures e.g. Set Aside – sits within NHS Lothian Acute mechanisms • Proposals that are for between £0-50k unless they are considered by SGB to be potentially controversial or politically sensitive	• Proposals that fall under the governance of the EIJBs Transformation Programme	• Savings proposals that could lead to a significant service, policy or budgetary change • Proposals over £50k • Proposals considered by SGB to be potentially controversial or politically sensitive

Appendix 3: Summary of Projects within EIJBs Savings and Recovery Programme 2021/22

Phase	Project Name	SRO	Approved Target Saving[5]
1	Hosted Service & Set aside	Moira Pringle	£2,.1m
1	Purchasing	Nikki Conway	£7.2m
1	Community Equipment	Hannah Cairns	£250k
1	Sexual Health Service Review	Sheena Muir	£110k
1	Review Rehabilitation Services	Sheena Muir	£140k
1	Ex Housing Support - Older People	Katie McWilliam	£500k
1	Day Centres & Be Able	Katie McWilliam	£130k
1	Learning Disabilities	Mark Grierson	£200k
2	The Works	Nikki Conway	£0.3k
2	Substance Misuse	Colin Beck	£150k
2	Prescribing 21-11	Mike Massaro-Mallinson	£2.2m
2	OP Day Opportunity	Katie McWilliam	£163k
2	Positive Steps	Angela Lindsay	£0.3k
3	Medical Day Hospitals	Katie McWilliam	£200k
3	Bed Based Review	Tony Duncan	£1.6m
4	Policy Development	Tom Cowan	£4.0m
4	BBV Service Review	Colin Beck	£0.45k
4	LD Overnight Services	Mark Grierson	£75k
			£19.2m

[5] EIJB 2021/22 Saving and recovery Programme agreed at EIJB meeting on the 24th March 2021, https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5569&Ver=4

Appendix 4 Savings Governance Board (SGB) Programme Dashboard August 2021 for CEC Projects

Project Name	Phase	Target Saving	Progress RAG as of End AUGUST 21	Savings RAG as of End JULY 21	Progress update as of 31st August 2021
Purchasing	1	£7,190,000.00	4	2	Work has been ongoing to implement changes across the purchasing project that support grip and control and improve practice, despite increased demand and reduced capacity due to the impact of COVID-19. A detailed project plan to address training issues and realign service provision following the pandemic has been developed, agreed and baselined. Data processing and quality issues continue to impact financial reporting against this project due to SWIFT issues. Mitigations to address the issues have been incorporated in the plan to realign the service. A significant dependency on the Policy Development project has been documented for this project.
Community Equipment	1	£250,000.00	4	2	Covid pressures continue to change the demand for equipment at pace. As a result of this, the project has completed a rescoping exercise. Eight (8) project goals have been identified Work to quantify project goals, confirm project duration and prioritise work is expected to complete in the next 2 weeks. A revised project brief will be completed to determine if a formal change request is required for the project.
Policy Development	4	£4,000,000.00	4	2	A detailed gap analysis of current policies and procedures has been completed and a dependency on resources within the Office of the Chief Social Worker has been identified to complete the work. A single shared database of 115 policies and procedures has been identified as required to be reviewed or are a new document. The list has been agreed and shared with stakeholders, prioritisation has been completed based on recommendations from Audit and work is underway to identify resource gaps and determine the total effort required. Concerns have been raised regarding the process to complete a procedure review across different directorates within the CEC. A plan to address this issue is being undertaken with the Office of the Chief Social Worker.
Bed Based Review (jointly attributed to	3	£1,610,000.00	5	5	Slippage in the project has meant that full savings is unlikely to be realised. This is expected to be mitigated through in year savings as result of low occupancy rates in residential care.

Project Name	Phase	Target Saving	Progress RAG as of End AUGUST 21	Savings RAG as of End JULY 21	Progress update as of 31st August 2021
CEC and NHS Lothian)					
LD Overnight Services	4	£75,000.00	5	5	Four providers have been engaged and confirmed for a contract reduction that will deliver the project saving in full. It is expected that this project will correct in both progress and financial RAG within the next report period.
OP Day Opportunity	2	£163,000.00	6	8	Expenditure reduced at the expected level and the contract value in the General Ledger has been confirmed as reduced to deliver the savings. While a delay in occupancy of Canalside has slowed the progress of the project, CEC Finance have confirmed a delay in occupancy will not put the overall budget at risk. It is expected that this project will correct in both progress and financial RAG within the next report period.
Ex Housing Support - Older People	1	£500,000.00	9	9	This project is progressing as planned and will be closed within the next reporting cycle with a full realisation of savings.
Day Centres & BeAble	1	£130,000.00	9	9	This project is progressing as planned and will be closed within the next reporting cycle with a full realisation of savings.
BBV Service Review	4	£45,000.00	5	10	Full savings have been confirmed. Project has been closed under CLR-04. Despite a full saving confirmed the project did not progress as expected. Lessons learnt have been logged in alignment with programme governance.
Learning Disabilities	1	£200,000.00	10	10	Full savings has been realised. Project activity has completed as planned. The project has been closed under CLR-01
Positive Steps	2	£30,000.00	10	10	Full savings has been realised. Project activity has completed as planned. The project has been closed under CLR-02

Dashboard RAG Scoring Guidance*

Red	**0**	No confidence in delivery
Red	**1**	Critical issues threaten the success of the project and confidence in delivery is very low
Red	**2**	Significant project issues mean project is not on track and confidence in delivery is very low
Amber	**3**	Major problems regarding project performance and no or limited corrective actions in place
Amber	**4**	Major problems regarding project performance and delivery, but corrective actions are in place to improve confidence in delivery
Amber	**5**	Problems exist regarding project performance, delivery of corrective actions are/ have been delivered, with reasonable confidence of success
Amber	**6**	Minor problems exist with the project but confidence in the delivery of the project remains high
Green	**7**	Project on track and expected to deliver minimum outputs/ benefits
Green	**8**	Project on track. Progress and achievement of the project is on target
Green	**9**	Progress and achievement of the project is likely to exceed planned output/benefits
Blue	**10**	Project completed and outputs/ benefits delivered. Appropriate learning shared within and beyond Programme

**Used across both the Savings Programme and Transformation Programme*

Appendix 5: Close and Change Reports submitted and approved by Savings Governance Board

(Drawn from SGB 2021-22 Action Tracker, Decision & Change Control Log)

Reference Number		Savings Scheme Name	Close or Change	Supporting Documents	Decision	Owner	Comments and decision updates	Status	Date Approved
21/22 SRP	CLR01	SRP 2021-2022: 03 Learning Disabilities	Close	CLR01	Close Project	Mark Grierson	Following full realisation of savings for this project a Close Report (CLR01) was presented to board on 16/06/21 and SGB approved project for closure. As part of this process risks, dependencies and lessons learnt were considered and noted by SGB as appropriate. No issues of quality or performance were highlighted as part of the project.	Approved	16th June 2021
21/22 SRP	CLR02	SRP 2021-2022: 08 Positive Steps	Close	CLR02	Close Project	Angela Lindsay	Following full realisation of savings for this project a Close Report (CLR02) was presented to board on 11/08/21 and SGB approved project for closure. As part of this process risks, dependencies and lessons learnt were considered and noted by SGB as appropriate. No issues of quality or performance were highlighted as part of the project.	Approved	11th Aug 2021
21/22 SRP	CLR04	SRP 2021-2022: 15 Blood Born Viruses (BBV)	Close	CLR04	Close Project	Colin Beck	Following full realisation of savings for this project a Close Report (CLR04) was presented to board on 15/09/21 and SGB approved project for closure. As part of this process risks, dependencies and lessons learnt were considered and noted by SGB as appropriate. Despite achieving target saving, this project did not progress as planned. A contract review, expected to be completed this year to deliver savings for the 22/23 programme, was not able to commence due to time and resource restrictions. Ensuring contract review process aligns with the organisations contract management framework was documented as a lesson learnt.	Approved	15th Sept 2021

Reference Number		Savings Scheme Name	Close or Change	Supporting Documents	Decision	Owner	Comments and decision updates	Status	Date Approved
							A process review of the contract management framework has commenced to ensure enough time and the right resources are available to manage contract management risk. Activities to complete the contract review will now be included and monitored in the 22/23 programme with savings expected to be realised in the 23/24 financial year.		

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

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

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 Note the content of this report, which summarises significant improvement progress made in relation to the recommendations of the Joint Inspection of Older People's Services in 2016.

1.2 Note that formal feedback has now been provided by the Joint Inspection Team, that progress has been assessed overall as positive and that no further review/scrutiny activity is planned in relation to this inspection.

Judith Proctor

Chief Officer, Edinburgh Integration Joint Board

Contact: Jessica Brown, Transformation Lead Manager

E-mail: Jessica.brown@edinburgh.gov.uk| Tel: 0131 529 5211

Report

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

2. Executive Summary

2.1 This report provides details of the improvement activity undertaken by the Edinburgh Health and Social Care Partnership (EHSCP) in response to the Joint Inspection of Older People's Services in 2016. The report sets out the approach taken to provide evidence of improvement, key improvements delivered and the formal feedback from the Joint Inspection Team on their assessment of progress.

2.2 The Joint Inspection Team has noted that overall progress has been positive. There are a limited number of areas where further work is required and plans are in place to deliver on these as part of the EHSCP transformation programme, or within business as usual. The Joint Inspection Team has confirmed that no further review/scrutiny action is planned and as such, this report concludes activity on the Joint Inspection Improvement Plan.

3. Background

3.1 The Care Inspectorate (CI) and Healthcare Improvement Scotland (HIS) (known as "the Joint Inspection Team") carried out a joint inspection of Older People's Services in health and social care across Edinburgh in 2016.

3.2 The initial inspection, reported in May 2017, identified 17 distinct areas where improvement action was required. The follow up progress review of December 2018, indicated that the Edinburgh Health and Social Care Partnership (EHSCP) had made limited improvement progress in relation to these recommendations and that the initial improvement plan had not made the impact expected.

3.3 As a result, a further progress review was scheduled during 2019/20. This was moved forward to 2020/21 in response to the additional pressures brought about by the impact of the Covid-19 pandemic.

3.4 A report was presented to the Policy and Sustainability Committee in November 2020, setting out the significant progress made to date in relation to the improvement action plan.

3.5 This report provides a final update, including evidence of improvement submitted to the Joint Inspection Team and their formal assessment of progress.

4. Main report

4.1 The EIJB Strategic Plan 2019 – 2022 sets out clearly the strategic ambitions to create a high-quality, sustainable health and social care system for the city. A wide-ranging and ambitious transformation programme has been established as the key mechanism to deliver on this strategic intent. The transformation programme is structured around the key pillars of our Edinburgh Wellbeing Pact, Home First ethos and 3 Conversations approach. We have a clear and stated focus on early intervention and prevention, shifting the balance of care from acute to community settings, supporting individuals to build better lives and developing and equipping our workforce to provide quality supports and services. Our transformation programme underpins the improvement activity that was required in response to the Joint Inspection of Older People's Services, and impacts all adult provision across the Health and Social Care Partnership.

4.2 In late 2020, in acknowledgement of the difficulties presented by the Covid-19 pandemic and the fact that the Joint Inspection Team was unable to carry out face-to-face visits to review evidence of progress, an alternative and more collaborative approach was agreed. A series of online meetings were held between January and April 2021, involving the Joint Inspection Team and officers responsible for improvement activity. These meetings allowed for in-depth discussion about improvement action against each of the recommendations and future plans for further improving or sustaining progress.

4.3 This approach built on the partnership working which has already been established within our strategic transformation programme, which has seen staff from the Care Inspectorate and Health Improvement Scotland assume roles as transformation board members, helping to inform, shape and deliver major change and improvement. The new approach has been welcomed by both the EHSCP and the Joint Inspection Team, with a move away from formal scrutiny and towards more supportive, partnership working. The Joint Inspection Team has described the process as "thoughtful, thorough and collaborative".

4.4 Following the series of meetings, written self-evaluation statements were developed for each of the 17 recommendations setting out the improvement journey to date, key successes and the future plans for maintaining and further improving performance. These statements, along with a significant volume of supporting evidence, were submitted to the Joint Inspection Team in late June 2021. The collated statements are attached as Appendix 1 and demonstrate the wide range of improvement achieved across older people's services and beyond. The EHSCP, and Joint Inspection Team, commend the commitment of teams involved in providing the significant evidence, demonstrating improvements and ongoing developments.

4.5 Between June and October 2021, the Joint Inspection Team reviewed the evidence provided to formalise their assessment of the progress made by the EHSCP since 2018. A report setting out their findings was published on 9 November 2021. This is attached as Appendix 2.

4.6 The Joint Inspection Team has noted that overall, positive progress has been made. The report acknowledges that, since the progress review of 2018, senior leaders in the partnership have driven forward the change agenda and invested resources to progress strategic planning, which had previously lacked vision, direction, and pace. A positive shift has been noted, from a reactionary to a more planned and structured approach.

4.7 The Joint Inspection Team has highlighted a number of specific areas where positive progress has been evidenced. These include:

- Making a significant investment in improving the approach to engagement and consultation with stakeholders.
- Developing new approaches to early intervention and prevention.
- Decommissioning the interim care arrangements provided in Gylemuir House.
- Developing and implementing the Carer Strategy (2019-2022).
- Investing in support areas identified by carers.
- Improving access to diagnosis of dementia and post diagnostic support. Streamlining the falls pathway, with enhanced access to specialist support and improved delivery of falls prevention and response.
- Reviewing and improving governance arrangements in support of a more cohesive and integrated approach to quality assurance and supporting improvement.
- Updating the Strategic Needs Analysis (2015), consulting on and implementing the Strategic Plan (2019-2022) and progressing with and investing in the Transformation Programme.
- Making improvements to systems and processes which support risk assessments, management plans and training around adult support and protection and non-protection risks.
- Gathering base line data in support of a workforce plan and identifying areas for improvement.
- Implementing new approaches to assessment and care management, strengthening support to practitioners, and reducing waiting times for assessment and access to services.
- Improving links with voluntary partners.

4.8 The Joint Inspection Team has also highlighted areas, in line with EHSCP self-evaluation, where some additional work is still required to ensure that the original recommendations are satisfied. These include:

- Development of a market facilitation strategy.
- Ensuring adequate resource for ongoing transformation and improvement.
- Embedding of fully integrated quality assurance and improvement processes
- Effective management of social care review waiting lists.

4.9 Plans are in place to ensure that these outstanding actions are addressed, with most being included within the EHSCP transformation programme.

- The market facilitation strategy will form part of the new Strategic Plan, which is due for publication in March 2022.
- A report is due to be submitted to the EIJB in December 2021 setting out the case for the establishment of permanent project management resource to support major change and transformation.
- Further work is planned to embed integrated quality assurance processes and an action plan will be developed for this.
- Social care review waiting lists remain challenging, particularly in light of current system pressures. However, new approaches to managing this are being trialled as part of the 3 Conversations project.

5. Next Steps

5.1 The formal report from the Joint Inspection Team draws to a close the original inspection of Older People's Services and the follow up progress report of 2018. The Joint Inspection Team do not intend to revisit any further progress against the 17 original recommendations, however will continue to work with the EHSCP to support improvement through established contacts.

5.2 Remaining outstanding actions will be addressed either through the transformation programme or as part of business as usual, as described above.

5.3 Further and ongoing improvement will be delivered across health and social care services as part of the change and transformation programme. A refresh of the Strategic Plan is underway, with the final draft due for publication by March 2022. This will confirm the commitment to ongoing transformation, improvement, engagement, involvement and consultation, with the aim of creating a high-quality, sustainable health and social care system that is fit for the future.

6. Financial impact

6.1 There are no direct financial impacts arising from the content of this report.

7. Stakeholder/Community Impact

7.1 Extensive engagement with stakeholders and the community has been undertaken as part of the transformation programme and is being used to inform and shape change proposals.

7.2 The self-evaluative statements and supporting evidence gathered have a focus on the impacts and outcomes experienced by people who use health and social care services. Considerable engagement and involvement of EHSCP teams contributed to the quality of the evidence produced.

7.3 There has been valuable ongoing engagement with the Joint Inspection Team throughout this self-evaluation process, which has been collaborative and supportive in nature. A member of the Joint Inspection Team also sits on one of the transformation governance boards and is heavily involved in projects to redesign home-based and bed-based services.

7.4 There are no equalities impacts directly arising from the content of this report.

7.5 There are no carbon or climate change impacts directly arising from the contents of this report.

8. Background reading/external references

8.1 Update on the Edinburgh Health and Social care Partnership Older People Joint Inspection Improvement Plan: Report to Policy and Sustainability Committee, November 2020

9. Appendices

Appendix 1 – Self-Evaluation Report

Appendix 2 – Formal Feedback from Joint Inspection Team

Edinburgh Integration Joint Board

JOINT INSPECTION OF OLDER PEOPLE'S SERVICES

SELF-EVALUATION SUMMARY

JUNE 2021

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Foreword

The initial inspection of services for older people, reported in May 2017, identified 17 distinct areas where improvement action was required. The follow up progress review of December 2018, indicated that the Edinburgh Health and Social Care Partnership had made limited improvement progress in relation to these recommendations.

Since then, there has been a notable shift in our approach and we are developing a sustainable strengthened position of better relationships, systems, processes, leadership and governance. The Edinburgh Integration Joint Board and the Edinburgh Health and Social Care Partnership can demonstrate a clear unity of purpose, and shared ownership of the challenging agenda faced not only by Edinburgh, but also by other health and social care partnerships across Scotland.

Our Strategic Plan 2019 – 2022 sets out clearly the strategic ambitions of the Edinburgh Integration Joint Board to create a high-quality, sustainable health and social care system for the city. We have established a wide-ranging and ambitious transformation programme as the key mechanism to deliver on our strategic intent. Our transformation programme is structured around the key pillars of our Edinburgh Wellbeing Pact, Home First ethos and 3 Conversations approach. We have a clear and stated focus on early intervention and prevention, shifting the balance of care from acute to community settings, supporting individuals to build better lives and developing and equipping our workforce to provide quality supports and services.

This report allows us the opportunity to reflect on our improvement journey over recent years. There has seen significant change since the original inspection, with a new leadership team in place, improved governance and oversight, and a commitment to place people at the heart of the planning, commissioning and delivery of services and supports across a multitude of services in a complex, integrated environment. These developments have been possible through the dedication, commitment and leadership shown by our staff and a wide range of partners.

The Covid-19 pandemic has required us to work flexibly and adapt to changing circumstances. Due to the restrictions associated with lockdown, it was not possible for the Joint Inspection Team to visit and assess our improvement progress in the same way as previously. Instead, we worked with the Joint Inspectors to develop a supportive and collaborative approach, which gave the opportunity for reflection and self-evaluation, whilst also providing assurance about progress made. This took the form of a series of informative discussions between the Joint Inspection Team and key lead managers directly involved in the areas across the key recommendations, and was co-ordinated by two senior managers.

Although new to everyone involved, this approach was considered a valuable, flexible way to provide, through good conversations, a more open and supportive environment to explore the detail of developments and improvements. It also provided an opportunity to describe the more inclusive, transparent and strengthened relationships across the Edinburgh Health and Social Care Partnership, our community, voluntary and independent partners, City of Edinburgh Council and NHS Lothian, which has led to successes in developing our fundamental cohesive approach to the way we work.

This document describes our achievements associated with the 17 recommendations of the 2018 Progress Review, which are supported by our latest and best evidence. It is evident that the environment across the Edinburgh Health and Social care Partnership has changed considerably over the last few years, and this period of reflection has allowed us to describe progress and demonstrate that we have moved from planning change, to delivering improvements against the recommendations. We are realistic about the challenges we face, but have confidence that ongoing improvements are placed squarely into our strategic work programmes, effectively providing self-assurance that the recommendations can now be closed.

Moving forward, we are confident that our strategic ambitions are well aligned with the findings of the recent Independent Review of Adult Social Care and provide the foundation for ongoing change and transformation. We are grateful for the ongoing dedication, resilience and willingness for continuous improvement shown by all of those involved, across our communities, partners who provide valued care and support, and our own teams who place the needs of the Edinburgh population at the centre of everything we do.

Judith Proctor, Chief Officer

Edinburgh Integration Joint Board

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
1	The partnership should improve its approach to engagement and consultation with stakeholders in relation to: its vision; service redesign; key stages of its transformational programme; and its objective in respect of market facilitation.

Position Statement and Key Achievements	**Evidence reference**
Strategic Plan and Transformation Our Strategic Plan 2019 -2022, published in August 2019, sets out clearly the vision and values for the Edinburgh Integration Joint Board and Edinburgh Health and Social Care Partnership. The Plan was developed following extensive consultation and engagement with citizens, staff and partners. This included "town hall" events, focus groups, staff briefings and engagement sessions with our partners. We have continued to build our engagement approach and in November 2020, the EIJB held 2 public engagement sessions, focusing on our transformation plans and efforts to improve the experience and outcomes for those we support. Service redesign plans are being taken forward via our transformation programme, which was formally launched in February 2020 and has a clear focus on involvement, engagement and co-production. Projects have been scoped and developed with a wide range of multi-disciplinary stakeholders, with numerous workshop sessions held to gather expertise and help inform the shape of the change. New governance boards have been established to oversee the progress of the transformation programme, with board members drawn from across the EHSCP, our partners in City of Edinburgh Council and NHS Lothian, third and independent sectors, Care Inspectorate, Healthcare Improvement Scotland, further education institutes and unions. The transformation programme has helped to strengthen relationships with a wide range of stakeholders, offering our partners across a range of sectors and organisations, the opportunity to shape and influence the change. We are now in a new planning cycle with the intent to publish a refreshed strategic plan for 2022-25 by March 2022. A consultation programme began in February 2021 and will run throughout the year. The first phase was directed at staff groups and ran until late April. From May to July the focus is on the Third and Independent sectors. Further engagement will follow to consult on the initial draft which will be presented to the Strategic Planning Group in August 2021.	1.1 – Strategic Plan 2019-2022 (see link) 1.2 –1.5 Transformation programme definition documents
Communications and Engagement In April 2020, the EHSCP recruited to a new position of communications and engagement manager. This has provided additional capacity to strengthen our approach to engaging with public and stakeholders. Since the 2018 progress review, the EHSCP has developed its own branding and logo and a dedicated website has been created, independent of the City of Edinburgh Council and	1.6 – EIJB public

NHS Lothian. We have stepped up our use of social media to engage with partners and the public. We have held 2 successful public engagement sessions to give citizens and partners the opportunity to actively engage with EIJB members. Weekly newsletters (daily during the first wave of the pandemic) from the Chief Officer to all staff have provided opportunities to ensure widespread awareness and understanding of our strategic priorities and transformation projects. We have provided information and updates on our transformation programme to EVOC, our third sector interface, to allow them to engage more widely with their third sector partners. Thrive newsletters are issued on a monthly basis to a wide range of stakeholders, providing information, advice and support. A communications and engagement strategy for the EIJB was presented to the Strategic Planning Group, (SPG), in May 2021. A second EIJB public facing event will take place in November 2021.	engagement sessions output 1.7 – sample Chief Officer newsletters 1.8 – sample Thrive newsletters 1.9 Draft Communications strategy
Edinburgh Pact and Community Mobilisation Our work to develop the Edinburgh Pact has involved extensive engagement with a range of stakeholders and citizens. This has included a public survey, interviews with city leaders and focus groups with staff and partners. The feedback has been drawn together to inform the approach we will take to developing our Pact and the new relationship of co-production and partnership which we will embed. Our community mobilisation project is one of the key examples of the enactment of our Edinburgh Pact. A workshop session on 27 January 2021 (see 1.10) saw over 140 attendees come together to begin the process of shaping a new, radical approach to community support and investment. The approach will see the replacement of our traditional grants programme, with a more innovative and collaborative funding mechanism for local priorities and will explore approaches such as 20 Minute Neighbourhoods and anchor organisations and networks. A further event exploring possibilities for the establishment of anchor organisations took place on 24 March 2021(see 1.11). A formal report to the EIJB was approved in April 2021, setting out a clear plan for our community mobilisation work going forward. We are working in close partnership with our third sector colleagues to deliver on this.	1.10 – Edinburgh Pact engagement summary 1.11 – “Art of the Possible” event report 1.12 – “Anchoring our Thinking” event report 1.13 – EIJB report, April 2021, Community Mobilisation
Care at Home Contract A key element of our transformation programme is the development of a new relationship with care at home providers within Edinburgh, as part of the broader redesign of home-based care. We have begun a process of consultation to deliver a new, fit for the future contract for care at home services for over 65s, based on co-production and genuine collaboration. A series of co-production events took place throughout December 2020 and January 2021, setting out our vision for the future of care at home services and inviting providers to get involved. Nine providers have since volunteered to work with us to develop the “One Edinburgh” Charter. Engagement and consultation with people who use the service will be a key focus of the next stage of our work. The approach being taken to develop the new over 65s contract is a key element of our market facilitation plan. We have not yet developed a formal market facilitation strategy – currently our focus is on understanding the additional challenges that suppliers face as a result of Covid-19 and working to support them during these difficult times whilst looking ahead to a more innovative and collaborative relationship. The market facilitation strategy	1.14 – Home Based Care consultation summary

will be taken forward as part of the development of the new Strategic Plan, with a first draft targeted for August 2021.	

Self-Evaluation Summary and Recommendation
Significant progress has been made in relation to this recommendation. Robust plans are in place for our transformation programme and strategic planning process, involving a wide range of stakeholders. We have strengthened the identity of the EIJB and EHSCP, with recognisable branding and a new website. Transformation projects are being shaped with the input and expertise of our staff and partners. Plans are in place to engage widely in the production of a market facilitation strategy as part of the development of a refreshed Strategic Plan. Our focus going forward will be to increase and improve the collection and use of feedback from citizens and service users to inform further change. There is a high level of confidence that appropriate improvement progress has been made and that appropriate plans are in place going forward to allow this recommendation to be closed.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
2	The partnership should further develop and implement approaches to early intervention and prevention services to support older people to remain in their own homes and help avoid hospital admissions.

Position Statement and Key Achievements	**Evidence reference**
Transformation Programme – Conversation 1: Listen and Connect The Transformation Programme was launched in February 2020 and is underpinned by our Edinburgh Integration Joint Board's Strategic Plan. The programme is working to revolutionise what we do, so that more people can access the support they need to live healthy and independent lives. Our Transformation Programme is focused on four key areas, and the first programme is 'Conversation 1: Listen and Connect'. Programme one is designed to explore people's needs and connect them to personal, family and community sources of support, this programme will therefore focus on prevention and early intervention at its broadest sense, looking to connect people back into their communities. We want to put people in control of their own health and wellbeing and empower them with the resources, tools and support needed to live well. Conversation 1 is delivering a number of projects which are aimed at improving the quality of our interactions with individuals and their families to limit the need for formal health and care services. We are making a sustained shift towards a preventative agenda, working with our partners to build community capacity and resilience, and supporting people to use their assets and strengths to remain independent for as long as possible. Some of the key programme workstreams are set out below and within the attached Programme Definition Document at 2.1.	2.1 – Conversation 1 Programme Definition Document
Three Conversations EHSCP are the first in Scotland to embrace and implement the Three Conversations (3Cs) model at scale, as a strategic and cultural framework. 3Cs has been chosen for Edinburgh because it underpins and supports our intent, strategic priorities, vision and values. It is based on working differently, to achieve improved outcomes for people and families, working in a more preventative and personal way. Rather than focusing on the function of care management and its processes, 3 C's focuses on having "three conversations" effectively. It supports staff to work collaboratively with people as the experts in their own lives. It recognises the power of connecting people to the strengths and assets of community networks, and the necessity to work dynamically with people in crisis. Staff are encouraged to think creatively about how to support people to deliver improved outcomes. The roll-out of 3 C's began in summer 2019. The impact of Covid in early 2020 caused an initial period of uncertainty and slowed progress between March 2019 and June 2020, as the Partnership adjusted to pandemic restrictions and some staff were redeployed. Despite this, the innovation sites rose to the challenge of providing services within the lockdown situation.	

During the response to COVID-19, we have received feedback from staff that the 3C model has provided a strong foundation for continuing to engage with and support individuals and their families. To date, the 3C project has delivered 11 innovation sites including approximately 100 staff, we have additional sites going live in quarter 1 of 2021/22, and our first NHS sites are being scoped. Initial findings from the progress report commissioned in March 2020 revealed that: • we are responding very quickly, the average wait to see a health and social care worker reduced from 40 days to 3.8 days • we no longer start with a presumption that paid for support is the only or best response, and as a result significantly fewer people require paid for or formal long-term services, yet still have needs met • we are more effective and working in a more person-centred way by connecting people to wider support; We supported 71% of new people at Conversation 1 level of prevention and early intervention, without the need to progress to formal service provision. Only 14% of new people required paid-for services, compared to 24% previously. Most teams managed to operate without a waiting list through the period under evaluation, and staff reported enjoying working in a more collaborative way, by eradicating formal referrals within teams, and through the use of team huddles and reflective practice sessions. As we continue to move into Phase 2 we are finding early results that are consistent with our initial Phase 1 results, and will continue to improve our data quality and monitoring. The project will be extended into NHS areas of the Partnership throughout 2021/22, with the aim of proving the effectiveness of the approach across both health and social care services. Work is underway to embed, and sustain the 3Cs approach into the way we do business, including the appointment of a 3Cs Operations Manager post. Implementing the 3C's approach is leading to a fundamental change in practice, enabling staff to respond more quickly, provide support that is needed on a personal basis, rather than being systems led, and is leading towards a fundamental change in our organisational culture and a focus on the strengths and resilience of individual, families and communities. The "stories of difference" included at 2.4, show some of the impacts of the approach on individuals we have supported. We have also recently commenced simple satisfaction surveys for the people we work with and, over time, this will give a better indication of the outcomes and experience of the people we support. Fortnightly governance and engagement meetings have been established to oversee the implementation of the model. Representatives from frontline teams attend along with members of the Executive Management Team and a representative from our third sector interface, the Edinburgh Voluntary Organisations Council (EVOC). Through close working with EVOC we recently held a joint event where innovation sites and 3rd sector organisations were brought together to identify opportunities to better make better connections, and support sites to find suitable community resources for people they are supporting.	2.2 and 2.3 – 3 C's Phase 1 Evaluation Report and Phase 2 Progress report 2.4 – 3 C's "Stories of Difference" 2.5 – 3C Citizen survey responses 2.6 – EVOC event summary – see link
Community Mobilisation The Edinburgh Wellbeing Pact will be an informal agreement between the Partnership and everyone who lives and works in Edinburgh. It will help to support our ambition to create healthy communities, empowered by local services and organisations. We want to reshape how we think about health and social care, how we support one another and work together to	

deliver support and care across the city in a sustainable and joined up way. We want to build thriving communities in Edinburgh and embrace the opportunity to create a different type of relationship with residents, communities and organisations across the city. In June 2020 we began a dialogue with citizens, staff from the Partnership, staff from partner agencies, communities of interest, community planning partners and interested stakeholders. We used different approaches including public survey, photovoice, facilitated meetings, in depth interviews and focus groups to ensure our reach was wide. From all the conversations to date we identified 6 emerging themes: Shared Purpose; Relationships; Community Mobilisation; Agility; Radical Transformation; Measuring and Evidencing change. The Pact is underpinned by a shared common purpose: to achieve and maximise the wellbeing of our citizens. We are now moving to enactment of the Wellbeing Pact through a 3-year Community Mobilisation and commissioning plan, looking at whole system investment in an area, stimulating activities across local organisations and working collaboratively to support and fund local need in a sustainable way. We will take a place-based approach to understand need and will look to define the role of anchor organisations and networks, the 20-minute neighbourhood, and community wealth building to support this. In order to shape what Community Mobilisation might look like for Edinburgh, we have held a number of events. On 27 January "The Art of the Possible" stakeholder event took place online. This was set up to enable deeper conversations around a number of the radical ideas about community wealth building, 20-minute neighbourhoods and community anchor organisations. We **had 162 attendees at this event**, representing an incredible range and diversity of organisations across the city. Building on the conversations from the Art of the Possible event, a further stakeholder event was held on 24 March in partnership with EVOC focusing on what people wanted community anchor organisations to be and importantly what they didn't want them to be. This event signalled the beginning of the coproduction of community anchor organisations in Edinburgh. We had **140 people attend**. *3-year plan* The Community Mobilisation Plan has a number of key milestones whilst recognising that as we continue with an active engagement and participation programme more actions may be identified. Some example high-level milestones within the 3-year plan include: - Extending the current grants programme for a further year - Co-produce specification for Community Anchor Organisations and Networks - Embed Community Navigator roles in localities so support 3Cs and Home First - Establish research community of practice - Review community projects and programmes - Detail specifications of what needs to be delivered in communities against our outcome's framework - Embed Anchor Organisations and Networks and see them leading community commissioning - Research initiatives and additional income generated As we continue to develop our Community Mobilisation plan, there is a clear and compelling case for person and community centred approaches to health and wellbeing, and we will continue to work with people across Edinburgh to empower individuals and communities to take more control.	2.7 Outputs from Pact Engagement 2.8 – Write up of Art of the Possible Event 2.9 – "Anchoring our Thinking" event write up 2.10 – Edinburgh Pact EIJB Report – April 2021

Digital project in development The Transformation Programme recognises the huge opportunities presented by digital technologies and services to support people to remain independent for longer. Our overall objective is to increase and improve our use of digital solutions to deliver services, technology, and equipment in a more coherent, joined up, and person-centred way, providing citizens and staff with the necessary tools, products, processes, devices and infrastructure to support people to remain at home for longer and put them in control of their health and wellbeing. The programme had initially scoped two separate projects – one with a focus on digital technology to support citizens and one with a focus on digital technology to support our staff and improve business capabilities. In recent weeks, we have identified risks with alignment and overlap between these two pieces of work. As such, we are working to coordinate the activities across both and combine into one overarching project with clear and consistent leadership. We will also work to align our priorities and activities with the Scottish Government Digital Health and Care Strategy, which makes it clear that we should be providing staff and citizens with the necessary tools, products, devices and infrastructure to provide digital capability to access, update and meaningfully use HSC information. The digital projects are at an early stage and will be a key focus of the transformation programme in the coming months.	
ATEC 24 Prevention Support In addition to the Digital Transformation work, we continue to make improvements and develop innovative service models through the delivery of our existing digital and telecare services. Throughout the pandemic, our Assistive Technology and Enabling Care (ATEC 24) service, with community equipment, community alarm and response, and internal sheltered housing functions, undertook pro-active, outbound wellbeing calls to those in receipt of telecare services. We worked with the Vulnerable and Shielded Persons initiative and our own ATEC24 home-working Sheltered Housing Support Workers and Call Handlers to carry out proactive calls. Between April 2020 and June 2020, 15 advisors/ staff carried out 18,281 wellbeing calls to 7,000 citizens, with an average call duration of 30-40 minutes. As Lockdown continued, the duration of the calls increased. We were able to identify people who would like regular telephone contact and referred them on to different community services. As part of the calls, we asked the person about their general wellbeing, how they were coping with isolation, if they had any immediate practical needs, if they were able to maintain physical health. We offered hints and tips to reduce the risk of falls and encouraged the person to active their alarm should they need assistance, or even just to chat. ATEC 24 staff have continued to make regular wellbeing calls to residents in sheltered housing, with approximately 38,000 calls logged as at April 2021. These calls have provided a vital link for vulnerable or isolated individuals and allowed staff to identify where a further referral was required to provide additional support, or where people needed assistance with shopping or collection of prescriptions. The calls are focused on using a 3 Conversations approach. In addition, pro-active work was undertaken by the ATEC 24 team, through May and June 2020, to ensure people with dementia, living at home, and who were not already in receipt of formal care and support, were contacted, and connected with appropriate onward supports where necessary. A briefing document highlighting a summary and impact on outcomes was	2.11 – ATEC wellbeing call stats 2.12 – ATEC Covid wellbeing call script 2.13 – Assistive Living – pre-screening call script

presented to Executive Management Team in August 2020, with the calls very much being welcomed by families. The ATEC 24 service has recently made a successful bid to the Scottish Government for funding for a small test of change to further build on this experience, with a view to ensuring it is built into the service going forward. The test of change involves ATEC24 working in partnership with Care and Repair Edinburgh and is focused on making wellbeing calls to people in the following situations: • Those identified as at risk of a fall; • Those who make frequent contact with the telecare/alarm service but have no formal package of care in place; and • Those who are new to the telecare/alarm service and have no formal package of care in place. In addition to this, ATEC has also successfully received Scottish Government funding for a test of change pilot to support citizens to use their own smart devices to improve their safety and independence at home. The service is currently working with Perth & Kinross and Falkirk HSCPs to test this service is sheltered housing situations, with a view to rolling it out more widely in the future.	2.14 and 2.15 – "Bring Your Own Device" business case and funding bid
GP frailty In Programme 1 of our Transformation Programme, our GP Frailty project is looking to improve the early identification of frailty syndromes, initially by working with GP practices in the Leith Cluster to more accurately identify frailty syndromes, to inform the application of appropriate preventative measures and interventions for improved outcomes. Identification of frailty in the primary care setting within time and resource limitations is a major challenge, not only in the identification of frailty, but having access to resources to provide early intervention, develop anticipatory care plans, prevent crisis and unnecessary admission to hospital, or long-term care. Based on learning from the wider NHS and Midlothian, in May 2020, EHSCP established a GP-led Frailty Collaborative within a 9 GP practice cluster in Leith in Edinburgh to support the delivery of: • Clear identification of frail practice populations with increased confidence to use the data for improvement • Reduction in unscheduled hospital admissions by people with frailty • Proactive tiered frailty system of care across Health & Social Care • Process measures across the care system to improve reliability of care and reduction in unwanted variation • Data to inform strategic and service planning There is good engagement with the Edinburgh clinical leads and frailty has been agreed as a priority both strategically, through the older people strategic programme, gaining support more recently through the Transformation Programme, and at practice level, and across the Primary Care Improvement Network. This approach seeks to provide a system that flags changes to those living with frailty (No, Mild, Moderate, Severe Frailty), to enhance communication across key services and design care to meet population needs. Initial piloting and early indication data from the Leith cluster is positive, with key learning about the importance of applying clinical judgement for people who may be 'flagged' as being frail, to provide a holistic perspective for people. The Transformation team are now supporting looking at how to roll that data collection out further, make connections between our	2.16 – Community Frailty Project Brief

Community Mobilisation work and GPs, and identifying early interventions that can be tested and piloted based on what the frailty data tells us, with impact on outcomes being considered along the way.	
Home First The overall objective for the Home First project is 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 led by Home First Edinburgh. Five workstreams have been identified with one specifically focused on prevention of admission and the redesign of urgent care. The objective of this workstream is to support the delivery of the Home First project by identifying areas of focus that can prevent unnecessary attendance/admission to hospital from community and primary care settings. Through early identification of people at risk of admission via primary care and hub teams, interventions can be initiated earlier to avoid people ending up in crisis situations. The redesign of urgent care is a national incentive directed by the Scottish Government. It is known that approximately 20% of those who present to the front door of hospitals, could have their care and treatment provided elsewhere, either in a community setting or at home. From December 2020, a new triage service has been implemented through NHS24 where people can access a single point of contact and be directed to the service most suited to meet their needs. Through this work the Partnership has implemented a new urgent therapy and social care pathway that allows people to access rapid therapy and social care interventions. This pathway has been in place since January 2021 and will be evaluated at set points to understand what is working well and what could be improved. Currently, this service is available 5 days a week however, if proven to be successful would be enhanced to offer a 7 day service. In addition to the introduction of the new pathway, a Home First navigator has also been recruited to sit within the Flow Centre (NHS 24 triage) to provide expert advice on the best options available to people to meet their needs. This post has been in place for 2 months and will be reviewed regularly to assess the impact it is having. Home First navigators have been working in acute sites alongside multidisciplinary teams to support discharge planning. Through validation and assessment of referrals for bed based services, they are able to influence the patient pathway to ensure people receive the right care in the right place at the right time. These roles support proactive discharge planning meaning patients are discharged quicker, where it is appropriate to do so (on average approx. 2 bed days saved per person). In addition to the navigators and following a test of change held throughout winter, Home First Social Workers have also been introduced to acute sites to enable multidisciplinary discharge planning, these roles will be in place in both the Royal Infirmary and Western General Hospital, within Hospital Based Complex Clinical Care and within Intermediate care. The test of change evidenced that these roles have an impact on delayed discharges and length of stay through proactive discharge planning and management, they will focus on reducing Health delays initially and will support the MDT with complex discharge planning. The introduction of Planned Date of Discharge (PDD) should support a reduction in length of stay for patients and should help towards a reduction in delayed discharges. By proactively planning for discharge earlier in the process, actions required to allow people to leave hospital (packages of care, assessments, on-going home based reablement) will be completed in advance of them being ready for transfer. This should reduce delays as care and support will be arranged in line with the PDD and will reduce length of stay as patients will be able to leave hospital on the planned date as agreed. This is being trialled initially in ward 51 in the WGH and discussions are underway to introduce PDD into Intermediate Care Facilities. More wards will implement this in a phased roll out across acute and hospital based services.	2.17 – Home First project brief 2.18 – EIJB Strategy Update report April 2021 (Benefits appendix)

Hospital at Home The EHSCP Hospital at Home service has been expanded to increase capacity. This service aims to prevent admission and offers personal care that can be met in a community environment. The service now operates 7 days per week and offers 3 levels of response: Urgent (within 4 hours); Same day (within same day of referral); Next day (the day following referral). The service accepts referrals via the Flow Centre usually from Primary Care, this is being expanded to allow the Scottish Ambulance Service to refer directly to hospital at home to further support prevention of admission.	
Medical Day Hospitals In March 2020, the Edinburgh Integrated Joint Board (EIJB) gave authority to progress to options appraisal to more clearly understand the function of the Medical Day Hospital, the relationship with other wider community supports, and how this can best be delivered across the city. This represented a deliberate shift to more integrated community early intervention and prevention, building independence and resilience at individual and community level. The COVID-19 pandemic impacted on all community care provision. During the pandemic all medical day hospitals were suspended, and the Royal Victoria Building Assessment and Rehabilitation Centre was re-purposed as the COVID Assessment Centre. Since then, a phased route map of guidance has been provided to transition out of lockdown. Guidance has been provided for all NHS staff on how patient care can be provided within the COVID-19 Framework for Decision-Making. These restrictions – likely to be in place for some time – impact on vulnerable people gathering in groups to reduce the likelihood of contracting the virus. The Medical Day Hospital Review will inform how services continue to adapt to meet patient needs and how interventions can be delivered in the long term, through a more integrated community approach. The changes from a Medical Day Hospital perspective, through pandemic has already seen a wider impact on community care provision: • Physio@Home (P@H) and the Hubs are providing essential services, to greater capacity • Community nursing continues to operate to full capacity, with nil to note specifically about those who used to attend day hospitals, with key priority being regular interventions and end of life care • Hospital@Home has had a positive and accelerated expansion city-wide • Home first has also accelerated, with presence in hospital sites, with the key aim of enabling timely and safe discharge, and prevention of admission Options for the future were developed by a multi-disciplinary group of colleagues, followed by those options being appraised, with the preferred option to be explored further being an integrated community model of service delivery. This model will offer routine and urgent assessment functions in communities, with only very specialist requirements being delivered from a building base. Staff engagement and involvement has been underway since August 2020, informing options for future consideration, highlighting good practice that has emerged throughout the pandemic, and shaping the future integrated community model, and, local managers will subsequently lead implementation of any agreed changes. Development of a framework to highlight impact on outcomes for people and a cost benefit analysis is also underway and will contribute to the final business case in 2021.	2.19 – Medical day Hospitals project brief 2.20 – Medical day Hospitals Options Appraisal 2.21 – Medical Day Hospitals Staff Engagement

Anticipatory Care Planning

The EHSCP continues to implement initiatives to improve outcomes for older people through Anticipatory Care Planning. In August 2019, 20 Care Homes and their aligned GP practices were able to demonstrate a 56% reduction in avoidable admissions to hospital, enabling residents to receive the right care in their homely setting. Taking account of continuous learning the ACP model was adapted to be Covid-19 relevant. At the end of March 2020 the partnership provided all care homes for older people and GP practices with: 7 steps to ACP – creating covid-19 relevant ACPs in Care Homes, implementation guidance and resources. The *7 steps to ACP* supports care homes to put residents and their families at the centre of shared decision-making. The partnership summarised it's experience of supporting care homes residents and their families through ACP during Covid-19 in a poster which won the best innovation award at the RCGPs national event in February 2021.

Feedback from Care Home Manager on the Covid-19 revised 7 steps to ACP for Care Homes

"From our point of view the ACP tools are a great foundation for us to build a more person centred anticipatory care plan for our residents, it's a really good sensitive prompt of topic. They are simple and straight to the point in a professional caring way. When we have used them with the GPs during this pandemic they allowed us to gather the information we needed quickly and allowed us to prepare for the inevitable. Families who have used them directly have said they were an easy guide to follow but still allowed them to get their relatives wishes down. Having the ACP-Key Information Summaries in place with the up to date relevant information has been a god send!"

The EHSCP has also developed an ACP bundle for health & social care teams to implement approaches to early intervention and prevention. The community ACP model provides practitioners with guidance, educational resources, and a process for sharing ACP quality criteria across the integrated system. This ACP approach supports older people to remain in their own home and helps avoid hospital admissions. The ACP bundle was made available to all healthcare community teams at the beginning of the pandemic together with training and implementation support. Social care teams, such as homecare teams, are currently testing the ACP model.

Feedback from a social worker on the ACP community bundle

"I think this is excellent, the 1 page format is what we need and you've thought of everything, any one of these points (quality criteria) could lead to a non-medical admission of someone being delayed coming home. It also gives a clear structure for the conversation, this will really help get the right information shared with those who need it".

Additionally, through the GP Frailty work, there is a keenness to develop appropriate ACP bundles.

Self-Evaluation Summary and Recommendation

Since the 2018 progress review, the EHSP has made a sustained shift towards a strategic approach to early intervention and prevention activity. The Strategic Plan and transformation programme recognise the importance of supporting citizens to remain healthy and independent at home for as long as possible and our Home First ethos underpins our policy and practice. We have clear plans in place to continue to build on the progress made to date and our refreshed Strategic Plan will confirm our commitment to this going forward.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
3	The Partnership should develop exit strategies and plans from existing 'interim' care arrangements to help support the delivery of community-based services that help older people and their carers to receive quality support within their own homes or a setting of their choice.
4	The Partnership should engage with stakeholders to further develop intermediate care services, including bed based provision, to help prevent hospital admission and to support timely discharge.

Position Statement and Key Achievements	**Evidence reference**
Development of the Bed Based Care Strategy The Bed Based Care (BBC), project is part of Programme 3 of Transformation and its objectives are to transform and redesign a broad range of bed-based services across the Partnership, taking into consideration demand and capacity, and to design and implement the optimum model for the provision of sustainable bed-based care services. The overall vision of the bed-based care strategy is to help achieve the shift of the balance of care from hospital inpatient services to community services, as described in the EIJB Strategy. We will do this by designing a bed base model that is sustainable and based on a whole system approach and that places people's needs and preferences at the heart of the decision-making process. Our future bed-based services will provide: • A right sized bed base that meets known and projected demand • A bed base that enables recovery, rehabilitation and reablement • A bed base that supports the principles of Home First • A bed base that is outcomes focused and person centred • A bed base with a motivated, skilled and valued workforce • A bed base that works in collaboration with the voluntary, independent and third sectors • A bed base that supports continuous improvement • This project is looking at 8 main bed-based care services: • Intermediate Care beds; Hospital Based Complex Clinical Care (HBCCC) beds; Care Homes; Mental Health Rehabilitation beds; Supported Housing; Palliative care & End of Life beds; Specialist Inpatient Rehabilitation beds; and Beds for breaks from caring. Due to the size, scale and complexity of the bed-based project, it is necessary to implement it on a phased basis. The following areas have been prioritised due to a number of strategic drivers: • **Intermediate Care:** Our intermediate care provision is currently provided across two sites in the north and south of the city. There are 40 beds within Liberton Hospital and 24 beds within Findlay House. For a number of years, NHS Lothian's strategic intent has been to close Liberton hospital, particularly as this has become less fit for purpose. To enable the decommissioning of the site, the Edinburgh Health and Social Care Partnership must find alternative accommodation for the services	3.1 Bed-based care project brief

provided at Liberton Hospital. A commitment was made in quarter 3 of 2020/21 by the EHSCP to vacate the site by December 2021 therefore, intermediate care is a priority area for the bed based care project. • **HBCCC:** In order for the EHSCP to relocate the Intermediate Care service from Liberton Hospital, a redesign of the HBCCC estate is required. Edinburgh has the highest number of HBCCC beds per head of population and has more than double the suggested number of beds identified through a benchmarking exercise completed in 2017. We also know that around 40% of patients currently occupying an HBCCC bed could have their care needs met elsewhere. The Bed Based Strategy has recommended reducing the overall number of HBCCC beds in line with the benchmarking estimations. Through the redesign of the HBCCC estate, the EHSCP plan to reduce the overall number of HBCCC beds in line with the benchmarking projections and instead accommodate intermediate care services within these sites. • **Care Homes:** The EHSCP manages eight care homes across the city. These care homes offer residential level care to those who are most vulnerable in our society and have been assessed as no longer capable of living at home. A full redesign of our model of care is required in the longer term to focus more fully on complex and high levels of need, complementing that which is available readily elsewhere. The work of the care home transformation programme has started to address this by focusing on quality of care, workforce development and standards within our internal care homes. These priority areas are being considered together as any changes made in one part of the system will directly impact on another. Proposals need to be undertaken sequentially to ensure sufficient capacity across the system to absorb the changes and continue to meet demand. We have gathered data about our current bed base and engaged with the staff involved in the delivery of care and/or management of these services through 8 workshops between November 2020 and January 2021. The strategy has been further informed with the expertise and input of both the programme and project boards, which have multi-disciplinary and stakeholder representation. Phase 1 of the strategy, along with a high level implementation plan, will be presented to the EIJB in June 2021. Our bed-based care project is well aligned with the recommendations set out in the recent Independent Review of Adult Social Care, and seeks to improve choice, flexibility and quality of life for those who use the services. Redesigned models of care for bed-based services will also start to inform our wider market shaping and facilitation approach, setting out more clearly what we expect our business needs to be in the future and helping providers to understand our preferred service models and likely demand.	3.2 – Bed based care engagement outputs
Closure of Gylemuir House At the time of the original inspection and during the 2018 progress review, concerns had been raised about “interim” care models such as that provided at Gylemuir House. The EHSCP recognised that the model of care provided at Gylemuir House did not align well with our strategic ambitions for quality, bed-based services. The lease for Gylemuir House did not permit the physical upgrades and improvements which were necessary to meet the terms of Care Inspectorate registration. Gylemuir could therefore not continue to provide a service	3.3 – EIJB Financial

going forward and in March 2019, a report to the EIJB was approved which set out plans for its closure. Gylemuir House closed in June 2019, with there being sufficient capacity across the rest of the care home estate to manage the demand, pending a wider review and redesign of bed base services and the creation of a bed base strategy.	Plan report March 2019
Intermediate Care NHS Lothian and the Partnership have agreed to decommission the site of Liberton Hospital which is no longer of the standards we want to provide longer term. The original plan had been to move the intermediate care beds within Liberton Hospital to the Jardine Clinic, at the Royal Edinburgh Hospital, and a refurbishment project commended for the Jardine Clinic. The estimated completion date was initially June 2019 however, due to delays this slipped to November 2019. Further issues were uncovered during the refurbishment which delayed work until March 2020, then COVID-19 hit pausing all building work. In November 2020, it was agreed that the intermediate care beds within Liberton Hospital will not move to the Jardine Clinic as originally planned. This decision was taken on the basis that moving the wards from Liberton Hospital to the Jardine Clinic is no longer aligned to the EIJB's strategic direction and transformation ambitions. A move from one hospital base to another doesn't allow the EHSCP to continue to shift the balance of care from hospital services to the community. Any move of these beds needs to align with the strategic direction of providing community based services and supports and therefore, it was agreed that the wards currently based at Liberton Hospital would not move to the Jardine Clinic and that the Bed Based Care project would coproduce the future service model for these beds with staff and key stakeholders. The objective remains to close Liberton Hospital by the end of 2021 and to move the intermediate care beds to a more suitable community based location. To ensure that this operational decision aligns with our wider bed-based care strategy, we incorporated it within our modelling and our long-term planning. We invited a group of colleagues involved in both the delivery/management of intermediate care services and the design of the wider bed-based care strategy via the bed-based care project board to meet with the project team on 25 February 2021 to start planning the move from Liberton Hospital and the redesign of the model of intermediate care. This will ensure that the future plan to vacate Liberton Hospital will closely align with the wider bed-based care strategy and its vision to help shifting the balance of care from inpatient hospital services to community services. Our vision for redesigned intermediate care services is focused on ensuring people receive the right care, in the right place, at the right time. The service will be established with a clear pathway to discharge home, realistic rehabilitation goals will be set following assessment on admission and monitored throughout the person's stay. The delivery of intermediate care is provided by multidisciplinary teams made up multiple professions including therapy staff, focusing on rehabilitation and reablement; nursing staff, supporting the medical needs of patients; geriatricians who specialise in providing care to our older citizens, as well as community teams who continue to provide ongoing care and support at home following discharge. Through the successful introduction of the Home First principles and adoption of Home First practice, the intermediate care teams are experiencing a growing trend of patients with more complex needs. Historically, intermediate care was provided to those with low medical / high rehabilitation needs however recently, there has been a shift in the complexity of patient's needs. More patients now have medium to complex medical needs and high rehabilitation	3.4- SBAR to NHS Lothian CMT 3.5 – letter to Liberton staff

needs. This has been attributed directly to the success of Home First, with patients who can have their rehabilitation needs met at home no longer requiring a bed based service. Following a successful trial during the winter period, a Home First social worker will be onsite to support the intermediate care teams with complex discharge planning, reducing delays in planned discharges, and promote proactive discharge planning to ensure patients can go home when they are ready. Home First will use our Intermediate care service to introduce planned date of discharge (PDD). This will support a reduction in delayed discharges and a reduction in the patient's length of stay. By working closely with the multidisciplinary team, putting the needs of people at the heart of decision making and, by being involved in discharge planning earlier in the process, our aim is to ensure that the actions required to allow the patient to be discharged are completed in advance of the discharge date, allowing a seamless transfer from intermediate care to home. Planned date of discharge will also assist with achieving better outcomes for patients. The date will be set and agreed by the multidisciplinary team (MDT), following assessment of the patient. All MDT members will be involved in the decision making and the discharge date will be collectively agreed. Unless there is a further acute episode, the PDD should remain on TRAK as agreed by the MDT. Patient's, and families, will have the opportunity to consider realistic outcomes, and will be advised of their planned date of discharge. Weekly targets will be set to encourage rehabilitation and recovery and patients will be kept informed of their progress. By focusing on a person centred approach with realistic goals, expectations are managed and timescales are more achievable. By introducing PDD and being involved in discharge planning sooner, there should be no delay to discharge due to service requests for packages of care or capacity issues with community teams, which improves outcomes for patients and their families. This change should ensure there is flow through the system as discharge dates will be known and capacity can be more accurately forecast.	3.6 Planned date of discharge slides
Drumbrae Care Home reablement unit The Joint Inspection Team will be aware, from previous discussions, that we had been investigating the viability of establishing a reablement unit within the Dunblane unit of Drumbrae Care Home. This proof of concept was developed by a project team involving the bed-based care project manager and programme manager to ensure it was strongly linked with the development of the bed-based care strategy and the future model for intermediate care and care homes. The proposal considered whether existing capacity within Drumbrae could be used to provide reablement to people over 65 who have no acute medical needs and low level rehabilitation requirements. We have since completed further scoping and due diligence, including discussions with other HSCPs who have similar models. Our development of the bed based strategy has confirmed that our preferred model is to offer reablement support at home. Where this is not possible, because of more complex needs, the existing, now more established intermediate care services can already provide bed-based support. On blanace, our assessment is that this proposal would duplicate services already in place or planned and would not be in line with our stated strategic objectives. As such, the decision has now been taken not to progress with this model.	

Step up model in Intermediate Care The intermediate care service within Liberton Hospital has a flexible resource of one bed which can be used as a step-up bed for people who may experience deterioration and can still be managed safely outside of an acute hospital. This step-up model is managed by Hospital at Home. This resource was discussed during the intermediate care workshop that took place in December 2020 and the feedback was very positive. Stakeholders involved in the workshop thought that intermediate care was the ideal place for a step-up model and that this model could be further developed to help prevent avoidable hospital admissions. The bed based care project team will further explore the step-up model currently in place in Liberton Hospital, to assess if this should be taken forward in the long term intermediate care model as it will be described via the BBC strategy.	

Self-Evaluation Summary and Recommendation
Since the original inspection and the 2018 progress review, significant progress has been made in establishing a strategic approach to the development of sustainable bed -based services in Edinburgh, including the provision of a high-quality intermediate care model. The previous interim care model at Gylemuir House has been decommissioned. The bed-based care project is taking a whole system approach to the development of bed-based services for those who require them, whilst also linking closely with the Home First and home-based care projects to ensure that people can be looked after at home, or in a homely setting and remain as independent as possible, for as long as possible. The Bed-Based Care strategy sets out our vision for a phased approach to delivery and will be presented to the EIJB for approval in June 2021. There is a high level of confidence that appropriate improvement progress has been made and that the Bed Based Care strategy will provide the framework to deliver on these recommendations once approved.

Services for Older People – Joint Inspection Progress Evaluation 2021

	Recommendations for improvement
5	The partnership should work in collaboration with carers and carers organisations to improve how carers' needs are identified, assessed and met. This should be done as part of updating the carers strategy

Position Statement and Key Achievements	Evidence reference
Carers Strategy developed in collaboration Edinburgh's Joint Carers Strategy 2019-22 https://www.edinburghhsc.scot/wp-content/uploads/2020/06/Edinburgh-Joint-Carers-Strategy-2019-2022-FINAL.pdf was ratified by the EIJB August 2019, and included the Implementation Plan (5.1). The Strategy update, implementation plan and associated outcomes were informed through engagement, consultation and feedback from adult and young carers, tests of change, carer organisations and professionals, which, in turn informed the 6 priority areas for investment. The new strategy was further informed by the independent review of the implementation of the previous strategy by Edinburgh Voluntary Organisations Council, (EVOC), which is the council for Voluntary services for the city of Edinburgh, and a partner in the Edinburgh network of third sector interfaces, which provided clear considerations to inform the new strategy and development of the 6 priority areas: 1. Identifying Carers 2. Information and Advice 3. Carer Health and Wellbeing 4. Short Breaks 5. Young carers 6. Personalising Support for Carers The statutory Short Breaks Services Statement (Unpaid Carers), (5.2), https://www.edinburgh.gov.uk/downloads/file/26356/short-break-services-statement was agreed in March 2019, and is incorporated in the Carers Strategy. This Statement is required by the Carers (Scotland) Act 2016, and gives information about the short breaks services available locally and across Scotland for unpaid carers and the person or people they care for. A variety of short break options for carers have been available through the Edinburgh Health and Social Care Partnership (EHSCP) and Third Sector Organisations prior to the implementation of the Carers (Scotland) Act 2016, and, these opportunities will continue to be available, and further developed during 2021-22. One successful example of this is the short residential break for carers called 'Stepping Out', and a variety of information can be found on the Carers page on the EHSCP website, (5.3), https://www.edinburghhsc.scot/coronavirus-information/carers/ The EHSCP Carer Strategic Planning Group was re-established in 2019, and has been instrumental in informing the priorities, developing the strategy and overarching spending plan and ongoing developments. This group have also shaped the performance and evaluation framework associated with measuring impact of the strategy from both quantitative and qualitative perspectives, with a focus on impact on outcomes Membership includes carers	5.1 Link to Edinburgh's Joint Carers Strategy 2019-22, August 2019 5.2 Link to the Short Breaks Services Statement (Unpaid Carers) March 2019 5.3 EHSCP website link to Stepping Out

organisations, EIJB Carer representative, operational practitioners and strategic leadership. Over the next year, they will play a key role in shaping the review of the joint Carer Strategy.	
Joint Carer Strategy Implementation Plan and improving capacity to meet carer needs The Implementation Plan was ratified in August 2019 by EIJB, as part of the Strategy. As indicated above, ongoing work will be undertaken to refine the Performance and Evaluation Framework, which was ratified by the Performance and Development Committee, December 2020, and will be monitored by the Carer Strategic Planning Group. The Carer Strategic Planning Group members have also contributed to the thinking of how the performance and evaluation framework can be further refined, and this is indicated in the recent discussion paper being presented to the clinical and Care Governance Committee, (5.4). Significant investment of £17.37million, has been supported against the 6 priority areas, through enhanced contract awards, live from January 2021. Specifications were coproduced with providers, and the commissioning process encouraged a collaborative approach with smaller and larger carer organisations coming together in Carewell Partnerships, to deliver supports for carers across communities. As well as the contract award, the wider spend plan was ratified EIJB Feb 2021, (5.5), and includes additional areas of focus for 2021 and beyond, informed by what carers indicated where further investment should be made, and included: • Contribution of funding to further develop short breaks which will be shaped by the outcome of the Bed Based Review work stream on Short Breaks. • Development of Adult Carer Support Plans, along with production of a practitioners guide • Enhanced Carer Support Team provision, offering advice, information and support on; rights as a carer; connection with local services; medical conditions and medication; looking after yourself as a carer; becoming more confident as a carer; and setting goals and priorities for your own life, as a carer. Other supports for carers are highlighted in the EHSCP website(5.6), https://www.edinburghhsc.scot/carers/ourcommitmenttocarers/ • Contribution of funds for purchasing replacement care where a need has been identified through the person's own assessment and/or the Adult Carer Support Plans. This may be in the form of traditional support at home, day support or residential respite, but may also be used creatively via other self-directed support options and aligned to the personalising support for carers. • Commitment to support community led carer supports through the community investment transformation work stream. • Contribution towards commissioning of independent advocacy for carers and BME carer support. In April 2021, the Carer Strategic Planning Group identified the need for a business case to be developed to support a dedicated Carer Planning and Commissioning officer to take forward the implementation plan, performance and evaluation framework, and refreshment of the Strategy. This is being progressed now, with the intention of having a post holder in place by summer 2021.	5.4 –CCG May 2021 Paper with developing Performance and Evaluation Framework update 5.5 Carer spend plan EIJB February 2021 5.6 EHSCP website – Carer Support

Impact of the Independent Review of Health and Social Care for unpaid carers The enhanced contract award, and additional focus areas being progressed places EHSCP well to respond to the key recommendations associated with improved information and advice for carers, local person centred assessments, involving the person themselves in planning support, and the development of a range of quality short breaks, breaks from caring and respite. The Carer Strategic Planning Group will play a key role in formulating response to any additional developments required. The Edinburgh IJB has also recently appointed a second carer representative alongside two citizen representatives.	

Self-Evaluation Summary and Recommendation
Significant progress has been made in relation to this recommendation. The Carer strategy has been developed. A robust implementation plan has been developed which supports the implementation of the key priority areas, with a thorough commissioning and procurement process undertaken with enhanced contract awards made, to provide additional support for carers against our six agreed priority areas, and ongoing carer engagement. Additional areas for development and improvement have been identified to be progressed 2021 and beyond, and co-production will continue to refine the performance and evaluation framework. The established Carer Strategic Planning Group will continue to monitor progress and inform further developments. There is a high level of confidence that appropriate improvement progress has been made. This recommendation should be closed.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
6	**The Partnership should ensure that people with dementia receive a timely diagnosis and that diagnostic support for them and their carers is available.**

Position Statement and Key Achievements	Evidence reference
Improving timely diagnosis, and pathway improvements AT 2021 there are an estimated 8,295 people living with dementia in Edinburgh, (including 293 diagnosed under 65 years). In 10 years this is expected to rise to 10,228 people and in 20 years to 12,907 people. This will put additional pressures on services that diagnose, provide post-diagnostic support and provide ongoing assessment, care and support. Many of these services are already under significant pressures to meet demand. The COVID pandemic has exacerbated this even more, putting increasing pressures on informal carers. It is anticipated that enhance carer support will be provided, through the work underway indicated in recommendation 5 above. Edinburgh remains motivated to demonstrate continuous improvement of the experience of people and their carers, and have driven change, and continue to learn from various developments underway, including: **Post Diagnostic Support in Primary Care** In March 2018, EHSCP were successful in bidding to become one of 3 national innovation sites to test the relocation of post-diagnostic support to primary care as outlined in commitment 2 of Scotland's National Dementia Strategy[1]. Work has been ongoing since 2018, to develop this service in the 8 GP practices North East Edinburgh, East GP Cluster with the service now firmly established and delivered by one full time Dementia Support Facilitator. This work has is funded by Scottish Government and supported by the Focus on Dementia portfolio based at Healthcare Improvement Scotland I-hub. Scottish Government have extended funding to March 2022 with external evaluation of all 3 national sites expected to be concluded in summer 2021. Learning from this will inform dementia pathway improvements. In addition, to further enhance primary care ability to respond to people living with dementia and those who provide informal care, a test of change has been developed with Dementia UK to provide 2 Admiral Nurses (based at Stockbridge and Pentlands GP Practices) with focus on carer support. These posts are currently funded by Standard Life. **Improving processes** Improvements have been made with a simpler process in places for referrals to Memory Assessment and Treatment Service from Acute hospitals, with their being a Dementia Bridging, Stressed and Distressed support team being present in acute hospitals, to provide resource for assessment, intervention and care plan developments, as well as raising	

[1] COMMITMENT 2: We will test and independently evaluate the relocation of post-diagnostic dementia services in primary care hubs as part of the modernisation of primary care.

awareness, and providing training, as well as ensuring key connections with community supports on discharge. **Support for Care Homes** Similarly, the psychology led provision to support care homes for people who may become stressed or distressed, continues, with an established training and awareness programme. The EHSCP Scottish Care partnership lead, has played a key role in ensuring parity for people in care homes, to receive an appropriate dementia diagnosis, and associated support. Support has also been secured for the wider training and awareness programme across care home, hospital and community services. All of these developments will inform an overarching review of the transformation work underway to improve the pathway and experience for dementia diagnosis and post diagnostic support, for both people with dementia and their carers. **Transformation Programme - Dementia Pathway Review** In March 2019, EHSCP and the Royal Edinburgh and Associated Services submitted an application to Healthcare Improvement Scotland to become a national Dementia Care Coordination Implementation site. The main aim of this call for applications, was to take a whole systems approach to dementia pathway improvements with work towards a more integrated, co-ordinated approach to supporting people with a diagnosis of dementia. This linked to Scotland's National Dementia Strategy 2017-2020. It was hoped if successful this would support Edinburgh dementia pathway improvements with funding available for quality improvement support. Edinburgh was unsuccessful but a close second with Inverclyde being successful. The learning shared so far from the Inverclyde work has potential to support future Edinburgh dementia pathways improvements. Following this application, and learning since, EHSCP agreed that Older People's Mental Health Pathways be included within the Transformation Programme to take this work forward as part of the dementia pathway review, in Phase 2 of the programme, commencing January 2021. The focus of this will consider the experience of people with dementia, and their carers, from staying well, prevention and early intervention, through assessment, treatment and post diagnostic support. Work is currently underway, to include more detailed scoping of the whole system approach to timely diagnosis and post diagnostics support, which will include updating the baseline information from significant stakeholder engagement in 2018, with the learning from developments since then, and, learning from responses during the pandemic, across community, hospital and care home environments, and will encompass the Memory Treatment Assessment, Community Mental Health Team, and wider hospital, community and voluntary supports, to develop an improved, more co-ordinated experience, see 6.1. **Commissioned post diagnostic support** The Alzheimer Scotland contract, for post diagnostic support (PDS), has been awarded to 31 March 2023. Specifications have been co-produced and updated to reflect the current Scottish Government COVID -19 restrictions and delivering a blended approach which has enabled an increase in service volume from 300 people to 330 people receiving PDS at any one time. This extension will provide an opportunity for future proof post- diagnostic support delivery and specifications to be further informed by the pathway review work.	6.1 Dementia Pathway Improvements – Draft Scoping Document

For rates of people being diagnosed with dementia, and supported thereafter, Edinburgh has historically been seen to perform below Scottish average, both in volume and lengths of time waiting for post diagnostic support. A deep dive to determine where the issues lie, has indicated that there is room for improvement through the overall pathway, as indicated above, as well as improvements in the mechanism in place for monitoring and recording of people having a diagnosis and post diagnostic support, against the national local delivery plan target, (LDP), to more accurately reflect the ongoing caseload for the twelve month period post diagnosis. Improving the mechanism for monitoring and recording has included working with Scottish Government, local practitioners, and data analyst colleagues, to clarify the parameters for monitoring and recording. This has also resulted in error reports reducing, and being responded to more timeously, through building a shared understanding of the data set. Through the practitioner led short life working group, early improvements have been noted in reducing the time that people have to wait for Post Diagnostic Support (PDS), with the north community mental health team including Alzheimer Scotland in their clinical team meetings, and discussing who is best to take on the support, at the earliest opportunity; building relationships, and trust, as well as providing a mechanism to quickly escalate and manage any concerns about people being supported. Interestingly, moving the clinical team meeting to Teams has enabled this more consistent involvement! In the south, as there are five consultants involved in the Memory Assessment and Treatment service, with there being multiple clinical sessions, adopting a liaison nurse approach regularly connecting with Alzheimer Scotland, has also shown improvements, with people being supported as quickly as possible after diagnosis. Impact will be monitored during 2021. Overall the improved system of record keeping, will more accurately indicate how many people are being supported, and prove crucial to seeing our LDP performance improve. Ongoing work associated with the LDP improvement going forward in 2021 includes completion of the Data Protection Impact Assessment, and to progress the PDS key workers gaining access to appropriate information, through application for them to have TRAK access, to provide information about the experience of people receiving support, and real time, accurate records.	
<u>Additional Developments</u> **Herbert Protocol:** The Herbert Protocol is an information gathering tool to assist the police to find a person living with dementia who has been reported missing as quickly as possible. Care Homes and families use the protocol, and it is being considered an integral element of the Anticipatory Care Planning conversation. EHSCP in partnership with Police Scotland, Missing Persons Unit colleagues, Scottish Care and Alzheimer Scotland have spear headed, and been an early implementer of the Herbert Protocol, the aim of which is to increase awareness and promote use of the Herbert Protocol in Edinburgh, embedding into systems and processes, (e.g. Vulnerable Person reports sent to Social Care Direct following someone going missing, which are then sent on to Locality Screening Team to follow up on use of the Herbert Protocol if one has not been in place). This has continued throughout 2020 with regular open MS Teams information sessions being jointly run by EHSCP and with Police Scotland. It has also had the added value of enhancing joint working in other areas related to dementia on a case to case basis across Police Scotland as these arise.	

Plans are now underway for Herbert Protocol to be implemented at a national level later in 2021 with EHSCP being involved in proactively supporting work by enabling networking with national and local colleagues and sharing the learning from Edinburgh Implementation. This includes engaging the support of Health and Social Care Scotland Chief Officers' Group; scoping/gap analysis work; support in developing/getting feedback for development of a single Herbert Protocol form for use across all of Scotland, as well as communications and engagement planning. *6.2 Link to the Edinburgh Herbert Protocol information* *https://www.edinburghhsc.scot/the-herbert-protocol/* **Unpaid Carers:** As indicated in Recommendation 5, significant investment has been made for unpaid carers, with it being expected that unpaid carers, caring for people with dementia, will benefit from locality based commissioned provision, as well as the short breaks, and breaks from caring programme, through the adult carer support plan being widely applied. Additionally, the Carer strategy investment plan includes the purchasing budget being enhanced, in particular to respond to the choice of unpaid carers, who find it more appropriate to have replacement care in their own home, to provide a short break from caring, as opposed to the person being cared for leaving their home and potentially becoming more distressed. Work is underway to determine best method of evaluating impact and performance. **John's Campaign:** Currently within Edinburgh Health and Social Care Partnership 65 care homes, Community Hospitals and Care of the Elderly wards in hospitals, promote and support the Johns Campaign. John's Campaign recognises the important role of those family members who care for people who are living with dementia. Behind its simple statement of purpose lies the belief that carers should not just be allowed, but should be actively welcomed, and that a collaboration between the person living with dementia and all connected with them is crucial to their health and their well-being. The EHSCP Scottish Care Partnership lead has played an instrumental role in developing the approach in Edinburgh throughout 2018-19, with this being formally recognised in October 2019, at EIJB,(6.3), EIJB report 29 09 2019 Johns Campaign V.01.pdf (edinburgh.gov.uk). Continuous development about how John's Campaign has taken place since implementation, with key learning from feedback from carers and workers in care homes further shaping ongoing improvements, (6.4). Applying this ethos to provide well-being support, will be all the more important as covid restrictions ease, and families and carers once again, can be encouraged to safely visit, and take part in the lives of their loved ones.	6.2 Link to the Edinburgh Herbert Protocol information 6.3 Link to EIJB John's Campaign Report Oct 2019 6.4 John's Campaign feedback following implementation
Impact of Independent Review of Adult Social Care in Scotland Progress and plans indicated above, places Edinburgh well to continue to achieve an ethical, human rights based approach, where choice and control are at the centre of meeting needs of people with dementia and their carers, through improved models of care and experience.	

Self-Evaluation Summary and Recommendation
Reasonable progress has been made in relation to this recommendation, and to address the key points from the 2018 report, through primary care and wider developments, with ongoing improvements now sitting squarely in the Transformation Team Phase 2 Programme. The local drive to improve experience to have timely diagnosis and support thereafter, as well as improving monitoring and recording, has resulted in improvements already evident in people accessing post diagnostic support as quickly as possible, much closer relationships across the statutory and voluntary sector, with overall Local Delivery Plan target performance being closely monitored to highlight further progress during 2021 reporting cycle. There is a good level of confidence that further model of care and pathway improvement progress is planned as part of the Transformation Programme will be made. This recommendation should be closed as there is clear direction of how the key points are being progressed.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendation for improvement	
7	**The Partnership should streamline and improve the falls pathway to ensure that older people's needs are better met**

Position Statement and Key Achievements	Ref
The Long-Term Conditions Programme provides support to health and social care teams to improve care for people living with long-term health conditions and those who are at risk of falls. Care is improved through supporting practitioners to translate the principles defined in the national *Quality Strategy* into practice, by: • seeing the whole person rather than each individual condition. • engaging the whole team involved in the person's care, including third sector partners; and • improving the way that care and support is planned across the whole system. Building on the 'good progress' reported by the Care Inspectorate in the inspection review report dated 2018, The Long Term Conditions Programme has continued to adopt a continuous improvement approach to embedding falls pathway improvements across Edinburgh Health & Social Care partnership, led by two dedicated (part-time), locality aligned Falls Co-ordinators. Key areas of work where significant improvements have been made, in a sustainable way, include: 1. Care Homes support to improve the prevention and management of falls 2. Falls Pathway review and improvements 3. Improved integrated multi-disciplinary/cross sector working to support falls prevention and management 4. Measuring and planning continuous Improvement	
1. Care Homes support to improve the prevention and management of falls Key achievements include: • **Walking Aid Safety project (7.1);** ○ 7 care homes participated in a short improvement project ○ 164 walking aids were assessed by trained Physiotherapy Assistants to check for safety ○ 11% were repaired and 15% were replaced ○ Plans are underway to adopt this practice as business as usual, as a preventative measure. • **Targeted falls training and support to embed the Care Inspectorate's *Managing Falls and Fractures in Care Homes for Older People – good practice resource (7.2 and 7.3)*** Both partnership and independent care homes were selected following discussions with community colleagues, and identifying area with high incidence of falls. Phase 1 ○ tailored falls training and support to 4 Care Homes ○ an average 62% reduction in falls related A&E attendances ○ an average 70% reduction in falls related unplanned admissions compared to the pre-intervention period Phase2 ○ a further 7 care homes participated	7.1 Evaluation of Walking Aid Safety in care homes 7.2 Phase 1 Care Home – Falls Management Improvement 7.3 Written Summary of Phase 1 7.4 Outline proposition to

○ 82 staff completed training and providing 98% positive feedback setting out a 'better understanding' of falls prevention and management ○ As a result of Covid-19, the programme was paused, and will resume, once restrictions ease	move to phase 2 – SBAR format
• ***Steady Steps in Care Homes:*** a *16 week* Strength and Balance exercise programme delivered by Edinburgh Leisure in 4 care homes, supported by care home staff. Very successful and good feedback; paused as a result of Covid-19 pandemic. Will recommence and obtain evaluation once restrictions lift. The original proposal and benefits, from our partners Edinburgh Leisure, can be seen in 7.5.	7.5 Steady Steps
• Development of ***Managing Falls in a Care Home*** **poster (7.6) –** Training tool developed in partnership with falls leads in Perth & Kinross HSCP, consultation has taken place online, and has had very positive feedback.	7.6 Managing Falls poster – a guide
2. **Improved integrated multi-disciplinary/cross sector working and sharing of resources to support falls prevention and management**: As well as the websites and staff intranet, additional work has contributed to this area, including:	
• Established bi-monthly multi-disciplinary pan-Lothian **Care Home Falls and Frailty Forum** (7.7), with an aim of being a community of practice sharing best practice, optimising links with services to reduce falls and frailty. All the information shared is shared as a valuable resource on the new care home portal, and will include learning form hosting a variety of multi-agency/disciplinary speakers covering topics including: ○ Anticipatory Care Planning ○ RNIB in care homes ○ MacMillian Cancer and Palliative care training ○ 'Online' Supportive Conversations and Reflective Sessions (OSCaRS) in care homes ○ Continence Care, Medication reviews ○ Footcare/health and Nutrition ○ Adult Support and Protection training ○ Behavioral Support Service ○ Infection Prevention and Control ○ Physical Activity, Oral Health ○ Care for severe symptoms of COVID-19 ○ Role of Care Home Manager in a Pandemic	7.7 Falls and Frailty Forum, Terms of Reference
• **Care Homes Near Me Project:** multi-disciplinary falls support to care homes testing the use of 'Near Me' video consultation platform that resulted in 61% reduction in falls through supporting 9 care homes over a five month period during Covid-19 pandemic restrictions when care homes were closed for visitors and were coping with high instances of Covid-19 infection. General information and advice was also provided by way of support for care home teams. This will continue to be built upon going forward, (7.8).	7.8 Care home Near Me – Evaluation
• **Targeted falls prevention communication/information** during winter for public, staff, care homes and GP practice teams. **Webpages** internally for practitioners, as well as the updated information on the Edinburgh Health & Social Care Partnership webpages – aimed at public audience link (7.9): https://www.edinburghhsc.scot/longtermconditions/falls-support/	7.9 EHSCP web pages for falls support – public.
• **Big Slipper event** – North east locality, Hibs Public social Partnership, and Cyrenians partnership, hosted by Cyrenians, this event brought together a wide range of voluntary	

sector partners, and statutory services to host a social event where 70 local older people who attended were fitted and supplied with a pair of new slippers free of charge to help reduce the risk of falls. This work has received very positive feedback and it is likely that this will be repeated going forward, (7.10). • **Digital support** – Expansion of **Scale Up BP project** targeted to reduce hypertension, a known risk factor of falls. The successful Scale Up BP project already had 1,004 people registered from Edinburgh GP practices, measuring their own blood pressure at home in March 2018. By January 2021 this has increased to 2,666 people, through the Florence digital recruitment mechanism, (7.12). • **Staying Active packs/leaflets** – working in partnership with the British Redcross, 250 'Staying Active' packs have been provided to people who were shielding, and at risk of falls during Covid-19 pandemic. These were widely distributed, through key frontline colleagues, and included crosswords, and suggested exercises to do at home. A further 600 Staying Active leaflets distributed via Edinburgh Council, through the dedicated local assistance/shielding line during lockdown 2020, and the information was also passed onto both internal and external housing support teams, (7.13 and 7.14) • **Falls Peer Support Group** established for Assistant Practitioners carrying out Falls Assessments within the locality hubs, led by Falls Co-ordinator to improve falls prevention and management, (7.15)	7.10 Big Slipper Report 7.11 Big Slipper Feedback 7.12 Florence BP digital Recruitment 7.13 and 7.14 Staying Active leaflets 7.15 Falls Peer Support outline purpose
3. Measuring and planning continuous Improvement • Measuring impact of the falls improvement programme is broadly acknowledged as challenging, and taking a quality improvement approach allows a comparison with falls pre and post intervention, however, formal data availability is limited to A&E attendances and admissions. This has prompted the development of an Outcomes Framework across the Long Term Conditions programme that that will enable the ability to assess and measure the impact of the falls programme, using local data, experience and impact on outcomes, which in turn will support planning for continuous improvement. A key source of local data, to demonstrate experience and impact on the system, is our community alarm and response activity. From April 2020, to March 2021, the team responded to just over 14,700 emergency call outs, with 377 citizens conveyed to hospital. A yearly average conveyance of 2.58%. This activity is regularly reported to EMT, as part of the performance scorecard, (7.17). The outcomes framework is aligned to Edinburgh IJB key priorities, and National Health and Wellbeing Outcomes. The framework will also be used to review and plan for activities together with our partners- cross sector, and will inform the EHSCP, as the overarching performance and evaluation framework further develops. The outline can be seen at 7.16.	7.16 LTC Outcomes Development Framework – Falls 7.17 Community Alarm and Response Scorecard April 2020-March 2021
Impact of Independent Review of Adult Social Care in Scotland Improvements made in prevention and managing falls, makes significant contribution to ongoing development of models of care, with the aim of ensuring people are assisted to stay in their own communities, and enabled to be as independent, for as long as possible.	

Self-Evaluation Summary and Recommendation
Despite the pandemic, significant progress has been made in relation to this recommendation, with an ongoing continuous improvement programme being embedded as *'business as usual'* within the Long Term Conditions Programme led by dedicated Falls Co-ordinators. A robust Outcomes Framework is currently being developed to enable the Long Term Conditions programme to assess and then demonstrate impact for people and the system. The outcomes framework will support planning and alignment to key strategic plan priorities. There is a high level of confidence that appropriate improvement progress has been made, with it being evident that the continuous improvement programme clearly demonstrates ongoing future approach. This recommendation should be closed.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
8	The partnership should develop joint approaches to ensure robust quality assurance systems are embedded in practice

Position Statement and Key Achievements	**Evidence reference**

Since the 2018 Report, much has been developed and implemented to provide evidence of being proactive to assuring a robust approach to quality, including:
• Establishing the EIJB Clinical and Care Governance Group
• Development of, and implementation of the new joint quality assurance framework
  ○ Development of the Professional quality improvement teams
  ○ The development of NHSL quality academy training and coaching network, and Social Work Quality Assurance groups
  ○ Progressing the quality dashboard
  ○ Establishment of Joint complaints system and associated improvement plans for complaints upheld/partially upheld
 	
Clinical and Care Governance Committee
 	
• The Good Governance Institute has supported EIJB to strengthen its governance arrangements and as a result the EIJB Clinical Care Governance Committee (CCG) was established at the end of 2019, which seeks assurance from the Clinical & Care Governance Teams. The Clinical and Care Governance Group replaces the former Quality Improvement and Assurance Group discussed in previous reports. The Committee was suspended during 2020, and is in the process of being re –e stablished. Reports and presentations will be forthcoming, and discussions are underway about the best way to more widely share these.
 	
• There is a shared vision that the Clinical & Care Governance structure in the partnership takes an integrated approach across both health and social care services. The Clinical & Care Governance Committee (CCG), is co – chaired by the Chief Social Work officer, and EHSCP Clinical Director, and its membership includes representatives from health and social work services, and there is confidence that there is a robust reporting framework and associated structure. The purpose of the CCG is to review and report to the Board on the quality of care to the local population, specifically in relation to safety, quality of access and clinical effectiveness and experience, see the Terms of Reference, 8.1.
 	
• Recent public report packs, 8.2, and 8.3, demonstrate a wide range of agenda items, with a key focus on clinical and care governance, including vaccinations, both flu and covid; a deep dive on primary care; chief social work report; care home improvement actions; corporate governance and assurance in the NHs, and the whistleblowing framework for partner organisations
 	
• Key people involved in Clinical and Care Governance from EHSCP attended a Scottish Government event at the end of 2019 where we were asked to share our CCG approach, this was commended as good practice and we were asked to work closely with colleagues
	8.1 EIJB CCG Terms of Reference
	
	8.2 EIJB CCG Public Report Pack March 2021
	
	8.3 EIJB CCG Public Report Pack Feb 2021

in Scottish Government, to contribute towards the roll out of a national Clinical and Care Governance framework. Unfortunately, this work has not progressed due to the pandemic.

- The quality dashboard that was previously developed as a test of change improvement exercise, to enable us to establish the availability and reliability of data has been reviewed, and has informed the new reporting template, developed for Clinical and Care Governance teams to start using from April 2021 onwards. The template Reporting will be focussed on service delivery and its direct impact on quality of clinical and care governance and the care of residents, patients and people using our services. There are five reporting mechanisms now established, see 8.4, and being embedded, in line with recommendations of the 2018 Report. The recent CCG presentation, also indicates CCG agenda prioritisation (8.5) :

  1. **Exception reporting** will be used to describe instances, data, activity, practice or performance which has deviated significantly from expectations, usually in a negative direction. The intention of this section is to focus attention on just those areas requiring immediate action.
  2. **Escalation reporting** will be used as a vehicle for CCG Teams to draw attention to issues, themes or problems where resolutions have not been found, or are hampered by barriers or blockers.
  3. **SBAR reporting** will be used when developing / expanding commentary supporting *exception* and *escalation* topics, setting out the **S**ituation, **B**ackground, **A**ctions, and **R**ecommendations, and is widely used across EHSCP in other business.
  4. **The Dashboard** will be used by each CCG Team to provide standardised recording across a number of 'fixed' categories. (complaints / service user feedback, adverse events/ significant occurrences / Large Scale Inquiries, Infection Prevention and Control, and registered services inspection activity. The dashboard will also be used to consolidate improvement when compiling evidence for an annual report which will be submitted to the Clinical & Care Governance Committee
  5. **The Three Questions** will be used to offer insight into 3 distinct subjects, topics or cases whether planned/unplanned events or where the learning was drawn from intended/unintended consequences that have impacted directly on Clinical and Care Governance and/or safe care. Indicate the 3 Qs

8.4 EHSCP QMS Reporting mechanisms

8.5 EIJB CCG Presentation – Agenda and Reporting Priorities

Development of the joint quality assurance framework, its application, and support from the locality quality improvement teams

- We recognise that, traditionally, the local authority's focus is more around assurance and control, and health more around improvement.
- To provide a single, joint approach for a joint quality assurance framework, (8.5), , the partnership has adopted the use of a Quality Management System (QMS) which is based on Juran's Trilogy System and HIS Quality Management System. Key examples from the framework are indicated in the next section, and provides a new, structured single approach to planning, assurance and control, and improvement, all of which will influence our strategic planning approach and inform areas for transformation. The QMS the outline includes:

  Planning:
  - Understanding our systems
  - Reporting
  - Feedback
  - Measures

8.6 EHSCP Quality Management System

Assurance and Control:

- Risk Management Systems
- Systems for early identification of concern
- Observation of Care
- Measures against standards

Improvement:

- QI knowledge and Expertise
- Training
- Coaching
- Shared Learning

- The QMS approach is currently being used in Royston Court Care Home, and is a helpful example to demonstrating impact to support the team to make improvements in order to meet the seven Care Inspectorate requirements and associated areas for improvement, (8.7), as well as colleagues in Royston identifying other areas for improvements. The partnership Quality Lead and the Professional Lead for Quality and Standards have been based in Royston for 6 months from October 2020.

- A supportive and co-productive approach has been encouraged, with the Royston Team gaining an understanding of where the problems were, taking ownership of ideas for improvement, and being supported to apply them in a sustainable way. We are able to evidence that this approach has led to significant improvements and an overall improvement in grades. The home was recently inspected and have been advised all outstanding requirements have now been met. Part of this work included staff sessions on leadership, coaching, improvement methodology for sustainable improvement. The quality leads have worked with the Royston Team, to develop a sustainability plan, with the care home manager, for the team to use to reaffirm the improvements made. The Royston Team have indicated that they:
  - are more skilled and have more awareness, of the improvement approach
  - have improved consistency and continuity of care
  - have greater ownership within the team delivering the care
  - have accepted the quality leads as a valuable resource

- The Quality Leads plan to support the remaining EHSCP care homes, following the same methods with a view to standardising the approach to quality and assurance, with the Royston Team contributing with their learning.

- Additionally:
  - Work is underway to provide assurance of social work and care, through case reviews, with teams sharing learning from this with operational and strategic teams to ensure focussed improvements
  - Across localities the Quality improvement Hub has been established in a virtual way, to comply with pandemic restrictions, with an overview of the quality improvement expertise being gathered, to build on, and optimise existing locality capacity to own and affect sustainable change
  - Reports by exception will be presented to the CCG, with growing confidence of transparency and reports being publicly available as 2021 progresses.

8.7 EHSCP Royston Care Home Team Improvement Plan

How our new EHSCP Quality Framework is operating, and benefiting people
As well as the key examples above, the new quality framework continues to be applied, to provide various feedback opportunities to inform improvements and strategic directions, through various mechanisms, including:

Development of professional quality improvement teams; Allied Health Professionals, Social Work, Community Nursing, hospital and hosted services teams:

- When fully implemented the quality framework will have Clinical & Care Governance Teams established in each locality, and hospital and hosted service area which will report into the Clinical and Care Governance Group - as described previously. These team will be multidisciplinary rather than singular professional groups, drawing on shared knowledge, experience and expertise, and further emphasising the cross sector approach.
- On-going developments will take into account the new responsibilities

The development of NHSL quality academy training and coaching network, and Social Work Quality Assurance groups

- The partnership has good relationships and close links with NHS Lothian quality academy – a small number of social care staff have undertaken this training. Covid has had an adverse impact on the delivery of this training, and associated QI work, with applications now open again for staff to apply.
- As well as the partnership quality hub gathering information about who has what QI skills, EHSCP is planning a quality network to optimise the capacity, and plan to set up a coaching network to support staff undertaking improvement work.

Single complaints system and associated improvement plans for complaints upheld/partially upheld

- As part of the new quality framework, health and social work complaints are now managed centrally, with all complaints recorded and managed through a single system - Datix. Complaints sits within the quality hub, as complaints are one of the key sources of feedback to inform planning. The complaints team meets weekly to review all new complaints with an emphasis of identifying complaints that involve more than one service in the partnership, and has close links with the NHSL patient experience team. The 2018 Brief highlighting this approach, in place since then (8.8).
- At a meeting with the Scottish Public Services Ombudsman (SPSO), our joint approach was identified as a best practice example.
- Looking ahead, we will do further work to determine the best mechanism to ensure that improvement plans are fully implemented, to provide assurance that improvements have been made, learning is shared, and actions closed off.
- When the complaints team was devolved, the existing remaining Council complaints roles were reviewed and social care quality assurance officer posts were developed, and assigned to each locality, making a valued contribution to the locality quality hubs.
- Plans are underway to identify a lead complaints officer to support each of the EHSCP care homes, to encourage ownership of the approach to managing complaints, to make responses more person-centred, and in line with duty of candour principles. Taking this approach has seen improvement in the way the quality hub now works alongside the locality teams, with quality of investigations and responses having improved considerably. The new approach to local resolution has been welcomed, where we make direct contact with those who have complained to explain process, and see whether immediate action can be taken to improve the situation, pending a full

8.8 EHSCP 2018 Complaints Brief

investigation, if appropriate. This has often resulted in early, satisfied conclusion for the complainant, with teams reporting that this is a helpful, more satisfying way forwar **Locality manager led quality assurance meetings for care homes and care at home** • These established multiagency fora, continue to provide oversight across both internal and external provision, ensuring support and continuous improvement of standards. The Care home group terms of reference have recently been updated, (8.9). And the care at home terms of reference can be seen at 8.1.	8.9 EHSCP MAQA Care at Home TOR
Impact of the Independent Review of Adult Social Care in Scotland • The enhanced Professional and Clinical Oversight structures for care homes, as established in May 2020, contributes to the recommendation in the independent review of the safety and quality of care provided in care homes being improved to guarantee consistent, appropriate standards of care. • The full implementation of the EHSCP quality framework will also contribute, and places Edinburgh well, to achieve a balance across all vulnerable communities, providing professional and clinical oversight, balancing: o protection, welfare and holistic interests of residents o clinical and care interests with ongoing commitment to individuals' human rights, and ethical principles, including engagement, choice and control • Additionally, the application of a single system complaints process, and local resolution contributes to having rapid recourse to an effective complaints system and to redress, when things do not work out for people, or where their rights may not have been upheld	

Self-Evaluation Summary and Recommendation

Our aspiration remains to have an integrated quality improvement hub which will allow us to influence the assurance, improvement and transformation work needed in the partnership. We plan to identify quality champions or experts that can help spread this kind of methodology across the partnership, and draw upon the learning from the full implementation of the quality framework, allowing a shared language, understanding and vision for continuous improvement across the partnership.

Although we are not yet where we want to be, there has been significant progress made over the last few years, through starting to implement the quality framework, and establishment of a robust clinical and care governance infrastructure. We recognise a significant culture change, moving from different historical systems to a single, and shared vision will take time to embed.

Our focus on the strategic approach to roll out quality methodologies will make a difference to embed sustainability of quality assurance and a continuous improvement mind set, impacting positively on peoples' experience and the capacity and confidence of our multi agency workforce. This in turn, add confidence to our ability to demonstrate robust quality assurance systems are embedded in practice.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
9	The Partnership should work with the local community and other stakeholders to develop and implement a cross market facilitation strategy. This should include risk assessment and contingency plans

Position Statement and Key Achievements	**Evidence reference**
A market facilitation strategy and accompanying risk assessment and contingency plans, aligned to our commissioning plans	
Plans for the production of a market facilitation strategy were originally set out by the EHSCP in the "Statement of Intent" in 2018. There has been significant change since that time, with a new leadership team now in place and a wide-ranging strategic transformation programme underway. The production of a formal market facilitation strategy is now being built into our approach to the development of a refreshed EIJB Strategic Plan. Agreement has been reached with the Strategic Planning Group of the EIJB that the strategy will form part of the overall Strategic Plan, due to be published by March 2022.	9.1 April EIJB report – Strategic Plan Update
To support the EIJB strategic objectives, a Market Facilitation Strategy will be developed in collaboration with our partners and other stakeholders. The intent is to create a market facilitation project within Programme 3 of the Transformation Programme, which will sweep up the Care@Home (external) services, Home Care (internal) services and the further development of the One Edinburgh concept. The transformation programme seeks to be innovative and to challenge traditional care models. Our approach to market shaping and facilitation will be informed by the current planning cycle, stakeholder engagement and ultimately production of the next Strategic Plan for 2022-25. Over the past 12 months, during the Covid-19 pandemic, the market within Edinburgh has faced considerable challenges and our focus has been on supporting and working with providers to ensure the continuity of vital services. Furthermore, the implications of the recent Independent Review of Adult Social care Services are not yet fully understood. As such, a decision has been made to take some additional time to fully develop our market facilitation approach and ensure it is informed by the ongoing work to refresh the Joint Strategic Needs Assessment (JSNA) and well aligned with our financial planning and commissioning planning. Whilst we do not yet have a formalised market facilitation strategy, the principles which will underpin this document are clear and are based on a new collaborative relationships with our providers, aligned to the principles of the Edinburgh Pact and in line with the approach being taken as part of the "One Edinburgh" model of redesigning care at home services. We recognise the importance of a dynamic and ongoing conversation with providers to shape a new relationship. Our market facilitation strategy will take account of the unique nature of the Edinburgh market and the additional risks that brings. Our focus will be on building the resilience of the market, being very clear about our strategic plans and what we need from our commissioned services going forward.	9.2 – SPG Market Facilitation report, May 2021

Engaging effectively with key market sectors and investing in relationship building in a planned and strategic way In the last 12 months, we have embarked on a new and innovative approach to our commissioning and procurement of essential services, rooted in the principle of collaboration and co-production with our providers. Within our transformation programme, extensive engagement has been undertaken in relation to our "One Edinburgh" approach and as part of the process of commissioning a new contract to provide care at home support for over 65s in the city. We are seeking to move away from competitive based procurement processes and towards the creation of robust and innovative partnership models. A number of visioning workshops took place with providers throughout May and June 2020 to set out our vision for change and invite providers to engage with us in the redesign of care at home services (see 9.3 and 9.4). Following this, a series of co-production sessions were then held in December 2020 and January 2021 (see 9.5). The PIN (Prior Information Notice) for the care at home contract, issued in October 2020, was clearly positioned not as a call for competition, but as a call to providers to work with us in partnership to develop a redesigned, sustainable and outcome-focused model of service delivery. Similarly, the commissioning and procurement process for the recent enhanced carer contract awards has seen a Carerwell Partnership emerge, with key providers working together to deliver community carer support. Our transformation governance structure ensures representation from colleagues from the third and independent sectors and allows an opportunity for stakeholders to shape our change plans, both at project and at programme level. The programme structure also allows for close alignment between the development of transformation of home based care services, and the emerging principles and themes of the Edinburgh Wellbeing Pact and Community Mobilisation work. Significant work has also been done at an operational level to improve and strengthen relationships with our commissioned providers on an ongoing basis. Weekly meetings with provider representative colleagues from Scottish Care, covering both care homes and care at home services, have been in place since May 2020, to provide support during the Covid-19 pandemic. Learning from this engagement will help to inform the new market facilitation approach.	9.3 – one Edinburgh design and engagement slides 9.4 – Visioning Feedback Summary 9.5 – Co-production summary 9.6 – Home Based Care project brief
Issues of choice, quality, contract rates and capacity in the care home market Over the last 12 months we have seen significant changes to the profile of care home usage in the city, due to the impacts of Covid-19. At present, we have greater care home available capacity than when the original inspection and progress review were carried out. We are mindful of the unusual circumstances and are taking full account of likely future demand and capacity of care home beds through our Bed Based Care project, within the transformation programme. Aligned to the Bed Base Care project, we have also initiated a care home transformation programme, led by Chief Nurse. This is focused on improving quality and outcomes and has identified a number of key work streams including: workforce; standards; governance; health and wellbeing, person-centred planning, participation and engagement; communication; improvement, innovation and research. The care home managers are playing a key role in	9.7 – Care Home Transformation work streams

identifying key areas for improvement, and are being supported to affect sustainable change. We have invested significant time and effort over recent years in building and strengthening relationships with new providers, working to influence the provision of social care beds at any new builds. At the time of the progress review, inspectors noted that additional beds had been purchased at a higher rate to deal with short term capacity issues. These beds have not been recommissioned, and although, like many partnerships, some short term beds were commissioned as part of the initial response to Covid-19 to support hospital discharge. Instead, any capacity challenges are being addressed in a planned and strategic way as part of our transformation programme. Regular engagement approaches are in place to ensure both the sustainability of providers and the quality and capacity of services remain post-pandemic. Regular meetings are taking place with the Care Inspectorate. Our "Scottish Government Route Map Board", jointly chaired by the Head of Strategic Planning and Head of Operations, considers any viability issues and there is ongoing support from our Locality, Commissioning and Contracts teams, with the latter, along with finance colleagues, managing any covid related financial claims from the sector.	9.8 – Route Map ToR
Challenges with the care at home framework in relation to quality and capacity Since the original inspection and the 2018 progress review, there has been a marked improvement in the overall stability of our care at home services. The Sustainable Community Support programme was established to drive improvements in capacity and quality of services under the current care at home contract. Moreover, the programme has facilitated relationship building between locality teams and provider organisations. We have seen a sustained increase in care at home capacity over the last 2 years. As at February 2019, we commissioned 31,587 hours of care per week to support 1970 older people. By February 2021, this has risen to 44,387 hours of support per week for 2217 people. This is an increase of 12,800 hours per week and an additional 747 people supported. During the same period, our internally delivered home care reduced by 3295 hours per week, but this still represents a net increase of 9505 hours per week over the 2 year period. We have also seen an increased stability in existing provision. Despite the pressures of Covid, no providers have withdrawn from the market, which is a testament to the stronger relationships and increased support that EHSCP has provided (5 providers had withdrawn in the previous 2 years). Suspension of providers due to quality concerns has also reduced. There are currently only 3 providers suspended, and we are supporting 2 providers to improve failures in their service delivery. We have strengthened and improved the terms and conditions of service specification, to promote stability and ensure continuity of care for service users. This has included: • Removing the option of providers handing back POCs with only 48 hours' notice; • Removing the risk of service users terminating their care with 12 hours' notice; • Ensuring continuity of care where people go into hospital for up to 7 days.	9.9 – Care at Home capacity data report 9.10 – Care at Home service specification

We have established a new tiered approach to managing providers, which has enabled additional due diligence and a sustainable approach to supporting small providers in the sector. Moving forward, our One Edinburgh approach will transform the way in which we commission and provide care at home services, with a focus on building collaborative relationships to drive improvements in quality, capacity and sustainability of services and supports. We will ensure that regular feedback from service users forms a key part of our approach under the new contract and use this learning to inform further improvements.	
Quality and capacity in relation to day care and respite Since the 2018 progress review, day opportunity provision has been reviewed, with business need incorporating a consistent approach for all mainstream registered day opportunities being delivered through third sector. This is seen as a valuable component of support for unpaid carers and breaks from caring. Providers were engaged and involved in providing feedback from their expertise and the lived experience of people who use day opportunities, and their families. This has informed the co-production of the specification, with encouragement to provide a variety of provision, beyond the traditional centre base, to enhance choice and control, initial reluctance, however adaptability during pandemic has seen a shift to more flexible delivery. Thorough procurement process has been undertaken, with recent discussions taking into account the adjustments associated with flexible delivery through increased outreach and one to one support. Fourteen providers have been awarded £4.93m worth of contracts on a Framework Agreement, over two years, following approval at Finance and Resource Committee March 2021. Evaluation of tenders through this process indicated 70% associated with quality, and 30% against finance criteria. Sustainability considerations were also taken into account. Ongoing market facilitation through involvement, responding to market intelligence and impact on outcomes and performance will influence the longer term market position and ongoing developments. The Edinburgh Joint Carer Strategy has indicated short breaks from caring as a key priority area, increasing investment by almost 60%. Application will see the range, choice and control enhanced, responding to what matters to unpaid carers. In response to feedback from carers and providers and the independent review of the previous carer strategy, the strategy also sees additional investment to support replacement care for unpaid carers, to enhance opportunity for short breaks from caring. Through the Performance and Delivery Committee, a robust performance and evaluation framework has been ratified, with a balance between measuring performance outputs and outcomes for people clearly indicated. There will be a consistent approach for measuring outcomes, and this will be secured through the appropriate commissioning processes. First annual performance and evaluation report will be presented to performance and delivery committee after one year of the delivery of new, enhanced contracts, after Jan 2022. It should be noted that bed based respite care is being reviewed as part of the Bed Based Care Strategy, with the guiding principle that this should be provided in as homely a setting as possible, in wider community settings.	9.11 F&R report March 2021 – Day Opportunities Framework 9.12 – Joint Carer Strategy 9.13 – Carers Performance and Evaluation report to CCG

Self-Evaluation Summary and Recommendation

Since the 2018 progress review, the EHSCP has invested significant time and effort in fostering new, collaborative partnerships with colleagues in the third and independent sectors. Despite a formal market facilitation strategy not yet being in place, the principles by which we intend to work with our partners are clearly laid out within the Strategic Plan and the Edinburgh Pact.

We have already strengthened our approach to engaging and involving partners, both in our transformation programme and within our operational, business as usual services. Significant improvements have been seen in capacity of care at home services and plans are well underway to commission new, innovative, redesigned care at home services in partnership with the third and independent sectors, in line with our “One Edinburgh” vision.

We are confident in the direction of travel for our future commissioning plans and market facilitation approach, which is closely aligned with the principles set out in the recent Independent Review of Adult Social Care.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
10	The Partnership should produce a revised and updated joint strategic commissioning plan with detail on: - how priorities are to be resourced - how joint organisational development planning to support this is to be taken forward - how consultation, engagement and involvement are to be maintained - fully costed action plans including plans for investment and disinvestment based on identified future needs - expected measurable outcomes

Position Statement and Key Achievements	**Evidence reference**
Previous Outline Strategic Commissioning Plans Prior to the publication of the current Strategic Plan 2019 – 2022, significant work had been carried out to produce five outline strategic commissioning plans for: older people, physical disabilities, learning disabilities, mental health and primary care. Although these five outline plans were produced following extensive engagement and consultation with a wide range of stakeholders, the five plans were produced in isolation, raising risk of duplication and lack of alignment. On appointment of the new Head of Strategic Planning, a decision was taken to align the outputs from the five plans into the transformation programme and the new overarching Strategic Plan. A mapping exercise was carried out of the five plans and all of their stated deliverables, with a significant amount of activity subsumed into emerging transformation projects. Where activity did not directly align with transformation priorities, this was taken on as business as usual, to ensure that none of the vital work developed was lost. A formal report (10.1) was taken to the EIJB to evidence this and to ensure that stakeholders could see that their work had been captured and would be taken forward.	10.1 – EIJB Strategic Plan report August 2019
Development of the Current Strategic Plan/ Review and Refresh of the Plan The current Strategic Plan was approved by the EIJB in August 2019. The plan captured key elements from the outline commissioning plans and set out the direction of travel, including our transformation ambitions. The plan was structured around 4 “pillars” – 3 Conversations, Home First, the Edinburgh Pact and Transformation. Extensive engagement and consultation was carried out to finalise the plan and further details of this are provided in the statement for recommendation 1. A review of the existing strategic plan was carried out in September/October 2020. Good progress has been made, including the recruitment of the transformation team and the establishment of our transformation programme. The focus has now shifted towards the review and refresh of our Strategic Plan, to identify any gaps and ensure that it fully reflects our current strategic priorities and ambitions. The intention is to produce 2 plans – one which sets out a higher level and longer term strategic direction, and a second which sets out 3-year commissioning plans for the period 2022 –	10.1 – EIJB report (see above) 10.2 – SPG report – review of Strategic Plan 2019-2022

2025. The 3-year commissioning plans will continue to be very much linked to our transformation plans, and, over time we intend to transition the work into a "core programme" of activity, ensuring that changes are well embedded, and sustained through our business as usual activity. As part of this process, locality operational plans will also be developed. Further details of this proves are set out in an update report to the EIJB in April 2021. Draft commissioning plans will be ready by August 2021 and then further shaped by consultation. Both plans will be published by March 2022.	10.3 – EIJB report, April 2021, Strategic Plan Update
Transformation Programme The Transformation Programme is one of the key mechanisms for delivery of the ambitions set out in the Strategic Plan. The programme was partly suspended during the initial stages of the COVID-19 pandemic, and a report subsequently brought to the EIJB setting out a proposed phased approach to delivery. The transformation programme is taking forward a number of key strategic priorities, including 3 Conversations, Home First, Edinburgh Pact, Bed Based Care review. The programme follows national direction of travel in shifting balance of care. These projects will deliver against many of the issues raised in the original inspection. Outputs from projects will enable the delivery of key strategic changes. All aspects of the programme are led by locality, strategic planning and commissioning, senior managers, as senior responsible officers, with executive team members leading the programme boards. Work is underway to determine project and programme level benefits for the programme, which will evidence impact and contribute towards defining overall measures of effectiveness for the Strategic Plan. There will be a balance between qualitative and quantitative measures, seeking to evidence performance improvements as well as improvements in the outcomes and experience of the people we support. The key elements and approach associated with Transformation Programme will, in time, become business as usual and be considered as a key part of the implementation of the Strategic Plan. Consideration is underway of resource and organisational requirements to ensure that key projects are adequately resourced beyond the current 2-year lifespan of the programme team.	10.4 EIJB transformation report, July 2020 (10.3 – EIJB Strategic Plan update, April 2021- see above)
Measuring Performance and Outcomes The performance framework and surrounding governance has been significantly improved since the 2018 progress review. In February 2021, a new Performance and Evaluation Manager was recruited and is working on establishing and embedding improved measures of effectiveness as a matter of urgency. This will ensure we can effectively track and assess the impacts of delivery of the Strategic Plan. This post works closely with performance and analytics staff in our partner organisations, NHS Lothian and City of Edinburgh Council. More robust monitoring and governance arrangements are now in place to review performance. A report is presented to the Performance and Delivery Committee every 2 months on progress against the national indicators and key performance indicators. This has been instrumental in showing some improvement, and understanding of trends and analysis of information. Extensive work has been undertaken in recent months to refresh the Joint Strategic Needs Assessment and this will help to inform the new plans and strategic priorities. The first set	10.5 – P&D performance reports 10.6 – P&D Committee ToR 10.7 – 10.9 – JSNA topic papers: Dementia,

of JSNA papers have been produced, focusing on: population and demographics; poverty in Edinburgh; and dementia. The project team continues to work on additional topic papers. A robust process is in place for the development of the annual performance report. The transformation programme is working on identification of benefits measures to evidence success.	Poverty & Population 10.10 – EIJB Annual Performance Report 2019/20
Consultation, Engagement and Involvement In early 2020, a dedicated Communications and Engagement Manager joined the EHSCP and has since been supported by a small communications team to provide additional support. An overall communications strategy is being created for the EHSCP/EIJB and will be ready by June 2021. A DRAFT version is included at 10.10 for information. Communications and engagement plans are underway for the refresh of the strategic plan and a series of staff focus groups have commenced. Ongoing development of the plan will include engagement with all stakeholders, including public, staff, partners etc. Extensive communications and engagement have taken place, as part of the 3 Conversations, Home First and Home Based Care programmes, and more recently through the Edinburgh Pact and Community Mobilisation project. A very successful session took place in January with wide range of third sector and community based organisations, beginning the process of developing new, collaborative and partnership based community commissioning and investment models. A report was taken to the EIJB in April 2021 setting out the plans for delivery of the Community Mobilisation work. Overall EIJB communications and engagement has improved. Since the 2018 progress review, a dedicated website has been developed for the EIJB/EHSCP, along with recognised branding and logos. EIJB public engagement sessions were held in late 2020, giving members of the public an opportunity to hear and ask questions about the EIJB's strategic priorities. In addition to this, we have recruited 3 new citizens' representatives to join the EIJB and provide the board with the benefit of their lived experience and the Head of Strategic Planning is also providing 6-monthly engagement sessions with community councils.	10.11 – draft communications strategy 10.12 – focus group slides 10.13 – EIJB report on Edinburgh Pact & Community Mobilisation, April 2021
Financial planning, investment and disinvestment Since 2018, significant improvements have been made in relation to our financial planning process and savings and recovery planning. More detailed evidence of this is set out in the evaluative statement for Recommendation 11. As detailed strategies and plans are developed, they will take account of the financial implications and identify areas of required investment and disinvestment, to ensure sustainability in the longer term.	

Self-Evaluation Summary and Recommendation
Over the last 2 years, it is evident that there has been a fundamental shift in approach, moving from a reactionary approach to a long-term planned approach. Strategic planning and commissioning frameworks and approaches have been strengthened. Communications and engagement are more robust and inclusive. The establishment of the transformation team and programme has provided the additional capacity needed to turn strategic intent into delivery. There is a high level of confidence that the necessary improvements have been made to facilitate a more structured and effective approach to the development and implementation of strategy going forward.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
11	The Partnership should develop and implement detailed financial recovery plans to ensure that a sustainable financial position is achieved for the Integrated Joint Board

Position Statement and Key Achievements	**Evidence reference**
Development and implementation of Savings Governance Framework: *Strengthened governance processes and monitoring* Management and oversight of financial planning has been strengthened considerably since the 2018 progress review. The Savings and Recovery Programme is now managed utilising the Savings Governance Framework that was put in place during Spring 2020, following an internal audit review of the governance of the programme (11.1). The framework considers not only the requirement for immediate savings in year to ensure financial balance, but provides a clear and structured approach for future years, that aligns with our partners financial planning processes. As appropriate, we have also recognised within the framework, links to the IJBs transformation programme to ensure that proposal development, delivery and benefits realisation (including savings) are monitored collaboratively to ensure consistency in approach, avoid duplication and ensure learning is shared. The Savings Governance Framework was developed in close dialogue with audit colleagues and following its production, the associated audit actions have been closed. Delivery of the Savings and Recovery Programme is overseen by the Savings Governance Board (SGB), chaired by the Chief Officer. This group meets monthly with all senior responsible officers submitting progress reports which inform the overall dashboard prepared by the Programme Manager. As part of this process all reports are signed off, and supported by finance colleagues to ensure accurate and appropriate reporting. SGB Monthly dashboards are used as the basis for quarterly reports to the EIJBs Performance and Delivery Committee provide. These reports provide assurance that appropriate checks and balances are in place, to both monitor and scrutinise the Savings and Recovery Programme projects and manage associated risks and impacts.	11.1: Savings Governance Framework 11.2: SGB dashboard Dec 2020 11.3 SGB action/ decision tracker 11.4 – P&D savings report
Recent successes: Delivery of savings and financial balance achieved • EIJB reached financial balance in 2019/20 without additional support from partners and fully delivered against the savings and recovery programme for the year • Comprehensive Savings Programme developed and approved as part of EIJBs financial plan for 2020/21 • The development of our financial plan takes account of demographics and the particular considerations for older people's services. • Reached financial balance in 2020/21 (11.6 and 11.7) - Progress has been made across all projects within the programme - Despite the challenges posed by COVID-19 highlighted above, overall, financial balance reached across the 2020/21 Savings and Recovery Programme. In some cases this will be achieved through under spends or slippage in other budget areas	11.5: EIJB report: Savings Prog 20/21 11.6: EIJB Finance Update 02/02/21 11.7: EIJB Financial Plan 21/22

and through Scottish Government (SG) funding for unachieved savings via mobilisation plans • Despite ongoing financial challenge and the fact that the 2021/22 financial plan is not yet in balance, we will continue to work with our partners to reach balance during the financial year. As well as the EIJB itself, this position is supported by our partners in the City of Edinburgh Council and NHS Lothian.	
Integration and Sustainability: developing a way forward longer term (11.6) In recent years our approach to financial planning has focused firstly on identifying the key priorities for the overall budget, then on quantifying the in-year shortfall between projected income and expenditure. Subsequently we identify, and then deliver, savings and recovery schemes to address the gap. Each year, developing savings proposals which will have limited impact on performance, quality and outcomes becomes more difficult. The existing and agreed Transformation Programme sets out ambitious and clear actions that aim to develop and deliver tailored solutions to make sure that people get the services that are right for them. However, even optimising this programme alongside the innovations seen more broadly within the organisation, will not realise efficiencies sufficient to address the financial challenges that will be faced in the next 3-5 years. The Transformation and modernisation approach will become our standardised approach to ensuring sustainability going forward, ensuring the right people are involved in the decisions, ensuring key alignment with strategic plan, transformation programme, savings and governance programme, and development of locality plans, to realise both transformation and efficiency aspirations. Examples of this alignment and fluidity is evident in various examples, such as the review of Medical Day Hospitals starting as a Saving and Governance proposal, and as scoping progressed understanding the transformational potential and better alignment with the Transformation approach, as part of the community frailty work stream. In this context an alternative approach has been adopted – an Integration and Sustainability Framework, aligned to/ underpinned by the EIJBs Strategic Plan, which looks at how we work with our staff and the people of Edinburgh to shape and reimagine, the delivery of services within communities, and, within the funding available to us. To help us look towards the future, it is important to understand exactly what the health and social care service currently looks like in Edinburgh. The first phase underway, is building a clear baseline understanding of the current system, services and how they are provided now. It is important to recognise that this is a long term approach, and that we still have a requirement to deliver savings in the short term. Therefore a savings and recovery programme will be required to bridge the transition to integration and sustainability in the longer term.	11.6: EIJB Finance Update 02/02/21
Independent Review of Health & Social Care: The recent Independent Review of Adult Social Care, commissioned by the Scottish Government, recognises that the key issue affecting social care is lack of funding and that social care is not currently funded in a way that is sustainable or supports the transformation of services. It is too early to know the timescales or funding implications for the implementation of recommendations set out in the Independent Review. It is clear however, that the EIJB's strategic direction and transformation ambitions are well aligned with the	

findings of the Independent Review and in the short term, the delivery of our transformation ambitions will proceed as planned.	
Ongoing financial pressures**:** *challenges with presenting a 3 year balanced plan* Despite the significant efforts that have been made to ensure financial balance in recent years, each year the task becomes more difficult, as is the case for many IJBs across the country. Even with the commitments of the financial framework around redesign and transformation of EIJB services the outlook remains extremely challenging, making it difficult to guarantee a sustainable financial position and present a 3-year balanced plan.	11.7 – March EIJB Finance report

Self-Evaluation Summary and Recommendation
Since the 2018 progress review, significant action has been taken to strengthen the governance and approach to financial planning. There has been a sustained shift from short term disinvestments and reinvestments towards a planned and methodical longer-term approach to ensuring financial sustainability. The links between strategic planning and financial planning have been strengthened and the improved Savings Governance approach has provided better transparency, rigor and control. Like all IJBs, financial challenges remain, however the EIJB has a clear unity of purpose and robust relationships, systems and processes are in place to deliver against our strategic intent.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
12	The Partnership should ensure that: - there are clear pathways to accessing services - eligibility criteria are developed and applied consistently - pathways and criteria are clearly communicated to all stakeholders, and - waiting lists are managed effectively to enable the timely allocation of services
13	The partnership should ensure that: - people who use services have a comprehensive, up-to-date assessment and review of their needs which reflects their views and the views of the professionals involved - people who use services have a comprehensive care plan, which includes anticipatory planning where relevant - relevant records should contain a chronology - allocation of work following referral, assessment, care planning and review are all completed within agreed timescales
15	The Partnership should ensure that self-directed support is used to promote greater choice and control for older people. Staff and multi-agency training should be undertaken to support increased confidence in staff in all settings so that they can discuss the options of self-directed support with people using care services

NOTE THAT, GIVEN HOW CLOSELY INTER-CONNECTED THESE RECOMMENDATIONS ARE, A SINGLE STATEMENT HAS BEEN PROVIDED COVERING EVIDENCE FOR ALL THREE RECOMMENDATIONS

Position Statement and Key Achievements	Evidence reference
3 Conversations The 3 Conversations (3C's) approach is an asset-based approach that supports choice and flexibility, it is a more person-centred approach for individuals and their families across Edinburgh. It is based on the principle that the EHSCP should focus not on the function of care management and its processes, but rather on organising its resources around having "three conversations" effectively. 3C's focuses on what matters to people, working collaboratively with them as the experts in their own lives. It recognises the power of connecting people to the strengths and assets of community networks, and the necessity to work dynamically with people in crisis. Staff are encouraged to think creatively about how to support people to deliver improved outcomes. Our 3C's approach has allowed us to deliver improved outcomes for people through improvements to pathways and access to services, and by ensure that those pathways are communicated to all stakeholders. Fortnightly governance and engagement meetings have been established to oversee the implementation of the model. Representatives from frontline teams attend along with members of the Executive Management Team and a representative from our third sector interface, the Edinburgh Voluntary Organisations Council (EVOC). The	

meetings give frontline teams the opportunity to share and develop their learning regarding the new ways of working. Our innovation sites have reduced bureaucracy in the pathway to ensure that people get what they need as quickly as possible. Within innovation sites, we have introduced new simplified templates and processes to free up valuable staff time whilst still ensuring robust recording and reporting. 3C's focuses on staff taking ownership and avoiding hand-offs and referrals which can lead to increased waiting times and poor outcomes. The staff member who has the first conversation takes responsibility for supporting the individual, pulling in other support or expertise as needed. The 3C's project has so far delivered 11 innovation sites including approximately 100 staff, with two more ready to go live shortly and more in the pipeline. Innovation sites provide a supportive environment where staff can learn to practice the new approach, with added support from their peers, the transformation project team and Partners 4 Change. Initial findings from the Phase 1 Evaluation (see 12.3) have been very positive. 71% of new people have been supported at Conversation 1 without the need to progress to formal service provision. Only 14% of new people required paid-for services, compared to 24% previously. Staff were able to respond very quickly, with the average wait to see a worker reduced from 40 days to 3.8 days. Most teams managed to operate without a waiting list through the period under evaluation. Feedback from staff involved in innovation sites in Phase 1 was very positive, with staff reporting a high level of satisfaction, feeling that the approach resonates with their social work values and principles and allows them to better utilise their skills and experience in supporting people. Staff reported enjoying working in a more collaborative way, by eradicating formal referrals within teams, and through the use of huddles and reflective practice sessions. "Stories of Difference" (see 12.5) recorded by the innovation sites also give a sense of the kind of innovative approaches used to provide support and how these differ from what might have been done prior to the introduction of 3C's. Moving forward, there will be a focus on gathering more extensive and meaningful feedback from individuals that we support, to understand the impact of the 3C approach on personal outcomes and experience. A simple survey is currently being trialled to gather feedback from those we have worked with. Whilst this is in early stages and returns are still low, the feedback gathered has been very positive (see 12.6). The project will be extended into NHS areas of the Partnership throughout 2021/22, with the aim of proving the effectiveness of the approach across both health and social care services. Whilst not all services will adopt the approach fully (including paperwork and processes), it is still our ambition that all staff within the EHSCP will embrace the ethos and principles. Work is underway to embed the 3C's approach into the way we do business, including the appointment of a 3C's Operations Manager post.	12.1 and 12.2 – 3C conversation record and support plan 12.3 and 12.4 – Phase 1 Evaluation Report and progress update 12.5 – stories of difference 12.6 – People survey returns
Purchasing Improvement Programme A significant programme of work is underway, led by 2 of the locality managers, to improve our policies, procedures, systems, approaches and practice in relation to assessment and care management. Whilst this work was initially finance-driven and seeking to improve sustainability within the purchasing budget, the programme has now broadened to effect positive culture change and support staff to strengthen their practice. The programme is focused on providing the necessary infrastructure and support to enable this. As part of this work, a "Good Practice Forum" has been established. This forum gives staff an opportunity to engage with senior management, seek feedback, engage with subject matter experts (for example, from Finance, Quality Assurance, Learning Disability) and better	12.7 – Good Practice Forum ToR

understand good practice and good decision making. The forum seeks to support the reduction in bureaucracy, share knowledge and learning and support staff to make difficult decisions. Through the Good Practice Forum, we are now getting a better sense of the level of staff understanding about the decisions they make and associated impact, and we are able to identify where additional support is required and develop plans to address gaps in workers competence, knowledge and confidence in their decision making. This is leading to a shared language and greater understanding, with eligibility criteria being more consistently applied across staff groups. At the same time, staff are supported – via the 3C's model – to ensure that where people may not be eligible for formal statutory services, that we still work to connect them with community assets. The work underway in the transformation programme as part of the Community Mobilisation project, will help to strengthen and increase the range and capacity of community supports available. Although in the early stage, we have been developing a Learning and Development (L&D) Programme to help workers who need more support, as identified via the Good Practice Forum. We are identifying gaps and knowledge across our staff groups and are using that evidence to inform the content of the programme. We are currently planning the required resource and timescales to provide staff with the tools, training and support they need. This programme will ensure that staff fully understand eligibility criteria and how to apply it and will also help build decision making skills and resilience, empowering workers. A further workstream within the Purchasing Improvement Programme is focused on the re-introduction of a Resource Allocation System (RAS), to support workers to have effective conversations with individuals needing support, whilst also ensuring that we can meet the requirements of Self Directed Support legislation by providing an indicative budget for support needs. A RAS aligned to the 3C's model is currently being piloted within the South East locality, with a view to rolling this out more widely if successful. The requirement for a separate piece of work to review and update all relevant policies and procedures has recently been identified. We recognise that additional resource will be required to support this and the Executive Management Team is currently considering this.	12.8 – 3C's resource allocation model
Improvements within "Business as Usual" <u>Leadership and Governance</u> Since the original inspection and the 2018 progress review, leadership and management within the locality teams has been strengthened and improved. The locality model had only recently been implemented when the original inspection was carried out, with a number of managers taking on new roles and responsibilities outwith their area of professional expertise. The size and scale of the localities within Edinburgh is challenging, with localities covering areas the size of some entire HSCPs elsewhere. A new Head of Operations was recruited in 2018 to provide additional leadership, and stronger governance has been established to ensure consistency of practice and approach across localities. Plans are underway for further strengthening of clinical and care governance, including the recruitment of dedicated Lead Social Worker and Lead AHP roles to support general managers. <u>Waiting Lists</u> At the time of the 2018 progress review, concerns were raised about the length of time people were waiting for assessment and review. Within our 3C innovation sites, waiting lists have been significantly reduced or eliminated, with people waiting an average of just 3.8 days to see a worker. Within areas which are not yet part of the 3C approach however, we have also seen	12.9 and 12.10 – performance reports

sustained improvement in waiting lists since that time. A combination of the 3C approach and concerted efforts within locality business as usual teams have seen assessment waiting lists fall from a peak of 1, 790 in August 2018, to a current position of 697 in April 2021. Challenges remain with waiting lists for reviews, due to capacity. However, the 3C project is now working with review teams as an innovation site, in order to develop a consistent 3C approach to tackling this.	March 2019 and March 2021
<u>Home First</u> The 2018 review also noted concerns with pathways for people being discharged from hospital. Since that time, significant work has been undertaken as part of our transformation programme to make improvements in this area. The Home First team has been established, focused on avoiding admission to hospital and supporting people home as quickly as possible once it is safe to do so. The Home First project is redesigning some of the complex pathways from acute to community services.	2.11 – EIJB Strategy Paper – appendix
We have seen significant improvements in the destinations for those who have been referred for intermediate care services. Between March and December 2020, 605 intermediate care referrals have been screened by the Home First team, with 281 people being admitted. Of the 324 people not admitted, 189 (58%) were supported to instead go directly home. The team has now started work on developing a "planned date of discharge" approach, rather than an estimated date of discharge. There is good evidence from elsewhere that this can help to reduce unnecessary time spent in hospital and support people to return home at the right time. The scaling up and rolling out of our Hospital at Home service has also assisted greatly, supporting people within the community to avoid admission.	
<u>Quality Assurance</u> We continue to engage with, and benefit from the expertise of the Council's Quality Assurance team. Members of the team are involved in transformation projects and also attend the Good Practice Forum.	12.12 – Practice Evaluation Report 2018
The Quality Assurance Team supported the EHSCP in the completion of practice evaluation in 2018 and 2019 (see 12.6 and 12.7), with findings noting positive impacts in terms of strong person-centred practice, partnership working and positive interventions and outcomes for individuals. The 2019 report noted the impact of the 3 Conversations approach in supporting better conversations with individuals.	12.13 - Practice Evaluation Report 2019
Quality Assurance officers have also assisted the EHSCP with the creation of "People's Stories" – real life cases (with names changed) showing case studies of their interaction with health & social care services and staff (see 12.8 and 12.9).	12.14 and 12.15 - People's Stories
<u>Anticipatory care planning</u> The EHSCP continues to implement initiatives to improve outcomes for older people through Anticipatory Care Planning. In August 2019, 20 Care Homes and their aligned GP practices were able to demonstrate a 56% reduction in avoidable admissions to hospital, enabling residents to receive the right care in their homely setting. Taking account of continuous learning the ACP model was adapted to be Covid-19 relevant. At the end of March 2020 the partnership provided all care homes for older people and GP practices with: 7 steps to ACP – creating covid-19 relevant ACPs in Care Homes, implementation guidance and resources. The *7 steps to ACP* supports care homes to put residents and their families at the centre of shared decision-making. The partnership summarised its experience of supporting care homes residents and their families through ACP during Covid-19 in a poster which won the best innovation award at the RCGPs national event in February 2021.	

Self-Directed Support

The progress review in 2018 noted that insufficient progress had been made in relation to upskilling staff and simplifying assessment processes and templates to support people to better self-direct their own support. Since that time, we have initiated a project to roll-out and embed the 3 Conversation approach across our teams. 3C's is well aligned with SDS legislation, supporting the use of better conversations with individuals to help them direct and control their support and build better and more independent lives. The 3C's project has developed new simplified templates and processes to support this way of working.

Since the original inspection and progress review, the EHSCP continues to show good uptake of Options 1 and 2, with Edinburgh having a greater uptake of these options than is the case nationally. The table below shows the uptake of Options 1 and 2 for the years 2017/18, 2018/19 and 2019/20, compared with the rates for Scotland in 2017/18 and 2018/19 (published figures). It should be noted that figures for 2019/20* are local figures which have been submitted to Public Health Scotland but not yet verified and published.

Edinburgh

	Option 1 %	Option 2 %	Option 3 %	Option 4 %
2017/18	26.0%	8.5%	72.8%	7.0%
2018/19	25.9%	8.2%	73.3%	7.1%
*2019/20**	*25.9%*	*7.8%*	*73.0%*	*6.5%*

Scotland

	Option 1 %	Option 2 %	Option 3 %	Option 4 %
2017/18	9.5%	8.3%	86.9%	4.6%
2018/19	8.9%	7.1%	88.9%	4.7%

We recognise that there is more that can be done to encourage and support individuals to self-direct their support. Our current Direct Payment policy requires updating – we have recognised this as a gap and have plans in place to address it. Our Good Practice Forum and Learning & Development programme help to support staff to better understand and apply SDS legislation and the Purchasing Improvement programme is working on improvements to the processes and systems which will help support staff in this.

Self-Evaluation Summary and Recommendation

Since the 2018 progress review, significant progress has been made in relation to the roll-out and embedding of the 3 Conversations approach within Edinburgh. We have plans to continue to upscale this approach and embed it into our business as usual practice. We have made considerable improvements in the length of time that people wait for an assessment of their need and have maintained good performance in relation to the uptake of SDS options. Wide ranging programmes of work are underway to improve practice, systems, processes and infrastructure, to better support staff and citizens to access quality services when needed. There is a high level of confidence that this work will be sustained going forward.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
14	The Partnership should ensure that risk assessments and management plans are recorded appropriately and are informed by relevant agencies. This will help ensure that older people are protected from harm, and their health and wellbeing maintained.

Position Statement and Key Achievements	**Evidence reference**
Delivering consistent improvements across risk assessment and public protection outcomes Work has been underway to provide confidence that risk management policies and procedures were being consistently applied, and in the partnership's ability to deliver consistent positive public protection outcomes. This has been achieved through: • Improved involvement of people who use services, with there being a working group to determine how to continue to support and involve people with lived experience with advocacy and third sector organisations. There is also a test underway, with an Outcomes questionnaire being worked through with people who use our services, following a case conference, to gain further understanding of their experience of adult support and protection(ASP) • Improved focus on awareness training for the third, independent and housing sectors • The development of a replacement tool for assessing risk in adult support and protection, that was easy to use for all staff Safety Assessment is now used for all APCCs. (14.1) • There is ongoing improvement in chronologies in adult support and protection (ASP), case record, as chronologies are now included on the Safety Risk Assessment. There is also a Pan-Lothian Chronology that has been developed and is due to be rolled out across all four Lothian partnerships later in 2021 • Improved consistency across localities for adult protection case conferences; with plans monitored by Senior Practitioners who chair the majority of case conferences, and monitor plans by Senior Social Workers, who chair the remainder. Everyone who chair APCCs benefit from ASP Level 4 training, delivered in 2019 and 2020, on 'Being More Impactful at APCCs'. The Safety Plan is developed following APCC (14.2). • Evidence of better identification, assessment, and recording of non-adult protection risks, such as slips and trips. This complements the significant progress associated with improvements in Recommendation 7, associated with falls prevention and management. Additionally person centred, asset based Safety Assessment work is underway as part of the 3 Conversations work. • Improved professional supervision for adult support and protection work, as well as encouraging through the 3 Conversation approach, of the application of a more robust reflective practice individually, in one to one supervision, and, collectively as groups of staff	14.1 Safety Risk Assessment 14.2 Safety Plan

• Exploring the issues behind the number of large scale investigations, significant case reviews and inter agency referral discussions in care homes, to learn system wide lessons, taking appropriate remedial action, and contributing on ton going improvements • Improved understanding from EIJB members of adult support and protection through appropriate briefings and additional information, when required • Review of ASP courses: Level 1 is now e-learning, level 2 &3 revised and level 4 had new topics added. All courses now routinely evaluated, with a focus on the participants level of confidence following completion New Adult Protection Senior Practitioners in post beginning May 2021, and will review all levels of ASP training, in conjunction with learning and development colleagues, and feedback from the courses. Evaluation of training courses, indicate a consistent improvement of understanding and confidence post training, indicated in 14.3. All of the courses are fully booked, and more recently adapting to Teams delivery. A wide range of practitioners attend, including social work, health and care workers; housing; residential care; occupational therapists; family and household support; criminal justice and many more colleagues. • Progress with health participation in Initial Referral Discussions (IRDs), through the NHS Lothian Director for Public Protection having connected with each of the Edinburgh Cluster Managers, and Social Work colleagues, who are all involved in identifying professionals to participate in IRDs. As a result, it has been identified that some additional Level 3 training/ IRD demonstration will further improve capacity and confidence, and this is being planned to be implemented across Edinburgh in 2021. Terms of reference have been issued for the Edinburgh Initial Referral Discussion Group, (EIRD), 14.4, and is currently under review. This group monitors and tracks IRDs as well as provides quality assurance and feedback for the work undertaken. .	14.3 – 14.6 Evaluation of ASP courses and attendee records 14.7, EIRD Terms of Reference
Impact of the Independent Review of Adult Social Care in Scotland The progress made, indicates the value of involving people who use services in public protection case conferences, supports a rights based approach, as well as choice and control. Additionally the key focus on training, awareness, supervision, and reflection, in Edinburgh adds confidence in workforce capacity, capability and their confidence. Further work will taken forward, to determine how best to apply learning from significant case reviews.	

Self-Evaluation Summary and Recommendation
Reasonable progress has been made, with EHSCP currently undertaking further self-assessment to public protection approaches to further improve experience for people, training, awareness, on a multi- agency basis, and provide confidence that further areas identified for improvement will be progressed, with the view that this recommendation should be closed.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
16	**The Partnership should develop and implement a joint comprehensive workforce development strategy, involving the third and independent sectors.** This will help to support sustainable recruitment and retention of staff, build sufficient capacity and ensure a suitable skills mix that delivers high quality services for older people and their carers

Position Statement and Key Achievements	**Evidence reference**
Development of *EHSCP Workforce Strategy* Through our transformation programme, we are currently developing a new workforce strategy, to help us ensure that we have a skilled and capable workforce that can deliver on our strategic priorities. ***'Working Together'*** is the Edinburgh Health and Social Care Partnerships inaugural workforce strategy and describes how we will create the workforce we need to deliver our vision of '*a caring, healthier and safer Edinburgh'.* It will set out our vision and priorities for the workforce and how we will get to where we need to be together. The strategy will deliver against an overarching vision and aspirations, and our 4 strategic workforce priorities of Health & Wellbeing; Culture & Identity; Workforce Capacity & Transformation; and Leadership & Development. This draft workforce strategy is attached as item 16.1. This strategy sits within our Transformation Programme, as part of Programme 4: Cross-cutting Enablers. It focuses on both the workforce of the Partnership (CEC and NHSL), but also the implications of change on our non-direct workforce such as 3rd and Independent Sectors, Volunteers, as well as the role of carers. A programme board has been established as part of the Transformation Programme governance, membership reflects a partnership approach with key stakeholders/ service leads and heads of professions included along with representatives from Scottish Care, EVOC, and Higher/Further education. The strategy will be developed along with a route map of short (0-3 years), medium (3-5 years) and longer term (5-10 years) planning timelines. This is in recognition of that fact that not all of our ambitions for the workforce will be within the control of the EHSCP to deliver. Some will require partnership working with Scottish Government and other HSCPs, may be impacted by changes in national policy and direction, and as such, may take longer to implement. We have already started to develop the early action plan for the short term, which focuses on specific delivery actions against our early commitments. The workforce strategy will link and support other strategic developments, in particular the review of our Strategic Plan. The strategy is due to be presented to the EIJB in August 2021, with implementation beginning immediately thereafter.	16.1 – Summary of strategy

Communications and Engagement plan As we continue to develop the workforce strategy, and associated action plans, we are now planning communication and engagement across our workforce to input into the strategy. We will take a multi-agency approach to ensure all areas and services are accounted for and have the opportunity to input, and we are working with our communication partners within EHSCP to do this. **Short- and medium-term engagement plan – next 3 years** To receive feedback on the high-level strategy and the early action plan, which focusses primarily on the short-term goals (0-3 years) that we believe would see more immediate improvements, we will engage with our internal workforce (CEC & NHSL). Our engagement approach will be via a few different routes, including: - **EHSCP newsletter** as an early indicator of the workforce strategy and upcoming engagement - **One-page summary** including a link to draft strategy and focus group dates, to be cascaded widely and shared via email, website, link on text messages, Wellbeing Wednesday, WLT - **Online survey and focus groups** with staff asking for feedback on our strategy and the first phase of implementation The overall aim of our engagement sessions is for staff to feel involved, listened to, supported, and reassured that any changes made will reflect both the values of the EHSCP *and* the workforce's views shared with us throughout the development of the strategy document. **Medium-long-term engagement plan** Our longer-term engagement plan is still to be developed but will focus on actions which require further collaboration and external partnership to achieve and will take on learning from our early engagement with staff. We want communication with staff and stakeholders to be ongoing and consistent, through the development and future implementation of the strategy and its priorities.	16.2 – focus group slides
Operational Improvements At the time of the 2018 progress review, the EHSCP faced some workforce-related challenges. The progress report noted that we had recently implemented a locality model which had not yet fully embedded and there were concerns regarding the alignment of operations with strategy. The report also highlighted concerns regarding recruitment and retention and gaps in relation to professional governance. Since then, significant improvements have been made in a number of areas. **Alignment of Strategy and Operations** The establishment of our transformation programme, and the additional resource of our transformation team, has allowed us to focus more effectively on developing and implementing change and improvement whilst also dealing with operational pressures. The links between operations and strategy staff have been considerably strengthened. Senior managers from both areas have assumed leadership roles within the transformation programme and are supporting the implementation of our strategic aims. A Strategy and Operations Forum meeting has been established, jointly chaired by the Head of Operations and Head of Strategic Planning, giving an opportunity for joint decision making. The transformation programme team has delivered a number of workshops sessions to locality	

teams providing details of the programme and opportunities for staff to get involved in shaping and delivering change, and have ongoing contact across the localities as a result. Transformation projects teams have a good range of representatives from across locality and strategic teams. Work is underway to initiate an organisational change process to stabilise and strengthen existing management arrangements within locality teams, including a review of the roles and remits of our locality managers, hub managers and cluster managers. **iMatter Staff Survey** The iMatter survey was introduced to all EHSCP staff across health and social care services as a more effective way to measure and take action on staff experience. All health boards and HSCPs have chosen to participate and implement the iMatter survey. The response rate for the 2018 return was 65% and the directorate's Employee Engagement Index (EEI) score was 77. Overall, 24 of the 28 questions fall within the highest 'strive and celebrate' category: the remaining four need monitoring to 'further improve'. All teams have been asked to discuss individual report findings, identify areas for improvement and develop an action plan. In 2020 the survey was slightly adapted to meet the changing environment and work experienced during the pandemic, with added questions on changed job role and work environment. The response rate was significantly lower than previous years (35%), but results demonstrate that the majority of staff still report high personal wellbeing scores, despite the ongoing pandemic and impact on our workforce. Staff also reported that their overall experience of work, while slightly lower than previous years, remained positive. It is encouraging that staff have remained resilient and optimistic while faced with significant organisation disruption and changes to their working lives." **Professional Governance** At the time of the progress review, concerns had been raised regarding professional governance, which had primarily been provided via the locality model, with hub/cluster managers also assuming a lead professional role. Recent discussions have recognised that this could be improved and strengthened, and a decision has been taken to establish and recruit to dedicated professional leadership roles, including a Lead Social Worker and Lead Allied Health Professional, to provide additional support to the workforce. Job descriptions are in development. In addition to this, strong links have been made between the transformation programme team and the Professional Advisory Group, and transformation programme boards ensure a wide range of clinical and professional representation. **Staff Involvement** The establishment of the Partnership Forum has considerably improved the transparency and involvement of staff and staff representatives in any decision-making which has an impact on workforce. The forum meets on a monthly basis and considers a range of issues, including sickness absence, staff wellbeing, proposals for staffing changes and organisational review, and creation of new posts. The following documents are attached for information: • minutes of recent meeting at 16.5 • sickness absence reports at 16.6 The EHSCP has a strong working relationship with its staff side representatives from both NHS Lothian and the City of Edinburgh Council, with representatives included within the membership of transformation programme boards. **Care Home Transformation Group**	16.3 iMatter survey 2018 16.4 iMatter survey 2020 16.5 - Minutes 16.6 – Sickness dashboard

Care homes have faced a challenging year dealing with the impacts of the Covid-19 pandemic. Extensive work has been done in recent months to support and develop our internal care home quality and performance, with a key focus on upskilling and supporting care home staff. The group has identified a number of key workstreams, attached at 16.7. The workforce workstream is focusing on recruitment, education and training and skill mix. The project team is developing actions to stabilise and support the workforce, improve succession planning and reduce the use of agency staffing. There are also linked workstreams looking at wellbeing (for both staff and residents) and communication. **Recruitment** The EHSCP organisations (NHSL and CEC) have both been working to improve the recruitment of staff so we can build sufficient capacity across our services. With workforce planning key to supporting the delivery of services within EHSCP, the workforce planning group was set up in June 2018, and recruitment and retention was one of the key workstreams identified. <u>The City of Edinburgh Council Modern Apprenticeship Programme</u> Within the recruitment and retention workstream, the CEC Modern Apprenticeship Programme was created (in-line with NHS Modern Apprenticeship programme), which offers young people aged 16 and over employment with the Council, combined with workplace training and support from a training provider, to help them gain new skills and an industry recognised qualification. A Council wide initiative, the Modern Apprenticeship Programme forms part of the Edinburgh Guarantee, which is a vision that all sectors of the city will work together to ensure every young person in Edinburgh will leave school with the choice of a job, training or further education opportunity available to them. With the introduction of the Edinburgh Guarantee, the Council made the following commitments: • Increase Modern Apprenticeship numbers to at least 1% of our workforce • Establish a team to make it easy for employers to support the Edinburgh Guarantee • Champion the Edinburgh Guarantee to our peers and help them become involved Apprenticeships usually last for 2 years and training is offered at SVQ Level 3. As of 10th February 2021, we have 117 apprentices in health and social care, and aim to start another 50 people onto the qualification this year. <u>NHS Lothian Modern Apprenticeship Programme</u> The NHS also provides a Modern Apprenticeship programme which provide work experience and on the job training, and the opportunity to work towards gaining a qualification. The NHS programme is substantial and sits across a range of their services, with some modern apprenticeship roles aligned to the Edinburgh Health and Social Care Partnership. Six NHS modern apprenticeships have been completed within the EHSCP, with 80% of those completing having sustained employment. 50% of those who have completed are progressing to senior roles or higher level Nursing Training. There are currently 10 modern apprenticeships ongoing – 2 nearing completion with an additional 8 starting having started in post on the 12th April 2021. In addition, 10 Kickstart positions have been offered within HSC starting in March 2021. Kickstart is a partnership across a range or organisations, it is the main activity within the Young Persons Guarantee, which was created in November to support and develop youth employment opportunities. It is a DWP led programme and referrals come directly from DWP. NHSL is one of 4 national trailblazer employers supporting the young person's	16.7 – Care Home Transformation workstreams

guarantee. We are the only board in Scotland currently offering Kickstart, and the positions are linked to MA opportunities as progression.	
Supporting the Wider Health and Social Care Workforce The EHSCP recognises the vital role of the wider health and social care workforce, provided through third and independent sector organisations and unpaid carers. Our new workforce strategy will make a commitment to supporting the wider workforce. In order to provide additional advice, guidance and support for our colleagues in independent sector care homes, particularly during the Covid-19 response, a dedicated care home website has been established. The website provides details of latest news and policy, support on staff wellbeing, issues relating to testing and vaccination and support with training and education. The website has been very well received by our partners, with 3,000 hits in a single week in relation to vaccination information. https://services.nhslothian.scot/CareHomes/Pages/default.aspx Our Home Based Care transformation is already developing plans for a "One Edinburgh" approach, taking a responsible and supportive approach to commissioning and procurement. We are engaging with independent providers in a new, collaborative partnership approach to develop a modern contract for care at home services which recognises the skills and expertise of the wider health and social care workforce and is focused on quality outcomes for staff and the individuals we support. The approach taken in developing this contract will be a key part of our market facilitation strategy going forward. **Edinburgh Wellbeing Pact and Community Mobilisation** We are working towards an ambition to create healthy communities, empowered by local services and organisations. We want to reshape how we think about health and social care, how we support one another and work together to deliver support and care across the city in a sustainable and joined up way. In order to achieve this we have been developing the Edinburgh Wellbeing Pact, which is an informal agreement between EHSCP and the people of Edinburgh. The Pact will provide the framework to deliver a refined relationship with the public which will include consideration not just of services provided by the Edinburgh Health and Social Care Partnership (EHSCP) but also the wider health and social care workforce and how third sector and independent sector services are commissioned, accessed and provided. We are now enacting the Pact through our Community Mobilisation approach, which includes whole system investment in an area, stimulating activities across local organisations and working collaboratively to support and fund local need in a sustainable way. The approach is being developed and delivered in collaboration with a wide range of key stakeholders, including the third and independent sector, faith-based organisations, other partners and staff. Both of these projects are governed within the transformation programme.	16.8 – Care home portal (see link) 16.9 – Community Mobilisation – EIJB report April 2021
Development of *Strategic Workforce Plan* for Scottish Government Aligned to the Workforce strategy, we also continue to develop a 3-year workforce plan as per Scottish Government requirements. • Development of *Interim Workforce Plan* for Scottish Government (BAU work taken forward by Partnership colleagues) (April 2021)	

• Development of full 3-year Strategic Workforce Plan for Scottish Government (April 2022) Whilst documents will have distinct purposes, each will adopt the same principles of how to achieve a skilled, supported and sustainable workforce, along with additional immediate priorities to support our existing workforce. Extensive work has already been completed in analysing the baseline position of our current workforce. We now have a much greater understanding of the breakdown of our Council and NHS workforce in relation to issues such as age, gender and skill mix. We have been able to use this baseline data to identify some of the key workforce risks and challenges – for example an ageing workforce in some areas – and feed this into the development of our workforce strategy. The baseline data report is attached at 16.10. The Scottish Government has released guidance for the development of the workforce plan and confirmed that 3-year plans are due for submission by April 2022.	16.10 – Baseline Workforce report

Self-Evaluation Summary and Recommendation
Since the 2018 progress review, our approach to workforce planning and support to our existing workforce has been significantly strengthened. We have made operational improvement in a number of areas and are making clear progress in developing a workforce strategy that includes all relevant partners, to ensure we have a skilled, supported and sustainable workforce that meets the health and social care needs of the citizens of Edinburgh. The strategy and first phase of implementation will be presented to IJB in August 2021 for sign-off and implementation will begin thereafter. We are confident that we have appropriate arrangements in place to build on progress made to date and support and enable both the current and the future workforce.

Services for Older People – Joint Inspection Progress Evaluation 2021

Recommendations for improvement	
17	**The Partnership should work with community groups to support a sustainable volunteer recruitment, retention and training model**

Position Statement and Key Achievements	**Evidence reference**
In the 2018 Report, key areas for development included progressing volunteering and active citizen engagement. The EHSCP, acknowledges that volunteer participation and retention is a corporate function, across both CEC and NHSLothian. With NHSL having an active Volunteering cohort, involved in many aspects across NHS areas, and who have been more recently been a key component in delivering the vast testing and vaccination programmes. For CEC, volunteer training, recruitment, retention have a contract with Volunteer Edinburgh which supports the following objectives: • Take a strategic leadership role in promoting and developing volunteering and active citizenship within community planning. • Carry out a range of research and activities on volunteering to inform strategic policy, planning and decision making in the city. • Deliver the Lord Provost's Inspiring Volunteering Awards. • Provide and develop capacity building activities to strengthen volunteering in the city The development of the Edinburgh volunteer strategy is being led by Volunteer Edinburgh, which was due to be launched in March 2019 however due to the pandemic, this was delayed. It is now anticipated that the strategy will be launched in summer 2021. Volunteer Edinburgh has been supported through the public sector, to fulfil their mission, particularly in the last year, *to inspire more people to volunteer so they can enhance their lives, the lives of others and build resilient communities.* Further recognising the value and expertise of our community and voluntary partners, the EHSCP has commissioned Volunteer Edinburgh (through Edinburgh Council), to provide volunteer support to older people, people with long term conditions, disabilities & other support needs to secure and sustain volunteering opportunities, this has been done through focussed work to contribute to improved outcomes for people, including: • reduced social isolation • enhanced connections • improved self-worth • improved health and wellbeing. These outcomes are central to the implementation of the EIJB's Strategic Plan and to the Equality Outcomes and Mainstreaming 2019-23. The benefits which the contract brings to both individuals and communities are fully documented both from qualitative and quantitative perspective, in the annual monitoring and evaluation which Volunteer Edinburgh publishes, and in their report back to commissioners, 17.1, https://www.volunteeredinburgh.org.uk/	17.1 Outcomes Volunteer Edinburgh

The key activities undertaken across Edinburgh communities, supported by Volunteer Edinburgh, include: • Volunteer Brokerage - recruitment and placement, and maintaining an accessible database of volunteering opportunities in the third and public sectors. • Volunteering for Personal development , helping people stay connected and participating, particularly through the delivery of services to support older people, reducing isolation and building social capital, as well as supporting and developing volunteering at the Royal Edinburgh Hospital and supporting people living in housing with support, who have a mental health diagnosis. • Building stronger community and challenging inequalities, championing equalities and rights through our coordination of the Equalities and Rights Network. • Helping organisations work better with volunteers, through providing advice, information and consultancy on volunteer's management to organisations who involve volunteers. Delivering training on all aspects of volunteer recruitment and management, and through promotion and delivery of National Quality Standards in Volunteers Management. • Influencing and informing public policy on volunteering, being a key partner in Community Planning, and through progression of the Community Planning Partnerships Volunteering Strategy. This approach has been in addition to the funded support provided by Volunteer Edinburgh, to support communities to build resilience and offer even more support of a remote wellbeing and befriending nature throughout the not only the humanitarian phase of the initial response to the pandemic, but on an ongoing basis, to people required to shield. The response to volunteer recruitment was tremendous, with it being clear that people who were experiencing extended periods of furlough, or had lost employment in early 2020, were a key component of applications. The partnership has secured agreement to extend this contract for a further 3 years until the end of March 2024. This extension will allow the service to be maintained and allow time for alignment with the Community Engagement Programme, through the Edinburgh Pact, and Community Mobilisation, where extensive work is underway to actively engage citizens, and to hear from them about how they support resilient communities by being active citizens in their local communities. This work is described in more detail within recommendation 1, above. **Enhancing Volunteer support for carers** Other valuable work undertaken through VolunteerNet, includes flexible support for unpaid carers. Carers can make arrangements safely and directly online with registered and vetted volunteers which enable them to stay in full control over the support they receive. VolunteerNet approach is designed around the person and their need, and is part of the EHSCP Carer Support Team. Carers can access support seven days a week throughout the day, evenings and weekends. Carers and the person they care for can choose type of support they need and the volunteer by whom they will be supported. Various types of support can be accessed through VolunteerNet, 17.2VolNet Flier Carers.pdf (nhslothian.scot) . These include: • Spending time with the cared for person which gives the carer a few hours of respite (volunteer can stay at home with the person or go out for a walk, to the cinema, gallery, cafe etc.) • Help with activities requiring extra pair of extra hands (i.e. when going somewhere by bus, attending appointments, or doing shopping)	17.2 VolunteerNet

• Spending time with the carer (providing them with companionship or practical help) • Practical support (i.e. help with gardening, going with the person to the shops, etc.) • All matches are community based and/or house visits. The service aims to support carers in their caring role so they can sustain their caring role if appropriate and they choose to do so. • The service also helps to tackle social isolation, increasing people's positive mental wellbeing and supporting people to stay independent in the community **Evidence** 17.1 Volunteer Edinburgh https://www.volunteeredinburgh.org.uk/ 17.2 VolunteerNet Edinburgh VolNet Flier Carers.pdf (nhslothian.scot)	
Working with other community groups to support sustainable communities An extensive review of various grant programmes funded by the partnership was carried out in collaboration with the third sector in 2019. The new grant programme, now in its second year of a 3 year programme, and brings together the various grant streams including health inequality, older people, mental well-being, advice and income maximisation. The programme provides a holistic programme which places a greater emphasis on tackling inequalities, prevention and early intervention and building on community assets. Priorities are: • reducing social isolation • promoting healthy lifestyles, including physical activity and healthy eating • mental wellbeing • supported self-management of long-term conditions • income maximisation • reducing digital exclusion • building strong, inclusive and resilient communities. Through these priorities, the grant programme helps promote community resilience, encourage volunteering, self-help, and complements the wider spending on volunteering, health and well-being and reducing inequalities. The Health and Social Care Partnership Grant Programme, Monitoring and Evaluation 2019-20 Report which reported on the first year of the programme, noted: "*Many of the organisations depend on volunteers to help deliver their programmes. Volunteer hours added a further 33% of hours worked by paid staff and without their involvement, the wide range of service provision would just not be possible. Volunteering also adds a financial value and it is estimated that the resultant financial value which volunteering brings is over £2.5m. Equally important are the many benefits which volunteering brings to the individuals themselves such as improved confidence and well-being, increased skills and increased social connections*" **Promoting resilient communities and building capacity** A recent example of the approach to engagement and involvement, inclusive of third sector partners, is **Thrive Edinburgh**, the new mental health strategy for Edinburgh, was produced collaboratively with all stakeholders. The strategy recognises the wider social determinants of inequalities and the strong link to mental health. The strategy aims to address health inequalities at a structural, community and individual level and has four objectives: 1. identify and address root causes 2. focus on those who are at highest risk 3. provide treatment that is easy to access and makes difference 4. building resilience and enhancing support for people to live well and meet their potential	

The Thrive Strategy will be implemented through 6 commissioning work streams: • building resilient communities • a place to live • get help when needed • closing the inequalities gap • rights in mind • meeting treatment gaps. In addition, recommendation 1 also provides further detail on involvement and engagement across Edinburgh, which also contributes to promoting resilient communities and building capacity.	

Independent review of Adult Social Care in Scotland
ongoing support for the organisations commissioned by the public sector, along with the transformation programme to enhance citizen engagement, clearly supports recommendations aligned with ensuring people are supported at home for as long as possible, and are able to have choice and control to access lower intensity supports, through wider community supports, whilst contributing to the encouragement of resilient communities.

Self-Evaluation Summary and Recommendation

There is a well established cross sector approach to actively engage citizens, and public sector support for ensuring our aspirations to enhance the function of volunteers, through Volunteer Edinburgh, VolunteerNet, and wider community supports through our grants programme.

There is a high level of confidence that this recommendation has been fully met, with ongoing work sustaining our approach to the value of volunteers and building resilient communities. This recommendation should be closed.

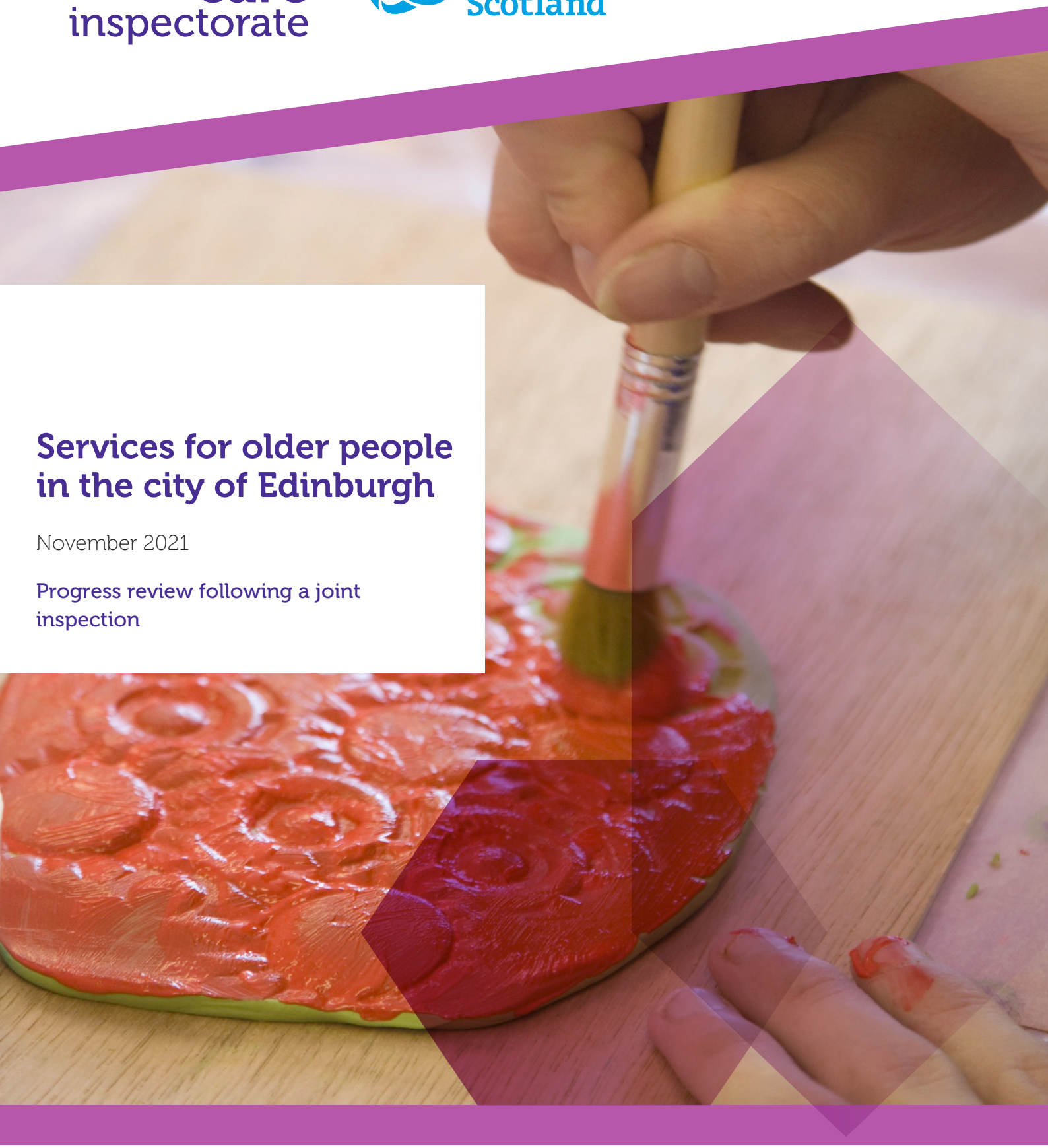
SUPPLEMENTARY EVIDENCE CATALOGUE

Ref Number	Title
1.1	Strategic Plan 2019 – 2022
1.2	Conversation 1 Programme Definition Document
1.3	Conversation 2 Programme Definition Document
1.4	Conversation 3 Programme Definition Document
1.5	Programme 4 Programme Definition Document
1.6	EIJB Public Engagement Event
1.7	Colleague News sample
1.8	Thrive newsletter sample
1.9	DRAFT communications and engagement strategy
1.10	Edinburgh Pact engagement summary
1.11	Art of the Possible stakeholder event
1.12	Anchoring our Thinking report
1.13	The Edinburgh Pact – Formulation to Enactment – EIJB report
1.14	Home Based Care consultation summary
2.1	Conversation 1 Programme Definition Document
2.2	3 Conversations Phase 1 Evaluation
2.3	3 Conversations Phase 2 Progress Report
2.4	3 Conversations stories of difference
2.5	3 Conversations – People Survey Responses
2.6	3 Conversations – EVOC innovation event
2.7	Edinburgh Pact engagement summary
2.8	Art of the Possible stakeholder event
2.9	Anchoring our Thinking report
2.10	The Edinburgh Pact – Formulation to Enactment – EIJB report
2.11	ATEC24 wellbeing call stats
2.12	ATEC24 wellbeing call script
2.13	Assistive Living script
2.14	“Bring your own device” business case
2.15	“Bring your own device” funding bid
2.16	GP Frailty Collaborative – project brief
2.17	Home first project brief
2.18	Strategy Progress Report – EIJB April 2021
2.19	Medical Day Hospitals – project brief
2.20	Medical day Hospitals options appraisal
2.21	Medical Day Hospitals – staff consultation
2.22	Medical Day Hospitals – engagement session
3.1	Bed Based Review – project brief
3.2	Bed Based Care workshops outputs
3.3	EIJB Financial Plan report March 2019
3.4	SBAR – Liberton hospital Proposal
3.5	Letter to Liberton staff
3.6	Planned Date of Discharge slides
5.1	Link to Joint Carers Strategy https://www.edinburghhsc.scot/wp-content/uploads/2020/06/Edinburgh-Joint-Carers-Strategy-2019-2022-FINAL.pdf

5.2	Link to short breaks services statement https://www.edinburgh.gov.uk/downloads/file/26356/short-break-services-statement
5.3	EHSCP weblink https://www.edinburghhsc.scot/coronavirus-information/carers/
5.4	Clinical and care Governance report – carers performance and evaluation framework
5.5	Carers Spend Plan – EIJB report February 2021
5.6	EHSCP weblink https://www.edinburghhsc.scot/carers/ourcommitmenttocarers/
6.1	Dementia Pathway Improvement – scoping
6.2	Link to Herbert Protocol *https://www.edinburghhsc.scot/the-herbert-protocol/*
6.3	EIJB Report, October 2019: John's Campaign EIJB report 29 09 2019 Johns Campaign V.01.pdf (edinburgh.gov.uk)
6.4	John's Campaign feedback
7.1	Evaluation of walking aid safety in care homes
7.2	Phase 1 care homes falls management
7.3	Phase 1 falls improvement written summary
7.4	Phase 2 falls improvement SBAR
7.5	Steady steps proposal
7.6	Guide to managing falls
7.7	Falls and Frailty Forum ToR
7.8	Care home Near Me evaluation
7.9	EHSCP weblink – falls support https://www.edinburghhsc.scot/longtermconditions/falls-support/
7.10	Big Slipper report
7.11	Bed Slipper feedback
7.12	Digital Support BP recruitment
7.13	Staying Active leaflet
7.14	Staying Active leaflet 2
7.15	Falls peer support
7.16	LTC falls outcomes development
7.17	Community Alarm scorecard
8.1	Clinical and Care Governance ToR
8.2	EIJB reports March 2021
8.3	EIJB report Feb 2021
8.4	EHSCP QMS reporting mechanisms
8.5	Clinical & Care Governance presentation – reporting mechanism
8.6	EHSCP Quality Management System
8.7	Royston Care Home Improvement Plan
8.8	2018 complaints brief
8.9	ToR - Care at Home Multi agency quality assurance
9.1	EIJB report – Strategy Progress Update April 2021
9.2	SPG report, May 2021 – Market Facilitation
9.3	One Edinburgh design and Engagement
9.4	Visioning Provider Feedback
9.5	Consultation Summary
9.6	Home Based Care project brief

9.7	Care home transformation workstreams
9.8	Route Map board – ToR
9.9	Care at Home capacity statistics
9.10	Care at Home service specification
9.11	Contract award for day opportunities
9.12	Edinburgh Joint Carers Strategy
9.13	Carers Performance and evaluation
10.1	EIJB report August 2019 – Strategic Plan
10.2	IJB strategic planning group papers September 2020
10.3	EIJB report – Strategy Progress April 2021
10.4	EIJB report – Return to Transformation, July 2020
10.5	Performance report – April 2021
10.6	Performance and Delivery committee – ToR
10.7	JSNA topic paper – Dementia
10.8	JSNA topic paper – Poverty
10.9	JSNA topic paper – Population and demographics
10.10	Annual Performance Report
10.11	Draft communications strategy
10.12	Strategic Plan Roadshow
10.13	EIJB report – Edinburgh Pact, Formulation to Enactment
11.1	Savings Governance Framework
11.2	Savings Programme Dashboard December 2020
11.3	Savings Programme Action Tracker
11.4	Performance & Delivery Committee Savings Report
11.5	Savings and Recovery Programme
11.6	EIJB Finance Update Feb 2021
11.7	Financial Plan 2021-2022
12.1	3C's conversation record template
12.2	3C's support plan template
12.3	3 C's Phase 1 Evaluation
12.4	3 C's Phase 2 Progress
12.5	3 C's Stories of Difference
12.6	3 C's People Survey
12.7	Good Practice Forum Terms of Reference
12.8	3 C's cost estimate
12.9	Performance report March 2019
12.10	Performance report March 2021
12.11	Strategy Progress Report April 2021
12.12	Practice Evaluation 2018
12.13	Practice Evaluation 2019
12.14	"People's Story" 1
12.15	"People's Story" 2
14.1	Safety Risk Assessment
14.2	Safety Plan
14.3	ASP course evaluation
14.4	ASP course evaluation
14.5	ASP course evaluation
14.6	ASP training records
14.7	Edinburgh Initial Referral Discussion Group ToR

16.1	Working Together summary
16.2	Working Together slides
16.3	iMatter report 2018
16.4	iMatter pulse survey 2020
16.5	Partnership Forum sample minute
16.6	Absence Dashboard November 2020
16.7	Care home transformation workstreams
16.8	Lothian care Home Website
16.9	EIJB report, Edinburgh Pact: Formulation to Enactment
16.10	Baseline Workforce Report
17.1	Outcomes Volunteer Edinburgh link https://www.volunteeredinburgh.org.uk/
17.2	Volunteer Net link VolNet Flier Carers.pdf (nhslothian.scot) .



Services for older people in the city of Edinburgh

November 2021

Progress review following a joint inspection

HAPPY TO TRANSLATE

Contents

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This report should be read alongside our original inspection report and the subsequent progress review report on which this review is based. These can be found at:
www.careinspectorate.com

1. Background

The Care Inspectorate and Healthcare Improvement Scotland jointly carried out an inspection of services for older people in the city of Edinburgh in 2016 and published the report in May 2017. A subsequent progress review was published in December 2018. The reports are available on both scrutiny bodies' websites.

The purpose of the original joint inspection was to find out how well the partnership achieved good personal outcomes for older people and their unpaid carers. As important weaknesses were found and recommendations for improvement made, a further review was undertaken in 2018 to check progress. Overall, the review concluded the partnership had made limited progress in meeting the inspection recommendations.

As a result, a further progress review was scheduled during 2019/20. This was moved forward to 2020/21 in response to the additional pressures brought about by the impact of the Covid-19 pandemic.

This report makes repeated reference to the partnership's Transformation Programme, which is described in detail in the City of Edinburgh Health and Social Care Partnership's Strategic Plan (2019-2022). This is a long-term programme of change and service redesign related to all adult health and social care. The programme is supported by a project management team and includes a range of work streams. It is important to note that the recommendations for improvement made in the 2017 joint inspection report for older people's services are incorporated into the broader agenda and individual work streams of the Transformation Programme.

2. Approach

This review was carried out jointly by the Care Inspectorate and Healthcare Improvement Scotland between January and September 2021. Due to working restrictions because of the pandemic, the review was carried out remotely as a desk-top exercise. Evidence analysed included documents from the Edinburgh Health and Social Care Partnership (EHSCP) and national data.

Our approach included:

- Meetings with relevant officers in the partnership to discuss each recommendation and review the work completed or underway to progress these.
- Analysing a detailed written submission and accompanying evidential documents compiled and provided by relevant officers in the partnership.
- Meetings with officers as needed to receive updates, request additional evidence, and seek clarification.
- Reviewing publicly available national performance data.

3. Overview of progress made

Since the progress review of 2018, senior leaders in the partnership had driven forward the change agenda. They had invested resources to progress strategic planning, which had previously lacked vision, direction, and pace. There was a positive shift from a reactionary to a more planned and structured approach.

From the evidence provided for the purpose of this review, the partnership demonstrated good progress against most of the recommendations for improvement. The conclusion highlights the areas of strength and where further improvement is required. There continue to be significant operational pressures, in part because of the challenges brought about by the pandemic. Positively, the partnership has acknowledged these pressures and is working with NHS Lothian and City of Edinburgh Council to identify and manage these and the associated risks.

4. Progress on recommendations for improvement

Recommendation for improvement 1

The partnership should improve its approach to engagement and consultation with stakeholders in relation to:

- **its vision**
- **service redesign**
- **key stages of its transformational programme**
- **its objectives in respect of market facilitation**

We made this recommendation as the partnership's leadership team needed to better communicate its vision and values alongside developing its capacity to improve.

What the partnership has done:

- Produced a revised Strategic Plan (2019-2022) which clearly sets out the vision and values for the EHSCP. This was underpinned by engagement and consultation with a broad range of stakeholders using a variety of approaches. The partnership highlighted seven guiding principles within the Strategic Plan, one of which is engagement, with a stated commitment to generating and improving a culture of engagement and collaboration at all levels.
- Initiated a programme of consultation in February 2021 to inform the revised Strategic Plan for 2022-2025.
- Established a Transformation Programme to take forward plans for service redesign and committed to taking this forward in a spirit of involvement, engagement, and co-production.
- Created a new post of Communications and Engagement Manager.
- Developed its own branding, logo and website and created new communication platforms.
- Held public engagement sessions with members of the Edinburgh Integration Joint Board (EIJB), with plans for more.
- Developed a draft high-level Communications and Engagement Strategy.
- As part of the Transformation Programme the partnership has:
    - taken forward work on the 'Edinburgh Pact', including the community mobilisation project (The Edinburgh Wellbeing Pact or "The Pact", is the EIJB commitment to redefining its relationship with the citizens of Edinburgh and partners. It is underpinned by a shared common purpose: to achieve and maximise the wellbeing of all citizens)[1]
    - begun a process of stakeholder consultation around the redesign of home-based care.

[1] The Edinburgh Wellbeing Pact - Edinburgh Health & Social Care Partnership (edinburghhsc.scot)

Assessment of progress

The partnership has made good progress in taking forward this recommendation and embraced new ways of engaging with people. It continued to do so despite the restrictions put in place because of the pandemic, which resulted in more engagement occurring remotely. It developed a range of approaches to ensure the partnership has a clearer public identity and stakeholders have an awareness of the overall vision and the plans taking shape around service redesign. There was evidence of investment in, and a commitment to, engagement and consultation. This was most apparent in the creative and progressive work undertaken to develop the Edinburgh Pact and the consultation carried out to date in respect of the home-based care review.

Significant concerns were raised with the partnership by some stakeholders in respect of the approach taken to the engagement and consultation around phase one of the bed-based strategy. There was a recognition and acknowledgement by the partnership that lessons needed to be learned from this. Investment in meaningful and timely engagement with all affected stakeholders will be required going forward to ensure the partnership's actions reflect the intentions and principles within the Strategic Plan, the Edinburgh Pact and the Health and Social Care Standards. In line with the partnership's communication and engagement vision, the citizens of Edinburgh should be able to have trust and confidence that their views will be sought, heard, and considered.

The partnership acknowledged it has yet to develop and publish a market facilitation strategy. This is discussed in greater detail later in the report under recommendation 9.

Recommendation for improvement 2

The partnership should further develop and implement approaches to early intervention and prevention services to support older people to remain in their own homes and help avoid hospital admissions.

We made this recommendation as the partnership's approaches to early intervention and prevention were under-developed. This was not helping older people to remain in their own homes where appropriate and was a contributory factor to hospital admissions.

What the partnership has done:

- Developed a three-year Community Mobilisation Plan.
- Provided alternatives to hospital admission and delayed discharges through the development of 'Home First'.
- Increased the use of Anticipatory Care Planning (ACP) in care homes through use of the 7 steps to ACP approach.
- Recognised the need for, and began to act on, co-production and a partnership approach across the full range of stakeholders to progress improvements and early intervention through the Edinburgh Wellbeing Pact.

- Implemented a Three Conversations (3Cs) model. Three Conversations is an approach enabling open and interested conversations with people and families who need support. [2]It is also about the conversations that people working in the sector have with colleagues and partners – working out how to collaborate to make things happen to help them get on better with their lives. There are three distinct conversations:

    Conversation 1: Listen and connect
    Conversation 2: Work intensively with people in crisis
    Conversation 3: Build a good life**.**

Assessment of progress

The partnership progressed the Home First model of service delivery to enhance the availability of support within an individual's own home or in a homely setting. This has contributed to reductions in unnecessary admission and delay in discharge from hospital. The Home First model, together with the Three Conversations and the Edinburgh Wellbeing Pact, are key elements of the Transformation Programme, which aims to support individuals and the workforce across the partnership to improve their own lives and service responses respectively. It is positive to note the particular success in identifying a range of supports and reduced need for paid support demonstrated for people accessing Conversation 1.

Identifying areas where improvement could further support early intervention through planning was demonstrated across 20 care homes and aligned GP practices. Through improving anticipatory care planning the partnership demonstrated a reduction in the number of avoidable admissions to hospital in these services during 2019, enabling residents to continue to receive their care within a homely setting.

By working across the full range of stakeholders together with measuring success in improvement initiatives, the EHSCP extended the scope and range of measures available to improve early intervention and prevention across the partnership. This positive progress demonstrated the application of transformative approaches to deliver on the strategic intention. In addition to the progress made against this recommendation, the intention to review and refresh the commitment to early intervention and prevention will remain in the next iteration of the Strategic Plan. This demonstrated a commitment to finding solutions and approaches that will support sustained progress.

[1] The Three Conversations® – Partners4Change home

Recommendation for improvement 3

The partnership should develop exit strategies and plans from existing interim care arrangements to help support the delivery of community-based services that help older people and their carers to receive quality support within their own homes or a setting of their choice.

Recommendation for improvement 4

The partnership should engage with stakeholders to further develop intermediate care services, including bed-based provision, to help prevent hospital admission and to support timely discharge.

We made these recommendations because:

- interim care arrangements were not assisting older people and their carers to experience choice and a high quality of care and support within their own homes or a setting of their choice
- there were gaps in the delivery of intermediate care that had adversely contributed to higher levels of hospital admissions and subsequent delayed discharges.

What the partnership has done:

- Decommissioned the interim care service based in Gylemuir House.
- Developed community services including Home First, to provide an alternative to hospital admission where appropriate.
- Expanded Hospital at Home provision.
- Reviewed bed-based provision through a whole system approach and plan for service change.
- Taken an eight-stage phased approach to changes in bed-based provision, giving priority to five areas:
    - Relocation of services provided in 40 beds at Liberton hospital.
    - Identification of use and needs of people accessing Hospital Based Complex Clinical Care (HBCCC) beds in Edinburgh (the use of which is proportionately the highest in Scotland). [3]
    - Review of care home provision and estate.
    - Respite delivery (inability to deliver during the pandemic resulted in looking at solutions/different ways of providing respite).
    - Sought alternatives regarding the use of premises at the Astley Ainslie Hospital and the reprovision of care currently delivered there.

[3] DL(2015)11 - Hospital based complex clinical care (scot.nhs.uk)

Assessment of progress

The partnership made significant efforts to offer alternatives to hospital admission and identify and develop a bed-based strategy that is part of a whole system review of care within the Transformation Programme. Phase one of the bed-based strategy was presented to the EIJB in June 2021. By adopting a phased approach to a complex process and prioritising each phase, the partnership demonstrated confidence that further improvement can be delivered in the provision of intermediate care.

The move out of Liberton Hospital is yet to take place. The original recommendation has been met in part by the closure of Gylemuir House. The EHSCP adopted a strategic approach to intermediate care across the whole system which was positive. The completion of a clear plan for bed-based resources provided a basis for change. The EIJB requested some additional detail and wider consultation take place around phase one of the bed-based strategy following the Board meeting in June 2021. This was being taken forward and further reports will be presented to the EIJB.

Recommendation for improvement 5

The partnership should work in collaboration with carers and carers' organisations to improve how carers' needs are identified, assessed and met. This should be done as part of updating its carers' strategy.

We made this recommendation because there was an insufficient understanding of the needs of carers and the delivery of related services to help them maintain their caring role.

What the partnership has done:

- Re-established the Carer Strategic Planning Group in 2019.
- Developed a Joint Carer Strategy (2019-22) through engagement with relevant stakeholders. This included a short breaks services statement as required by the Carers (Scotland) Act 2016.
- Produced a Joint Carer Strategy implementation plan.
- Invested in areas identified by carers, such as adult carer support plans, independent advocacy, and the further development of short breaks.
- Committed to funding a Carers' Planning and Commissioning Officer.
- Appointed a second carer representative to the EIJB.

Assessment of progress

The partnership made good progress with this recommendation. It was positive to note that the clinical, care and governance committee has oversight of the implementation plan for the carer strategy. It is anticipated that the committee will canvass the views of unpaid carers as part of the ongoing oversight of the strategy to ensure the outcomes identified in the implementation plan are successfully delivered.

From the performance data provided it was evident that the number of carer assessments completed was consistently low across all localities over 2020/2021. Though this may be linked to the impact of the pandemic, it is an area which the partnership should review.

Recommendation for improvement 6

The partnership should ensure that people with dementia receive a timely diagnosis and that diagnostic support for them and their carers is available.

We made this recommendation because people with dementia did not always receive a timely diagnosis and that post-diagnostic support was not always readily available.

What the partnership has done:

- Tested relocation of post-diagnostic support (PDS) within primary care.
- Resourced eight GP practices to provide PDS through one full-time Dementia Support Facilitator.
- Simplified the process for referrals to the memory assessment and treatment service from acute hospitals.
- Increased training and awareness for those staff working in care homes in respect of people who may become stressed or distressed.
- Enhanced access to diagnosis of dementia and support for people living in care homes.
- Identified learning from the Covid-19 response to include a blended approach to PDS delivery within the Alzheimer Scotland contract up to 31 March 2023.

Assessment of progress

National data indicated that during the period of the 2018 review, the percentage of people estimated to be newly diagnosed with dementia in NHS Lothian who were referred for PDS (37%) was similar to the Scotland level of 42%. This indicated an improvement in referral rates, though the percentage of patients referred for PDS living in Edinburgh who went on to receive a minimum of 12 months of support was notably lower than in Scotland as a whole. This was recorded as being below the national average (43% compared to a Scotland percentage of 72%). [4]

In the period since 2018 there was evidence of progress in providing a model of care and pathway to support timely diagnosis and support. This work was taken forward by the transformation team within primary care, building on learning from a test of change in North East Edinburgh and strengthening links with the statutory and voluntary sectors to improve access to PDS. The information on performance within local delivery plans provides the evidence, increased level of oversight and awareness within the partnership of the needs of people with dementia. The developments evident reflected the commitment within the partnership to deliver continued improvement for people requiring diagnosis and PDS across all community and care settings.

[4] Dementia Post-Diagnostic Support (publichealthscotland.scot)

Recommendation for improvement 7

The partnership should streamline and improve the falls pathway to ensure that older people's needs are better met.

We made this recommendation because there was a need to streamline referral and care pathways to improve outcomes for older people at risk of falling or who had experienced a fall. The falls strategy needed to be updated with a greater level of involvement from supporting agencies.

What the partnership has done:

- Reviewed the falls pathway.
- Identified responsibility for continuous improvement for older people at risk of falls within the Long-Term Conditions programme.
- Established dedicated Falls Co-ordinators aligned to localities.
- Provided support to identified care homes to improve the prevention and management of falls.
- Increased cross-sector working to enhance community opportunities to prevent and reduce falls.
- Improved the use of measuring performance to inform planning for improvement.
- Circulated falls prevention information to the public, staff, care homes and GP practice teams. Information had been published on the internal webpage for practitioners. The falls prevention pathway was interactive within the website. The updated website had a section on long-term conditions with access available to care homes.
- Created access to a falls service through the Lothian Flow centre. GPs can refer to the HUB in localities and receive a response within four hours. This supported increased profession to profession contact. (Locality HUBS provide short-term input by a multi-disciplinary team). [5]
- Worked with Perth and Kinross HSCP to develop a training resource (poster) for staff working within care homes when someone falls.
- Delivered training to 200 staff working across health social care and in the third sector. This was based on the national falls pathway and was adapted to suit a range of professions and practice.

Assessment of progress

The partnership made significant progress in both streamlining the falls pathway and enhancing access to rapid specialist support through the Lothian flow centre. This access had the potential to benefit patients not conveyed to hospital by the Scottish Ambulance Service (SAS) and was an area that should be further developed within the partnership. Data collected by care homes and locally on community alarm responses had informed some targeted activity. However, the data available was

[5] https://services.nhslothian.scot/ecps/PhysioAtHomeAndAssociatedServices/EdinburghHub

limited in its scope and therefore negatively impacted on the ability of the partnership to plan effectively for continuous improvement. An example was a lack of clearly identified reasons for the conveyance to hospital of people experiencing a fall.

It was positive that the partnership had developed an outcomes framework across the Long-Term Conditions programme to improve their ability to assess and measure the impact of the falls programme, using local data, experience, and impact on outcomes.

Increased opportunities to work within the community with the third sector were evident and were successfully utilised during the Covid-19 pandemic, with the risks for those shielding addressed through Staying Active packs in partnership with the Red Cross. This was an example of good practice.

Good practice example

Working in partnership with the British Red Cross, 250 'Staying Active' packs were provided to people who were shielding, and at risk of falls during Covid-19 pandemic. These were widely distributed, through key frontline colleagues, and included crosswords, and suggested exercises to do at home. A further 600 Staying Active leaflets distributed via the City of Edinburgh Council, through the dedicated local assistance/shielding line during lockdown 2020, and the information was also passed onto both internal and external housing support teams.

The fact that interactive information was available for care homes was positive, but it was not yet in place for care at home services. This was an area which could be extended to benefit people accessing care within their own homes.

Overall, the partnership had put in place a wide range of measures to improve the delivery of falls prevention and response. By utilising local data and identifying responsibility for improvement within the Long-Term Conditions programme, the basis for continuous improvement was substantially improved.

Recommendation for improvement 8

The partnership should develop joint approaches to ensure robust quality assurance systems are embedded in practice.

We made this recommendation because the partnership did not have strong joint approaches to quality assurance that led to service improvements.

What the partnership has done:

- Worked with the Good Governance Institute to review and improve EIJB governance arrangements.
- Established the EIJB Clinical and Care Governance Group.
- Established the EIJB Clinical and Care Governance Committee in 2019, with the aim of establishing an integrated approach to clinical and care governance.

- Introduced the post of Performance and Evaluation Manager in February 2021.
- Developed and implemented a joint quality assurance framework with the intention of putting in place multi-disciplinary quality improvement teams, reporting into the Clinical and Care Governance Group.
- Reviewed the quality dashboard and created a new reporting template, with a focus on service delivery and its direct impact on the quality of care and support provided.
- Adopted a Quality Management System providing a single, shared approach to planning, assurance and control and improvement. This was successfully applied in one care home to support staff in taking forward the improvement agenda identified from regulatory inspection, resulting in improved grades.
- Reviewed case files.
- Established a virtual Quality Improvement Hub across localities to support on-going and sustainable quality improvement.
- Developed links with NHS Lothian quality academy, with some staff undertaking training.
- Implemented a single approach to managing complaints and supporting improvement.

Assessment of progress

Some good progress was made in taking forward this recommendation, improving the partnership's overall approach to quality assurance. The partnership also committed to establishing clinical and care governance teams to support the full implementation of the quality framework.

The partnership does not currently publish the reports submitted to committees, such as clinical and care governance and performance and delivery. This data had previously been published in the EIJB reports. In the interests of transparency, it is recommended that reports are made available on the website. This should include qualitative and quantitative data around waiting lists and waiting times for assessment, services and outcomes achieved as well as actions taken to address these.

The partnership acknowledged more work was needed to embed shared approaches to quality assurance. This was evident in the systems developed so far, which are more clinically focused than integrated.

Recommendation for improvement 9

The partnership should work with the local community and other stakeholders to develop and implement a cross-sector market facilitation strategy. This should include a risk assessment and set out contingency plans.

We made this recommendation because there were underdeveloped approaches to market facilitation and the risk assessment and contingency plans to accompany these.

What the partnership has done:

- Worked to improve relationships and engagement with service providers.
- Established the Sustainable Community Support programme to support improvement in capacity and quality of services under the current care at home contract.
- Carried out an extensive engagement programme around the process of developing a new care at home contract.
- Reviewed day opportunity and short breaks provision.

Assessment of progress

The partnership made significant efforts to engage with service providers and other stakeholders, especially given the challenges which arose because of the pandemic. Whilst there was a commitment to producing a market facilitation strategy alongside the development of the revised Strategic Plan (2022-2025), the proposed timescale comes well after the plan set out in the Statement of Intent of 2018 and the implementation of the Transformation Programme. The latter is central to the planning and decision-making around longer-term service re-modelling and provision.

The partnership has begun to report on proposals concerning the closure or repurposing of five of the eleven council owned care homes before developing a full and comprehensive understanding of the city's care home market and implementing a new care at home contract. Since the partnership has not yet developed a market facilitation strategy, there is no evidence to indicate that the partnership has a robust and whole system understanding of the care sector in the city.

Nor is it clear that the partnership has a detailed awareness of what opportunities or risks may be around the medium to longer-term resilience and sustainability of the full range of providers and services across the independent and third sectors. While discussions between agencies to explore these issues have been initiated, they are at a very preliminary stage.

Not having developed an agreed market facilitation strategy could result in over or under provision in some service areas. This could create unnecessary risk for the partnership around capacity and choice, particularly since the majority of Edinburgh's social care provision is purchased from the independent and third sectors.

The partnership acknowledged the importance of dynamic and ongoing conversations with providers. It should prioritise the development of a market facilitation strategy in partnership with communities and the third and independent sectors, which includes a risk assessment and contingency plans. Doing so will help provide a greater level of insight into the social care market in the city by informing proactive risk management, enhancing stakeholder engagement, and supporting robust planning and decision making around disinvestment, investment, and service redesign.

Recommendation for improvement 10

The partnership should produce a revised and updated joint strategic commissioning plan with detail on:

- **how priorities are to be resourced**
- **how joint organisational development planning to support this is to be taken forward**
- **how consultation, engagement and involvement are to be maintained**
- **fully costed action plans including plans for investment and disinvestment based on identified future needs**
- **expected measurable outcomes.**

We made this recommendation because the partnership's strategic planning, commissioning, consultation, and involvement needed to improve.

What the partnership has done:

- Reviewed the five outline strategic commissioning plans previously developed, mapping the commitments within these to the Strategic Plan (2019-2022) and the Transformation Plan.
- Consulted on and produced the Strategic Plan (2019-2022).
- Reviewed the progress being made to implement the commitments within the Strategic Plan (2019-2022).
- Established and resourced the Transformation Programme as one of the key mechanisms for delivering the commitments in the Strategic Plan.
- Appointed a Performance and Evaluation Manager in 2021 to support the assessment and impact of the Transformation Programme.
- Reviewed the Strategic Needs Assessment of 2015.
- Developed a high-level draft communications and engagement strategy.

Assessment of progress

The partnership made considerable progress in reviewing and taking forward its strategic planning. The focus on service redesign and the establishment of the Transformation Programme for all adult care and support was a positive step in taking forward the strategic commitments and reflected the shift in approach from reactionary to planned. There was also evidence of a better resourced approach to engagement and consultation. The temporary appointment of project management staff helped to increase the pace of progress with this work. The timeline of the

Programme extends well beyond the period of the non-recurring funding in place for the project team allocated from the EIJB reserves. It will therefore be important for the partnership to continue to resource the team so that pace is not lost, and progress continues.

The successful delivery of the commitments within the Strategic Plan is dependent on the management of the EIJB budget. The actions being taken to support this are outlined in the text below within recommendation 11. The partnership will also need to ensure it continues to embed robust, integrated systems and reporting mechanisms to evidence the impact of the changes delivered through the Transformation Programme on experiences and outcomes for older people. So that decisions made about service change and redesign are in line with the ethos of the Edinburgh Pact and the national Health and Social Care Standards, the partnership should continue to invest in and embed a transparent and person-centred approach to all engagement and consultation.

Recommendation for improvement 11

The partnership should develop and implement a detailed financial recovery plan to ensure that a sustainable financial position is achieved by the integration joint board.

We made this recommendation because there were insufficient detailed financial recovery plans to ensure a sustainable financial position for the IJB.

What the partnership has done:

- Strengthened systems and processes for the management and oversight of the EIJB's financial position to support a move away from short term to more planned responses, including the implementation of a Savings Programme Governance Framework in 2020. This was overseen by the Savings Governance Board which reported into the EIJB Performance and Delivery Committee.
- Developed an ambitious savings programme, closely aligned to the development and implementation of the Transformation Programme.
- Adopted an Integration and Sustainability framework aligned to the Strategic Plan in support of longer-term financial planning.
- Achieved financial balance in 2019/2020 and 2020/2021.
- Continued to work with partners to achieve a balanced budget for 2021/2022.

Assessment of progress

The partnership reviewed the systems and processes that were in place for monitoring and reporting on its financial performance to ensure these were robust and fit for purpose. The partnership worked hard to reach a balanced budget in 2019/2020 and 2020/2021. It acknowledged that ensuring a sustainable and balanced financial position will continue to be challenging and is dependent on the

successful implementation of changes to the delivery of health and social care for all adults through the Transformation Programme.

The financial challenges faced by the partnership were further exacerbated by the impact of the pandemic. The budget position reported to the EIJB in August 2021 showed a deficit. Tripartite efforts with NHS Lothian and City of Edinburgh Council to move to a balanced budget are continuing. The financial position will require to be closely monitored so that the savings identified, and commitments made within the Strategic Plan are successfully delivered.

Recommendation for improvement 12

The partnership should ensure that:

- **there are clear pathways to accessing services**
- **eligibility criteria are developed and applied consistently**
- **pathways and criteria are clearly communicated to all stakeholders, and**
- **waiting lists are managed effectively to enable the timely allocation of services.**

Recommendation for improvement 13

The partnership should ensure that:

- **people who use services have a comprehensive, up-to-date assessment and review of their needs which reflects their views and the views of the professionals involved**
- **people who use services have a comprehensive care plan, which includes anticipatory planning where relevant**
- **relevant records should contain a chronology, and**
- **allocation of work following referral, assessment, care planning and review are all completed within agreed timescales.**

Recommendation for improvement 15

The partnership should ensure that self-directed support is used to promote greater choice and control for older people. Staff and multi-agency training should be undertaken to support increased confidence in staff in all settings so that they can discuss the options of self-directed support with people using care services.

We made these recommendations because:

- there were difficulties for people accessing the right services at the right time
- too many people were not being assessed properly or timeously and did not have care plans that addressed their needs fully
- there were improvements needed to better enable choice and control for older people and staff should be trained in its delivery.

What the partnership has done:

- Invested in the Three Conversations (3Cs) approach as a means of reducing bureaucracy in the assessment process, with the end goal of reducing waiting times and improving personal outcomes. To date, these have been successfully introduced across 11 innovation sites involving around 100 staff. Fortnightly governance and engagement meetings were established involving representation from the third sector to oversee implementation. Evaluative reports were produced to record impact. Staff feedback was also being obtained. There were positive results reported around responsiveness to assessment and meeting need.
- Started to implement a Purchasing Improvement Programme in support of improved policies, procedures, systems, approaches and practice around assessment and care management. Part of this work involved establishing a Good Practice Forum as a platform for staff to engage with senior management, seek feedback, engage with subject matter experts, and support good practice and decision making.
- Started to develop a Learning and Development Programme to support staff. This included improving understanding and application of the eligibility criteria.
- Worked with the council's quality assurance team over 2018/2019 to support evaluation of social work practice.
- Started to pilot a Resource Allocation System to support staff in their conversations with individuals.
- Strengthened leadership and management in locality teams by creating the new post of Head of Operations and improving governance arrangements.
- Established the Home First team to avoid hospital admission and support people to return home.
- Implemented initiatives to improve outcomes for older people through Anticipatory Care Planning.
- Increased the uptake of Options 1 and 2 for self-directed support.

Assessment of progress

The joint inspection completed in 2017 evaluated systems for supporting assessment and care management as unsatisfactory. Little progress had been made by the time of the 2018 review. The negative impact on people waiting for assessment or a service response was significant, with some people not receiving a service at all. The approach taken by the partnership to locality working at the time also had a detrimental impact on operational performance.

Data provided by the partnership shows evidence of progress between 2019 and March 2021. There was a substantial increase in care at home provision from 104,000 to 121,000 hours per week. Operational performance also improved in this period around the number of people waiting in the community for a package of care, waiting times for assessment of need, completion of carers assessments and reducing delays in hospital discharge. New initiatives were adopted aimed at reducing bureaucracy, avoiding admissions to acute care, and providing a person-centred and asset-based approach to assessment.

By providing the direction and systems to support improvement, the EHSCP had made progress prior to the Covid-19 pandemic. However, the ability to sustain progress in assessment and provision of new and existing services has been acknowledged by the partnership as an area of significant risk. The longer-term impact of the pandemic across the whole health and social care system both nationally and within the partnership, including workforce challenges, is placing severe stress on service resilience and sustainability. The partnership is working with NHS Lothian and the City of Edinburgh Council to identify, manage and respond to these risks and maintain service responses during the pandemic and Covid-19 recovery.

In the longer term, further work will be needed to fully implement the 3Cs approach and to ensure more extensive and meaningful information is gathered and analysed to understand the impact on personal outcomes and people's experiences. Other areas for further improvement also include reviewing and updating all relevant policies and procedures; more effectively managing waiting lists for care reviews; supporting more individuals to self-direct their care and support and managing staff absence.

Recommendation for improvement 14

The partnership should ensure that risk assessments and management plans are recorded appropriately and are informed by relevant agencies. This will help ensure that older people are protected from harm and their health and wellbeing is maintained.

We made this recommendation because we lacked confidence that risk management policies and procedures were being consistently applied and in the partnership's ability to deliver consistent positive public protection outcomes.

What the partnership has done:

- Provided EIJB members with briefings and additional information as requested around adult support and protection.
- Explored the issues behind the number of large-scale investigations, significant case reviews and inter-agency referral discussions with a view to acting on these as required.
- Developed and implemented a new safety risk assessment tool and safety plan in support of easier to use documentation and improved consistency.
- Improved professional supervision for adult support and protection work.
- Improved the identification, assessment and recording of non-adult protection risks.
- Reviewed adult support and protection training across all sectors, with all courses evaluated as a means of checking levels of understanding pre and post training.
- Progressed the involvement of health colleagues in Initial Referral Discussions and associated training needs.
- Improved involvement of people with lived experience of adult support and protection procedures.

Assessment of progress

The partnership made good progress in taking forward this recommendation. It acknowledged there is work to do to ensure any further areas identified for improvement are addressed, including learning from significant case reviews.

There will be further exploration of this through the Adult Support and Protection joint inspection programme, which is currently underway across Scotland.

Recommendation for improvement 16

The partnership should develop and implement a joint comprehensive workforce development strategy, involving the third and independent sectors. This will help to support sustainable recruitment and retention of staff, build sufficient capacity and ensure a suitable skill mix that delivers high-quality services for older people and their carers.

We made this recommendation because the partnership lacked a shared approach to workforce development that included the third and independent sectors.

What the partnership has done:

- Reported on base line information and data on the workforce to inform planning.
- Extended work within North West locality to include care at home and care at home staff.
- Identified workforce modelling through a recognised methodology ("6 Steps").[6]
- Aligned strategic and operational focus on workforce within a strategy and operations forum.
- Identified recruitment and retention as a key priority within workforce planning.
- Strengthened professional leadership responsibilities across the HSCP
- Increased opportunities for staff engagement, comment, and involvement on 'Working Together' as part of the transformation work.
- Developed strategic workforce plans for Scottish Government.

Assessment of progress

The partnership made some progress towards meeting this recommendation through gathering base line data on the workforce across NHS Lothian and the City of Edinburgh Council delivering health and social care services within the EHSCP. A more detailed picture has been gathered for the North West locality by including care at home and care home staff and this was helpful.

[6] http://www.knowledge.scot.nhs.uk/workforceplanning/resources/six-steps-methodology

Following the Scottish Government workforce planning framework an interim plan was developed for approval in August 2021, with a three-year plan in progress for 2022. While the partnership acknowledged medium and longer-term plans may be subject to external changes, the principles of having a 'skilled, supported and sustainable workforce' were central to both planning and the increased communication between strategic and operational activity.

The EHSCP workforce strategy 'Working Together' enabled identification of short-term goals for immediate improvement. This included prioritising recruitment and retention and enhancing staff skills. The partnership also identified areas where they can effect improvement, for example the modern apprenticeships for NHS Lothian and City of Edinburgh Council.

Communication and inclusion of third and independent sectors in discussions about workforce was evident. However, although the implications for these groups along with volunteers and unpaid carers were considered within "Working Together", this was at a less developed stage than the planning for statutory sector staff. The partnership had responded to the planning framework for Scottish Government's National Health and Social Care Workforce Plan (June 2017) with identified timescales for completion of plans. This was supported by clearly defined links between the Transformation Programme workstreams to retain the interaction between service development and workforce planning. This further allows for a response to pressures on services to be identified and adapted during the recovery phase from the Covid-19 pandemic.

Recommendation for improvement 17

The partnership should work with community groups to support a sustainable volunteer recruitment, retention and training model.

We made this recommendation because the partnership needed to better influence the improvements required in the co-ordination of volunteer recruitment, retention, and training.

What the partnership has done:

- Commissioned Volunteer Edinburgh up to March 2024 to provide support to older people, those living with long-term conditions and other support needs to contribute to improved outcomes by reducing social isolation, enhancing connections, improving self-worth, and improving health and wellbeing. These outcomes are monitored and reported annually and link to the work being carried out to develop the Edinburgh Pact, the Community Engagement Programme and Community Mobilisation.
- Through Volunteer Net, provided flexible support to unpaid carers.
- Reviewed the grant programme to third sector organisations in 2019 with a greater emphasis on the objectives of tacking inequalities, prevention and early intervention and building on community assets.
- Developed the mental health strategy (Thrive Edinburgh) with stakeholders including the third sector.

Assessment of progress

The partnership made good progress in taking forward this recommendation, with the development of the Volunteer Strategy currently underway.

5. Conclusion

Edinburgh HSCP has made good progress in taking forward the improvement plan developed from the recommendations in the original 2017 joint inspection of older people's services. This includes:

- Making a significant investment in improving its approach to engagement and consultation with stakeholders.
- Developing new approaches to early intervention and prevention.
- Decommissioning the interim care arrangements provided in Gylemuir House.
- Developing and implementing the Carer Strategy (2019-2022).
- Investing in support areas identified by carers.
- Improving access to diagnosis of dementia and post diagnostic support.
- Streamlining the falls pathway, with enhanced access to specialist support and improved delivery of falls prevention and response.
- Reviewing and improving governance arrangements in support of a more cohesive and integrated approach to quality assurance and supporting improvement.
- Updating the Strategic Needs Analysis (2015), consulting on and implementing the Strategic Plan (2019-2022) and progressing with and investing in the Transformation Programme.
- Making improvements to systems and processes which support risk assessments, management plans and training around adult support and protection and non-protection risks.
- Gathering base line data in support of a workforce plan and identifying areas for improvement.
- Implementing new approaches to assessment and care management, strengthening support to practitioners, and reducing waiting times for assessment and access to services.
- Improving links with voluntary partners.

There remain important areas which require further work and resources to support on-going improvement. These include ensuring a dynamic and collaborative market facilitation strategy is developed in consultation with stakeholders as a matter of priority. Additionally, the partnership's commitment to engagement and consultation with all stakeholders should be carried out in a manner that embeds trust and confidence in its actions and approach to decision making about changes to service delivery.

The partnership should continue to closely monitor its financial position, in particular the savings programme and the impact of this on the availability and quality of care and support, and the outcomes experienced by people. Adequate funding needs to be made available to resource the on-going work of the Transformation Programme to ensure pace and progress are sustained. Quality assurance approaches should be fully integrated and effective mechanisms put in place to provide assurance that areas identified for improvement are actioned and learning is shared.

There are extreme national pressures in health and social care currently. There has been acknowledgement by the partnership that there continue to be ongoing challenges, especially around service delivery and building a sustainable workforce. Crucially, there needs to be a continued focus on sustained improvement in overall operational performance. Waiting lists for reviews need to be more effectively managed and progress made towards an increase in the number of people self-directing their care and support.

To conclude, this report provides an overview and assessment of the work undertaken by the EHSCP to meet each of the recommendations. Progress overall is positive. No further review activity is planned, and as such we will continue to work with the partnership to support improvement and monitor progress through our normal contacts.

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Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Bed Based care – Progress report

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 The committee are asked to note the content of the report as an update on progress of the delivery of phase 1 of the bed-based care review.

Judith Proctor

Chief Officer, Edinburgh Integration Joint Board

Contact: Hazel Stewart, Programme Manager

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EDINBVRGH
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Report

Bed based care – phase 1 progress report

2. Executive Summary

2.1 This paper provides the Policy and Sustainability committee an update as requested in regard to the work is underway to implement the phase 1 proposals and that the engagement and consultation activity is also progressing as planned. Should any further information be required by committee members, please contact the team at EHSCP-Bedbase@edinburgh.gov.uk

3. Background

3.1 The Bed Based Care (BBC) review, phase 1 proposals were approved at the Edinburgh Integration Joint Board (EIJB) on 28th September 2021. This report provides an update on progress to date following the IJB's decision. The proposals can be accessed here, item 4.1.

4. Main report

4.1 **Drumbrae care home:** Work began immediately after the IJB decision with residents, families and staff at Drumbrae care home. All residents and families were consulted about their onward accommodation. Our residential review team (RRT) and the care home staff worked closely with all residents to support them in making their choices and once complete, the timeline for the resident moves was agreed. All residents have now moved from Drumbrae and are settling into their new homes, resident moves took place between 18th October and 4th November. RRT will follow up with residents and families following the moves to ensure the residents are settling in well to their new home.

Formal staff consultation began on the 18th October for all staff in Drumbrae, this follows a dedicated process and lasts up to 30 days. All staff have submitted their preference forms and matching has been completed. The majority of staff who made specific choices have been matched to a role in their preferred care homes and discussions are ongoing with any staff member who has not been matched to a role of their choice. A small group of staff will remain on site in the coming week to support the removal of equipment and furniture. All staff moves are expected to be completed by the end of November.

4.2 **Consultation and engagement:** Work is underway with the Consultation Institute and there is an opportunity now for the IJB to shape the engagement work in response to both the EIJB's requirements and within the principles set out in the motion.

The consultation activity will be comprehensive and will seek the opinions of key stakeholders, service uses, staff, Trade Unions and the wider population of Edinburgh who may need our services now and in the future. The timescales for completion are 6 – 9 months.

4.3 **Property:** A property working group has been established to implement all operational activity relating to the property proposals. The working group has representation from both partner organisations and meets regularly.

4.4 **Future care provision:** Phase 2 of the project will consider the options for care home provision in future including council owned care homes and will be informed by the consultation and engagement activity. The consultation and engagement activity will also inform the development of a comprehensive care plan which will consider the existing and future needs of our elderly population in Edinburgh and will put the delivery of high quality care at the forefront of all considerations.

4.5 **Care Inspectorate guidance:** The care inspectorate guidance for building better homes can be accessed here, this document outlines the optimum design for modern day care homes including room sizes and available facilities. In the initial paper that went to the EIJB in July (access here, item 7.1), appendix 4 outlines the care homes in our estate that do not meet these standards and from work completed previously it has been agreed that it would not be value for money to refurbish, alter or extend these homes to meet the minimum requirements, to bring them up to the City of Edinburgh Council design standards would be even more costly and is not a feasible option.

5. Next Steps

5.1 Work will continue to deliver phase 1 of the bed based care review within agreed timescales.

6. Appendices

N/A

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Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Chief Social Work Officer Annual Report 2020-2021

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that Policy and Sustainability Committee:

1.1 Notes the Chief Social Work Officer's (CSWO) Annual Report for 2020/21 attached at Appendix 1.

Jackie Irvine

Chief Social Work Officer and Service Director for Children's and Criminal Justice Services

E-mail: Jackie.Irvine@edinburgh.gov.uk | Tel: 0131 553 8250

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Chief Social Work Officer Annual Report 2020-2021

2. Executive Summary

2.1 The CSWO is required to produce an annual report. The format changed some years ago, when local authorities were asked to use a template devised by the Chief Social Work Adviser to the Scottish Government to ensure consistency across Scotland in annual report submissions. Due to the Covid-19 pandemic, this format has once more been altered to reflect the challenges that the pandemic has brought to social work services across Scotland.

3. Background

3.1 This is the third report written by the Chief Social Work Officer, Jackie Irvine, since coming into post in July 2018.

4. Main report

4.1 The CSWO annual report provides a broad outline of some of the key issues facing social work and social care in Edinburgh. It includes data on statutory services, areas of decision making and sets out the main developments and challenges.

4.2 The report includes an update on finance, service quality, delivery of statutory functions, workforce planning and development.

4.3 Included in the report is a range of performance data and some of the key social work indicators are set out. This information complements, rather than replicates the detailed performance and budget information on all social work and social care services most of which has already been presented to Committee, Council, and the Integrated Joint Board (IJB).

4.4 Appendix 2 of the report acts as the required annual report to elected members on the operation of the statutory social work complaints process.

4.5 The report highlights the impact that Covid-19 has had upon Edinburgh's population and its social work, social care, and public protection services, as well as indicating

how the pandemic will continue to affect and contribute to even greater levels of need and vulnerability for people living in the city.

5. Next Steps

5.1 Once ratified by the Committee, this report's submission to the Scottish Government is required.

6. Financial impact

6.1 This report is an overview of strategic and operational social work matters covering the areas of Children's, Adult's and Community Justice based social work. There is no financial impact from this report, which will not have already been considered through existing Council Committees or the Integrated Joint Board.

7. Stakeholder/Community Impact

7.1 All social work services have the expectation to engage the participation of those citizens who require the support and assistance of those services. Each Departmental area has existing mechanisms in place to address stakeholder and community impact.

8. Background reading/external references

8.1 There are no required background papers.

9. Appendices

9.1 Appendix 1 - Chief Social Worker Officer's Report 2020-2021.

THE CITY OF EDINBURGH COUNCIL

CHIEF SOCIAL WORKER OFFICER'S ANNUAL REPORT

APRIL 2020 – MARCH 2021

Glossary

AWIA	Adults with Incapacity Act
CJOIP	Community Justice Outcomes Improvement Plan
CJSW	Criminal Justice Social Work
CPO	Community Payback Order
CSWO	Chief Social Work Officer
CTO	Compulsory Treatment Order
DALAG	Domestic Abuse Local Action Group
DTTO	Drug Testing and Treatment Order
EADP	Edinburgh Alcohol and Drugs Partnership
EDO	Emergency Detention Order
EHSCP	Edinburgh Health and Social Care Partnership
EIJB	Edinburgh Integrated Joint Board
ELPF	Edinburgh Local Practitioner Forum
EMORS	Edinburgh and Midlothian Offender Recovery Service
ESEC	Equally Safe Edinburgh Committee
FGDM	Family Group Decision Making
GIRFEC	Getting It Right for Every Child
IRD	Inter-Agency Referral Discussion
LOG	Locality Operational Group
LSI	Large Scale Investigation
MAPE	Multi-Agency Practice Evaluations
MAPPA	Multi-Agency Public Protection Arrangements
MHA	Mental Health Act
MHO	Mental Health Officer
QAO	Quality Assurance Officer
SSSC	Scottish Social Services Council
STDO	Short-term Detention Order
TCAC	Through Care and After Care
TIC	Trauma Informed Care

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Appendix 4 - City of Edinburgh Council - Workforce Registered with the Scottish Social Services Council as at 13/07/2021 (page 61)

Introduction and Acknowledgement

It is my pleasure to provide my third Chief Social Work Officer's Annual Report in respect of the City of Edinburgh Council since coming into post in July 2018. I would like to acknowledge all the colleagues who have supported the production of this report and the associated relevant material for inclusion. It should be noted that a lot of the performance and service development information included within this report has been reported elsewhere and that my report is intended to draw together already existing information to form an overview of the quality of social work practice in the City. It also contains new and emerging information and concludes with a look to the future of Social Work and potential challenges going forward.

The requirement for each Council to have a Chief Social Work Officer (CSWO) was initially set out in the Social Work (Scotland) Act 1968 and further supported by Section 45 of the Local Government etc (Scotland) Act 1994. The role of the CSWO is to provide professional governance, leadership, and accountability for the delivery of social work services, not only those provided directly by the Council or from within the integrated Health and Social Care Partnership (HSCP), but also those commissioned or purchased from the voluntary and private sector. Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

The purpose of this report is to provide Council with information on the statutory work delivered through the various social work services of the Council during the period 1 April 2020 to 31 March 2021 as well as the associated challenges within the context of the current climate within public services. This report will be posted on the Council website and will be shared with the Chief Social Work Advisor to the Scottish Government.

Jackie Irvine
Chief Social Work Officer
Service Director of Children and Families and Criminal Justice Services.
September 2021

Governance and Accountability

Edinburgh has in place a range of governance arrangements to provide scrutiny and assurance to all areas of social work. **(Appendix 1).**

For all areas of Public Protection, the Chief Officers Group provides oversight, assurance, and governance to the range of committees and partnerships addressing public protection issues.

The Chief Officers Group meets quarterly, there are three Chief Officers - Chief Executive, The City of Edinburgh Council, Chief Superintendent Divisional Commander, Police Scotland and Executive Director Nursing, Midwifery, and Allied Health Professionals, NHS Lothian. Membership also includes the chairs of the public protection groups; Child Protection Committee, Adult Protection Committee, Offender Management Group, Equally Safe Edinburgh Committee and the Alcohol and Drug Partnership.

In addition, the Chief Social Work Officer is the chair of the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group (SOG), for Edinburgh, the Lothians and Borders Local Authority areas and reports to the National Strategic Group for Public Protection for high risk offenders, chaired by the Scottish Government. The MAPPA SOG provides governance and oversight for the management of high-risk offenders across the five Local Authority areas.

Adult social work services are provided as part of the integrated Edinburgh Health and Social Care Partnership (EHSCP) which is governed through the Integrated Joint Board (IJB). The IJB in Edinburgh has re-organised its reporting structure, and now has five sub-committees also providing governance. The CSWO in Edinburgh sits as a non-voting member and professional advisor to the IJB, as well as a member of the Clinical and Care Governance Committee.

The EHSCP reports to the two parent bodies of the Council and NHS Lothian, and as such there are reporting lines into each of these bodies for the purpose of reporting and seeking approval for certain features of its business. This includes the NHS Lothian Healthcare Governance committee and to several the Committee's within the Council. This provides good visibility across the Council of the progress being made by the EHSCP in delivering on its key objectives.

Children's social work services are not integrated in Edinburgh, with no formalised inclusion into the EHSCP. The governance and reporting arrangements for children's services is through the Children's Services Partnership, through the Community Planning Partnership as well as the Education, Children and Families Committee. Edinburgh Children's Partnership is a governance arrangement linking; Council, NHS, Police and third sector agencies.

The Children's Partnership has three clear plans in place that support service delivery and improvement for children:

- Edinburgh Children's Partnership Children's Services Plan
- Edinburgh Child Protection Improvement Plan
- Edinburgh's Corporate Parenting Plan

Complementing this, each Locality has a Locality Improvement Plan, which is collaboratively created and led by partner agencies responding to local need and linked to the overall Children's Service Plan and the Health and Social Care priorities. This allows local variance in need and service provision to be reflected within each locality plan.

Edinburgh Health & Social Care Partnership

Social Services Delivery Landscape

Joint Strategic Needs Assessment

As part of the development of their new Strategic Plan for 2022-25, EHSCP has refreshed their Joint Strategic Needs Assessment. This can be found on their website here. Analysis of the latest population figures shows that the overall population of Edinburgh is projected to grow by 7.7% between 2018 and 2030, with each of the older population age groups expected to grow by at least a fifth. Work ongoing through the Transformation Programme aims to ensure service delivery, including social work, is well placed to respond to this increased demand in the future.

Social Care Direct

In total there were 56,632 contacts received during 2020/21. This reflects a 4% reduction on last year when 58,934 contacts were received. Social Care Direct continued with staff working from home to be the first point of contact for access to our services. This service has supported our wider services to ensure that families are able to receive advice support and assistance in a timely fashion.

Practice Team, Sector Based Social Work Services

4,912 assessments were carried out by practice teams (Locality Teams, Residential Review Team) in 2020/21, lower than the 5,013 carried out the previous year, however, this excludes any conversations carried out in the Three Conversations pilot sites which saw 260 conversations completed. There were 7,174 reviews completed by these teams in the same period, over two and half times as many as the year before when 2,761 reviews were completed.

Home Care Service

5,235 people received 116,768 hours home care service in March 2021, either from the Council's Home Care and Support Service or purchased by the Council from the independent sector, however, this is reduced by restrictions placed on the service due to coronavirus. This compares with provision in February 2020 (prior to the impact of COVID-19 when fewer visits were made) when 5,175 people received 104,340 hours. It should be kept in mind that there are also increasing numbers of people opting to arrange their support via a direct payment or individual service fund.

Residential Care Homes

- 206 adults aged under 65 years were supported in permanent care home places at the end of March 2021 (all service user groups), a decrease of 35 on the number supported at the end of March 2020.

- 2,219 adults aged 65 and over were supported in long term care home placements at the end of March 2021, 411 fewer than the 2,630 supported at the end of March 2020, a

decrease of 16%. Of the 2,219 adults supported at March 2021, 219 were supported in Council owned care homes

Direct Payments & Individual Service Funds

In March 2021 16.9% of adults chose to receive their support with a direct payment or individual service fund providing greater opportunity to specifically tailor their support to meet their outcomes in a way they want.

Older People's Joint Inspection

During 2020/21, EHSCP continued to engage with the Care Inspectorate and Healthcare Improvement Scotland (HIS) (known as the Joint Inspectors) on improvement to the Older People's Service following the Older People's Services Joint Inspection (May 2017) and Progress review (June 2018).

The remaining actions on the revised improvement plan, agreed in May 2019, are largely being delivered through the transformation programme. In particular, the Three Conversation, Home Based Care, Home First and Workforce Strategy projects outlined in this report will allow EHSCP to robustly respond to the recommendations of the Joint Inspection and continue to provide quality services for older people. A formal response from the Joint Inspectors on the improvement activity is expected in August 2021.It should be noted however that inevitably the impact of the pandemic, since March 2020 and more acutely in the current period, is having a significant impact on the delivery of assessments as well as supported care package hours. This is ultimately due to both increased demands coming out of the pandemic and the reduction in staff in key support areas.

Quality Improvement and Assurance in Care Homes

A Care Home Transformation Group, chaired by EHSCP's Chief Nurse, was established in June 2020 to oversee a programme of transformation and improvement across care homes.

In 2020/21 improvement work focused on Royston Court Care Home, a 60 bedded purpose-built Local Authority Care Home in North West Edinburgh providing care for frail elderly and people with a dementia. This care home had outstanding requirements and areas of improvement from previous inspections, which the Care Inspectorate condensed into seven requirements and seven areas for improvement in September 2020.

The EHSCP quality team worked with the care home to implement the Quality Management System approach to improvements. This included understanding the challenges and issues, getting to know the residents and their needs, and reviewing current processes, systems, documentation and reporting. The team also measured quality of care against the health and social care standards to identify areas for improvement. All staff groups were engaged in the plans for improvement and encouraged to develop and act upon change ideas.

An unannounced inspection in December 2020 showed an overall marked improvement across all areas with an indication that improvement is moving in the right direction, with grades expected to be higher at future inspections if there is evidence of sustained improvement. Since the inspection in December there was another unannounced inspection on March 2021 and all seven requirements and five of the areas for improvement were met. Further progress has been made around the requirements and areas for improvement and a sustainability plan has been developed to ensure the progress made will be maintained and built on.

Commissioning activity

Some key pieces of commissioning activity have been ongoing throughout 2020/21. EHSCP commissioned a new suite of sensory impairment community-based services. This included commissioning of specialist deaf social work services, deaf equipment service, eye clinic support service, rehabilitation and mobility service for people with sight loss, and administration and management of the Certificate of Vision Impairment register. Delivery of social work for people with vision impairment was brought inhouse to our locality teams, supported by interactive visual impairment awareness training delivered to 150 locality staff.

Contracts for deaf services were awarded to local provider Deaf Action commencing October 2020 to run for 3-5 years. The existing sight loss services were extended by six months to take account of COVID-19, with new sight loss services commencing in April 2021 with our new community partners, also for 3-5 years. Sight Scotland (formerly Royal Blind) won the contract to deliver both rehabilitation and mobility training for people with a vision impairment, and the management of the Certificate of Vision Impairment database on behalf of the City of Edinburgh Council, while Visibility Scotland will deliver the Patient Support Service at the Princess Alexandra Eye Pavilion. Both organisations have great commitment to working in partnership both with each other and with EHSCP colleagues to deliver high quality and seamless services to the person with sight loss.

During 2020/21 EHSCP also undertook a comprehensive commissioning exercise to establish new carer support contracts, which commenced in January 2021. These have been designed to expand supports that were already valued and deliver outcomes for carers around information and advice, and health and wellbeing. They include additional supports for carers to have a break from caring.

Contracts were awarded to four lead providers, over eight years, with a value over £17 million. Specifications associated with these were developed with providers, to ensure continuity, and meet gaps identified from the previous strategy. Through encouraging providers to consider a collegiate approach, the contract award has supported the development of a Carewell Partnership, with a lead provider and four other providers to deliver carer health and wellbeing support. The Edinburgh Carers Strategic Partnership Group also continues to work together to implement the Edinburgh Joint Carers' Strategy 2019-22, with a strategic performance framework agreed in November 2020.

Workforce planning

Through the EIJB transformation programme, EHSCP have been developing an inaugural workforce strategy, to help ensure a skilled and capable workforce that can deliver their vision of 'a caring, healthier and safer Edinburgh'. The strategy focuses on the EHSCP workforce across the City of Edinburgh Council and NHS Lothian as well as the implications for those the Partnership works with such as third and independent sectors, volunteers and the role of carers. At the end of 2020-21, engagement began with staff on the proposed strategy.

Mental Health

Table 1 – 3 below sets out the use of compulsory measures of care and treatment and the use of welfare guardianship

Table 1 – This table shows the number of assessments carried out by MHOs under the Mental Health (Care & Treatment)(Scotland) Act 2003 (MHA) and the Adults with Incapacity (Scotland) Act 2000 (AWIA). It is recorded that in 2019/2020 of 1275 assessments, 803 individuals became

subject to compulsory measures, of these some 472 individuals were assessed at least twice in terms of the appropriateness of compulsory measures under MHA and/or AWIA. The table shows that 144 more assessments were carried out in 2019/2020 than in the preceding year. This represents an increase of 12.7%, although there is a decrease in the number of assessments carried out from 2016/17.

Table 1										
	2015/16		**2016/17**		**2017/18**		**2018/19**		**2019/20**	
	No.	People	No.	People	No.	People	No.	People	No.	People
Contacts	590	506	471	424	NA	NA	NA	NA	NA	NA
Assessments completed	1380	845	1380	835	1213	757	1131	706	1275	803

Table 2 - This table shows an increase in the use of Emergency Detention Orders (EDOs) – there are 30 more EDOs in the period 2019-20 than in the preceding year which is an increase of 11.2%. Comparison of the number of EDOs granted in 2016-17 with those granted in 2019-20 shows a marked increase in use of this type of compulsory order of 52.9%. This is concerning as the use of EDOs should be the exception with the correct gateway to hospital on a compulsory basis being the Short-Term Detention Order (STDO) which affords the individual more rights. It is noted that there is an increase in all types of detention covered within the table, however EDOs have become a significantly increased proportion of all types of detention since 2016-17.

Table 2					
	Commenced Apr - Mar 16	**Commenced Apr - Mar 17**	**Commenced Apr– Mar 18**	**Commenced Apr– Mar 19**	**Commenced Apr– Mar 20**
Emergency detention in hospital (72 Hrs)	208	195	241	268	298
Short term detention in hospital (28 days)	411	484	472	478	515
Compulsory Treatment orders (indefinite with 6 monthly review in first year and then	125	107	151	147	151

annual review)					
Interim compulsory treatment orders (28 days)	61	47	72	65	66

Table 3 shows significantly revised figures for EDOs and STDOs than those published in this report last year following correction of the method used to collect these figures. The figures represent a snapshot of MHA orders active on one particular day; 31 March and may become more meaningful in respect of EDOs and STDOs if compared to additional days through the year such as mid-summer or a date around the Christmas period. Year to year comparison identifies there was a reduction in the number of Compulsory Treatment Orders (CTOs) in operation in 2019 from the previous year, there is a significant increase from 2019 to the same point in 2020; 52 more CTOs in operation representing an increase of 12.9%. In comparing this day in 2016 with 2020, the figures indicate that there were 149 more CTOs in operation in 2020, representing a considerable increase of 48.7%.

Table 3					
	As at 31 March 2016	**As at 31 March 2017**	**As at 31 March 2018**	**As at 31 March 2019**	**As at 31 March 2020**
Emergency detention in hospital	0	1	1	1	3
Short term detention in hospital	28	51	37	27	37
Compulsory treatment orders	306	343	416	403	455

Table 4 shows the total number of orders under the Criminal Procedures (Scotland) Act open to the MHO service. The table shows that the number of these types of orders made by the court through 2019-20 was the same as in the previous year; 36. The number of orders being made exceeds the number being closed and that there are 45 more open at the end of the reporting period in 2020 than in 2016, representing an increase of 63.4%.
It is notable that there has been an increase of eight Compulsion Orders with Restriction Orders (CORO) which are the orders related to the highest perceived level of risk and requiring the greatest level Mental Health Officer supervision. In comparing 2015/16 to 2019/20 an increase of 16 COROs in operation, representing an increase of 66.7%.

Table 4					
	2015/16	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Total legal orders started	25	20	41	36	36
Total legal orders open at period end	71	80	94	101	116
Compulsion orders with Restriction order open at end of period	24	27	27	32	40

Table 5 shows a substantial increase; 159 (18.6%) in the total number of guardianships in operation in 2020 compared with the previous year and a significant increase of 39.5% from 2016. Of the 159 more guardianships in operation, private guardianships of all types account for 73% (although it should be noted that the vast majority of these orders include welfare powers with only one being solely financial).

The total number of local authority guardianships with welfare powers has increased significantly from 186 in 2019 to 229 in 2020 which is an increase of some 18.6%.

	2016	**2017**	**2018**	**2019**	**2020**
Welfare Guardianship					
CSWO welfare guardianships	116	146	148	153	181
Private Welfare guardianships	167	203	205	214	265
Financial guardianship (private only)	92	100	97	73	74
Welfare and Financial guardianship					
CSWO welfare and financial guardianships (guardian for financial element must be non-Council)	32	39	29	33	48

Private welfare and financial guardianships	319	366	385	381	445
Total	**726**	**854**	**864**	**854**	**1013**

CHILDREN'S SERVICES

Children's social work services have continued to operate throughout the pandemic, working both from home, as well as using office locations to manage duty arrangements.

Social Care Direct have continued with staff working from home to be the first point of contact for access to our services. This service has supported our wider services to ensure that families are able to receive advice support and assistance in a timely fashion.

Our out of hours service have likewise adapted to new ways of working ensuring that families in crisis are supported out of hours.

Table 1: Child Protection and Looked After Children			
Item	**Figures for period April to March**		
	2018/19	**2019/20**	**2020/21**
Child protection Interagency Referral Discussions (IRDs)	1,210	1,205	1,086
Item	**Figures for period April to March**		
	2018/19	**2019/20**	**2020/21**
Child protection case conferences	787	598	568
Item	**Figures as at 31 March**		
	2019	**2020**	**2021**
Children on Child Protection Register	132	115	101
Children looked after at home	356	290	236
Children looked after away from home	900	899	856

There has only been a slight drop in IRD's this year and that may be as a result of the pandemic's lockdowns. The drop is not of a level to raise concerns and overall the level of child Protection actions has been high considering the adjustments that all agencies have had to make in response to Covid.

Early on a rights-based approach was taken to all activity, which balanced the need to investigate and protect children whilst also ensuring that our actions respected families wider health circumstances.

Practice Team Staff have continued to ensure that children are seen both directly and with the use of virtual tools. The level of creativity by staff to build new forms of practice has been a significant feature of the last year.

The Children and Young People's Review team have been able to hold case conferences using digital platforms and where families have struggled with this, they have held face to face meetings in safe environments with appropriate social distancing and risk assessments in place.

The service has ensured that key child protection activities have continued. Some families have fed back that they have felt more in control with virtual means and the fact that everybody has had to learn together facing the same challenges leading to a different sense of partnership.

Social work staff have managed complex and demanding work while predominantly working from home and teams have continually looked at how best to creatively support each other in what has proved to be very challenging times both personally and professionally.

Table 2: Child Protection Case Conferences			
Item	**Figures for period April to March**		
	2018/19	**2019/20**	**2020/21**
Initial	172	136	145
Pre-birth	57	58	60
Review	547	396	355
Transfer	11	8	8
Total	787	598	568

There has not been any significant drop in case conferences this year. The Young People's Review Team have continued to develop their practice in supporting families to engage in key meetings.

Table 3: Looked After Children			
Item	**Figures as at 31 March**		
	2019	**2020**	**2021**
Total number of children and young people Looked After	1,256	1,189	1,092
At home with parents	356	290	236
In Foster Care	520	519	466
In Residential	88	101	98
With Kinship Carers, Friends/Relatives	249	248	244
With Prospective Adopters	27	14	24
In Secure Accommodation	7	6	7
Other	9	11	17

The drop in looked after numbers reflects the continuing trend in recent years. There has also been an increase in the number of children placed with adopters. There have been some changes

with court work because of Covid but over all this has not impacted upon the progress of care plans including permanence cases, this has been a continuation of the Permanence and Care Excellence agenda and work undertaken in the last three years.

The Children and Young People's Review Team has continued further developing support to young people to engage in Looked After reviews and are developing more creative ways of writing outcomes and plans in a more child friendly format, in keeping with the language requirements in The Promise.

Table 4: Children with Additional Support Needs and their Families			
Item	**Figures for period April to March**		
Residential respite nights	No longer collected		
Day respite hours	No longer collected		

Table 5: Secure accommodation			
Item	**Figures for period April to March**		
	2018/19	**2019/20**	**2020/21**
Total number of admissions	17	20	27
Admissions to out of Edinburgh provision	7	9	15
Average length of time in secure for young people discharged (in days)	152	132	229

There has been an increase in secure admissions which reflects increased pressure on more vulnerable young people and likewise pressures on the resilience of Edinburgh's residential estate.

Table 6: Adoption and Permanence			
Item	**Figures for period April to March**		
	2018/19	**2019/20**	**2020/21**
Adopters approved	11	11	14
Children registered for Adoption (Permanence Order with Authority to Adopt)	24	22	23
Children registered for Permanence (Permanence Order)	47	59	24
Children placed for adoption	23	18	19

Children adopted	29	27	11
% of Permanence panels within timescale	33%	43%	32%

Table 7: Other context information			
Item	**Figures as at 31 March**		
	2019	**2020**	**2021**
Approximate number children allocated within Children & Families teams	3,200	3,300	3,300
Item	**Figures for period April to March**		
	2018/19	**2019/20**	**2020/21**
Monthly number of reports submitted to the Children's reporter	175	165	50

Table 8: Domestic Abuse - Child Welfare Concerns and Child Protection Registrations			
Item	**Figures for period April to March**		
	2018/19	**2019/20**	**2020/21**
Total number of child welfare concern forms sent to Social Care Direct	10,754	10,139	10,959
Number of child welfare concern forms with domestic abuse as a concern	3,387	3,010	3,216
Item	**Figures as at 31 March**		
	2019	**2020**	**2021**
Children on Child Protection Register	132	115	101
Percentage of children on the Register who had a domestic abuse concern identified	42%	47%	33%

There had been significant worries that children at risk may not be identified in lockdown as there were less contacts with schools and other agencies. This is not reflected in Child Welfare Concern forms received.

Work is ongoing to achieve an increase in the percentage of permanence panels being held within timescales.

The pattern of a number of IRDs being concluded with single agency responses or child planning meetings has continued and this is seen to be a reflection of a strong GIRFEC culture and robust interagency work in Edinburgh. The development of the Locality Operational Groups (LOGS) and the Taskforce, at the onset of the pandemic, has meant that there are strengthening partnerships in the City and the Children's Practice Team Managers as co-chairs of the LOGs have taken a

lead role in this innovative culture shift. The objectives were set out clearly and that was to improve opportunities to share information regarding vulnerable families and collectively find solutions and provide support.

There has been no drop in the number of children and young people open to the social work teams and this is a clear indication that despite the challenges of Covid it has been very much business as usual. The Four Locality Practice Teams and Disability Team have overcome the limitations set by operating and navigating in a Covid affected world. Social Work Assistants supported families to maintain contact with looked after and accommodated children. This has at times involved outdoor contacts or along with social workers having to creatively find space in an environment when most indoor venues have been closed. The challenges overcome and the commitment of staff to fulfil statutory duties and to do the best for Edinburgh's looked after children cannot be overstated.

Edinburgh's Disability Team have continued to develop their practice and are currently working with the Scottish Government in an innovative project on Self Directed Support and worker autonomy. This team has experienced a rise in demand, and this has increased both the workload and costs associated.

There have been significant changes in Edinburgh's Communities and Families Senior Management arrangements in the last year as well as other challenges for the service. Nevertheless, the managers of all teams and their Team Leaders have with their colleagues continued to provide support to Edinburgh's most vulnerable children and their families. Practice has developed, and supported innovations underpinned by a strong restorative culture. The service is now routinely exploring with families what would make a difference and developing a clearer focus on strengthening families, further developing relationship based social work practice.

This will equip the service to engage in the Balance of Care 2 (an exploration of how services improve for our looked after and accommodated children and move towards a more preventative approach). Likewise, the willingness to learn, and to change and adapt will support Edinburgh engage and fully support The Promise.

Throughcare Aftercare Service

The Throughcare Aftercare service provides support and guidance to young people who have left care and are entitled to support until their 26th birthday. The service is available to our young people on a voluntary basis.

Covid-19 and the required restrictions has created challenges to engaging with children, young people and families. Services have adapted to ensure support remains available.

- Over 300 young people eligible for our service have been contacted on a fortnightly basis as a minimum throughout the pandemic.
- The Throughcare and Aftercare (TCAC) job club which supports young people in seeking employment and operates in partnership with Skills Development Scotland has been meeting weekly online since June 2020.
- A virtual study group has also been developed to provide online support to care experienced students in further and higher education. The group provides a sense of community and ensures they stay connected, particularly to support and encourage those struggling to continue their studies online. All students are sent a weekly email inviting them to groups and one-one sessions, reminding them of the support and offering encouragement.

- An online support group has been created for young people socially isolated. With restrictions easing the plan is to deliver this support in person.
- The TCAC team have developed their online presence via social media apps such as Facebook and Twitter so that up to date information and ready communication channels are available for our young people.
- In 2020 the Exceptional Housing Need Award for Care Leavers was approved by the Council and we have been working with our housing colleagues to identify young people entitled to the Award apply for housing.
- Continue our work with Unaccompanied Asylum Seeking Children (UASC). On an allocated and duty basis. A drop in service is provided where advice is given for a range of issues. Funding recently received from **New Scots Refugee Integration Delivery Project** to facilitate and deliver mental health services.
- Continue our work with our core partners Barnardo's 16+ they provide a range of services to individual young people developing skills for independent living, identity work, self-esteem, and practical and emotional support. The service introduces young people to social and educational experiences and helps them access activities, training, and employment.

Young Peoples Service

The Young People's Service works with 12-18 year olds in conflict with the law. Support is offered both voluntarily and through legal orders made by either a Children's Hearing or the Court.

The service has adopted a varied approach to engaging with young people and their families over the last year using a blend of office-based, community-based and virtual contacts. Feedback from staff and young people has been positive about the benefits of some of these changes and we are considering how we take forward some of this learning.

Our statutory Children and Families/Criminal Justice work has been reflected in the statistics provided by our respective colleagues elsewhere in this report. Likewise, our continued involvement in the practice evaluation model across both areas has also been documented.

There has been an increase in Child Criminal Exploitation both nationally and locally. In 2020 we launched the Serious and Organised Crime Early Intervention Service to support children and young people at risk of criminal exploitation. Funded by the UK Lottery, this partnership approach between Action for Children, Police Scotland and City of Edinburgh Council aims to support children and young people aged 11-18 years who may be at risk of or coerced into, involvement with serious offending and criminal activity. This work has introduced us to the concept of Contextual Safeguarding to understand the risks to them and others, engage with our children and young people, and help to keep them and others safe.

Our Early and Effective Intervention multi-agency partnership approach (Pre-Referral Screening) has moved online which has proved successful owing to the strong relationships already in place with partner agencies such as Police Scotland, NHS Lothian, Education, Social Work and Family and Household Support.

As part of our work to protect the public, Edinburgh's Young Person's Risk Management Case Conference (YPRMCC) processes have also moved online and have operated as normal. Anecdotally we are seeing patterns of increasing concerns about young people's behaviour in digital spaces, and the link to Child Criminal Exploitation.

There was a discrete period where there were increased numbers of unaccompanied minors/trafficked young people who were being exploited to work in the drug industry. This required partnership working some creative approaches to practice to achieve good outcomes.

Our colleagues in social work and housing are working together to capture the unmet needs of our 16 and 17 year olds who require suitable placements/accommodation, yet their behaviour is challenging and their needs complex.

Work to extend a Trauma Informed approach to our work is also ongoing with Trauma Skilled (Level 2) training already delivered to Action for Children colleagues and plans being developed to roll out this training to YPS colleagues in the final quarter of 2021.

In October 2021 the Age of Criminal Responsibility in Scotland will change from eight to twelve years. We have been working with our partners Police Scotland, NHS Lothian and Education colleagues to prepare for this.

Family Based Care

All Family Based Care services operated remotely during 2020/21 as a result of the restrictions imposed by the Covid-19 pandemic. Support to carers was primarily delivered virtually but also via direct contact when necessary and underpinned by comprehensive risk assessments.

The Foster Care service has continued to recruit foster carers albeit they have seen a significant reduction in new approvals compared to the previous year. In 2020/21, 13 new foster carers families were approved compared to 28 the previous year. Key factors that contributed to reduced recruitment numbers were the initial impact of Covid-19 on interest levels of prospective applicants, the reduced impact of our previously successful marketing campaigns in prominent public places, the suspension of previously successful Waverley Court monthly drop in events and challenges and delays in putting in place digital solutions to process statutory checks with external agencies. Following the initial drop in interest from potential applicants, the second half of 2020/21 saw an increase in interest resulting in a projection that foster carer approvals will return to previous levels in 2021/22.

After an initial period of adjustment to virtual delivery of services, the fostering preparation, support and training groups were re-established virtually and continued throughout the year. The annual survey of foster carers indicated that 96% of respondents were satisfied with the support they received from the service during 2020/21 with 72% responding as being very satisfied.

In 2020/21, the Council agreed to implement the Framework for Fostering and Continuing Care. This Framework is designed to ensure that independent fostering agencies provide the quality, range and volume of fostering and continuing care placement required to meet the needs of children who cannot be placed with the Council's own foster carers.

The Adoption service continued to recruit, source adoptive placements and provide adoption support during 2020/21. In terms of recruitment, 13 adoptive families were approved compared to 7 the previous year. It should be noted that recruitment was intentionally scaled back the previous year to avoid a surplus of prospective adoptive families accruing. In total 22 children were linked and matched with prospective adopters, 10 with adopters approved by this Council and 12 with adopters approved by independent adoption agencies.

The Adoption Team continued to provide post adoption support through a range of group and individual activity to adoptive families residing in Edinburgh. Additional support was provided in partnership with Scottish Adoption.

The Kinship Support and Assessment Service continued to assess new prospective kinship carers alongside supporting existing carers. The assessment of kinship carers is undertaken by a pool of experienced independent assessors. A total of 72 kinship assessments both viability (to see whether a kinship placement could be created) and full were completed in 2020/21. This resulted in 29 kinship families being approved by the Council's Agency Decision Makers.

A total of 179 kinship families were supported by the Kinship Team on an individual basis. The Kinship Involvement Group and The Kinship Youth Group moved to meet virtually. However, this did not meet the support needs of the service users as effectively as virtual training and development supports proved to be.

The Kinship Team undertook 233 Kinship Wellbeing Reviews. These reviews ensure that kinship carers for non or previously looked after children have access to practical and financial support to sustain placements and in many cases reduce the risk of children becoming looked after.

Family Group Decision Making

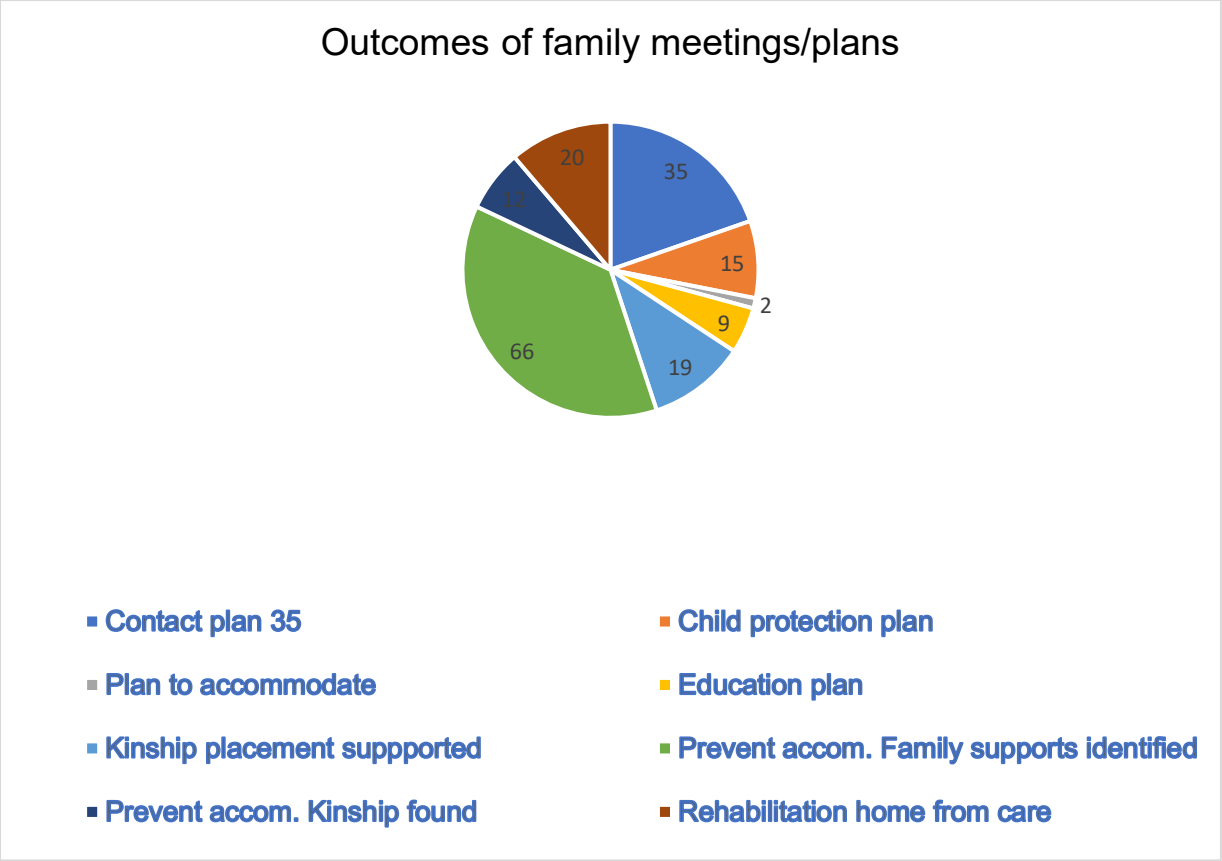
From April 2020 to March 2021, 398 referrals for a family meeting were received, and this led to 188 meetings and many more significant pieces of work.

There have been more pieces of work that did not go to a full family meeting because of the restrictions and some families lack of IT however this contact was then undertaken by a series of phone calls to families.

The team have counted family meetings held on Microsoft Teams, skype or Google Duo as full family meetings for the purposes of our statistics. The team have had a small number of face to face family meetings held outside, but the vast majority have been virtual. This has been hard for some families and makes the initial engagement with children and family members more difficult to achieve or more superficial. We held a number of meetings with family members in their homes or outside to assist with this.

Last year the team received 543 referrals, so this is the first decrease (a decrease of 26%) in referral rate since the team started. The referral rate was low for the months from the start of lockdown until it started picking up again in Sept 2020 and then it dipped again in Jan and Feb with the second lockdown. As services have recovered so too has the referral rate to FGDM, it is interesting, but perhaps not unexpected, to see the correlation between lockdowns and the referral rates to FGDM.

The pie chart below gives the outcomes of our family meetings within the Children and Families service.



There were 66 plans made to support children at risk of accommodation and keep them at home by pulling in the wider supports of the family and friends, 20 children who had plans to rehabilitate them home from care placements, 19 kinship placements supported, and a further 12 kinship placements identified for children at risk of accommodation. Not all of the children at risk of becoming accommodated would have come into care, however, they had been referred for accommodation to Family Based Care by their workers or this was in consideration. If only a quarter of these were actually diverted from care placements the savings are substantial (average time in placement is 18 months at a conservative cost of £52,000 for 18 months). One quarter of this number would cost £858,000 for 18 months.

Similarly, 20 children were rehabilitated from care following FGDM, obviously many of these would have come home regardless or not of whether they have the FGDM service, but even if a small percentage were due to the FGDM process this again represents a large saving

Lifelong links

Our Lifelong Links work continues with most Lifelong Links plans and meetings resulting in connecting children in care with their wider networks and family members. The team have successfully reconnected four young people to the relevant people during lockdown, virtually and using letters/photos. The team are now beginning to plan initial face to face meetings. There were 10 Referrals to Lifelong Links between April 20 and March 21, however our Lifelong Links work was suspended at the start of lockdown and did not resume until August 2020, so numbers are lower for this year compared to previous years. During the first 4/5 months of lockdown, there was uncertainty over the ability to continue. FGDM baby work and edge of care families were prioritised and FGDM staff capacity was reduced by childcare/home schooling pressures for colleagues.

Increasingly the team are recognising that Lifelong Links is a process that should and needs to be available to children and young people as and when the time is right for them to ask questions and

explore. For example; when they need more information about their lives and circumstances, or they identify an individual they want to reconnect with. As such there are several children and young people still receiving Lifelong Links from 2018/19. The team are currently working with a total of 30 young people/children.

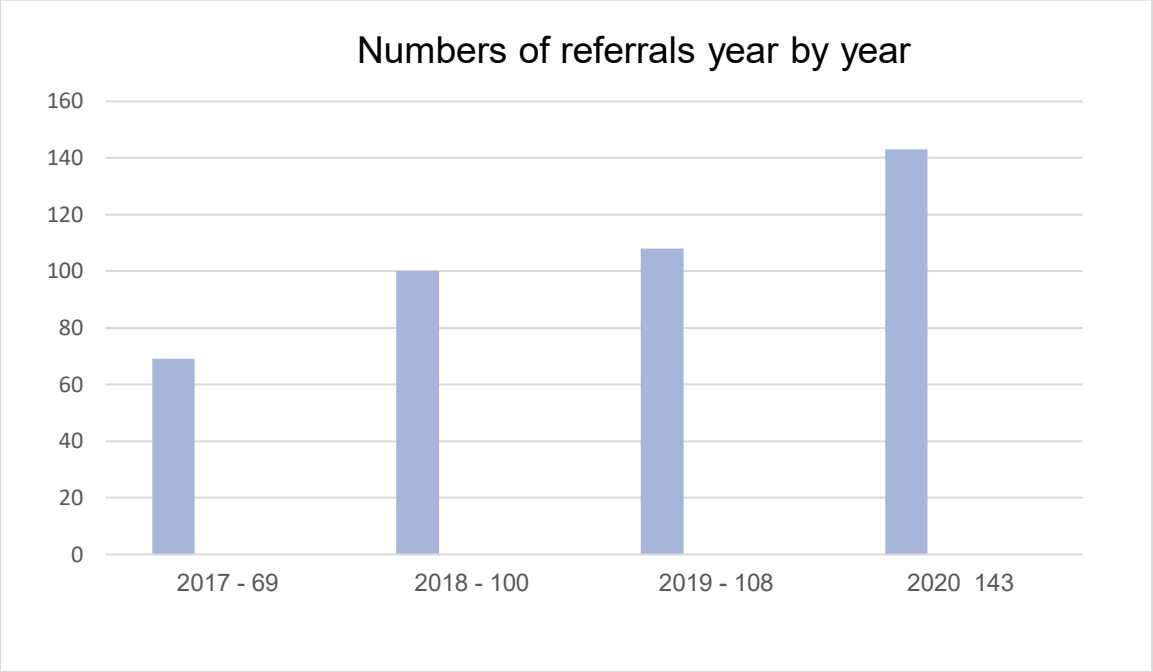
Register House closed its doors in March 2020 and has not yet re-opened for people to be able to research family trees. The team have been fortunate enough to have the offer of assistance from Register House to do some searches to create full family trees for some of children in care placements. Over the last year they have done 12 searches on our behalf. The service has also purchased a one-line ancestry tracing programme to assist with searching and to use alongside other tracing tools

The Lifelong Links evaluation continues at CELCIS including Edinburgh data and outcomes. The evaluation for Scotland will complete in 2023 and a report will be published at this time.

Work with babies

Many referrals (36%) are for unborn babies or babies under one year.

Work with babies has increased year on year as the process becomes more embedded in Edinburgh and the automatic offer is made more regularly.



The team have also tracked babies that were referred to the service in 2018 to see where they are now. Out of the 100 referrals this is the breakdown of outcomes:

- 25 did not progress (this will be families that did not want the service, or that we were unable to contact/engage with, or the pregnancies did not continue)
- 45 Went home and two years later are still at home with their parent/s
- 17% Are in kinship placements
- 13% Are in foster care – four were at home at the end of our involvement but came into care before six months old, however for some there would have been plans for them to come into care at the end of our involvement.

The team track all baby work until the child is 16 years old – this is in order to make sure that the team are not diverting babies from care at birth only for them to come into the care system later in life where the potential for adoption would be less straightforward.

Looking at the figures for 2013, 7/8 years later tracking their progress is still in place. The table below gives an outline of where these babies are now.

At end of FGDM work in 2013	Where they are in 2020/21
At home 14	12 at home and 2 in foster care
Foster care 5	2 in foster care and 3 returned home
Kinship placements 5	2 in kinship care, 2 returned home and 1 went in to foster care

In conclusion three babies that were either at home or in kinship were moved into foster care by 2021. However, looking at the data, two of them moved into placements before they were two-year old and another came in at age three. There has not been a movement into care for children since then.

CRIMINAL JUSTICE

Criminal Justice Social Work is provided by the Scottish Government through a ring- fenced grant under Section 27 of the Social Work (Scotland) Act 1968. The funding is provided to allow the Council to discharge its statutory duties and to work towards preventing and reducing further offending in line with the Community Justice Outcomes Improvement Plan (CJOIP).

The City of Edinburgh Council received Section 27 funding of £9,921,304 for the year 2020/21. This figure was an increase of £300,872 on the grant allocation for the previous year, however, this included a specific additional allocation of £416,739 for bail supervision and MAPPA which required the Council to incur additional corresponding commitments whilst core funding reduced by £115,867. During the year a further specific grant of £75,000 was provided to address the backlog in Unpaid Work as caused by the pandemic.

In addition to the impact of the reduction in core funding, financial pressures increased in 2020/21, and will continue into 2021/22, due to the unfunded pay award for public service staff. In Edinburgh, this equates to approximately £150,000 per annum. To address the unfunded pay award a service review commenced but was suspended when Covid restrictions were imposed. This will be resumed when appropriate, allowing full consultation with staff. This may also have an impact on our ability to manage workload demands when Covid restrictions are reduced, and the backlog of work continues to have an impact on capacity. This includes work from the Scottish Courts and Tribunal Service, Unpaid work, and Parole Board Scotland backlog, leading to increased numbers of Criminal Justice Social Work Reports and community-based disposals.

Summary of Performance – key challenges, developments, and improvements

Edinburgh's Community Safety and Justice Partnership, on behalf of the Edinburgh Community Planning Partnership, is responsible for the development and implementation of Edinburgh's

Community Justice Outcomes Improvement Plan (CJOIP). An annual report for 2019/20 was submitted to Community Justice Scotland in September 2020. The Community Justice Outcome Improvement Plan for 2019–22 sets out the priority areas for community justice work in Edinburgh, complementing the Community Safety Strategy 2020-23 and the Edinburgh Partnership's Community Plan 2018-28.

Covid-19 restrictions during 2020/21 significantly impacted on how criminal justice social work services were delivered, with all services (excluding our high-risk accommodation and DTTO clinical prescribing services), being delivered remotely. During this period, the service worked closely with other justice services, including Scottish Courts and the Tribunal Services, Parole Board Scotland, Scottish Prison Service and Social Work Scotland, in order to restart services in line with the Scottish Government's Route Map, moving to a Hub and Home model of service delivery, to undertake tasks which were not considered suitable to be delivered from people's homes and to have face-to-face contact with those people who were considered vulnerable, in need or at increased risk of causing serious harm.

While Covid-19 presented substantial challenges for criminal justice social work services, it presented many opportunities. During this period, the service has implemented new ways of working, supporting people to work better together and across our different services.

The Coronavirus Act (Scotland) 2020 was enacted and had two provisions which impacted on criminal justice social work services:

a. Firstly, it allowed for the early release of certain prisoners sentenced to 18 months or less who had 90 days or less left of their time in custody. This provision was enacted to protect the security and good order of prisons, as well as protect the health, safety, and welfare of those accommodated or working in a prison. The first of three tranches were released on 30 April 2020. In preparation of this provision being enacted, City of Edinburgh Criminal Justice Social Work worked in conjunction with Social Work Scotland, Scottish Government, Scottish Prison Service (SPS), Housing and Homelessness services, Adult Services, Mental Health & Substance Misuse services, Public Health, Edinburgh and Midlothian Offender Recovery Service and Edinburgh Drug and Alcohol Partnership. This enabled us to:

    - Consider and plan with partners what impact these releases might have on services and the community;
    - Work with partners to develop early release packs for people, so they could access services on release including throughcare support from EMORS;
    - Seek guidance from Public Health on how the service could manage those being released who had to self-isolate, including what accommodation might be required.

The work undertaken by Community Justice Social Work and partners in advance of provision being enacted, enabled us to effectively manage resources to support these early releases.

b. Secondly, the Act automatically extended the time period by 12 months for Community Payback Order, Unpaid Work and Other Activity Requirements to be completed. While this was necessary, the suspension of Unpaid Work Services delivery due to Covid-19 restrictions, resulted in a huge backlog of hours. There was a brief opportunity when some face-to-face service delivery was resumed, for small socially distanced groups, however, this was suspended, following advice from the Chief Medical Officer, so the backlog remained.

The Community Orders (Coronavirus) (Scotland) Regulations 2021, was given approval by the Scottish Parliament with the purpose of reducing pressure on justice social work (JSW) services arising from the COVID-19 pandemic. These regulations reduced the number of hours imposed in each order by 35% (with some exceptions). In addition, justice services were given additional S27 funding to commission a Third Sector Provider to assist with this backlog. Apex was successful in the tendering process. As a result of the additional S27 funding, the number of outstanding hours was reduced by 1174.75 hours, with Apex engaging with 85 people. This was achieved by Apex providing specialist tablets and supported service users to complete on-line modules regarding health, well-being, and employability.

Apex also delivered on-line evening sessions for those who worked full time, as well as developing a tutored self-employment session when there was increased interest on this topic.

Work has continued throughout 2020/21 to further develop **Restorative Justice** and to offer the service to those who are subject to statutory supervision, having been convicted of a hate crime and the victim of that offence (or a representative), and to deliver training in Restorative Justice approaches.

Edinburgh Community Justice Services sought to build on their experience of developing **trauma informed services**, through 2020 into 2021. This involved developing, implementing, and evaluating a Trauma Informed Care (TIC) model of service delivery across Group Work Services (GWS). In keeping with the Scottish Psychological Trauma Training Plan (NES, 2019), the service sought to develop Criminal Justice Social Work practice, to operate at a 'trauma enhanced practice' level, due to their specific remit to provide long term interventions with people known to be affected by trauma

Supporting Staff Working from Home

In response to Covid, managers began working with our Clinical Psychologists in Criminal Justice to support staff transition to home working in March 2020 as lockdown measures were implemented. The Staying Psychologically Well - A Guide for Staff Whilst Home Working was produced in the early weeks to help employees adapt from office based, face to face client work to providing telephone-based support from home. It supported staff to devise an individual Home Working Management Plan and this was shared widely with other service areas. Additional Resources for managers, staff and service users' psychological wellbeing have been provided to promote wellbeing.

Training

During Covid, much of the face-to-face delivery of training has been suspended and has been delivered virtually during 2020/21. The 'Edinburgh Criminal Justice Trainers group' continues to assist with coordinating local and national training. The group comprises managers from across all teams and meets on a three-monthly basis; promoting access to, and development of, service specific training for all staff. General feedback is that this group has worked well to ensure that teams and staff are aware of what training is available and how to access learning events.

The Peer Mentoring Service established in 2017 in conjunction with Sacro continued to work with people who were involved in the community justice system throughout 20/21. During Covid-19 restrictions, this service was delivered remotely. The Service has now become embedded into mainstream services ensuring that those in the justice system have access to mentoring support when making decisions about their lives and seeking to access the services they need

The Edinburgh Alcohol Problem Solving Court has been in place since February 2016 and utilises community payback legislation, with frequent court reviews. Covid-19 impacted on court report requests and subsequent orders being made through this Court.

Encompass, is an education, training and employability service for people in Edinburgh in recovery from substance misuse, those moving on from past offending behaviours and those affected by homelessness. During Covid-19 the service was delivered remotely, however restrictions limited learning, volunteering and employment opportunities and work placements.

Following approval of the Domestic Abuse Housing Policy at Housing, Homelessness and Fair Work Committee in May 2020, the Council and social landlords have been empowered to formally request management transfers for victims of domestic abuse who have been assessed as being at high risk of harm. The aim of this approach is to support people to move quickly where there is an assessed risk, without having to go through the homeless route.

Performance - Community Justice

Despite Covid-19 restrictions, Edinburgh Criminal Justice Social Work Service has continued with its long-standing commitment to preventative work and to a service model that offers a continuity of service regardless of where the person is in the community justice pathway.

Covid-19 had a significant impact in 2020/21 on Criminal Justice workload, with Scottish Courts and Tribunal Service business effectively ceasing during the first six months of the pandemic, followed by a gradual restart. The number of Criminal Justice Social Work Reports completed during this period therefore reduced, having an impact on the number of community-based disposals being imposed.

- 1,871 people were supported through open community orders by Criminal Justice Social Work Service. This represents a 30.2% decrease from support given during 2019-20.
- Criminal Justice staff completed 1,041 social work reports to support decision making by the courts, representing a 59.1% decrease in comparison to 2019-20.

Table 13 - People in the community subject to statutory supervision					
****Many people being managed in the community have their risk levels reduced to medium, reflecting successful risk management strategies***.	**31-Mar-17**	**31-Mar-18**	**31-Mar-19**	**31-Mar-20**	**31-Mar-21**
Assessed as very high risk or high risk (sexual violence)	17	***7****	****10***	12	11
Assessed as very high or high risk (violence)	46	37	****37***	34	32
Probation orders	9	8	6	3	1
Community service orders	7	5	5	6	5

Community payback orders	1121	1069	940	900	838
Drug treatment and testing orders	121	145	168	144	99
Drug treatment and testing orders (II)	33	34	38	18	6
Bail supervision	16	23	24	34	20
Statutory supervision of released prisoners (e.g. life licence parole, extended sentence, supervised release orders)	128	127	121	117	134

Table 14 - People in prison who will be subject to statutory supervision on release					
	31 March 2017	**31 March 2018**	**31 March 2019**	**31 March 2020**	**31 March 2021**
People currently in prison who will be subject to statutory supervision on release assessed as very high or high risk (sexual violence)	66	69	81	69	68
People currently in prison who will be subject to statutory supervision on release assessed as very high risk and high risk (violence)	113	110	146	140	135

Partnership Working / Engagement

As part of our Community Payback Order (CPO) annual report consultation, the service consulted with the wider community, including elected members, statutory agencies and Third Sector partners to obtain their views on community payback and reducing reoffending. This annual exercise helps to gauge public opinion and support for Community Payback going forward and positive feedback received may be used to promote the benefits of community payback more widely. An online public consultation took place in July/August 2020.

Prior to formal consultation on the CPO annual report in August 2020, a communications plan was developed which utilised email, Twitter, local media and the City of Edinburgh Council's website to raise awareness of Community Payback. The communication plan incorporates stakeholder and service user feedback which includes both an online questionnaire and exit questionnaires for service users.

QUALITY GOVERNANCE AND REGULATION

Single-Agency Practice Evaluations (94 annually across the three social work areas)

Practice evaluations (PE) are part of the quality assurance programme designed to monitor and improve performance within Edinburgh's three social work service areas. Practice Evaluations are a pro-active and participatory approach to self-reflection. Research indicates that reflecting on practice can enable practitioners to be more effective, contribute to their personal development and improve outcomes for people who use services.

All three social work areas have a target number of Practice Evaluations to be achieved annually, as follows:

- Communities & Families (C&F); 24 practice evaluations per year (average 2 per month)
- Edinburgh Health & Social Care Partnership (EHSCP); 46 practice evaluations per year (average 4 per month)
- Criminal Justice Services (CJS); 24 practice evaluations per year (average 2 per month)

The COVID-19 pandemic resulted in a temporary suspension of practice evaluations with EHSCP and C&F (EHSCP suspension April 2020 to September 2020; C&F suspension April 2020 to July 2020). Practice evaluations within CJS continued throughout.

The actual number of practice evaluations achieved across 2020-21:

- C&F – 16
- EHSCP – 18
- CJS – 21

As part of the Involving People Strategy, Criminal Justice Services is considering how the people who use services can be involved in the Practice Evaluation process.

People's Stories (36 annually across the three social work areas)

The aim of People's Stories is to embed a culture of qualitative engagement with the people who use social work services and to recognise the impact that a social work intervention can have on individuals. The model promotes a culture of quality assurance and improvement in service provision, including social work practice. By gaining direct, qualitative feedback, the quality assurance of service provision can be triangulated using the experience and views of people supported by services, staff, and management.

The Quality Assurance service carried out a successful pilot of People's Stories in Spring 2019. The model was rolled out across the three social work areas in Summer 2019.

The COVID-19 pandemic again resulted in a temporary suspension of People's Stories activity between April and September 2020. The actual number of People's Stories achieved 2020-21:

- C&F – 2
- EHSCP – 0
- CJS - 3

People's Stories completed in 2020-21 continued to highlight the difference that relationship focused social work brings to people's outcomes, as well as highlighting areas where services can improve service delivery. The following are a sample of the feedback received via a range of People's Stories regarding the social work intervention:

> ***"revolutionary, almost frightening in how radically it changed our lives. People would say, you don't look ill anymore"***

> **"(My social worker)** ***helps me in meetings and with what me and my son need.*** **(She)** ***knows I am a good parent… It's helped me manage my son's behaviour, helps me stand back and think when he's playing up. It has helped me leave*** **(my partner)** ***and the abuse and move out."***

In 2021, as part of the Involving People Strategy, Criminal Justice Services are exploring whether staff can carry on People's Stories during service interruptions, such as that caused by the COVID-19 pandemic. A group of Criminal Justice Social Workers has been carrying out People's Stories over the telephone with people who have used services and who were keen to participate. Six stories were arranged, three have been carried out and the results will be analysed on completion of all stories.

Care Service Feedback

Care Service Feedback is a mechanism for collecting, collating and reporting on concerns or positive comments made by staff and members of the public. The procedure applies to all Council colleagues in contact with care services. The purpose of Care Service Feedback is to enable identification of emerging trends.

A review of Care Service Feedback was undertaken by Quality Assurance during 2020. A low volume of Care Service Feedback's was identified, an average of three per month. The majority of Care Service Feedbacks related to commissioned EHSCP care at home providers.

Work will be undertaken during 2021/22 to review the Care Service Feedback procedure, in an effort, to increase awareness and volume.

Multi Agency Quality Assurance Meeting (Care Home and Care at Home)

Bimonthly, Multi-Agency Quality Assurance meetings, are held for both care home and care at home services. The purpose of those meetings is to:

- share information about the quality of provision in Council, independent and voluntary sector care homes and any other relevant information relating to provider organisations (including financial information);
- develop agreed actions as appropriate to address concerns and/or achieve specified improvements;
- monitor provider progress in achieving specified improvements;
- make recommendations to the Chief Social Work Officer of the Council or the Chief Officer of the Edinburgh Health and Social Care Partnership (EHSCP) where specified service standards are not met, where a provider is not progressing agreed actions or where additional concerns come to light while a service is the subject of a suspension and/or a requirement to improve;
- make recommendations to the Chief Social Work Officer of the Council or the Chief Officer of the Edinburgh Health and Social Care Partnership (EHSCP) or, in the absence of both, the Head of Operations of the EHSCP and the Council's Senior Manager for Quality, Governance and Regulation to suspend temporarily referrals to a specified care home and/or initiate the Breach and Termination procedures set out in the National Care Home Contract in respect of a specified care home;
- identify where the criteria to initiate a Large-Scale Investigation (LSI) have been met and, if so, begin an investigation;
- provide consistent and formal feedback to the Quality Assurance and Improvement Group and Edinburgh's Adult Protection Committee and independent and voluntary sector care home provider organisations about the Group's findings in respect of the quality of care and support provided to both residents of care homes in Edinburgh and those who live in care homes outside the city and for whom the Council has responsibility.

The Multi Agency Quality Assurance meetings continued during the COVID-19 pandemic with only minimal disruption at the outset of the pandemic.

Supervision Survey

An annual Social Work Supervision in Practice survey takes place across social work services to provide the Chief Social Work Officer (CSWO) with assurance in relation to policy/procedural compliance. Additional questions were included in the 2020 survey to gain an understanding of the workforce's experience of supervision during the COVID-19 pandemic.

The *Social Work Supervision in Practice* survey was launched in Communities and Families (C&F) in 2017 and extended to Edinburgh Health and Social Care Partnership (EHSCP) in 2019. 2020 saw the release of the first collective *Social Work Supervision in Practice* survey across both C&F and EHSCP. Specific reports

were prepared for EHSCP and C&F (including Community Justice) along with a report outlining the collective survey findings.

The collective findings were largely positive. 92% confirmed awareness of the policy in advance of participating in the survey; 90% confirmed supervision takes place in an environment free from interruption; 87% confirmed use of a supervision record; 87% confirmed supervision regularly includes support; 85% confirmed supervision regularly included standards of practice, accountability and workload; 80% confirmed receipt of the policy and procedure at induction; 80% confirmed supervision regularly includes personal and professional development; 78% confirmed supervision is given priority; 78% confirmed supervision regularly includes reflection opportunities and 76% understood the different types of supervision available.

Compliance with the procedure was lower in the following five areas: 73% confirmed receipt of supervision in line with the frequency and process set out within the procedure; 65% of respondents confirmed a note on each supervision session is prepared by the supervisor /supervisee, signed by the supervisor and the supervisee and retained by both; 46% confirmed a case note entry on SWIFT where a specific case has been discussed in supervision; 42% confirmed supervision contract agreement in place and 29% confirmed SWIFT accessed during supervision.

Multi-Agency Practice Evaluations

In 2019, the Child Protection Committee commissioned the Quality Assurance, Compliance and Regulation service to co-ordinate a rolling programme of Multi-Agency Practice Evaluation (MAPE) sessions within the Edinburgh Children's Partnership. Twelve sessions per year.

Multi-agency Practice Evaluation (MAPE) promote reflection and evaluation of practice and considers how effectively agencies have worked together to promote good outcomes for families. MAPE achieves this by encouraging and developing a culture of qualitative self-evaluation, whilst supporting shared communication and increased exchange of information that assists the support of children and their families. The MAPE programme for 2019 also introduced the involvement of children and families in this learning exercise, to ensure that professional views on the perceived strengths and outcomes, were validated, or not, by those receiving support. Some examples of the 2020 session reflections include:

'Covid-19 Pandemic and the need to use virtual platforms, more remote working presented challenges to all professionals across agencies and organizations and their communications with family. All staff had been proactive and creative in trying to maintain good communication links with each other'

'Use of safe and together, strength-based models of care have shown some effectiveness in engaging non abusing parents on overcoming maternal vulnerabilities'

'The responsibility on social work can almost be overwhelming i.e. if [Name] is not in school this triggers communication with multiple professionals'.

Self-Evaluation

Self-awareness is the goal for all service areas to support and evidence knowledge about their strengths, areas for improvement, and to have enough planning in place to promote improvement, together with an awareness and understanding of the impact of services on individuals. The Quality Assurance service participates in work that will support and challenge service areas to develop and improve upon their own self-evaluation.

The Self-evaluation Improvement Guidance was updated in 2019 to assist services within the Council's social work provision to undertake self-evaluation activity and to ensure that all staff within services are included within the self-evaluation, improvement and change process. The guidance is based on the models of improvement used by both the Scottish Government as well as the Care Inspectorate.

Projects

Bespoke audit or quality assurance work is undertaken on an agreed and negotiable basis and depends on priority and the capacity of the Quality Assurance service.

A report was commissioned by the senior manager for Quality, Governance and Regulation and the Chief Social Work Officer for the purpose of reviewing the procedure, process and quality of Large-Scale Investigations (LSIs) undertaken since 2015. The review made seven suggestions about how the LSI process could be improved to deliver better outcomes for ensuring people are safely cared for. Recommendations included reviewing the LSI procedure, LSIs to produce final reports for Chief Officer/CSWO sign off, and that a more collaborative approach with service providers subject to LSI is introduced.

Multi Agency Risk Assessment Conference and Outcomes for Children - This report was commissioned by Edinburgh's Child Protection Committee and the Chief Social Work Officer to review the level of effectiveness of the Multi Agency Risk Assessment Conference (Marac) in reducing the risk of domestic abuse to children and improving outcomes for children and young people. SafeLives, the developers and owners of the Marac model undertake audits and reviews of the process every 2-3 years. This was Edinburgh's first review of the Marac process from a children's service perspective, since implementation in 2013. The review identified good practice in Edinburgh connected to clear governance of this public protection forum, inter-agency working, as well as the volume of cases the Marac process in Edinburgh review. However, key areas for improvement were identified in the challenges of recurring domestic abuse and the impact that this was having on all parties including children, challenges in services managing to contact and communicate with the perpetrator of the domestic abuse, as well as the overall auditability of a system that does not have a dedicated database for information.

As part of the Children's Services inspection of 2018, a pilot was initiated in South West Edinburgh in (2019) developing / testing a wellbeing wheel to capture outcomes and impact data. This pilot was put on hold during 2020 due to Covid-19 pandemic and currently remains on hold pending consultation with Adobe and inclusion of the wellbeing wheel in the Assessment of Need and Risk paperwork. A similar pilot was initiated within EHSCP in 2020, with the model adapted slightly to be relevant to adults.

Work was commissioned by EHSCP following a Care Inspectorate enforcement order served on a City of Edinburgh Council Care Home on 23 December 2019. Initial involvement included Quality Assurance Officers (2) attending the Care Home weekly and attending the care home improvement group. This support changed during the COVID-19 pandemic. One Quality Assurance Officer was based within the Care Home (fulltime) April to June, and this gradually reduced thereafter with all support ending February 2021. The care home was supported to undertake a range of improvement activity and the Care Inspectorate enforcement ended June 2020. A Learning Report was prepared following this piece of work and shared with senior management within EHSCP (Operations Manager (EHSCP); Chief Nurse; Senior Manager Care Homes; Quality Assurance Manager (EHSCP).

Quality Assurance has been central to the Development of a Duty of Candour Policy and Procedure for the City of Edinburgh Council; for consideration at Council committee in September 2021. The Duty of Candour Policy and Procedure will provide robust processes for staff to follow in the event that an unintended or unexpected incident occurs in the provision of the health, care or social work service provided by the Council.

Quality Assurance has been part of Daily Care Home Safety Huddle initiated in 2020 due to the COVID-19 pandemic. The multi-agency group attending this meeting reviews the data submitted by inhouse and commissioned care homes and determines the appropriate supportive action.

The creation and establishment of an early intervention model for domestic abuse has been a longstanding ambition for partners in Edinburgh. The Multi-agency Domestic Abuse Local Action Group (DALAG) is the model that Quality Assurance have taken a lead role in identifying the pathways for referral, screening, and allocation for support across a multi-agency level of service provision. Testing of the pathways is underway, and a new early-intervention model across the city will come from this work. This work will continue into summer 2021.

Regulation

The Regulation team support social service and social work professionals to deliver the Care Inspectorate and Scottish Social Service Council agendas, on behalf of the Chief Social Work Officer, making a significant contribution to the Regulation of Care (Scotland) 2001 Act, within a strategic context.

Regulation influences developments at a strategic and operational level to support improvements in the quality and compliance of the regulated care services and registered workforce.

Regular activity was impacted during 2020/21 due to COVID-19. The Care Inspectorate suspended their normal inspection programme in response to COVID-19. This resulted in lower inspections across Council Care Services.

This is a summary of the work undertaken by the Regulation service in 2020/21

Care Inspectorate (Appendix 3)

- The establishment of a COVID-focussed daily support group to provide rapid responses to Care Homes during the pandemic.
- Continued advice and guidance to support Registered Managers of care services with regulatory enquiries and actions
- Advice and support to Care Services with legal requirements for registered care services; including notifications, new registrations, variations to existing registrations and service cancellations
- COVID-themed regulatory advice and guidance during the pandemic for care managers
- Provided Care Inspectorate performance analysis for the Health and Social Care Partnership Annual Performance Report
- Monthly analysis of adult and children' inspection performance for Chief Social Work Officer
- Drumbrae Care Home Operational Improvement Group established to address Care Inspectorate requirements and improvements, chaired by the North West Locality Manager
- Royston Court Care Home Operational Improvement Group established to address Care Inspectorate requirements and improvements, chaired by the North West Locality Manager, and supported by the Partnership Quality Improvement Team

Scottish Social Services Council (Appendix 4)

- Supporting the repurposing of workforce into care roles in response to COVID-19
- Ongoing analysis of workforce registration and compliance with legislation
- Advice and support to care service managers on SSSC matters, including registration, learning and practice
- Analysis and forecasting SSSC Registrations to meet qualification conditions and support the SVQ / HNC programme
- Review and development SSSC registration processes for new recruits

Public Protection

As the Pandemic and its associated lockdown restrictions came into effect, the Child, Adult and Equally Safe Committees all established monthly senior manager strategic oversight groups, to ensure that public protection arrangements – including case conferences and risk planning – all continued to take place, albeit in ways that supported public health and infection control measures. Where necessary, especially for child and adult protection, interim guidance was drafted, agreed, and circulated to support safe decision making during episodes of pandemic lockdown.

Chief Officers' Group

The Chief Officers' Group (see appendix 1) has overview and governance responsibility for public protection in the city of Edinburgh. The Chief Officers' Group had a development day in early 2020 and redrew its Terms of Reference.

Child Protection Committee

Development events were conducted virtually in 2020 due to COVID 19 restrictions. In addition to an online survey of members, several focus groups were held with agency representatives to discuss the operation of the Committee and the content of the improvement plan for 2020/21. This year's plan focusses on four key themes: Neglect, participation & engagement, structure and connections, national drivers.

These themes represent the areas of practice improvement and strategic planning which Committee members deemed most relevant in the current year when considering areas of local and national development. The Improvement Plan includes focus upon the launch of a revised interagency toolkit to support the identification and assessment of neglect, as well as the embedding of consultative and participatory approaches with both staff and families as part of the Committee's approach. In addition, the partnership working which has been so crucial throughout the last year will be incorporated into Committee structures through a revitalised relationship between the Committee and third sector partners – with a focus on collaborative work. Over the coming years, significant national developments will take place with the launch of the new National Guidance for Child Protection in Scotland. A programme of work will take place to ensure the findings of the Independent Care Review (The Promise) are responded to effectively and lead to improve outcomes for all children.

Through the interagency Public Protection Budget, funding has been committed in a range of ways to support the safety and wellbeing of children. This has included the continued funding of a public protection business support post, ensuring that crucial administrative capacity is available for key public protection activity such as the coordination of Initial and Significant Case Reviews. The budget has also been used to maintain the electronic Inter-Agency Referral Discussion (eIRD) system, ensuring the continued operation of this sector leading resource, in addition to delivering a public awareness and information campaign in partnership with NSPCC Scotland - All Of Us. The aim of this campaign was to help prevent child neglect by ensuring that early help was available when required, in recognition of the fact that raising children can be hard and we all need help from time to time. The campaign plan required significant adjustment due to the pandemic, with the result that an

innovative range of virtual approaches were used to reach thousands of families and professionals.

Ongoing funding for inter-agency training has been crucial in ensuring that colleagues are skilled and knowledgeable when carrying out their roles. In addition to a full programme of child protection courses, funding has also supported the delivery of Safe and Together training in order to ensure our multiagency response to domestic abuse is informed and effective. All training has moved from face to face to virtual, online training. Adjustments were made to delivery following feedback regarding how challenging learning can be when screen based**.**

Data and Performance

The Committee has continued to maintain oversight of data via the National Minimum Dataset for Child Protection Committees in Scotland, which is now fully embedded in Edinburgh. This provides trend data over a three-year period and supports focussed analysis and assurance activity. In addition, weekly data captured for the purposes of SOLACE/Scottish Government COVID 19 tracking has been a useful source of real-time information as to the operation of key processes during the pandemic.

Edinburgh has continued to have a lower rate of children subject to child protection registration throughout the last year, with minor increases in the number of children subject to Child Protection Registration at several points in the year being a result of registration being continued for slightly longer periods rather than any rise in the number of children deemed at risk of significant harm. The Quality Assurance Subcommittee has also carried out assurance activity in relation to the operation of child protection processes within education and early years setting, following a reduction in the number of secondary school age pupils whose names were on the child protection register. This highlighted several examples of good joint working as well as the need to support ongoing opportunities for constructive dialogue and shared learning between services.

The Committee has also provided feedback to the Scottish Government on the use the minimum dataset and is committed to working in partnership during the development and revision of this tool, currently being ongoing between CELCIS and Scottish Government.

Adult Protection Committee

Throughout the reporting period there were extraordinary challenges for the work undertaken across all partner agencies which required the need to adapt quickly changing events. This section will reflect our wider achievements and aims, as well as what was achieved in response to the unusually testing circumstances of the Covid-19 pandemic.

The Adult Protection Committee continue to build on a more simplified and focussed improvement plan which includes the recognition that although Adult Protection has a core function, there are cross-cutting issues with other aspects of public protection, and a multi-agency approach is crucial.

Our vision for the protection of adults at risk has been informed by national priorities, including the Scottish Government's Adult Support and Protection Plan which was published in October 2019. The committee have also identified areas for improvement locally through initial and significant case reviews as well as audit and review of our services.

For the coming year the committee plan to continue to implement the actions in our improvement plan and outline our priorities for the future.

The Covid-19 pandemic has continued to have significant implications for all areas of Adult Protection activity since the social and physical distancing restrictions were put in place by the Scottish Government on 23 March 2020. The committee recognised the need for leadership and an immediate response. A Senior Manager's Strategic Oversight Group was put in place and initially met weekly to consider priorities in the face of a rapidly changing situation. This group continues to meet fortnightly and includes the Chair of the Committee, the Chief Social Work Officer, the Detective Chief Inspector of the Public Protection Unit, and the Chair of the Quality Assurance Subgroup supported by the Lead Officer.

Interim guidance was produced in relation to face to face adult protection work and for the organisation of Adult Protection Case Conferences. The interim guidance has been regularly reviewed and was found to be coherent with guidance produced by the Scottish Government. A significant effort was made to secure fast track access to Microsoft Teams for 54 staff across the EH&SCP and Community Justice services who were likely to be responsible for chairing Adult Protection Case Conferences. This has been successful and allowed for the continuation of robust safety planning for adults at risk of harm using the videoconferencing platform.

Performance

The number of ASP referrals received by the City of Edinburgh Council during the reporting period was 1868. Of these, 43% were received from Police Scotland, 19% from social work services (significantly reduced from 47% last year), and 6% from NHS Lothian. The remaining 32% of referrals were from a variety of sources, although worthy of noting 13% of all referrals were received from the person themselves, family members of members of the public.

During the reporting period 505 'ASP duty to inquire' investigations were undertaken. Investigations were undertaken where the person was male were held slightly more than for female, with men accounting for 53% of investigations. Most investigations were for people aged 65+ (37%) with those aged between 40-64 (30%), with younger adults accounting for 31% of investigations.

Of this, 209 people's circumstances were discussed at an Adult Protection Case Conference.

The percentage of adult protection case conference reviews completed within the deadline of 28 days from the IRD has continued to range from 65% - 78% across the 12-month reporting period. Reinforced arrangements regarding sign off and approval

for exceeding 28 days have been republished with colleagues involved in IRD decision making.

During the reporting period 1 April 2020 to 30 March 2021, 7 Initial Case Reviews were initiated and overseen by the APC.

During the reporting period 1 April 2020 to 30 March 2021, no Significant Case Reviews were commissioned.

During the reporting period 1 April 2020 to 30 March 2021, 6 Large Scale Investigations were started, one service was considered under LSI, but not deemed to meet the criteria and did not progress.

Equally Safe Edinburgh Committee

The Violence Against Women Partnership changed its name in October 2020 to become the Equally Safe Edinburgh Committee. The change in name and status reflects the national ambition of Equally Safe, and ensures that each of the four main themes of Equally Safe are reflected in the committee's name:

- Edinburgh embraces equality and mutual respect, and rejects all forms of violence against women and girls
- Women and girls in Edinburgh thrive as equal citizens: socially, culturally, economically, and politically
- Interventions in Edinburgh are early and effective, preventing violence and maximising the safety and wellbeing of women, children, and young people
- Men in Edinburgh desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response.

The Equally Safe Edinburgh Committee (ESEC) has continued to focus on establishing a representative membership, fully reflecting the partnership of agencies as well as the communities that Edinburgh is made up of.

ESEC improvement plan is a 3-year plan. This improvement plan focuses on the key themes which the Equally Safe Edinburgh Committee has agreed as being priority areas in the coming three years:

- The ESEC seeks to improve its understanding and data measures connected to violence against woman and girls
- The ESEC seek to build and improve the infrastructure to ensure women and girls thrive.
- The ESEC seeks to better understand what works in effective violence prevention
- The ESEC seeks to strengthen its governance relating to male violence as well as create opportunities to learn what works

These themes were chosen following the Committee development day, as they are cross-cutting areas which are of relevance across the multi-agency partnership.

This plan will ensure that the committee continue to build strong multi-agency partnership working in Edinburgh and focus upon continuous improvement across the partnership in the delivery of an integrated, high quality response to violence against women, children, and young people.

Alcohol and Drugs Partnership

In 2020/21, the ADP developed a strategic plan in response to the new national strategy, “Rights, Respect and Recovery”. In line with that document, the plan is structured across five areas of work:

1) Prevention and Early Intervention
2) Developing Recovery Orientated Systems of Care
3) Getting it right for Children, YP and Families
4) A Public Health Approach to Justice
5) Alcohol Framework

Consultation and coproduction of the document included involvement of:

- Staff in drug and alcohol services and wider organisations
- Service users and carers
- EADP Collaborative Managers of services
- EADP Core Group
- EADP Executive
- Young people’s services
- Offender Management Group
- Inclusive Edinburgh
- Community Safety Partnership

Ongoing work includes the development of a performance framework and an Integrated impact assessment.

EADP recognised the need to develop better planning and commissioning arrangements across different sectors, including children and families, health, education, criminal justice and drugs and alcohol services to link strategic approaches to substance use, children and families and develop commissioning plans which target resources where most required. An officer was employed to address this work in September 2020.

In 2019/20, EADP initiated and participated in a NHSL-led Review of Resources & The Addiction Pathway for Drug & Alcohol Treatment in HMP Edinburgh, which reported in November 2019. This report makes a number of recommendations for consideration by NHS Lothian and Edinburgh Alcohol & Drug Partnership. It also

highlights other areas where improvements could be made that might have a beneficial effect on the prison environment, prisoners and staff in relation to coping with and addressing substance use and mental health issues. The recommendations cover the following areas:

- Remand Prisoners
- Safe discharge for all prisoners
- Equitable access for all prisoners to addiction treatment and care services
- Workforce development
- Communication
- Resources

The metric used to monitor treatment access in 2020/21 remained the HEAT target A11 (90% of people start treatment within three weeks of referral). This target was not consistently met in 20/21, with challenges particularly in clinical and social work services. New targets for treatment access have been set from 2021/22 (requiring same day initiation for some treatments and a target to provide treatment to defined numbers of people).

Mutual Aid activity (organised and informal support of one person in recovery to another) remains the largest source of support for those in recovery from addiction in Edinburgh. Professional services continue to engage people with this unique source of experience, strength, and hope where possible.

There are now peer workers (individuals who are openly in recovery) working as volunteers or paid staff in each of the Hub teams as well as the rehab, DTTO and harm reduction teams and they are having a significant impact on the work of the teams. The peers are currently much less visible to those who receive their treatment and support in Primary Care, but the Partnership hope that this can be developed in the future.

The ADP are also supporting peer interventions for the most vulnerable people in crisis by funding the inspirational police-led initiative “Operation Threshold” which pro-actively seeks out those who have had a recent non-fatal overdose and offers them peer support and engagement with services.

Offender Management Committee

A proactive multi-agency approach to Public Protection still remains a key focus for the agencies involved in the management of offenders. This is instigated by use of appropriate intervention measures by social work and Police regarding compliance concerns with statutory orders which are linked to child and\or adult protection matters. This is evidenced via the various performance Indicators which continue to show a relatively consistent 3-year re-offending rate across the various criteria of sexual, violent, and general offences.

Actual numbers of Registered Sex Offenders (Category 1, MAPPA Offenders) remain consistent over a 3-year period averaging at approximately 360 offenders with community access every year.

The number of Registered Sex Offenders (RSOs) assessed as posing a High Risk of Serious Harm continues to increase as seen in the 2018-2019 increase of 20% and the 2020-2021 increase of 8%. This means an actual increase of approximately 25 offenders in 2018 to 40 offenders in 2021.

Actual numbers of Violent Offenders (Category 3, MAPPA Offenders, colloquial known as “MAPPA Extension”) with community access has seen a 50% reduction from the 2019-2020 period and 25% from the 2018-2019 period.

Actual numbers of offenders under the scheme over the last 3-year average has been; 9 offenders for the 2020-21 period; 18 offenders for 2019-20 period; 12 offenders for 2018-19 period.

Current reduction is assessed as being linked to the COVID-19 outbreak as progression to community access for these offenders, through Scottish Prison Service and Community Justice Protocols, have been hampered due to the obvious restrictions the pandemic implemented regarding free movement. It is anticipated the numbers will return to similar figures as before once COVID-19 restrictions are removed.

Complex workload and review of cases at Level 2, under the terms of MAPPA, have remained consistent with the 2019-2020 period. It is notable that the 25% workload increase from the 2018-2019 to 2019-2020 remains in place thus becoming the new norm as anticipated in last year’s Annual Report. In actual terms this means approximately 125 cases are reviewed and approved yearly via the Level 2 MAPPA forum compared to the approximate 100 from 2018

During Covid restrictions practice evaluations continued, alongside people’s stories, including cases managed under MAPPA. A range of managers from across the services are now involved with practitioners, line managers and people using services. Both methods not only demonstrate high standards of practice and service, but identify areas for development, which are monitored through an improvement plan.

Resources

While the initial financial impacts of the pandemic were felt in 2019/20, the extent of this additional expenditure, and in particular loss of income, increased greatly in 2020/21. By the end of the year, the net cost to 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 the year 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 and reduced income from cultural venues of £3.9m.

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.

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. Significant additional service investment was also approved across a number of priority areas in February 2021, with these sums supplemented by further targeted service funding following approval by Council in May 2021.

Although the above position reflects a number of positive aspects, it has been impressed upon elected members that there is a need for additional savings proposals to be brought forward if the Council's financial sustainability is to be maintained. With this in mind, the revenue budget update report considered by Council on 27 May 2021 pointed to an anticipated incremental savings requirement of more than £50m in 2023/24 with, at this stage, no specific proposals as to how this gap will be bridged. The capital programme is projecting a funding shortfall of around £172m over the next ten years.

Demographic investment

In recent years, budget planning in the Council has provided significant protection to social work services, as well as for other priorities, such as schools. The Council's long-term financial plan continues to provide, through full pass-through of sums received from the Scottish Government, for additional funding to meet the growing needs for care services from the increasing number of older people in the population, particularly those over the age of 85, and increasing numbers of people with learning and physical disabilities due largely to greater longevity.

Funding is also provided for a growing number of children and young people, the level of which is adjusted, as appropriate, for preventative investment in early years activity and by actions intended to reduce the number of looked after children.

Workforce

The Chief Social Work Officer-sponsored Edinburgh Local Practitioner Forum (ELPF) was put on hold for a period due to the Covid-19 pandemic and the need to adapt to different ways of working.

The ELPF continues to offer opportunities for front line staff to reflect on their practice, discuss service developments across the city and how these will impact on their day to day work. The ELPF maintains an online presence and encourages participation from voluntary sector workers, front line workers, senior managers, and social work students. This year the interest in the ELPF has declined somewhat; however, this was to be expected given the pandemic and changes to people's working lives.

The ELPF webpage has been replaced with a group on Microsoft Teams. This can be used to maintain engagement with practitioners and professionals, and to supplement traditional email and face-to-face contact opportunities. The forum can share dates of upcoming meetings and copies of the agendas and presentations used, as well as sharing other articles and research documents. Members of the group can also use the chat function to generate further conversation. The forum is still in the early stages of using this technology and have so far held only one virtual meeting; however, there are many ways that this can be used to our advantage going forward. Currently the forum has 31 members in the ELPF Teams group.

The forum has had one event this year which took place virtually via Microsoft Teams on 04 May 2021. There was a presentation regarding The Promise and a presentation from the Scottish Association of Social Work (SASW) on the Review of Adult Social Care in Scotland. Unfortunately, the turn out to this meeting was quite low with only eight professionals attended. However, this provided time for plenty discussion following the presentations and the opportunity to share thoughts and ideas. The ELPF are going to explore other ways of advertising their meetings going forward to try and generate more interest.

The forum is always keen to hear from anyone interested in becoming more involved with the ELPF and any notes of interest can be emailed to localpractitionerforum@edinburgh.gov.uk.

The BME Equality Workers Forum is a long-established group supported by the Chief Social Work Officer. The Forum meets regularly to discuss common issues that affect all minority ethnic employees and their communities. They facilitate support between members and network with one another, work alongside managers and equality officers to promote policy and practices on equality issues, assist in challenging racism and discrimination, share information and experience, support the development of good practice on race equality and diversity matters and make a significant contribution in ensuring there are no discriminatory practices in the area of recruitment, training, and practice. Most recently the forum has produced a number of communications for colleagues across the Council around their work regarding 'Black Lives Matter'.

Through the EIJB transformation programme, EHSCP have been developing an inaugural workforce strategy, to help ensure there is a skilled and capable workforce that can deliver their vision of 'a caring, healthier and safer Edinburgh'. The strategy focuses on the EHSCP workforce across the City of Edinburgh Council and NHS Lothian as well as the implications for those the Partnership works with such as third and independent sectors, volunteers, and the role of carers. At the end of 2020-21, engagement began with staff on the proposed strategy.

'Working Together' is the blueprint for delivering a caring, healthier, and safer future for the population of Edinburgh.'

This ambitious strategy has been developed to ensure Edinburgh has a skilled and capable workforce for today and tomorrow, that can deliver on our strategic priorities, and meet the health and social care needs of the citizens of Edinburgh.

The needs of our citizens and the way services deliver health and social care across Edinburgh is shifting, and as a result services need to future proof the way they work, and way they deliver services.

Edinburgh's workforce is its greatest asset and the key resource to successfully deliver these changes. It is therefore vital that services engage with a focus on , motivating, and supporting colleagues, to improve and sustain their knowledge, skills, and experience as collectively Edinburgh faces the challenges and opportunities ahead.

'Working Together' will help Edinburgh do this. It sets out Edinburgh's vision and priorities for the workforce and how services will get to where they need to be together. The strategy will deliver against an overarching vision and aspirations, which will be underpinned by 4 strategic workforce priorities: Health & Wellbeing; Culture & Identity; Workforce Capacity & Transformation; and Leadership & Development.

The strategy focusses primarily on the short-term goals that allow more immediate improvements, as well as allowing for medium and long-term aims which will be influenced by the input from engagement sessions and collaborative working.

Edinburgh are already implementing a range of transformative initiatives to the way it delivers services in light of shifting demand. All colleagues have a key role to play in successfully delivering these changes. It is critical that services are able to plan for and invest in Edinburgh's workforce.

Over the last 12 months, more than ever, the Edinburgh Health and Social Care Partnership (EHSCP) has proved that it is stronger and better together. There have definitely been some everyday challenges which sometimes make it difficult to truly work as one team, including working across two sets of policies, processes, and IT systems. However, these practical challenges, combined with the growing demand on our services, mean this is the time to stop and think about how our workforce

needs to adapt to meet future needs, and the shared infrastructure needed to support that change.

It had been hoped that 2020 would see the compilation of the 3-year Strategic Workforce Plan due to be submitted to Scottish Government by 31 March 2021. As the Covid Pandemic impacted all services it was clear the deadline would not be met and a short life working group was established to produce a template for a 1-year Strategic Workforce Plan that would be submitted by 31 March 2021 instead, with further work to take place during 2021 on the 3-year Plan with a new submission date of March 2022.

The impact of Brexit has been felt across the social care and support sector and it is only with continued focus on succession planning and recruitment and retention strategies that we will ensure the citizens of Edinburgh receive the right standard of care and support.

The Scottish Government's Independent Review of Adult Social Care in Scotland has recognised a national need to develop the health and social care workforce. In response to this, the Lothian Care Academy Programme Board has been set up with the aim to develop a flexible, transferable workforce to work across a number of care settings with consistent high-quality education and training to deliver safe, effective, person-centred care. The Lothian Care Academy includes NHS Lothian and the four Lothian Local Authorities and it's an exciting opportunity for our L&D Team to represent the EHSCP from the outset. The Academy Programme Board has the following ambitious objectives:

- Agree core training requirements across the Health and Social Care Partnerships
- Identify the process whereby shared learning can take place
- Standardise training and content to enable a more cost-effective approach
- Enhance career pathways for care staff across health and social care
- Stabilise the care workforce (recruitment and retention) making health and social care a positive and attractive place to be employed.

Practice Learning

COVID-19 did not deter dedicated practice educators and their teams from providing a full learning experience for students. Working remotely has not impacted adversely on the number of successful placements.

Due to restrictions and guidelines, placements have been offered in a creative way and many have been offered via long-armed practice teaching methods with practice educators venturing into other areas of social work practice that they were less experienced in. Many placements were offered with combined elements or 'add-ons' to ensure the student was offered as full and as interesting a learning experience as possible.

The total number of placements offered in the period April 2020 to March 2021 was 17, a decrease in the number from 2019- 20. However, there was a five month hold on placements due to lockdown restrictions in March 2020 and January 2021 and

this affected the numbers of placements that could be offered. Placements were offered to Edinburgh University, Napier University, Stirling University, Robert Gordon University, and the Open University students. These included both first and final students with the onus on prioritising final placements. Placements were facilitated across Edinburgh Health and Social Care Partnership, Children's Services and Criminal Justice.

Interest in practice learning has been sustained with 28 people embarking on the one-day link workers course, provided by the West Consortium. Edinburgh also continue to support practice learning and are currently exploring options and a potential partnership arrangement with surrounding local authorities is being considered.

Newly Qualified Social Work Learning and Development

Due to COVID-19 restrictions, the Newly Qualified Social Worker learning programme was facilitated online with 28 people attending from across Edinburgh Health and Social Care Partnership, Children and Families and Criminal Justice. This blended approach allowed us to support full engagement and participation by all in attendance. Through combining presentations (delivered by different speakers from various areas of specialism), allowing time for small group discussions and larger group involvement, the sessions very interactive and inclusive for all. The sessions were half days but took place over an extended period (9 weeks). There was also a recall day in March for reflections and for the group to identify how they had put some of the materials from the sessions into practice. The group completed a survey for a longitudinal study by Dundee University and Glasgow Caledonian University. A Newly Qualified Social Workers Conference, 'Shaping Our Future: Power, Partnership and Participation' took place online on 17 May 2021 and was open to all our newly qualified workers.

We have a well-established mentoring and support programme for new Social Workers, and this has meant that we have been able to establish a good reputation as a supportive employer. We have had staff return to the Council and have particularly over the last year had stability in our staffing levels with less movement than previous years.

Essential Learning for Care Programme

Essential Learning for Care Programme (ELCP) has been developed so that Edinburgh Health and Social Care Partnership colleagues can complete the essential learning requirements for their role relatively soon after their commencement in post. The opportunity to have periods of protected time for learning supports the development of a workforce which is competent, confident and valued.

The essential learning provision that was put in place in response to the pandemic is continuing. Further consultation with operational managers about required role specific learning for employees has allowed refinement of the COVID-19 Condensed Learning suites of digital learning. The outcome of the consultation identified additional learning is needed, therefore new digital modules are currently being

developed. Manual Handling Awareness and Management and Administration of Medicines are being delivered in-person to newly recruited colleagues.

Between April 2020 and March 2021 –

- 145 people attended Manual Handling Awareness. This figure includes repurposed staff.
- 88 people attended Management and Administration of Medicines
- Learning for medication champions was facilitated virtually for all the Care Homes and Disability Services.
- In addition, narrated presentations with key messages in medications were made available to Care Homes and Disability Services

As services open up, Learning and Development will plan a measured approach to resuming refresher training. This will be done in line with Government recommendations and in consultation with key stakeholders.

Moving forward the ELCP will be designed with a more blended approach applied. Some of the new digital learning that works for services will remain and fewer sessions will be delivered in a classroom setting. This will mean less time away from the workplace while still providing protected time for learning.

Preparing our front-line social care colleagues for SSSC registration:

Scottish Vocational Qualification (SVQ) in Social Services and Health Care and Children and Young People Services: The Learning and Development Team continue to monitor and respond to the qualification and professional registration needs of support workers, practitioners, supervisory managers and registered managers across all settings in the department of Health and Social Care.

2021 has seen a significant increase in the numbers of staff who have registered to undertake Modern Apprenticeships (MAs) in Social Services and Healthcare at SCQF6 and SCQF7. The SVQ and MA programmes are delivered by several FHE providers. This includes Fife College, Borders College, West Lothian College, Edinburgh College and Training for Care.

The funding for MAs comes directly from Skills Development Scotland, and this means that essential qualifications can be delivered cost-free to Edinburgh Health and Social Care Partnership colleagues who are eligible.

The MA model of delivery relies on the creation of a strong network of support being provided to the MA candidate. Each MA candidate must have the support of a workplace Mentor as well as the qualification Assessor. In our first full year of delivering MAs, we have seen some very encouraging results and strong engagement from operations.

Covid-19 restrictions have continued to encourage FHE providers to become more creative in how they deliver qualifications. They have become adept at working remotely with candidates and efficient registration, induction, assessment planning and practice observations have all been able to continue without disruption.

Qualification Completions and Qualifications ongoing May 2020-May 2021

SVQ Social Services and Healthcare (SCQF6) Fife College	
Award completions	45
Active candidates May 2021	3

SVQ Social Services and Healthcare (SCQF7) Fife College	
Award completions	1
Active candidates May 2020	1

SVQ Social Services Children and Young People (SCQF7) Edinburgh College	
Award completions	2
Active candidates	5

Modern Apprenticeship: SVQ Social Services and Healthcare (SCQF6) Fife College, Borders College, Training for Care and Edinburgh College	
Active MA Candidates	50
Award completions	21

Modern Apprenticeship: SVQ Social Services and Healthcare (SCQF7) Fife College, Borders College, Training for Care and Edinburgh College	
Active MA Candidates	48
Award completions	4

Preparing our Leaders for SSSC registration

As well as preparing front-line colleagues for their registration, Edinburgh have worked with Supervisory and Registered Managers who need to achieve an SQA accredited qualification to support their professional development and SSSC registration.

Training for Care currently deliver the Professional Development Award (PDA) Health and Social Care Supervision. In 2020/21 it was agreed that the delivery model would move online for one group of supervisory managers from Health and Social Care and from Children and Young People Residential Services. A further PDA will be delivered in Autumn 2021.

PDA Supervision in Social Services (SCQF7) Training for Care Feb 2021

Number of Candidates	12
Completions	Await Final Results

The SVQ in Social Services and Healthcare (SCQF9), the SVQ Management (SCQF9) and the Care Services Leadership and Management Units (SCQF10) continue to be made available to our SSSC Registered Managers.

SVQ Management and 2 x CSLM Units (SCQF 9 & 10) West Lothian College	
Candidate completing SVQ SSHC (SCQF9)	2
Candidate completing SVQ Management plus 2 CSLM Units	5
Qualifications ongoing	4

Providing Continuous Professional Development opportunities to the Edinburgh Health and Social Care Partnership workforce

The Higher National Certificate (HNC) Social Care supports students to explore Social Care Theory, Health, Wellbeing and Safeguarding, Care in Contemporary Society and Lifespan Development. The 2019/21 class moved to online delivery and this has proved extremely positive and effective. This group is now on track to complete in summer 2021.

HNC Social Care (intake 2018/2020) Fife College	
Intake Sept 2018 – June 2019	18
Candidates withdrawn	2
Candidate complete HNC Units	16

HNC Social Care (intake 2019/21) Fife College	
Intake September 2019 – December 2020	24
Candidates withdrawn during 2019/20	2
Active candidates May 2020	22

Continuous Professional Learning

On 30 October 2020 the Scottish Social Services Council (SSSC) replaced Post Registration Training and Learning (PRTL) with a new Continuous Professional Learning (CPL) requirement. CPL is the learning registered social service workers do which helps them develop their knowledge, skills and professional behaviour so they can deliver their best practice. The new process offers more flexibility for how a

colleague records their CPL and provides greater links to employers' own systems for reviewing and recording learning.

The Council Learning and Development team developed a CPL workshop for Health and Social Care staff who have supervisory responsibilities. Over the past six months opportunities to attend a workshop have been extended to Care Homes and Home Care Services. Managers, deputes, team leaders and home care coordinators from services across the city participated in the online discussions. During the coming months invitations to attend a CPL workshop will be offered to the remaining Edinburgh Health and Social Care Partnership services where staff are registered with the SSSC.

Mental Health Officer Programme 2020-21

In December 2020 six colleagues undertaking the Mental Health Officer programme at Edinburgh University successfully completed their Awards to join the Mental Health Officer duty rota. This was slightly later than normal as the final placements had to be postponed due to COVID-19 restrictions. A further six colleagues, four from Edinburgh Health and Social Care Partnership and two from Communities and Families were successful in gaining places on the 2020 to 2021 Mental Health Officer Programme with places on the programme being fully funded by the Corporate Learning and Development Team. The course commenced in December 2020 with all teaching being delivered online and this model of delivery is being well received.

Digital Risk and Resilience:
Empowering and Protecting Children and Young People

In December the Learning and Development Subgroup of the Child Protection Committee held an event around risk and resilience in children and young people and their online world. This was in response to the increased risk posed to children during lockdown and the reliance on connecting with the world via technology.

As the event took place virtually a range of expert speakers presented to participants and this provided an interesting opportunity to consider the current risks but also balance that with a children's rights perspective.

Over 80 colleagues from NHS, Police, Fire Brigade, voluntary services, social work services and education attended. There were opportunities to network and share experiences of how children have been supported to navigate within the virtual world.

Highlights from the event included a presentation from *Stop It Now* about their pilot project with another Local Authority, helping school-based staff to work creatively to educate and support young people displaying problematic or harmful sexual behaviour.

Internet Legends shared their expertise in giving clear and consistent messages to younger children and talked about their engagement with parents to work in

partnership with schools to address risk and promote children's digital resilience and wellbeing.

Young Scot emphasised the importance and success that peer mentoring can have. They shared some of their learning from a project where young people have been trained to help younger children navigate their digital world.

Police Scotland and Barnardo's talked about the local picture, drawing people's attention to the increased challenges of supporting neurodiversity and the unique needs of children with additional support needs.

Feedback from participants highlighted that they had found the event thought provoking. It gave them a lot of information to consider and think about in relation to their own role but also about the bigger picture and strategic response from Edinburgh as a city.

We continue to have a have a well-established learning culture both in children's social work service and in the wider multi agency partnership. We have continued to promote a restorative practice approach.

The Sub Committee has also worked effectively to prioritise multi agency child protection training activity and there is a clear plan in place to develop this. The last year has seen the success of the All of us Campaign which led to a multiagency training event with around 80 participants.

COVID-19 – Impact and Response

To protect staff and service users, EHSCP had to make the very difficult decision to pause some of their services, including day centres and respite care. Many other services, including community resources, were disrupted, offering reduced delivery, or changing the way they deliver support. Care provision was also reduced during this time, with supported people prioritised so that care continued to be provided to those who are the most vulnerable in our society

In May 2020, EHSCP set up a Route Map Project Board to implement the Scottish Government's (SG) Route Map through and out of the COVID-19 across their services. While this work was paused as restrictions returned later in 2020, EHSCP restarted this Project Board in early 2021 to support the remobilisation of services into 2021-22.

Throughout the year, EHSCP sought to innovate and improve services within the restrictions in place. While many services were disrupted by Covid-19, new and adapted ways of working allowed quality support to continue to be provided. This included making more use of telephone and online methods of connecting with people in need of support, from outbound wellbeing calls to online exercise classes. Digital technology and the redeployment of staff also allowed EHSCP to work in new ways that provided greater flexibility to service delivery.

Children's services in Edinburgh have continued to develop their partnerships with the voluntary sector with the development of Locality Operational Groups (LOGs) and the joint Voluntary sector and Council Covid Task Force. This has helped us to develop new and creative ways to problem solve together and overcome obstacles for service delivery as a result of Covid restrictions. This comprises of 48 workers, a mix of Council and voluntary staff, meeting each week, 12 in each of our four localities to share learning and to problem solve. The LOGs have been operational since April 2020 and our intention is that this strengthened partnership collaboration should continue well beyond the pandemic.

The LOG's feed real time learning to the Task Force, which then feeds into the Children's Partnership and the Child Protection Committee.

Appendix 1 - Public Protection Strategic Partnerships and Monitoring Arrangements

Diagram 1 – Strategy and planning groups

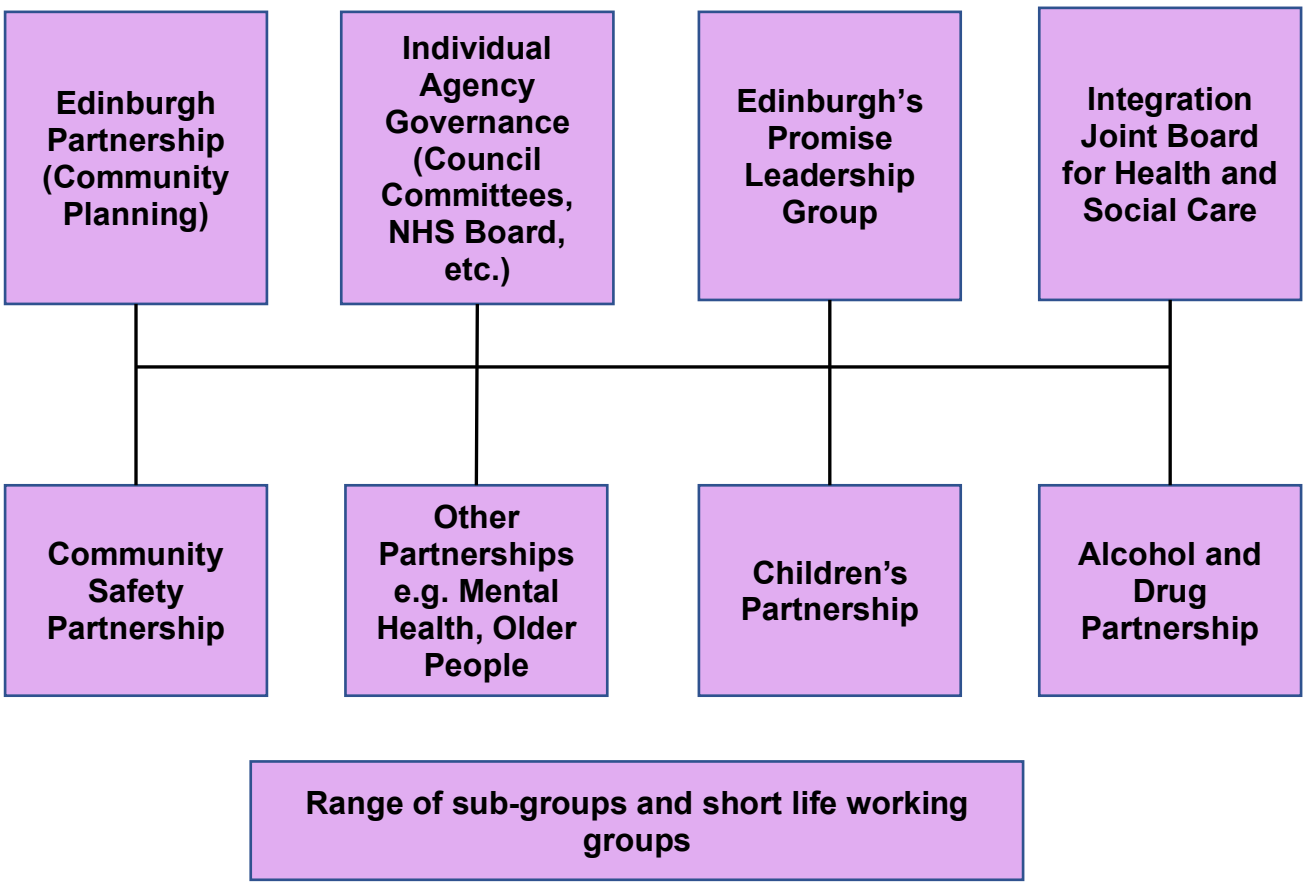
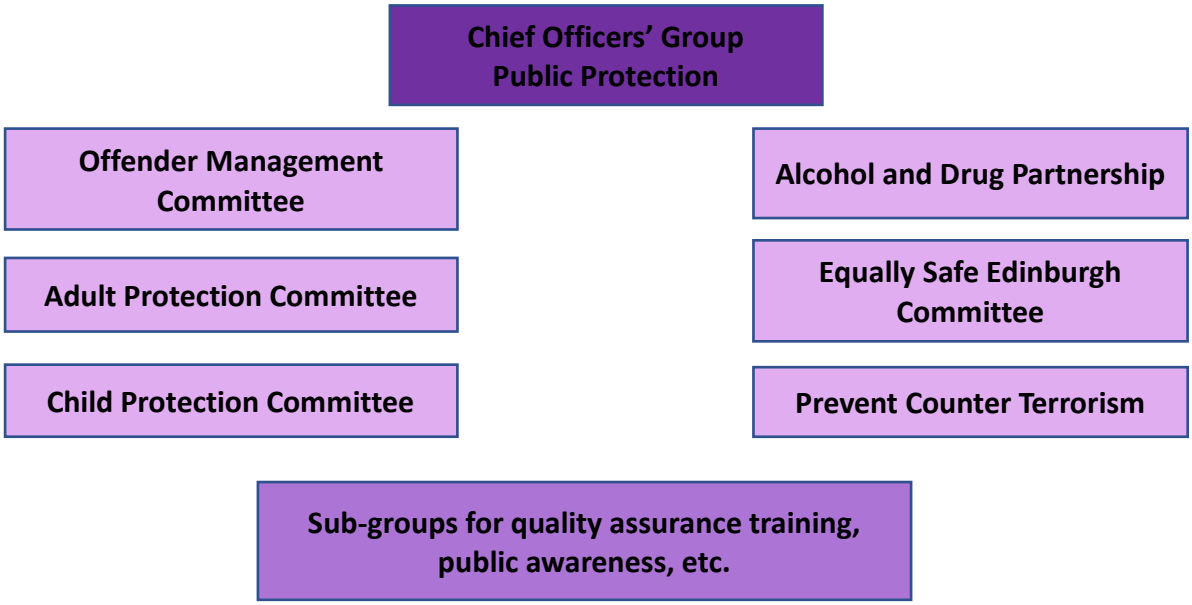


Diagram 2 – Public protection groups



Appendix 2 – Statutory Complaints Analysis

The City of Edinburgh Council is required to report annually on complaints received from anyone who receives, requests or is affected by a social work service.

SUMMARY:
The Council is committed to improving social work services for the people of Edinburgh and recognises that complaints are an important source of customer feedback. The following table sets out the number of social work complaints over the last three years dealt with as frontline resolutions (stage one); the number of complaints that required formal investigation (stage two); the number of complaints referred to a Complaints Review Committee; and the number of complaints referred to the Scottish Public Services Ombudsman (SPSO). Along with responding to complaints the Council also respond to enquiries made by the public, and by elected members (MPs, MSPs and Councillors) on behalf of their constituents.

	2018/19	2019/20	2020/21
Stage One Frontline Resolution			
• Edinburgh Health and Social Care Partnership	111	76	56
• Children's Services	35	46	20
• Criminal Justice			
Stage Two Investigation			
• Edinburgh Health and Social Care Partnership	72	37	67
• Children's Services	45	23	17
• Criminal Justice			
Scottish Public Service Ombudsman (SPSO)			
• Edinburgh Health and Social Care Partnership	0	1	10
• Children's Services	2	0	0
• Criminal Justice			
Enquiries			
• Edinburgh Health and Social Care Partnership	143	95	125
• Children's Services	34	8	2
• Criminal Justice			

Data is also recorded by Edinburgh Health and Social Care Partnership regarding positive comments made by the public.

	2018/19	2019/20	2020/21
Positive Comments			
• Edinburgh Health and Social Care Partnership	3	11	22

EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

Within the Edinburgh Health and Social Care Partnership there is now an established integrated complaints team. This team provides a joint approach to the management of complaints for all services within the partnership. For the purposes of this report the following information is based on social care complaints only.

During 2020/2021, the number of social care complaints managed as a Stage Two in the partnership was 67. This represents an increase of 81% on the previous year.

In addition, 56 complaints were completed at Stage One (frontline resolution); 125 enquiries were resolved; and 22 compliments were recorded.

Timescales for Stage Two Complaint Investigations:
In 2020/21, Edinburgh Health and Social Care Partnership formally responded to 67 Stage Two complaints. 14 (21%) were responded to within the 20 working day target or within an agreed extension; 52 (78%) did not meet these targets. One (1%) was received but was later withdrawn prior to the completion of the investigation.

Outcomes:
Of the complaints investigated at Stage Two, 14 (21%) were upheld; 34 (52%) were partially upheld; 18 (27%) were not upheld.

Complaint Trends:
Of the 67 Stage Two complaints, 48 were either upheld or partially upheld. 42 of these were reported in locality teams:

- North East: 3
- North West: 16
- South East: 12
- South West: 11

Six Stage Two complaint were reported across miscellaneous services.

The top three themes around upheld or partially upheld complaints were:

- Lack of/ poor communication
- Assessment and decision making
- Staff attitude/ behaviour

It should be noted however that many complaints have several themes.

Service Improvements:
All Stage Two complaints with an outcome of upheld or partially upheld continue to have an accompanying improvement plan. The improvement plans are the responsibility of the locality or service to ensure identified actions are implemented and learning from complaints is shared with the relevant teams.

For the period 2020/2021, communication remains a recurrent area for improvement across the services. An example of this was information not being made clear through the assessment process that some services are chargeable (income dependent). It was identified that workers need to have open and accurate conversations with service-users about potential financial contributions during the assessment period.

A further example was identified where there had been a lack of clarity, in particular within written communication, around the charging policy for Safe Haven beds. It

was acknowledged that as well as clear verbal communication, and clear case recording, it is important that any written communication provides an explanation of the charging policy for the different types of placement.

Complaint learning also established that more support should be offered to people attending an Adult Protection Case Conference (APCC), to ensure their views are properly captured and shared. It was recommended that referrals for advocacy should now be included as part of the APCC process, and a leaflet developed to better explain to families what the process involves.

Scottish Public Services Ombudsman:
If a complainant is not satisfied with the Stage Two response, they may request that the case be heard by the Scottish Public Services Ombudsman (SPSO), who can undertake an independent external review.

In 2020/21, we were contacted by the (SPSO) in relation to ten complaints. Two of these progressed to full investigations, but only one was upheld. This complaint spanned both EHSCP and Council Legal Services.

Communities and Families

All children's services within the Council (excluding Education who have a separate team) have a dedicated complaints section which is located within Children & Families Social Care Direct Children's Services Social Work Complaints have a duty to investigate complaints which have been raised regarding the following departments/sections:

- Central Services, including: Multi Systemic Therapy / Throughcare and Aftercare/Young People's Service
- Child and Family Centres
- Children and Young People Review Team
- Disabilities Services
- Emergency Social Work Services
- Hospital Social Work
- Family Based Care
- Kinship Care Support Team
- Practice Team Locality Based
- Residential services, including:
- Young People's Centres / Close Support/ Residential School / Secure Services
- Social Work Centres

During the period 01 April 2020 to 31 March 2021, Communities and Families (Children's Services Social Work Complaints) completed 17 formal Stage Two complaint investigations. This represents a 26% decrease on the previous year. In addition, 20 complaints (a decrease of 43% on the previous year) were completed as Frontline Resolutions and two enquiries and elected member enquiries were

responded to prior to this duty being transferred to another department within the Council.

Timescales for Stage Two Complaint Investigations:
In 2020/21, Communities and Families formally responded to seven stage two complaints (41%) within 20 working days or within agreed extensions; eight complaints (48%) were not completed within the targeted timescale. Two complaints (11%) were withdrawn.

Outcomes:
Of the Stage Two complaint investigations completed, four (24%) were not upheld, eight (48%) were partially upheld, three (17%) were upheld, and two (11%) were withdrawn.

Timescales for Stage One Frontline Resolutions:
Ten Frontline Resolutions were responded to within timescales or agreed extensions (50%). Timescales were not met on eight occasions (40%), and two (4%) were withdrawn.

Outcomes:
Of the Frontline Resolutions completed, two (10%) were upheld, two (10%) were partially upheld, fourteen (70%) were not upheld and two (10%) were withdrawn.

Complaint Trends:
There were four Stage Two complaint investigations completed regarding social work practice teams in the year 2020/21. This is a significant (74%) decrease from 2019/20. There was a broad range of reasons for the complaints lodged about practice teams, as follows: One regarded multiple issues; one regarded communication; one regarded professional practice; and finally, one regarded an assessment delay. Family Based Care received seven Stage Two complaints which is also a significant difference from 2019/2020 when they only received one. The reasons for the complaints were as follows: three regarded decisions made; one regarded a lack of financial support; one regarded a delay. These first five all had a financial element. There was also a complaint regarding professional practice and one regarding concerns about a foster carer. The Kinship Support Team received two Stage Two complaints, and both of these had a financial element to them.
No other service received more than one complaint. Another trend appears to be the reduction in complaints about practice teams, with a 74% decrease this last year, and a 69% decrease the year before.

Service Improvements:
As with all other Council departments, there is a relationship between complaints received and the continuous improvement of services, and this provides a mechanism for service users to contribute to the development of services. In the reporting year, 01 April 2020 to 31 March 2021, there were two service improvements noted. This is in comparison with no service improvements having been identified the previous year.

Scottish Public Services Ombudsman (SPSO):
There were no investigations by the SPSO in relation to Children's Services Social Work Complaints in the year April 2020 to March 2021, which is the same as the previous year. There was one request for further information, but this was not progressed to an investigation by the SPSO.

Covid-19
There is no immediate research available, but the significant drop in the number of complaints about practice teams may be partly due to the different and more creative ways in which staff have been able to respond to the challenges of the pandemic. This may also have impacted upon the significant increase in complaints about Family Based Care where the challenges of managing safe care for the most vulnerable members of our society have been immense. In both cases the prioritisation of workloads has had to be uppermost. The investigation of complaints has also been impacted significantly by the restrictions around face to face contact during the pandemic. Those investigating complaints have had to manage the work in more innovative ways to ensure that complaints were investigate

Appendix 3: Care Inspectorate Inspections 2020/21

Service Name	Group	Quality Framework Evaluation	Previous Grading	Latest Grading	Inspection Date
Royston Court	Adults	How well do we support people's wellbeing?	2	**3**	09-Apr-21
		How good is our leadership?	2	**3**	
		How good is our staff team?	3	Not assessed	
		How good is our setting?	4	Not assessed	
		How well is care and support planned?	2	**3**	
		How good is our care and support during the COVID-19 pandemic?	2	**3**	
Ferrylee	Adults	How good is our care and support during the COVID-19 pandemic?	Not available	4	17-Feb-21
Marionville Court	Adults	How good is our care and support during the COVID-19 pandemic?	Not available	3	13-Jan-21
Jewel House	Adults	How good is our care and support during the COVID-19 pandemic?	Not available	**4**	02-Sep-20
Drumbrae Care Home	Adults	How well do we support people's wellbeing?	2	**3**	04-Aug-20
		How good is our leadership?	1	**3**	
		How good is our staff team?	1	**3**	

		How good is our setting?	3	Not assessed	
		How well is care and support planned?	1	**3**	
Edinburgh Secure Services	Children	How well do we support people's wellbeing?	3	**4**	26-Feb-21
		How good is our leadership?	5	4	
		How good is our staff team?	3	**4**	
		How well is care and support planned?	4	4	

Appendix 4 - City of Edinburgh Council - Workforce Registered with the Scottish Social Services Council as at 13/07/2021

Register Part	Number of Registrants
Combined Register part 1 (Managers in a Care at Home and Housing Support Service)	19
Combined Register part 4 (Supervisors in a Care at Home and Housing Support Service)	110
Combined Register part 5 (Workers in a Care at Home and Housing Support Service)	873
Managers in Housing Support Services	8
Managers of a Care Home Service for Adults	9
Managers of a Day Care of Children Service	24
Managers of a Residential Child Care Service	8
Managers of an Adult Day Care Service	6
Managers of Care at Home Services	1
Practitioners in a Care Home Service for Adults	149
Practitioners in Day Care of Children Services	1173
Residential Child Care Workers	300
Residential Child Care Workers with Supervisory Responsibilities	37
Social Work Students	0
Social Workers	801
Supervisors in a Care at Home Service	1
Supervisors in a Care Home Service for Adults	66
Supervisors in Housing Support Services	19
Support Workers in a Care Home Service for Adults	254
Support Workers in a Day Care of Children Service	264
Support Workers in Housing Support Services	138
Support Workers in a Care at Home Service	19
TOTAL CEC WORKORCE REGISTERED	**4279**

Policy and Sustainability Committee

10.00am, Tuesday 30 November 2021

Council's Risk Appetite Statement

Item number	
Executive/routine	**Executive**
Wards	
Council Commitments	

1. Recommendations

It is recommended that the Committee:

1.1 notes that the Council's attitude to taking risk should be set at the top level of the organisation and cascaded down, and that this 'risk appetite' may be different across different services and types of risks;

1.2 notes that risk appetite is already set and established in many areas through governance arrangements; frameworks; policies, existing controls and schemes of delegation;

1.3 approves the Council's updated risk appetite statement presented within this report; and

1.4 refers the report to the Governance, Risk and Best Value (GRBV) Committee for information.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Lesley Newdall, Head of Audit and Risk
Legal and Assurance Division, Corporate Services Directorate
E-mail: lesley.newdall@edinburgh.gov.uk | Tel: 0131 469 3216

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Council's Risk Appetite Statement

2. Executive Summary

2.1 The purpose of this paper is to set out the Council's risk appetite statement for approval by the Policy and Sustainability Committee:

2.2 This document should be read together with the Council's Enterprise Risk Management Policy (the Policy) which is also being submitted for approval to the Policy and Sustainability Committee on 30 November 2021.

2.3 Two new enterprise risks (workforce and fraud and serious organised crime) have been included in the risk appetite statement. These risks were previously included within service delivery risk, and have been separated recognising their potential significance and impact as standalone risks.

2.4 The refreshed Risk Appetite Statement includes an operational risk appetite range and an increased risk appetite range that will apply in the current Covid-19 operational resilience environment to services affected by these extraordinary circumstances. Where possible, services will be expected to operate within the lower operational risk appetite range, but can apply the increased risk appetite range (where required) in response to ongoing Covid-19 pressures.

2.5 This approach enables the Council to accept increased levels of risk to support delivery of strategic priorities and services in the current environment, and acknowledges that it may not be possible to implement mitigating actions to reduce the potential impacts of current risks to a level that would be acceptable in a normal operating environment.

2.6 If approved by the Committee, Executive Directors and Service Directors will be responsible for ensuring that all risks associated with strategic and operational decisions have been considered to determine whether they expose the Council to a level of risk that exceeds the agreed risk appetite, and (where this is the case) ensure that it is appropriately approved.

2.7 Additionally, Executive Directors and Service Directors (with support from Corporate Risk Management) will be responsible for translating the Council's overarching risk appetite into appropriate target risks to support ongoing delivery of strategic

priorities; services; and projects within their areas, where this is not already specified through the Council's established governance frameworks.

2.8 The risk appetite statement included in this report supersedes the Council's existing risk appetite statement dated 6 October 2020.

3. Background

Definitions

3.1 Risk is defined as the positive or negative impact of an uncertain event or issue on achievement of organisational priorities and delivery of services.

3.2 Not all risk is undesirable, and if risk is avoided completely then organisations limit their chances of fully achieving their priorities.

3.3 Some risks can be identified, and actions implemented to ensure that their negative impacts are effectively controlled, and their positive impacts realised, whilst other unexpected risks associated with unplanned events (for example some risks associated with the Covid-19 pandemic) cannot easily be identified in advance and fully mitigated.

3.4 When unplanned events occur, organisations depend on their resilience and contingency plans to respond to the impacts of these events, and should establish appropriate processes to identify; assess; record; and manage the new risks that they present.

3.5 Risk appetite is defined as the amount and type of planned risk that an organisation, or a part of it, is willing to take to deliver their strategic priorities and services. Risk appetite can and will vary across levels of seniority, and between individuals and groups, based on a number of factors including conscious and unconscious bias; knowledge and understanding; and past experience. Risk appetite will change over time and can also vary in similar situations.

3.6 The Scottish Government notes in the risk management section of its Scottish Public Finance Manual that 'the concept of a "risk appetite" is key to achieving effective risk management and it is essential to consider it before moving on to consideration of how risks can be addressed', and highlights that:

3.6.1 when considering opportunities, risk appetite involves assessing how much risk the organisation is prepared to take to realise the benefits of the opportunity, essentially comparing the value (financial or otherwise) of potential benefits with the losses that might be incurred.

3.6.2 when considering threats, risk appetite involves assessing the level of exposure that can be justified and tolerated by comparing the cost (financial or otherwise) of mitigating the risk with the cost of the exposure if the risk crystallises into an issue, and finding an acceptable balance.

3.7 Target risk is defined as the maximum level of risk that an organisation is prepared to accept in pursuit of a specific priority, and is used to determine whether additional controls or mitigating actions are required to reduce the potential negative impacts of a specific risk.

3.8 A risk management policy establishes a structured organisational approach to risk management with the objective of ensuring that risk based decisions are explicit; consistent; and transparent, and that all known current and future risks are identified; recorded; assessed; and their negative impacts appropriately mitigated and managed in line with the organisation's risk appetite.

3.9 Risk management policies typically include a requirement for all parts of an organisation to consider risk appetite in their strategic and operational decision making. They also specify management's responsibilities for establishing appropriate target parameters for the risks that they manage, and implementing appropriate mitigations to ensure that these are achieved, enabling effective ongoing management of risk across the organisation in line with risk appetite.

3.10 A risk management policy is usually supported by an operational risk management framework that provides detailed guidance to ensure that policy requirements are consistently and effectively applied throughout the organisation.

3.11 Risk appetite should be agreed at a strategic level and recorded in a risk appetite statement that is then approved and reviewed on an ongoing basis.

3.12 Once approved, risk appetite statements should be communicated throughout the organisation to ensure that risk appetite is consistently and effectively considered in decision making and ongoing management of operational risks.

The Council's approach to risk management and risk appetite

3.13 The Council is responsible for designing and maintaining an appropriate risk management policy; setting its risk appetite; and implementing and maintaining an operational risk management framework.

3.14 Both the Council's risk appetite statement and risk management policy are reviewed by the Corporate Leadership Team (CLT) and approved annually by the Policy and Sustainability Committee. Definitions supporting the Council's risk appetite are included at Appendix 3.

3.15 The Council also has an established governance framework that is designed to support achievement of risk appetite through application of, and compliance with, schemes of delegation; governance structures (for example, Council executive and operational management committees); completion of annual governance statements by directorates and divisions; an extensive range of policies and operational frameworks (for example, health and safety; human resources; digital services; and fraud prevention) and supporting processes that are designed to manage and mitigate risk at levels that are appropriate and acceptable for the Council.

3.16 In October 2020, the Policy and Strategy Committee approved the Council's refreshed risk appetite statement that detailed the Council's risk appetite in relation to 11 enterprise risks that could potentially impact all Council Directorates and services.

Covid-19

3.17 As the Council's Covid-19 resilience response was mainly dependent on implementing Scottish Government and Public Health Scotland guidance, it was unable to set an appropriate risk appetite and target risks for the new Covid-19 risks that it faced at the outset of the pandemic.

3.18 Instead, the Council established the following three key Covid-19 objectives:

i) to protect the most vulnerable in our City;

ii) to minimise the risks to our colleagues; and,

iii) to continue to provide services in challenging circumstances

3.19 A risk management process to ensure that ongoing Covid-19 risks were identified; assessed; recorded was also established. Details of this process were shared with this Committee on 23 July 2020.

3.20 A paper was presented to the Governance, Risk, and Best value Committee in September 2020 that demonstrated the risk appetite changes faced by the Council during Covid-19. This was based on the established (currently monthly) review of the Council's current risk profile by the Council's Incident Management Team (CIMT).

The Three Lines Model

3.21 The Council has adopted the Institute of Internal Auditors Three Lines model to support the application of the Council's Enterprise Risk Management Policy and operation of its risk management framework:

3.21.1 first line divisions and directorates are responsible for identifying; assessing; recording; addressing; and escalating risks (where required) associated with decision making and ongoing service delivery.

3.21.2 the second line Corporate Risk Management team is responsible for maintaining the Policy; developing and maintaining the supporting operational risk management framework; providing ongoing oversight, challenge and assurance in a 'constructive critical friend' capacity; and driving a positive risk culture through delivery of ongoing training and engagement across first line teams.

3.21.3 independent assurance on the design and effective application of risk management policies and frameworks is provided by Internal Audit.

4. Main report

The Council's Risk Appetite Statement

4.1 The Council's risk appetite statement is set out at Appendix 2 and outlines the Council's risk appetite range (based on definitions included at Appendix 3) in relation to thirteen key enterprise risks that could potentially impact delivery of the Council's strategic priorities and ongoing service delivery.

4.2 Two new enterprise risk appetite ranges have been defined and included in the refreshed Risk Appetite Statement, reflecting that any potential negative impacts on the Council's workforce will significantly impact delivery of strategic priorities and services; and the potential impacts associated with risk of fraud and serious organised crime. The Council's appetite for these risks were previously considered as part of ongoing service delivery risk, however a separate appetite range for these risks has been defined recognising their potential significance and impact as separate risks.

4.3 Recognising that the Council continues to operate in a Covid-19 operational resilience environment that will continue for the foreseeable future, an increased risk appetite range is proposed that can be applied (where appropriate), to reflect the unique risks associated with this situation, and the increased levels of risk associated with potential concurrent resilience events that the Council may be unable to mitigate to an acceptable level. Where possible, services will be expected to operate within the lower operational risk appetite range.

4.4 Consequently, the risk appetite ranges set out at Appendix 1 include a lower operational risk appetite range, and an increased risk appetite range can be applied (where required) in the current environment. This approach enables the Council to accept increased levels of risk to support delivery of strategic priorities and services in both the current environment and short to medium term. It also acknowledges that it may not always be possible to implement appropriate controls and mitigating actions to reduce the potential impacts of current risks to a level that would be acceptable in a normal operating environment. This increased risk appetite range will be closely monitored and reduced when appropriate.

4.5 It is important to recognise that the Health and Social Care Partnership (the Partnership) is facing unique and unprecedented levels of service delivery; workforce; and health and safety risks that are directly attributable to ongoing Covid-19 impacts and workforce supply challenges in the Edinburgh employment market.

4.6 Consequently, the CLT has acknowledged and accepted that these current Partnership risks now exceed the Council's agreed increased Covid-19 risk appetite ranges outlined below, and that this position is likely to continue until a wider national solution for these systemic challenges is identified and implemented. In the interim, the Partnership has recorded and (where possible) continues to manage these risks to mitigate their potential impacts.

4.7 The impacts of these changes are as follows:

4.7.1 **Minimum possible to Moderate –** the Governance and Decision making and Regulatory and Legislative Compliance risk categories have a minimum possible to moderate risk appetite range, recognising that the Council continues to make a number of decisions in a Covid-19 operational resilience environment, and may still be required to make some emergency decisions if potential resilience events occur simultaneously; and the potential risk that Council services may not be fully aligned with regulatory and legislative requirements whilst services remain under pressure from Covid-19.

4.7.2 **Minimum possible to High** – the Health and Safety and Fraud and Serious Organised Crime risk categories have a minimum possible to high risk appetite range that reflects the increased levels of risk associated with Covid-19. This is mainly driven by the ongoing wellbeing challenges affecting Council employees, and the increased likelihood that fraud (both internal and external) and targeted serious organised crime could potentially impact the Council. This risk appetite range also recognises the varying types of fraud risk (for example unique fraudulent transactions versus systemic targeted activity) and the potential significance of fraud and serious organised crime incidents

4.7.3 **Low to High** – seven risk categories (Strategic Delivery; Financial and Budget Management; Programme and Project Delivery; Supplier, Contractor and Partnership Management; Technology and Information; Workforce; and Reputational) have a low to high risk appetite range. This is mainly attributable to the ongoing impacts of Covid-19 (for example medium term financial pressures; ongoing employee retention and recruitment challenges; and the increased likelihood of cyber-attacks), and also reflects the significant volume of programmes and projects in progress; the requirement to deliver business plan priorities; reshape service delivery based on lessons learned from Covid-19; and the significant volume of critical contractual and partnership arrangements established across the Council that could potentially be under pressure due to Covid-19.

4.7.4 **Low to Critical** – the Service Delivery operational risk appetite range has established as low to high, and increased to critical. This is directly attributable to the increased levels of risks currently impacting delivery of critical services (for example adult social care services delivered by the Health and Social Care Partnership), and services where resources have been redirected to focus on delivery of ongoing Covid-19 activities (for example, provision of asymptomatic testing centres across the city). This risk appetite range also reflects the likelihood that there will be a backlog of operational activities that require to be addressed once services are fully reinstated.

4.8 Whilst acknowledging that it may not always be possible to mitigate the impacts of the Council's risks in the current environment to an acceptable level, management will continue to focus on ensuring that (where possible) the Council's most significant risks are effectively managed

5. Next Steps

5.1 Once approved by the Committee, the risk appetite statement will be shared and communicated across the Council.

5.2 Executive Directors and Service Directors will (where appropriate) set target risks within their respective divisions and across the services that they deliver. As noted at 3.15 above, target risk is already specified for a number of matters through the Council's established governance frameworks.

6. Financial impact

6.1 There is no direct financial impact arising from this report, however, effective risk management in line with the Council's agreed risk appetite should have a positive impact on Council finances.

7. Stakeholder/Community Impact

7.1 Provision of assurance that the Council considers and specifies appropriate thresholds for the amount and type of planned risk that it is willing to take to support achievement of strategic objectives; ongoing service delivery; and protect its people; citizens; assets; and reputation.

8. Background reading/external references

8.1 Scottish Public Finance Manual

8.2 Institute of Internal Auditors Three Lines Model

9. Appendices

9.1 Appendix 1 – City of Edinburgh Council Risk Appetite Statement

9.2 Appendix 2 – Risk Appetite Definitions

Appendix 1 – Enterprise Risk Descriptions and Impact Statements

Ref	Risk	Risk Description	Impact Statement
R1	**Strategic Delivery**	Inability to design and / or implement a strategic plan for the Council.	Lack of clarity regarding future direction and structure of the Council impacting quality and alignment of strategic decisions
R2	**Financial and Budget Management**	Inability to perform financial planning; deliver an annual balanced budget; manage cash flows; and confirm ongoing adequacy of reserves	Council is unable to continue to deliver services and implement change in line with strategic objectives; inability to meet EIJB financial directions; adverse external audit opinion; adverse reputational consequences
R3	**Programme and Project Delivery**	Inability to deliver major projects and programmes effectively, on time and within budget	Inability to deliver Council strategy; achieve service delivery improvements; and deliver savings targets
R4	**Health and Safety (including public safety)**	Employees and / or citizens (including those in the Council's care) suffer unnecessary injury and / or harm	Legal; financial; and reputational consequences
R5	**Resilience**	Inability to respond to a sudden high impact event or major incident	Disruption across the City; to service delivery; and serious injury or harm to employees and / or citizens.
R6	**Supplier, Contractor, and Partnership Management**	Inability to effectively manage the Council's most significant supplier and partnership relationships	Inability to deliver services and major projects within budget and achieve best value
R7	**Technology and Information**	Potential failure of cyber defences; network security; application security; and physical security and operational arrangements	Inability to use systems to deliver services; loss of data and information; regulatory and legislative breaches; and reputational consequences
R8	**Governance and Decision Making**	Inability of management and elected members to effectively manage and scrutinise performance, and take appropriate strategic and operational decisions	Poor performance is not identified, and decisions are not aligned with strategic direction
R9	**Service Delivery**	Inability to deliver quality services that meet citizen needs effectively and in line with statutory requirements	Censure from national government and regulatory bodies; and adverse reputational impacts
R10	**Workforce**	Insufficient resources to support delivery of quality services that meet citizen needs effectively and in line with statutory requirements	Ongoing employee health and wellbeing; increased trade union concerns; impacts from engagements with national government and regulatory bodies; and adverse reputational impacts
R11	**Regulatory and Legislative Compliance**	Delivery of Council services and decisions are not aligned with applicable legal and regulatory requirements	Regulatory censure and penalties; legal claims; financial consequences

Ref	Risk	Risk Description	Impact Statement
R12	**Reputational Risk**	Adverse publicity as a result of decisions taken and / or inappropriate provision of sensitive strategic, commercial and / or operational information to external parties	Significant adverse impact to the Council's reputation in the public domain
R13	**Fraud and Serious Organised Crime**	Isolated or systemic instances of internal and / or external fraud and / or serious organised crime	Financial consequences; loss of systems; loss of data; inability to deliver services; regulatory censure and penalties; and adverse reputational impacts

Appendix 2 - City of Edinburgh Council - Risk Appetite Statement

* These risks are currently at a critical level for the Health and Social Care Partnership

Risk Description	Operational Risk Appetite Range		Range Increased To	Commentary
	From	To		
1. Strategic Delivery	Low	Moderate	High	1. The Council has a low to moderate operational risk appetite in relation to strategic delivery risk, and aims to ensure effective delivery of the Council's strategy and commitments in line with agreed timeframes. 2. Strategic delivery is monitored through the ongoing performance reporting process and established Council governance processes. 3. Executive Directors and Service Directors are expected to establish appropriate monitoring and oversight controls to ensure that their strategic and service delivery objectives are achieved in line with the overarching Council strategy. 4. Risk range has been increased from moderate to high reflecting the ongoing impacts of Covid-19 on the Council's capacity and ability to deliver strategic priorities in the current environment that cannot be mitigated to a moderate level of current risk.
2. Financial and Budget Management	Low	Moderate	High	1. The Council has a low to moderate operational risk appetite in relation to financial risk, and may be prepared to accept some risk subject to: • setting and achieving an annual balanced revenue budget in line with legislative requirements • maintaining a General Fund unallocated reserves balance in line with legislative requirements. 2. The Council's target financial risk is set out in various documents including the Scheme of Delegation to Officers; Contract Standing Orders; Committee Terms of Reference and Delegated Functions; and the Financial Regulations, and is also supported by the controls embedded in established financial technology systems. 3. Executive Directors and Service Directors are expected to implement appropriate system based and manual controls to prevent financial errors and detect and resolve them when they occur. 4. Risk range has been increased from moderate to high reflecting the know medium and longer term financial risks that will potentially affect the Council that it may not be possible to fully mitigate to a moderate level of current risk.

Risk Description	Operational Risk Appetite Range		Range Increased To	Commentary
	From	To		
3. Programme and Project Delivery	**Low**	**High**	**High**	1. The Council is prepared to initiate a range of low to high risk major change initiatives where these support strategic delivery; improved organisational capability and service delivery; or improvements to across the Council's operational property and technology estates and infrastructures. 2. The Corporate Leadership Team; Executive Directors; Service Directors; and Project Managers are expected to design; implement; and maintain appropriate programme and project management and governance controls to manage these risks. 3. This risk appetite range remains aligned with the pre Covid-19 range as the Council has no appetite to accept critical programme and project delivery risks that cannot be effectively mitigated to a high level of current risk.
4. Health and Safety (including public safety)	**Minimum Possible**	**Low**	**High**	1. Recognising that accidents can occur as a result of unknown and / or unplanned events, the Council has an appetite to fully comply with all relevant health and safety requirements to minimise any health and safety risks that could potentially result in loss of life or injury to citizens or employees. 2. Executive Directors and Service Directors are expected to ensure that Health and Safety policies; frameworks; and guidance are consistently and effectively applied, with incidents identified, reported, and immediately addressed. 3. Risk appetite range has been increased from low to high reflecting the ongoing health and safety (including public safety) risks that the Council continues to manage in the current Covid-19 environment, that cannot be effectively mitigated to a low level of current risk.
5. Resilience	**Low**	**Moderate**	**High**	1. Recognising that it is not always possible to effectively mitigate the risks associated with unplanned events, the Council has a low to moderate operational risk appetite in relation to resilience. 2. The Council has an established resilience management framework that includes resilience and contingency plans for certain scenarios, and provides guidance to first line directorates and divisions in relation to identifying critical systems and services and establishing appropriate resilience plans. 3. Executive Directors and Service Directors are responsible for ensuring that this framework is consistently maintained and routinely tested and can be effectively applied in the event of a resilience situation.

Risk Description	Operational Risk Appetite Range		Range Increased To	Commentary
	From	To		
				4. Risk appetite range has been increased from moderate to high recognising the significant impact of risks associated with a number of potential concurrent resilience events that the Council my be unable to fully mitigate to a moderate level of current risk.
6. Supplier, Contractor, and Partnership Management	**Low**	**High**	**High**	1. The Council has a low to high operational risk appetite range in relation to ongoing supplier, contractor and partnership management. It should be noted that this appetite will vary depending on the criticality of the service provided or supported by third parties. 2. The Council has an established procurement process that is aligned with Audit Scotland Best Value requirements and is supported by the Contract Standing Orders, and an established contract management framework. 3. Executive Directors and Service Directors are expected to ensure that the procurement and contract management frameworks are consistently and effectively applied, with issues identified, reported, and immediately addressed. This will typically involve ongoing focus on high risk contracts supporting delivery of critical services or projects. 4. Risk appetite range has not been increased as the Council is not prepared to accept critical supplier, contractor and partnership risks that cannot be mitigated to a high level of current risk.
7. Technology and Information	**Low**	**Moderate**	**High**	1. The Council has a low to moderate operational risk appetite in relation to technology and information risk and aims to ensure that this is achieved working together with CGI, the Council's technology partner and through direct contract management by service areas with any 'shadow IT' suppliers. 2. This risk appetite applies to both the Council's technology networks; cloud based applications used to support delivery of services; and processes where manual documents are used and retained. 3. This risk appetite will vary depending on the nature; significance; and criticality of systems used, and the services that they support. 4. Technology risk is managed through ongoing use of inbuilt technology security controls such as user access; encryption; data loss prevention; firewalls; and ongoing vulnerability scanning and a range of technology security protocols and procedures. 5. Executive Directors and Service Directors are responsible for ensuring ongoing compliance with technology security protocols and procedures, including the Council's protocol for externally hosted 'cloud' services.

Risk Description	Operational Risk Appetite Range		Range Increased To	Commentary
	From	To		
				6. The Council is also progressing towards full alignment with the Scottish Government's Public Sector Cyber Action Plan and the UK Government National Cyber Security Centre guidance. 7. Risk appetite range has been increased from moderate to high reflecting the increased risk of cyber-attacks in the current environment and risks associated with home working arrangements that it may not be possible to mitigate to a moderate level of current risk.
8. Governance and Decision Making	**Minimum Possible**	**Low**	**Moderate**	1. The Council has a minimum possible to low risk operational appetite in relation to governance and decision making. 2. The Council's target governance and decision making risk is detailed in its established Committee and corporate structures; schemes of delegation; levels of authority; and the member-officer protocol. 3. No officer or elected member may knowingly take or recommend decisions or actions which breach legislation. 4. Risk appetite range has been increased from low to moderate reflecting that the Council remains in an operational resilience environment and continues to make operational resilience decisions. Additionally, if concurrent resilience events occur, it may not be possible to mitigate this current risk to a low level.
9. *Service Delivery	**Low**	**High**	**Critical**	1. The Council has a low to high operational risk appetite range in relation to the risks associated with ongoing service delivery that will vary depending on the nature and criticality of individual services. 2. It is acknowledged that, despite best efforts, there may be occasional gaps in service delivery. 3. Recognising the potential impact on service users the Council will always strive to return to optimal service delivery as soon as possible, and ensure effective ongoing engagement with service users where issues occur. 4. Executive Directors and Service Directors are expected to implement appropriate controls to prevent service delivery gaps, and detect and resolve them when they occur. 5. Risk appetite range has been increased from high to critical reflecting current levels of service delivery risk for critical services, and backlogs of service delivery activities that the Council is unable to mitigate to a high current risk level.

Risk Description	Operational Risk Appetite Range		Range Increased To	Commentary
	From	To		
10. *Workforce	**Low**	**Moderate**	**High**	1. The Council has a low to moderate operational risk appetite range in relation to the risks associated with workforce capacity and capability. 2. It is acknowledged that, despite best efforts, there may be occasional gaps in workforce capacity and capability. 3. Recognising the potential impact on service delivery, the Council will always strive to return to optimal service workforce capacity and capability as soon as possible, and ensure effective ongoing engagement with employees and trade unions when issues occur. 4. Executive Directors and Service Directors are expected to maintain appropriate workforce plans that are aligned with the Council's People Strategy and Strategic Workforce Plan, and ensure sufficient capacity and capability to support service delivery. It is acknowledged that there is also a key dependency on both employment market and agency worker availability. 5. Risk appetite range has been increased from moderate to high reflecting ongoing Covid-19; employment market; and recruitment challenges that the Council is unable to mitigate to a moderate current risk level
11. Regulatory and Legislative Compliance	**Minimum Possible**	**Low**	**Moderate**	6. The Council aims to comply with applicable regulatory and legislative requirements to the fullest extent possible. 7. No officer or elected member may knowingly take or recommend decisions or actions which breach legislation. 8. Executive Directors and Service Directors are expected to implement appropriate controls to ensure ongoing compliance, and identify; report; and resolve breaches when they occur. 9. Risk appetite range has been increased from low to moderate reflecting the potential regulatory and service challenges that are directly linked to ongoing service delivery risks in the current environment that the Council may be unable to mitigate to a low current risk level.
12. Reputational	**Low**	**Moderate**	**High**	1. The Council is prepared to tolerate a low to moderate level of occasional isolated reputational damage. 2. The Council recognises that, as a large organisation delivering a wide range of complex services to the public and directed by elected politicians, it is likely to suffer occasional reputational damage,

Risk Description	Operational Risk Appetite Range		Range Increased To	Commentary
				3. Executive Directors and Service Directors are expected to implement appropriate controls to prevent significant or systemic reputational damage, and identify and address issues when they occur. 4. Risk appetite range has been increased from moderate to high reflecting the ongoing reputational risks associated with delivery of both strategic priorities and services in the current operating environment, that the Council may be unable to mitigate to a moderate level of current risk.
13. Fraud and Serious Organised Crime	**Minimum Possible**	**Moderate**	**High**	1. The Council is prepared to tolerate a low to moderate level of occasional isolated fraud and serious organised crime. 2. The Council recognises that, as a large organisation delivering a wide range of complex services to the public and directed by elected politicians, it is likely to suffer occasional fraud, and potentially be subject to targeted serious organised crime. 3. Executive Directors and Service Directors are expected to implement appropriate controls to prevent significant or systemic damage from fraud and / or serious organised crime, and identify and address issues when they occur. 4. Risk appetite range has been increased from moderate to high reflecting the ongoing fraud and serious organised crime risks that the Council may be unable to mitigate to a moderate level of current risk.

Appendix 3 – Risk Appetite Definitions

Risk Appetite Description	Definition
Minimum Possible	The level of risk is completely unacceptable and will not be tolerated. Appropriate mitigating actions should be implemented urgently to ensure that the risk is treated to the fullest extent possible, with the objective of preventing the risk from becoming an issue.
Low	The level of risk is unacceptable and will not be tolerated. Appropriate mitigating actions should be implemented immediately to treat the risk and prevent it from becoming an issue where possible.
Moderate	A moderate level of risk can be accepted. Appropriate mitigating actions should be implemented as soon as possible to either prevent the risk from becoming an issue, or detect the issue and ensure that it is addressed.
High	A high level of risk can be accepted. Appropriate actions should be implemented to identify issues resulting from these risks and address them where feasible and practical.

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Enterprise Risk Management Policy

Item number	
Executive/routine	**Executive**
Wards	
Council Commitments	

1. Recommendations

It is recommended that the Committee:

1.1 Reviews and approves the Council's updated Enterprise Risk Management Policy as set out in Appendix 1 to this report; and,

1.2 Refers the report to the Governance, Risk and Best Value (GRBV) Committee for information.

Stephen S. Moir
Executive Director of Corporate Services

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Enterprise Risk Management Policy

2. Executive Summary

2.1 The purpose of this paper is to present the Council's refreshed Enterprise Risk Management Policy (the Policy) to the Committee for review and approval.

2.2 This Policy supersedes the existing policy dated October 2020.

2.3 The Policy describes the Council's overarching risk management approach and is supported by a more granular operational risk management framework that describes how the policy will be applied by all Council directorates and divisions.

2.4 The operational risk management framework has also been refreshed, with the pilot currently underway and scheduled to complete in December 2021. Pilot outcomes will be shared with the Corporate Leadership Team (CLT) in January 2022, together with a recommended Implementation approach.

2.5 Any further policy changes required to reflect the refreshed framework will be included in the next policy review scheduled for October 2022.

3. Background

3.1 Risk management in public sector organisations is not a statutory requirement and is not supported by any specific legislation. It is, however, central to good governance and organisational culture, and is a fundamental part of effective business management.

3.2 As risk management is not a statutory or legislative requirement, it is the Council's responsibility to determine its risk appetite; set the tone of its risk culture; and design and implement its own risk Enterprise Risk Management Policy (ERMP) and supporting framework.

3.3 The Chartered Institute of Public Finance and Accountancy (CIPFA) also notes that the discipline of risk management promotes innovation in support of strategic objectives and service delivery; opening the door to the possibility of taking risks to achieve positive outcomes.

3.4 Establishing an ERMP should also support identification and realisation of the improvements and benefits associated with both planned and unexpected

opportunities, whilst protecting the Council's employees; assets; and reputation (where possible) from their potential negative impacts.

3.5 Consequently, good risk management should be an embedded component of both decision making and ongoing service delivery across the Council; should be viewed positively; and should not be performed as a separate standalone or retrospective activity.

3.6 The Council has adopted the Institute of Internal Auditors Three Lines model to support the operation of its risk management framework. Within this framework:

3.6.1 First line divisions and directorates are responsible for identifying; assessing; recording; addressing; and escalating risks (where required) associated with decision making and ongoing service delivery.

3.6.2 First line teams are supported by the second line Corporate Risk Management team who are responsible for maintaining the Policy; the supporting operational risk management framework; providing ongoing oversight and challenge in a 'constructive critical friend' capacity; driving a positive risk culture through delivery of ongoing training and engagement; and providing ongoing assurance that the framework is being consistently applied.

3.6.3 Independent assurance on the design and effective application of risk management policies and frameworks across the Council is provided by Internal Audit (IA).

3.7 The current Policy was last reviewed and confirmed as remaining fit for purpose by the Committee in October 2020.

4. Main report

4.1 The objective of the ERMP is to support achievement of the Council's priorities by establishing a structured and proportionate organisational risk management approach that:

4.1.1 supports all Council areas in making and recording effective risk based strategic and operational decisions;

4.1.2 ensures that all known current and future risks associated with ongoing service delivery are consistently and effectively identified; recorded; assessed; and appropriately mitigated and managed in line with the Council's risk appetite; and

4.1.3 supports identification and realisation of the potential improvements associated with both planned and unexpected opportunities, whilst protecting the Council's employees; assets; and reputation (where possible) from their potential negative risk impacts.

4.2 The Policy sets out how risk management should be considered when making both strategic and operational decisions and delivering services; the Council's risk culture; the requirements for effective application of the operational risk

management framework across Council services; risk management structures and responsibilities across the Three Lines (including those of senior management); and ongoing risk management assurance arrangements.

4.3 The Policy also includes the requirement to consider project delivery risks, and any risks associated with partnership or contractual arrangements supporting delivery of Council priorities and service delivery that could potentially affect the Council.

4.4 When refreshing the Policy, good practice has been considered and incorporated (where relevant) from a number of sources, including the risk management guidance included in the Scottish Government's Public Finance Manual; CIPFA; the International Organisation for Standardisation's ISO31000 Risk Management Guidelines; the Institute of Risk Management; and other public bodies.

4.5 The policy will be implemented in line with the Council's agreed risk appetite which sets out the amount of risk that the Council has agreed that it is prepared to accept.

5. Next Steps

5.1 Once approved by the Committee, the Policy will be shared and communicated across the Council, with the refreshed version published on the policy register maintained on the Council's website.

6. Financial impact

6.1 There are no direct financial implications associated with the Policy, although there may be costs associated with implementing controls to mitigate risks and/or failing to mitigate risks.

7. Stakeholder/Community Impact

7.1 Consistent and effective application of the Policy will help to ensure that Council's employees; assets; and reputation are protected (where possible) from the negative risk impacts associated with planned and unplanned events, whilst identifying opportunities for improvement

8. Background reading/external references

8.1 ISO31000 Risk Management Guidelines

8.2 Institute of Risk Management

8.3 Management of Risk

8.4 CIPFA

8.5 Scottish Government Finance Manual

9. Appendices

9.1 Appendix 1 - Enterprise Risk Management Policy

Enterprise Risk Management Policy

Implementation date: 30 November 2021

Control schedule

Version control

Approved by	Policy and Sustainability Committee
Approval Date	30 November 2021
Senior Responsible Officer	Stephen Moir, Executive Director of Corporate Services,
Author	Lesley Newdall, Head of Audit and Risk
Scheduled for review	October 2022

Version control

Version	Date	Author	Comment
0.3	**6 October 2020**	Lesley Newdall, Senior Audit and Risk Manager	
0.4	**30 November 2021**	Lesley Newdall, Head of Audit and Risk	

Previous committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
6 October 2020	**Policy and Sustainability Committee**	Report	Meeting Minute

Policy statement

1.1 The Council's priorities of ending poverty and preventing adverse outcomes such as homelessness and unemployment; becoming a sustainable and net zero city; and making sure wellbeing and equalities are enhanced for all are outlined in the current Business Plan, *Our Future Council, Our Future City*. In addition to these priorities, the Business Plan confirms that the Council will continue the fight against Covid-19, and manage the ongoing budget challenges, whilst changing the way that these priorities and services will be delivered (Our Future Council).

1.2 The objective of this Enterprise Risk Management Policy (the Policy) is to support achievement of the Council's priorities by establishing a structured and proportionate risk management approach which seeks to ensure that the risks associated with strategic and operational decisions are consistently and explicitly considered and recorded, and that all known current and future risks associated with delivering priorities and services are consistently and effectively identified; recorded; assessed; and appropriately mitigated and managed in line with the Council's agreed risk appetite.

1.3 The Policy also aims to support identification and realisation of the potential improvements associated with both planned and unexpected opportunities, whilst protecting the Council's employees; assets; and reputation (where possible and appropriate) from their potential negative risk impacts.

1.4 The Council delivers a wide range of services, under a variety of legislation, for the benefit of the people of Edinburgh. The operating environment is complex and changeable, and the Council's performance is regularly and closely scrutinised.

1.5 Risk management is a fundamental part of effective business management, and should be an embedded component of both decision making and ongoing service delivery. It should not be considered or performed as a separate; standalone; or retrospective activity.

1.6 The Policy is supported by an established operational risk management framework (the Framework) that describes the detailed operational risk management processes to be applied across the Council.

Scope

2.1 'Enterprise Risk Management' describes the consideration and management of risk across all Council decisions and activities, and this Policy describes the Council's enterprise risk management approach. Consequently, Directorate; Divisional; and Service risk management arrangements described in other Council policies should be aligned with this Policy to the fullest extent possible.

2.2 This Policy applies to all Council employees.

2.3 When working collaboratively in partnership with Arms' Length External Organisations (ALEOs); or under contracts with third parties, appropriate risk management arrangements must be agreed, established, and understood, with any potential risks associated with these arrangements that could impact the Council recorded in relevant risk registers.

2.4 The Council's arms-length external organisations (ALEOs) are responsible for ongoing management of risk within their organisations and are expected to have established and operate their own appropriate risk management arrangements.

2.5 This Policy does not replace any statutory risk management or reporting requirements.

Definitions

In this document the following terms and definitions are used:

3.1 **Action** - a planned measure that is intended to reduce the **Likelihood** and/or **Impact** of a **Risk**. Where an action is implemented before a **Risk** has becomes an **Issue** it becomes a **Control**. An action aims to reduce the **Current Risk** towards the **Target Risk**.

3.2 **Action Owner** – a single role or individual responsible for the implementation of an **Action**. This may be a different person to the **Risk Owner**.

3.3 **Assurance** - the processes applied to assess the design and effectiveness of **Controls**. Assurance can be performed by any of the **Three Lines**.

3.4 **Cause** – an unplanned situation or event that causes a potential **Risk** to occur.

3.5 **Control** - a measure that is designed to reduce **Risk**. A control will be either *directive* (a '**Do' Control**); *preventative* (a '**Stop' Control**); or *detective* (a '**Spot' Control**). Controls may not always operate as designed.

3.6 **Control Effectiveness** – an assessment of how well controls have been designed and are operating to manage **Risk**. The design and operating effectiveness of **Controls** is assessed through **Assurance.**

3.7 **Current Risk-** the level of **Risk** at the present time, taking into account the design and effectiveness of **Controls**. **Current Risk** is assessed and scored based on **Original Risk** and **Control Effectiveness**. If the **Controls** are effective, then the Current Risk will be less than the **Original Risk**. **Current Risk** is also called **Residual Risk**.

3.8 **Do Controls –** directive **Controls** that direct / tell you what you should do such as legislation; policies; guidance; or procedures.

3.9 **Enterprise Risk Management (ERM)** – the risk management process that should be applied across the Council's decisions and activities. It aims to ensure that the principles of **Risk Management** are consistently and effectively applied.

3.10 **Horizon scanning** – ongoing review of the internal operating environment and external economic; regulatory; and legislative environments to identify any potentially new emerging **Opportunities; Threats**; and their associated **Risks** that could potentially **Impact** the organisation.

3.11 **Impact** - The result of a particular **Risk** or **Risk(s),** occurring individually or simultaneously, on delivery of **Priorities** and decisions.

3.12 **Inherent Risk** – See **Original Risk**.

3.13 **Issue** – the consolidated **Impact** of **Risk(s)** that have occurred. **Action** may be required to address to address these **Issues**. **Issues** may also introduce additional **Risk(s)**.

3.14 **Likelihood** - the chance of something happening. It can be measured either qualitatively (for example, "rarely", "often") or quantitatively (for example "50% probability", "once every five years").

3.15 **Priorities** - A specific goal to be achieved. At the highest level these are defined in our Business Plan priorities; outcomes; Council commitments; and statutory requirements. Directorates; Divisions; Services; and employees will have their own priorities, and others may arise from external codes; legislation; statutory requirements; targets; frameworks; and recommendations.

3.16 **Opportunity** - an uncertain future event that would likely have a favourable impact on priorities if it occurred.

3.17 **Original Risk** - the exposure arising from an identified **Risk** before any **Actions** or **Controls** have been implemented to manage it. Also called **Inherent** Risk. **Original Risk** is assessed and scored based on its **Likelihood** multiplied by its potential **Impact**.

3.18 **Residual Risk** – see **Current Risk**.

3.19 **Risk** - the effect of uncertainty upon **Priorities** or service delivery. Risk includes potential upside (**Opportunity**) as well as downside (**Threat**). The description of a **Risk** should include its potential **Cause(s)** and associated **Impact(s).**

3.20 **Risk Appetite** - the amount of **Risk** the Council, or a part of it, is willing to accept.

3.21 **Risk Management** - the systematic application of principles, tools and processes to identify; record; and assess risks, designing and implementing **Controls**, and monitoring progress.

3.22 **Risk Management Framework** – the Council's risk management toolkit that includes the policies; methodology; procedures; software; governance arrangements; templates; training; education; and communication to support effective identification, assessment and management of risk across the Council.

3.23 **Risk Owner** - a single role or individual responsible for the management and control of all aspects of a **Risk**.

3.24 **Spot Controls - a Control** that identifies an error once it has happened so that it can be addressed (for example quality assurance checks or monitoring trends in key performance indicators).

3.25 **Stop Controls –** a **Control** that prevents or **Stops** something from going wrong (for example a technology firewall; a reconciliation; or a checklist).

3.26 **Target Risk** - The level of **Risk** that a **Risk Owner** intends to achieve, in line with the Council's **Risk Appetite**, that is approved by management. This is usually the **Risk** remaining after relevant **Controls** and **Actions** have been successfully implemented and are functioning as intended.

3.27 **The Three Lines Model** - The **Three Lines Model** broadly defines first line as 'within services' (the "doers"), second line as 'within corporate support functions' (the "helpers"), and third line as 'Internal Audit, External Audit, and external assurance providers' (the "checkers").

3.28 **Threat** - An uncertain event that could have a negative impact on **Priorities.**

Policy content

Risk Appetite

4.1 The Council sets an overarching risk appetite to help ensure that risks across all Directorates and Divisions are managed in line with the amount and type of planned risk that the Council is willing to take to deliver its strategic priorities and services. The Council's risk appetite statement is reviewed annually.

4.2 Risk appetite can and will vary across levels of seniority and between individuals and groups based on a number of factors including conscious and unconscious bias; knowledge and understanding; and past experience. Risk appetite will change over time and can also vary in similar situations.

4.3 Changes in the Council's risk appetite can also be driven by significant external causes (for example the Covid-19 pandemic) where the Council had to accept

increased current risk levels that exceeded its approved risk appetite ranges as risk has had to be managed within the boundaries of new national legislation and guidance.

Risk Culture

4.4 The Council promotes a culture where employees can discuss and challenge risks and controls at all levels in a constructive manner, with early identification and proactive recording; reporting; and escalation of risks encouraged.

4.5 We should recognise that not all risk is 'bad', and that if we seek to completely avoid risk, then we reduce our chances of delivering the Council's priorities by realising the positive aspects of opportunities.

4.6 All strategic and operational decisions should be made with full consideration of risk, and with engagement and input from all relevant stakeholders. Appropriate qualitative and quantitative tools and techniques should be used (where appropriate) to assess risks, and all decisions taken (including appropriate consideration of risk) should be recorded.

4.7 All Council employees should consider risk in everything they do in a way that is appropriate and proportionate to their activities, and in accordance with the Council policies and processes in place. This involves identifying and assessing potential opportunities and threats; and then planning and implementing appropriate 'do, stop, and spot' controls and actions to minimise negative risks and impacts to a level that is aligned with risk appetite, enabling the positive aspects of opportunities to be realised.

4.8 Risk management roles and responsibilities across the Three Lines are clearly defined and understood across the Council.

4.9 Requests for additional resources to manage risk are considered appropriately.

Operational Risk Management Framework

4.10 This policy is supported an operational risk management framework that describes the detailed operational risk management processes to be applied across the Council.

4.11 The Framework includes this Policy; the Risk Appetite Statement; supporting governance arrangements; procedures and guidance; templates; training and education materials; and communications relating to risk management within the Council.

4.12 The Framework is continually reviewed and improved based upon good practice, feedback, and professional risk management developments, and should be consistently and effectively applied across the Council.

4.13 Effective application of the Framework involves ensuring that:

4.1.1. Risk registers are established and maintained by services that include all relevant risks associated with strategic and operational decisions and ongoing service delivery.

4.1.2. Appropriate risk owners have been identified who will be responsible for ongoing management of risks allocated to them.

4.1.3. Horizon scanning is performed to identify all new and emerging risks.

4.1.4. Risks are appropriately described and classified in line with the Council's established risk description categories included in the operational risk management framework, and include details of risk causes and their potential impacts.

4.1.5. Risk assessments are performed based on the likelihood that risks will crystallise, and their associated impact (both before and after implementation of controls) to determine original and current risk levels.

4.1.6. An appropriate target risk level is also established (where required).

4.1.7. Where necessary, further mitigating actions and / or 'do, stop, and spot' controls are defined to support achievement of target risk, with appropriate action owners and completion timeframes agreed and recorded.

4.1.8. Issues are effectively identified and resolved.

4.1.9. Project risks are managed within individual projects in line with established project risk management methodologies.

4.1.10. The risks associated with suppliers, contractors and other third parties (including Arm's Length External Organisations) are recorded in risk registers and managed appropriately.

4.1.11. All significant operational; project; and third party contract current risks are escalated for inclusion in the next level risk committee.

The Council's Risk Management Structure and Responsibilities

4.14 The Chief Executive and the Corporate Leadership Team has overall responsibility for the design and application of the Council's Enterprise Risk Management Framework.

4.15 A number of these responsibilities are delegated to relevant employees; and Council teams who are accountable for ensuring that they are delivered.

4.16 The Council's second line Corporate Risk Management team is responsible and for ongoing maintenance of the Council's operational risk management framework, with the following arrangements established to ensure it is consistently applied across the Council:

4.16.1. Service Directors are accountable for identifying; assessing; recording; and managing their strategic and operational risks in line with the

requirements of the operational risk management framework. These risks should be recorded in service risk registers.

4.16.2. Executive Directors should consider the full population of risks that could impact their range of services, with focus on ensuring that Service Directors have identified; recorded; assessed; and are effectively managing their risks.

4.16.3. The Council wide Risk Forum focuses on sharing information about existing and emerging thematic risks with potential impacts across Directorates and overall delivery of Council priorities and services.

4.16.4. Thematic Council-wide risks are considered and discussed within specialist groups such as the Council Health and Safety Group. The Cyber and Information Security Steering Group; and the Information Board.

4.16.5. Risk Committees are held at Corporate Leadership Team and Directorate levels to agree on the Council's most significant risks; the actions required to ensure that these are effectively managed; and risks for inclusion in quarterly risk reports.

4.16.6. The current risk profile of the Council's 13 enterprise risks, as agreed by the Corporate Leadership Team, are reported at least quarterly to the Governance, Risk and Best Value Committee, who provide challenge and scrutiny on an ongoing basis.

4.17 Further details on the Council's risk management structure and responsibilities are included in the RACI matrix at Appendix 1, which details the Council committees and employees responsible and accountable for risk management, and those who should be consulted and informed.

Assurance

4.18 Assurance on the design and effectiveness of the risk management framework is provided across the Three Lines.

4.19 First line services; divisions; and directorates remain responsible for ensuring that their risks are identified; assessed; recorded; managed; and escalated where required.

4.20 The second line Corporate Risk Management team can provide ongoing assurance in a 'constructive critical friend' capacity to ensure that the risk management framework is being consistently and effectively applied on an ongoing basis and will make any recommendations for improvement.

4.21 Internal Audit (the third line) will assess the design and effectiveness of the risk management framework typically once every five years.

Implementation

5.1 Implementation of this Policy will be effective from 30 November 2021. This Policy supersedes any previously approved Enterprise Risk Management Policy document

Roles and Responsibilities

6.1 Further details on the Council's risk management structure and responsibilities are included in the RACI matrix at Appendix 1, which details the Council committees and employees responsible and accountable for risk management, and those who should be consulted and informed.

Related documents

7.1 All Council policies are designed to reduce risk in some form, and as such they are all related to this document.

7.2 In addition to the Council's established policies, key related documents are listed below. This is not a complete list and further guidance may be sought from a member of the Corporate Risk Team.

7.2.1 Council Business Plan 2021- Our Future Council; Our Future City

7.2.2 Procedural Standing Orders for Council and Committee Meetings

7.2.3 Committee Terms of Reference and Delegated Functions

7.2.4 Contract Standing Orders

7.2.5 Scheme of Delegation to Officers

7.2.6 Employee Code of Conduct

7.2.7 Financial Regulations of the City of Edinburgh Council

7.2.8 Corporate Debt Policy

7.2.9 The Role of Chief Social Work Officer – Guidance Issued by Scottish Ministers pursuant to Section 5(1) of the Social Work (Scotland) Act 1968

7.2.10 Local Government and Housing Act 1989

7.2.11 Local Government etc. (Scotland) Act 1994

7.2.12 Local Government (Scotland) Act 1973

7.2.13 Social Work (Scotland) Act 1968

Integrated impact assessment

9.1 Direct impact on all Council employees who have always been required to consider the risks associated with all aspects of their roles, including decision making and ongoing service delivery.

9.2 Indirect positive impact on all population groups as the Council will consider acceptable levels of risk appropriately when making decisions that could potentially affect these groups and delivering services that they receive.

9.3 Indirect positive economic; environmental; and equalities and human rights impacts as any relevant risks will be considered by the Council when making decisions and managing delivery of services.

Risk assessment

10.1 This policy aims to ensure that effective risk management is embedded throughout the Council. The risks of not implementing this policy include:

- 10.1.1 The Council could be restricted in its ability to deliver its outcomes and priorities;
- 10.1.2 Ineffective and inefficient service delivery;
- 10.1.3 Financial inefficiency and loss; and
- 10.1.4 Reputational damage to the Council.

10.2 Given the uncertainties involved in attempting to quantify future events, even a perfectly functioning risk management framework cannot guarantee to foresee every potential negative impact on the Council. There will always be a chance that very-low-probability/very-high-impact events occur.

10.3 Given the scale and nature of the Council's operations it is likely that the Council's reputation will frequently suffer a degree of damage. However, this damage will not usually have significant lasting effects. The Council's Risk Management Framework will therefore prioritise compliance, service delivery and financial impacts above reputational damage.

10.4 Implementing his policy should have an overall positive impact on the Council's risk culture.

Review

11.1 This policy will be reviewed annually by the Policy and Sustainability Committee.

11.2 The next scheduled review date is October 2022.

Appendix 1 – Enterprise Risk Management Responsibilities Across the Council

Key:

R – Responsible – the employees / committees who have overall responsibility for ensuring the risk management activity is completed

A - Accountable – the employees / committees who will be held to account for completion of risk management activities

C - Consulted – the employees / committees consulted in relation to completion of risk management activities

I - Informed - the employees / committees who are informed that the risk management activity has been completed

Shaded Areas – these committees or employees have no responsibility for these specific risk management activities

Enterprise Risk Management Responsibilities	Executive Committees	Governance, Risk and Best Value	Policy and Sustainability	Chief Executive	Corporate Leadership Team	Executive Directors and Chief Officer ElJB	Directorate Operations Managers	Service Directors	Heads of Service	Operational Risk Forum	Head of Audit and Risk / Corporate Risk Mgt Team	Service Director: Legal and Assurance / S5 Monitoring Officer	Service Director: Finance & Procurement / S95 Chief Finance Officer	Service Director: Children's Services & Criminal Justice / Chief Social Work Officer	All Employees
1. Annual review approval of the Enterprise Risk Management Policy (ERMP)		I	R	R	R						A	A			
2. Annual approval of the Council's Risk Appetite Statement (RAS)		I	R	R	R						A	A			
3. Annual refresh of the ERMP					C						R	A			
4. Annual refresh of the RAS					C						R	A			
5. Quarterly Risk Reporting		I		R	C,I	C, I	C, I	C, I	C, I	C, I	A	A	C, I	C, I	C, I
6. Quarterly Risk Committees				R	R	A	A	A	A, C, I	C, I	A,C,I	A,C,I	A	A	C, I
7. Defining and Promoting Risk Culture		I	I	R	A, C	A, C	A, C	A, C	A, C	A	R, A	R, A	A	A	A
8. Maintaining the Operational Risk Management Framework		I		C, I	C, I	C, I	C, I	C, I	C, I	C, I	R	A	C, I	C, I	C, I

Enterprise Risk Management Responsibilities	Executive Committees	Governance, Risk and Best Value	Policy and Sustainability	Chief Executive	Corporate Leadership Team	Executive Directors and Chief Officer EIJB	Directorate Operations Managers	Service Directors	Heads of Service	Risk Forum	Head of Audit and Risk	Service Director: Legal and Assurance / S5 Monitoring Officer	Service Director: Finance & Procurement / S95 Chief Finance Officer	Service Director: Children's Services & Criminal Justice / Chief Social Work Officer	All Employees
9. Considering Risk Appetite in Decision Making	R	I	R	R	A	A	A	A	A	A	A, C. I	A, C, I	A, C, I	A, C, I	A
10. Training and Education						R			A		A	R			A
11. Assurance		I		R	R	A	A	A	A	I, A	R	A	A	A	A
12. Application of the Operational Risk Management Framework (including resourcing and capacity for risk management activities)		I	I	R	A	A	A	A	A	I	A	A	A	A	A
13. Risk management subject matter experts				A			R				R	A			
14. Service delivery in line with relevant legislative / statutory requirements	I	I		R		A		A	A		A	A	A	A	
15. Managing risks associated with legislative and statutory requirements	I	I	I	R	A	A		A	A		A	A	A	A	
16. Identifying and resolving any potential legislative or statutory breaches	I	I	I	R	I	A	A	A	A	C,I	A,C,I	A,C,I	A,C,I	A,C,I	
17. Attending the Corporate Leadership Team in a 'critical friend' capacity				A	A							R	R		

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Policy and Sustainability

10.00am, Tuesday, 30 November 2021

Draft Response to the Scottish Government National Care Service (NCS) Consultation

Item number	
Executive/Routine	Executive
Wards	All
Council Commitments	36

1. Recommendations

1.1 To note the response to the Scottish Government's consultation on the National Care Service, approved by the Chief Executive in consultation with the Leader and Depute Leader under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions so as to meet the consultation deadline.

Stephen S. Moir
Executive Director of Corporate Services

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Draft Response to the Scottish Government National Care Service (NCS) Consultation

2. Executive Summary

2.1 The Council's draft response to the Scottish Government's consultation on proposals for a National Care Service, supplemented by a detailed paper, positively endorses efforts to improve social care and social work, how it is valued and the outcomes it achieves for citizens in Edinburgh.

2.2 However, the draft response also highlights that as the consultation stands, it is difficult to engage meaningfully in the questions around whether a National Care Service is required and what its scope and role could be. As such, the response sets out a series of questions about the proposals and details significant concerns about their potential impact.

2.3 The draft response also requests a further period of consultation when the further details requested about the model are available and relevant impact assessments and engagement with service users – including children and young people - is undertaken.

3. Background

3.1 The findings of the Independent Review of Adult Social Care in Scotland, led by Derek Feeley, were published on 3 February 2021. The review proposed a social care system where social care support is seen as an investment, enabling rights and capabilities and is preventative and anticipatory; a system that is built on collaboration and supports strong relationships and is a vehicle for supporting independent living.

3.2 The recommendations included transformation of the way that social care is planned, commissioned and procured; the introduction of a national improvement programme for social care; delivery of Fair Work and; a National Care Service (NCS) for adult social care.

3.3 The Scottish Government consulted on proposals for a National Care Service. These proposals significantly expand the scope of the NCS beyond the

recommendations of the Feeley Review, while including a number of areas of ambiguity or which lack of detail.

3.4 The Council's response has been informed by a round table of key officer groups, engagement with key council teams and two workshop sessions held for Elected Members on 22 and 25 October 2021. Council officers and Councillors have also engaged in various professional group sessions and COSLA workshops on the proposals.

4. Main report

4.1 The Scottish Government proposal is that children's services, social work and social care, justice social work, prisons, alcohol and drug services and mental health services, as well as health care and nursing are included in the scope of NCS, and that IJBs will be reformed to become Community Health and Social Care Boards, the delivery body for the NCS.

4.2 However, the Scottish Government consultation does not describe the form and function of the new care service in sufficient detail to allow meaningful responses to be made to many of the questions.

4.3 Due to the lack of detail in the proposal, the Council submitted a general response (Appendix A) alongside the completion of the SG survey (Appendix B).

4.4 These were developed following a round table with key lead officers from across the Council and 2 elected member workshops. They were approved the Chief Executive in consultation with the Leader and Depute Leader as it was not possible, given the depth and breadth of the consultation to bring the response to committee ahead of Scottish Government deadlines.

4.5 In summary, the Council response:

4.5.1 Supports the principles of improving social care and social work articulated by the Feeley Review;

4.5.2 Recognises there are a number of opportunities for service and outcome improvements through greater national collaboration particularly in respect of the workforce

4.5.3 Identifies key service, operational, financial, legal and governance concerns with the proposals as they stand.

4.5.4 Notes the significant questions about the future role of local government and local democracy should the proposals go ahead to the fullest extent proposed in the consultation.

4.5.6 Asks for further consultation with the appropriate impact assessments and engagement with statutory partners, stakeholders, and service users including children and young people once a more detailed and evidence-based proposal is developed.

5. Next Steps

5.1 If approved by Committee, the consultation response plus the supplementary paper will be submitted to the Scottish Government.

5.2 The Council will seek to work with COSLA and the Scottish Government on any forthcoming material with the aim of improving the delivery of health and social care in Scotland.

6. Financial impact

6.1 These proposals have potentially significant ongoing financial implications for the whole of Scotland and for local government.

6.2 The full financial impact can only be understood when a more detailed proposal is put forward but Appendix 1 details the fact that this could see the centralisation of over £380m of the Council's budget with consequent impact on the Council's debt, borrowing and capital programmes.

7. Stakeholder/Community Impact

7.1 The response has been informed by:

7.1.1 Round table of key officer groups

7.1.2 Further service level engagement with key council teams

7.1.3 COSLA events

7.1.4 Elected Member engagement sessions

7.2 The consultation response notes the absence of equality impact assessments and the lack of direct engagement with service users and their families, citizens with protected characteristics including children and young people

7.3 The response includes a request the Scottish Government to provide a second period of consultation following further development of the proposals, taking account of feedback from this first phase.

8. Background reading/external references

8.1 Independent Review of Adult Social Care in Scotland

8.2 Scottish Government Consultation on a National Care Service for Scotland

9. Appendices

9.1 Additional detailed response paper

9.2 Consultation response

Draft Response to the Scottish Government National Care Service (NCS) Consultation

Summary

1. The City of Edinburgh Council welcomes this opportunity to respond to the Scottish Government Consultation on the establishment of a new National Care Service for Scotland.

2. This response is being submitted in addition to a submission responding to the consultation questions. This is being done to ensure the Council's views on the proposals are adequately articulated as the questions asked are not sufficiently open so as to allow all the required points to be made.

3. In Summary, the Council:
   i. Supports the principles for improving social care and social work articulated by the Feeley Review
   ii. Recognises the challenges in delivering a shift in the balance of care; meeting the needs of service users within reducing budgets; the challenges of mixed local markets and current procurement methods; the undervaluing of care and carers and; the limited investment in preventative models of care that exist in the social care and social work system and welcomes the Government's commitment to working towards a better and better resourced system of care in Scotland.
   iii. Believes that there are some key opportunities for service and outcome improvements through greater national collaboration; particularly around workforce, careers, pay, service standards, specialist and complex care, data and information sharing
   iv. Asks that these reforms are taken forward in partnership with councils and informed by officers working locally to deliver services alongside those with a strategic expertise.

   However, the council:
   v. Believes that the Scottish Government has not yet laid out a convincing and evidence-based proposal showing that structural change is the best means of resolving these issues or delivering on improvement opportunities.
   vi. Is concerned by the ambiguity in the proposals being put forward for consultation which seem to go well beyond any mandate established during the election and asks that the Scottish Government further consult once it is able to lay out sufficiently detailed material and an options appraisal for consideration by service users, stakeholders, providers and statutory partners.
   vii. Is concerned that proposals for change of this magnitude are being brought forward at a time of great service stress, as a result of the pandemic, and for a workforce and a wider system that continues to operate under great strain with limited resilience.
   viii. Believes that Children's services, Criminal Justice Social Work and Homelessness should remain out of scope.

ix. Notes that many of the issues with the current system identified by the Feeley Review are a result of a reducing/underfunded local authority budget – despite local authority efforts to protect front line service spend.
x. Believes that a concerted effort to address that underfunding would, at this point in time, have more impact than structural change without the service level upheaval and distraction involved in establishing a new body.
xi. Notes that the financial implications for local government could extend beyond the services referenced to impact the debt profile of the Council and its ability to leverage capital and borrowing for investment in critical infrastructure and other policy priorities such as addressing the climate emergency.
xii. Is concerned that the reforms are being proposed without reference to the wider system of interdependent services; in particular, the potential for these reforms to reshape the nature and role of local government as a consequence of the establishment of the new care service rather than by design to better serve Scotland's residents
xiii. Would like to see greater clarity on how these reforms will positively contribute to tackling poverty; improving wellbeing and shifting the balance of care
xiv. Expects the Scottish Government to lead by example in terms of producing detailed equality impact assessments and consulting direct with service users including children and young people.
xv. Notes the experience of establishing Public Health Scotland shows how long establishing a new national body could take with a relatively simple landscape of services and professions and is concerned that the timeframe set out for a National Care Service feels overly ambitious and unrealistic in this context.

4. The response below further explains the Council position summarised above and includes some more technical detail around key areas such as key service areas, workforce, funding, governance, information sharing and procurement.

Response to the Consultation

General comments and questions

5. The City of Edinburgh Council welcomes this opportunity to respond to the Scottish Government consultation on the establishment of a new National Care Service for Scotland.

6. The Council shares the Scottish Government's commitment to ensuring that social care and social work services are highly valued; are built on a rights based and personalised approach; achieve improved outcomes for service users; are adequately resourced and result in a meaningful shift in the balance of care.

7. The Council is keen to work with COSLA and the Scottish Government on any forthcoming material with the aim of improving the delivery of health and social care in Scotland and believes that any proposal for a National Care Service would only be strengthened by the operational and practical knowledge of service delivery and local markets held by Councils

8. However, the consultation does not describe the form and function of the new care service in sufficient detail to allow meaningfully responses to be made or for this

process to be considered as having fulfilled requirements to consult on reform of this nature and scale.

9. While the Council provides as full a response as possible on key issues below, the following questions would need to addressed in order to give due consideration to the Government's ambition for an National Care Service :

   i. What issues, challenges or opportunities is the NCS being established to address?
   ii. What evidence is there that nationalisation of a service is the best answer and were other options considered?
   iii. What services would be in scope of the reform and what is the rationale for their inclusion?
   iv. Is the Government considering progressing that in a single step or as part of a staged approach?
   v. How are staff going to be integrated into the new body and how will they be organised?
   vi. Will the duties relating to all services being nationalised be removed from Local Government?
   vii. How will support functions currently delivered within Councils (such as ICT, procurement, information governance, HR) be impacted?
   viii. How will governance actually work and how is it envisaged that the systems of governance interact?
   ix. There are significant strategies, objectives, ambitions and plans across the proposed scope of the new body and into the wider public service landscape. How will the wider policy landscape be joined up under this new body and as part of the reform approach?
   x. What level of local democratic accountability is anticipated in the new systems?
   xi. What are the envisaged implications of this move on the form and function of local government and how do these reforms contribute positively to localism?
   xii. What is the proposed means of paying for the substantive costs involved in increasing and extending entitlements as well as the costs associated with structural reform of this scale?
   xiii. How will capital investments and assets be accounted?
   xiv. Given the lack of detail in the current consultation, will there be further consultation before legislation is proposed?

Service based concerns

10. The City of Edinburgh Council has made every effort, within the context of reducing public budgets to protect front line services, particularly those aimed at vulnerable residents and to prioritise poverty and prevention within its work and budgets. However, reduced local budgets have ultimately reduced the Council's capacity to invest or expand local provision in line with the consultation proposals. Despite this, and particularly during COVID, the council would highlight and celebrate the efforts and work of key front line staff groups and the effective collaboration between community planning partners.

11. As mentioned, the consultation makes several commitments to deliver free and increased provision for services in scope. Estimates from the Scottish Government are for additional investment in excess of £800m to achieve this outcome. If Edinburgh based social work and social care were to receive an uplift of £80m to extend eligibility, accessibility, support, pay and employment standards then significant transformative

action could be achieved immediately within the city. This could be delivered without a loss in capacity and the general upheaval and disruption associated with structural change.

12. Scottish Government commitment to the additional resource investment required to improve outcomes identified in the consultation regardless of whether or not services are centralised would also ensure that professional and citizen engagement in the reforms will be focused on its relative merits rather than seeing it as a means to secure ongoing financial security.

13. These general remarks aside, the following issues relating to specific services are highlighted for consideration by the Scottish Government.

Children's services and Education

14. The Council notes that children, young people and their families have not been consulted directly on the proposals for service redesign and that wider impact assessment including those relating to communities with protected characteristics have not been undertaken. Reform of these services needs to be based on evidence of how it will improve services and outcomes for young people.

15. The published proposals do not consider or describe the interplay between children's services and education. Councils have previously taken the view that the benefit of having children's services and social work closely aligned with local education provision is critically important to child protection, general wellbeing and the improvement of educational attainment. There is a significant risk that reforms which separate children's services and social work from local education would create new silos and barriers to collaboration which would adversely impact Edinburgh's children and their families.

16. In addition, audits conducted into child protection incidents or incidents involving vulnerable adults nearly always point to a break down in local relationships, trust and information sharing as a major contributing factor to increased risk and harmful incidents. Further disruption to service provision and capacity resulting from structural reform, following on from the impact of responding to a global pandemic could, not only undermine the local ability to positively contribute to children's outcomes but also present an increased local risk to child protection.

17. Given that the Scottish Government has not described how inclusion into a national body would meaningfully improve outcomes for children and noting the absence of evidence to support this move and the potential increase in risk to services should reform go ahead, the City of Edinburgh Council believes that children services should be out of scope of the new body.

Local Government as a social care provider

18. The suggestion that local government will retain a role as a social care service provider within the social care market and under a national service model of commissioning is untested. In order to take a view on this, Council's would need to be clear on whether the government is proposing removing the service; duties relating to the service; governance and accountability for service delivery; associated service budgets and; the relevant workforce or, whether some hybrid of the above is intended. For greater operational and public clarity, legal obligations to provide a service should sit alongside the budgets to deliver on that obligation and the accountability for service delivery. Splitting these by leaving duties with the Council would be undesirable and Council's

should not be expected to continue as a service provider within a mixed economy of provision in these circumstances – although some may choose to do so.

Criminal Justice Social Work

19. The CJ community has already, and relatively recently, undergone a period of reform - from the establishment of Community Justice Authorities to the establishment of Criminal Justice Scotland. The case for reform and uncertainty when the service is facing particular challenges in COVID-19 recovery and expect high volumes of work from the courts over the next three years has not been made within the consultation.

20. Again, structural change without additional resources will see no change in the level and quality of services offered to our citizens. There needs to be a shift in the amount invested in community disposals rather than prisons. If the additional resources implied in this proposal were to be made available to Local Government, it could be transformative for the criminal justice service and outcomes for offenders.

21. In addition, the evidence is clear that better access to welfare, housing, and employability assistance, as well as health care, have an important role in reducing or even prevent offending. Similarly, the shift away from short prison sentences needs effective, evidence-based community interventions. All of which call for local approaches.

Homelessness

22. Homelessness services are also noted as potentially in scope for the new services although no information as to the scale or rational for its inclusion has been given.

23. Councils have made considerable progress in addressing homelessness through their Rapid Rehousing Transition Plans, and Edinburgh has introduced effective models of prevention and early intervention in collaboration with a range of local partners.

24. The local context is crucial in shaping the demand and the type of response needed to support those who find themselves homeless or at risk of being homeless. Edinburgh's housing market is shaped by its uniquely high cost of renting or buying homes, with a large private rented sector and the lowest proportion of social rented homes in the country This means that often, significant numbers of people presenting as homeless are struggling with affordability and debt alongside those who have significant and complex social care and support service needs. In the majority of cases a close working relationship between homelessness services, housing development and support services, advice, debt and benefit support are needed to meet homelessness duties. As such, inclusion of homelessness in the scope of the new body would not be supported.

25. However, for those with significant health and social care support needs, there may be some benefit in establishing a strengthened approach which offers additional eligibility, entitlements and access to services. The Council would be keen to engage on this type of additionality within the reform proposals.

Personalisation and Direct Payments

26. More progress is needed to ensure that people are given the support that they need to take up the option of a personal budget to meet their needs in a way that best suits them. This has been challenging for a range of reasons, including the availability of options to support choice where commissioning and market support play a key role. However, there is a tension between the proposals to introduce standards of care and

consistency and the flexibility needed to deliver personalisation and the benefits of direct payments. The Scottish Government has not laid out how it, and the newly formed NCS would be better placed to address the current tensions and barriers to fully realising the objectives of self directed support.

Reform of the IJB

27. The Council recognises that despite local progress on integration, there remains a need to improve the framework of services in place to meet people's social care needs. A large part of the local challenge relates to pressures arising from the mismatch between the level of demand and the resources available to meet needs and an inability to substantively deliver a shift in the balance of care.

28. The consultation does not articulate how or why the proposals for change would be able to improve on and overcome the challenges currently faced by the IJB. Integration is also relatively new as a structure and we should invest in improving the effectiveness of IJBs rather than introducing more change and restructuring. The Council believes that improvement is possible within the existing framework with local leadership, expertise and the right financial framework**.**

Local Partnership working during national restructuring

29. When considering the benefit, opportunities and risks of the Scottish Government proposals, consideration should be given from the learning and experience of recent centralisation of services and the establishment of national bodies such as Fire, Police, Criminal Justice, Integration and Public Health for example, local experience has been that:

i. Structural reform absorbs significant amounts of organisational energy, capacity and resource which is often to the detriment of service delivery;
ii. the ability to engage and collaborate locally can stall for a number of years while the national body establishes itself;
iii. the ability thereafter of the national body to work flexibly with local partners can be hindered by a national desire for consistency of approach;
iv. sometimes the national approach adopted is at odds with local practices and approach;
v. National direction and national priorities for budget use can be to the detriment of local solutions and priorities that reflect the needs of citizens within a given community;
vi. local place-based decision making is made more difficult in respect of capital and asset ownership and management; and
vii. expected operational efficiencies are often optimistic and unrealised.

<u>Workforce</u>

30. It is unclear what workforce(s) are in scope and what being in scope would mean. There are workforce implications in the long term should a National Care Service be established but the proposals themselves, and the prospect of this level of upheaval in an already pressured system, while still managing and coping with the consequences of a pandemic also creates immediate workforce implications and risks to the service.

31. The risk that substantive numbers within the social care and social work profession will take the prospect of change at this magnitude and at this point in time as impetus to leave or retire is significant. In Edinburgh, more people aged over 80 work in adult social care than those aged under 20. There will be an immediate escalation in the recruitment risk and associated cost to the service and the employer during this period of uncertainty and change.

32. However, workforce is one area where a more national framework would potentially benefit the service and its long term sustainability and attraction as a positive career choice. Harmonisation of pay and fair work principles, improved training and career pathways, and improved workforce planning could benefit from national collaboration and consistency. The national framework for teachers offers a potential model for improvements which could be implemented relatively quickly and without the need for structural reform.

Governance

33. The governance within the consultation is loosely described, with a lack of clarity on the form, duties and responsibilities and how the system would work as a whole and integrate with partners. It is not clear how duties relating to the services that are in scope would be disaggregated from current legislation and allocated to the new body. What is suggested does not immediately look simpler or less bureaucratic and it is unclear as to whether the proposals are seeking to lay out a governance system as part of the wider system of public service delivery or a means of achieving national control of social care. The lack of detail means it is difficult to comment on any specifics and it is recommended that the governance proposal should address the following matters:

    I. The structures which will be put in place to improve service delivery – structural reform does not just result in improved service and there needs to be more detail on what will be put in place;
    II. Where legislative duties will sit whilst ensuring responsibility, accountability and service delivery sit together;
    III. How CHSCBs will be effective with accountability to ministers rather than the National Care Service
    IV. The loss of local democracy and accountability with service delivery being accountable to one minister rather than local people and communities;
    V. How national consistency and oversight will be managed whilst still ensuring local decisions and solutions; and
    VI. Further detail on how the service will integrate on housing, education and policing recognising that being a statutory consultee is not integration.
    VII. The relationship between the NCS and Criminal Justice Scotland and other relevant national bodies

34. Local democratic accountability is not achieved through the membership of a small number of Councillors on a Board or Partnership. Divorcing services targeting some of our most vulnerable resident from local democratic accountability is not desirable and there is no evidence to suggest that communities and citizens themselves are empowered more and have greater recourse to action in the face of a complaint about local service delivery within a nationalised service model.

Funding

35. The proposals provide no detail as to how the identified additional entitlements and rights and the costs associated with the development and ongoing running costs of the new body would be funded. In Edinburgh, the budget for the services potentially in scope is £380m per annum with demand for current provision and entitlements expected to grow by £8m per annum before any additional commitments are accounted for.

36. Depending on the scope of the reform, these proposals could therefore remove about 40% of the Council's budget. The financial implications for local government could extend beyond the services referenced to impact the wider debt profile of the Council and its ability to leverage capital and borrowing for investment in critical infrastructure and other policy priorities such as addressing the climate emergency. The Council is at the heart of investing in the regeneration, development and improvement of Edinburgh as a city and removing this budget would radically limit its potential to invest in the wider roles, responsibilities and duties the Council holds and which are a shared priority for the government.

37. The consultation is not clear on how capital and capital assets will be dealt with if social care and social work services are centralised along with their revenue budgets. The purchase, rental or sale of capital assets will need careful operational, financial and legal consideration before progressing.

38. The mixed market of social care is also linked to the overall cost of social care. The consultation document does not deal with the difficult issue of profit within the sector and the different local pressures on markets with a strong private sector component.

39. Audit Scotland report on police integration reflected the challenges of a proposal for change built on the assumption of efficiencies. Nationalising a service does not necessarily result in efficiency especially when a service has experienced a historic budget gap. The Scottish Government should provide detail on any assumptions it is making about cost savings and efficiency in its options appraisal.

40. Scottish Government should provide absolute clarity on these points given the potentially significant ongoing financial implications of these proposals for the whole of Scotland and for the financial stability of local government. This includes detail as to whether the intention is to fund these proposals through taxation.

Other considerations

Procurement

41. It is acknowledged that for certain service needs there might be some benefits to a more collective approach to procurement in terms of efficiencies and scale that it would be helpful to explore. However, there are existing mechanisms, frameworks and organisations such as Scotland Excel which could be utilised before establishing a new body with a similar remit or function.

42. In addition, the Council's experience is that the market is fragmented and locally based, with the majority of social care provision being delivered by SMEs and the third sector. Further, and more importantly in terms of service delivery, there is a real risk that such a

national approach would detract from the collaborative locality networks which local authorities, including the Council, have been developing with key partners over years.

43. In particular, the Council is currently undertaking work in Community Based Networks and Hubs, through current work in the Edinburgh PACT and 20 minute neighbourhoods, which is seeking to build a community "circle of support" with statutory services, third sector and independent organisations working collaboratively and collectively to meet individual outcomes. Such an approach could be placed at risk by the proposals. In addition, a national approach would be less able to respond to localised procurement objectives, for instance ensuring roles for local community organisations, SMEs and the third sector, and more generally developing local markets.

44. Market shaping is certainly required to meet the demands the Council is experiencing in particular sectors, with increases in numbers of older people, especially those with disabilities, complex and multiple needs and increases in the number of children with disabilities. A national strategic approach to this could be of assistance, perhaps with a regional focus based on capacity and gap analysis.

45. However, the Council's experience, through listening to social care providers, is that traditional forms of procurement do not necessarily deliver the outcomes that are needed for these services. Instead, better outcomes are more likely to be secured through those contracts that are developed from significant co-production with service providers and service users. Again, it is difficult to see how such an approach could be facilitated on a national scale without losing that collaborative, local approach.

Information Governance

46. While it is recognised that a National Care Service will require data in achieve its functions, the existing legislative landscape already enables proportionate and relevant data sharing. Data protection law already provides legal gateways which ensure that personal data can be shared when appropriate, and without reliance on consent.

47. It is accepted that there can be some concerns over the legality of sharing personal data in certain contexts; however, in order to ensure public trust, it is recommended that this be tackled through better communication and guidance to improve confidence and the development of a shared culture in this space rather than the use of legislation

48. Investment in better communications, guidance and/or codes of practice would consolidate a consistent approach to data collection and information flows without eroding individual rights and public trust.

49. On a practical level, prescriptive data collection would be complex to achieve given the number and variety of organisations involved. It may also cause organisation to collect data that they do not need, and a national record may then retain information longer than would otherwise be required creating tension and potential non-compliance with data protection legislation. There is also the potential for numerous data controllers to jointly control an individual record creating a confusing picture in terms of responsibilities over 'the record' and individual entries within it. Numerous and varying access rights would require central administration.

50. The creation of an over-arching record will also require consideration in terms of statutory responsibility and control. Should responsibilities for record-keeping be centralised to a single body, that same body will need to also become responsible for

current and historic records held by organisations losing that responsibility, ensuring that these are then managed and made accessible according to the Public Records (Scotland) Act 2011, Data Protection Act 2018 and other legislation.

51. Such a national recording system is likely to require extensive resource to ensure effective central administration, system support, and regulatory compliance. If a devolved record-keeping model is chosen instead, where different organisations retain responsibilities for their own records, it is hard to see how the National Care Service will be able to reduce the duplication of systems and create the integrated social and health care record that seems to be a key aim of the proposal.

52. A more practical and less burdensome approach to support consistent and effective information flow and service user experience would be create a series of thematic but detailed good practice codes addressing record-keeping, data sharing, and rights to access information.

53. Scottish Public Services Ombudsman (SPSO) already provides the priorities identified in the consultation and a model complaints handling system (including for social care services) and it is unclear what is likely to be achieved by introducing a new system specific to the national Care Service. Similarly, legislation already exists to facilitate relevant and proportionate information sharing with regulators. Further legislation in this area is not needed

A National Care Service for Scotland - Consultation

RESPONDENT INFORMATION FORM

Please Note this form **must** be completed and returned with your response.

To find out how we handle your personal data, please see our privacy policy: https://www.gov.scot/privacy/

Are you responding as an individual or an organisation?

- ☐ Individual
- ☒ Organisation

Full name or organisation's name

The City of Edinburgh Council

Phone number	0131 200 2000

Address

Policy and Insight, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh

Postcode	EH8 8BG

Email	policyandinsight@edinburgh.gov.uk

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

☒ Publish response with name

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☐ Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

☒ Yes

☐ No

Individuals - Your experience of social care and support

If you are responding as an individual, it would be helpful for us to understand what experience you have of social care and support. Everyone's views are important, and it will be important for us to understand whether different groups have different views, but you do not need to answer this question if you don't want to.

Please tick all that apply

☐ I receive, or have received, social care or support

☐ I am, or have been, an unpaid carer

☐ A friend or family member of mine receives, or has received, social care or support

☐ I am, or have been, a frontline care worker

☐ I am, or have been, a social worker

☐ I work, or have worked, in the management of care services

☐ I do not have any close experience of social care or support.

Organisations – your role

Please indicate what role your organisation plays in social care

☐ Providing care or support services, private sector

☐ Providing care or support services, third sector

☐ Independent healthcare contractor

☐ Representing or supporting people who access care and support and their families

☐ Representing or supporting carers

☐ Representing or supporting members of the workforce

☒ Local authority

☐ Health Board

☐ Integration authority

☐ Other public sector body

☐ Other

Questions

Improving care for people

Improvement

Q1. What would be the benefits of the National Care Service taking responsibility for improvement across community health and care services? (Please tick all that apply)

☒ Better co-ordination of work across different improvement organisations

☒ Effective sharing of learning across Scotland

☒ Intelligence from regulatory work fed back into a cycle of continuous improvement

☒ More consistent outcomes for people accessing care and support across Scotland

☐ Other – please explain below

The City of Edinburgh Council welcomes this opportunity to respond to the Scottish Government Consultation on the establishment of a new National Care Service (NCS) for Scotland.

The Council shares the Scottish Government's commitment to ensuring that social care and social work services are highly valued; are built on a rights based and personalised approach; achieve improved outcomes for service users; are adequately resourced and result in a meaningful shift in the balance of care.

A national approach has the potential to bring benefits to health and social care in key areas for example supporting the long-term sustainability and attraction of social care and social work as a positive career choice; approach to workforce; data use and information sharing. However, there is no evidence that these improvements require a national care service in order for there to be national progress.

The Council is keen to work with COSLA and the Scottish Government on any forthcoming material with the aim of improving the delivery of health and social care in Scotland and believes that any proposal for a National Care Service would only be strengthened by the

operational and practical knowledge of service delivery and local markets held by Councils.

The Council has provided an additional response paper setting out the Councils response to the proposals to establish a National Care Service, highlighting the need for additional information on a wide range of aspects of the proposals in order for meaningful consultation to take place and requests that a second phase of consultation is held once this information is available.

Q2. Are there any risks from the National Care Service taking responsibility for improvement across community health and care services?

The consultation does not describe the form and function of the new care service in sufficient detail to allow meaningfully responses to be made or for this process to be considered as having fulfilled requirements to consult on reform of this nature and scale.

The Council has set out 14 questions which need to be addressed in order to give due consideration to the Government's ambition for a National Care Service – please see the detailed additional response paper provided.

The areas of improvement highlighted above could benefit from stronger national frameworks but there is no evidence to support that the establishment of the NCS is required in order to achieve these improvements.

Audit Scotland report on police integration reflected the challenges of a proposal for change or improvement through centralisation and restructuring that are built on the assumption of efficiencies. Nationalising a service does not necessarily result in efficiency especially when a service has experienced a historic budget gap. The Scottish Government should provide detail on any assumptions it is making about cost savings and efficiency in its options appraisal.

Indeed, many (although not all) of the challenges social care and social work services experience are due to resourcing and the ability for Scotland to meaningfully shift the balance of care.

The City of Edinburgh Council has made every effort, within the context of reducing public budgets, to protect front line services, particularly those aimed at vulnerable residents such as social care, homelessness and children's services, and to prioritise poverty and prevention within its work and budgets. However, reduced local budgets have ultimately reduced the Council's capacity to invest or expand local provision in line with the consultation proposals. Despite this, and particularly during COVID, the council would highlight and celebrate the efforts and work of key front line staff groups and the effective collaboration between community planning partners.

As mentioned, secure resourcing and delivering a shift in the balance of care is key to an improvement in social care and social work. The consultation makes several commitments to deliver free and increased provision for services in scope. Estimates from the Scottish Government are for additional investment in excess of £800m to achieve this outcome. If Edinburgh based social work and social care were to receive an uplift of £80m to extend

eligibility, accessibility, support, pay and employment standards then significant transformative action could be achieved immediately within the city. This could be delivered without a loss in capacity and the general upheaval and disruption associated with structural change.

Scottish Government commitment to the additional resource investment required to improve outcomes identified in the consultation, regardless of whether or not services are centralised, would also ensure that professional and citizen engagement in the reforms will be focused on its relative merits rather than seeing it as a means to secure ongoing financial security.

In terms of risk, the proposals provide no detail as to how the identified additional entitlements and rights and the costs associated with the development and ongoing running costs of the new body would be funded. In Edinburgh, the budget for the services potentially in scope is £380m per annum with demand for current provision and entitlements expected to grow by £8m per annum before any additional commitments are accounted for.

Depending on the scope of the reform, these proposals could therefore remove about 40% of the Council's budget. The financial implications for local government could extend beyond the services referenced to impact the wider debt profile of the Council and its ability to leverage capital and borrowing for investment in critical infrastructure and other policy priorities such as addressing the climate emergency. The Council is at the heart of investing in the regeneration, development and improvement of Edinburgh as a city and removing this budget would radically limit its potential to invest in the wider roles, responsibilities and duties the Council holds and which are a shared priority for the government.

Access to Care and Support

Accessing care and support

Q3. If you or someone you know needed to access care and support, how likely would you be to use the following routes if they were available?

Speaking to my GP or another health professional.

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Speaking to someone at a voluntary sector organisation, for example my local carer centre, befriending service or another organisation.

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Speaking to someone at another public sector organisation, e.g. Social Security Scotland

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Going along to a drop in service in a building in my local community, for example a community centre or cafe, either with or without an appointment.

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Through a contact centre run by my local authority, either in person or over the phone.

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Contacting my local authority by email or through their website.

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Using a website or online form that can be used by anyone in Scotland.

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Through a national helpline that I can contact 7 days a week.

Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely

Other – Please explain what option you would add.

The Council would welcome the opportunity to engage in discussions about operational and process arrangements, once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

Q4. How can we better co-ordinate care and support (indicate order of preference)?

- ☐ Have a lead professional to coordinate care and support for each individual. The lead professional would co-ordinate all the professionals involved in the adult's care and support.
- ☐ Have a professional as a clear single point of contact for adults accessing care and support services. The single point of contact would be responsible for communicating with the adult receiving care and support on behalf of all the professionals involved in their care, but would not have as significant a role in coordinating their care and support.
- ☐ Have community or voluntary sector organisations, based locally, which act as a single point of contact. These organisations would advocate on behalf of the adult accessing care and support and communicate with the professionals involved in their care on their behalf when needed.

Support planning

Q5. How should support planning take place in the National Care Service? For each of the elements below, please select to what extent you agree or disagree with each option:

a. How you tell people about your support needs

Support planning should include the opportunity for me and/or my family and unpaid carers to contribute.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

If I want to, I should be able to get support from a voluntary sector organisation or an organisation in my community, to help me set out what I want as part of my support planning.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

b. What a support plan should focus on:

Decisions about the support I get should be based on the judgement of the professional working with me, taking into account my views.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

Decisions about the support I get should be focused on the tasks I need to carry out each day to be able to take care of myself and live a full life.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

Decisions about the support I get should be focused on the outcomes I want to achieve to live a full life.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

c. Whether the support planning process should be different, depending on the level of support you need:

I should get a light-touch conversation if I need a little bit of support; or a more detailed conversation with a qualified social worker if my support needs are more complex.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

If I need a little bit of support, a light-touch conversation could be done by someone in the community such as a support worker or someone from a voluntary sector organisation.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

However much support I need, the conversation should be the same.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree

Light touch and/or more detailed support planning should take place in another way – please say how below

The Council would welcome the opportunity to engage in discussions about operational and process arrangements, once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

Q6. The Getting It Right For Everyone National Practice model would use the same language across all services and professionals to describe and assess your strengths and needs. Do you agree or disagree with this approach?

☐ Agree

☐ Disagree

Please say why.

The current proposals do not outline why a National Care Service with the scope described is required in order to make the type of service improvements in approach and practice outlined above.

The Council would welcome the opportunity to engage in discussions about operational and process arrangements, once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

Q7. The Getting It Right for Everyone National Practice model would be a single planning process involving everyone who is involved with your care and support, with a single plan that involves me in agreeing the support I require. This would be supported by an integrated social care and health record, so that my information moves through care and support services with me. Do you agree or disagree with this approach?

☐ Agree

☐ Disagree

Please say why.

The current proposals do not outline why a National Care Service with the scope described is required in order to make the type of service improvements in approach and practice outlined above. There are no legal barriers to these improvements rather ones of culture, confidence and training.

The Council would welcome the opportunity to engage in discussions about operational and process arrangements, once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

Q8. Do you agree or disagree that a National Practice Model for adults would improve outcomes?

☐ Agree

☒ Disagree

Please say why.

Self-directed support is an example of a national approach which has been limited in its impact in improving outcomes for people, and the learning is applicable to these proposals. For self-directed support to be effective, more progress is needed to ensure that people are given the support that they need to take up the option of a personal budget to meet their needs in a way that best suits them. This has been challenging for a range of reasons, including the availability of options to support choice, where commissioning and market support play a key role. However, there is a tension between the proposals to introduce standards of care and consistency and the flexibility needed to deliver personalisation and the benefits of direct payments. The Scottish Government has not laid out how it, and the newly formed NCS would be better placed to address the current tensions and barriers to fully realising the objectives of self-directed support or a general improvement to practice and outcomes.

Right to breaks from caring

Q9. For each of the below, please choose which factor you consider is more important in establishing a right to breaks from caring. (Please select one option from each part. Where you see both factors as equally important, please select 'no preference'.)

Standardised support packages versus personalised support

☐ Personalised support to meet need	☐ Standardised levels of support	☐No preference

A right for all carers versus thresholds for accessing support

☐ Universal right for all carers	☐ Right only for those who meet qualifying thresholds	☐ No preference

Transparency and certainty versus responsiveness and flexibility

☐ Certainty about entitlement	☐ Flexibility and responsiveness	☐ No preference

Preventative support versus acute need

☐ Provides preventative support	☐ Meeting acute need	☐ No preference

Q10. Of the three groups, which would be your preferred approach? (Please select one option.)

☐ Group A – Standard entitlements

☐ Group B – Personalised entitlements

☐ Group C – Hybrid approaches

Please say why.

The Council would welcome the opportunity to engage in discussions about operational and process arrangements, once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

In addition, supporting carers through to breaks from caring is dependent on:

a) people having the information and support they need to consider options;

b) the availability of options to support choice;

c) adequate funding to support the delivery of duties, powers and rights;

d) noting also that there is a tension between the proposals to introduce standards of care and consistency and the flexibility needed to deliver personalisation within very local markets.

Using data to support care

Q11. To what extent do you agree or disagree with the following statements?

There should be a nationally-consistent, integrated and accessible electronic social care and health record.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
			X	

Information about your health and care needs should be shared across the services that support you.

Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
	X			

Q12. Should legislation be used to require all care services and other relevant parties to provide data as specified by a National Care Service, and include the requirement to meet common data standards and definitions for that data collection?

☐ Yes

☒ No

Please say why.

While it is recognised that a National Care Service will require data to achieve its functions, the existing legislative landscape enables proportionate and relevant data sharing. Data protection law already provides legal gateways which ensure that personal data can be shared when appropriate, and without reliance on consent. The challenges experienced are often more related to inter and cross organisational culture and the confidence and training within organisations to fully utilise legislative frameworks.

It is accepted that there can be some concerns over the legality of sharing personal data in certain contexts; however, in order to ensure public trust, it is recommended that this be tackled through better communication and guidance to improve confidence and the development of a shared culture in this space rather than the use of legislation.

On a practical level, prescriptive data collection would be complex to achieve given the number and variety of organisations involved. It may also cause organisation to collect data that they do not need, and a national record may then retain information longer than would otherwise be required creating tension and potential non-compliance with data protection legislation.

There is also the potential for numerous data controllers to jointly control an individual record creating a confusing picture in terms of responsibilities over 'the record' and individual entries within it. Numerous and varying access rights would require central administration.

The creation of an over-arching record will also require consideration in terms of statutory responsibility and control. Should responsibilities for record-keeping be centralised to a single body, that same body will need to also become responsible for current and historic records held by organisations losing that responsibility, ensuring that these are then managed and made accessible according to the Public Records (Scotland) Act 2011, Data Protection Act 2018 and other legislation.

Such a national recording system is likely to require extensive resource to ensure effective central administration, system support, and regulatory compliance. If a devolved record-keeping model is chosen instead, where different organisations retain responsibilities for their own records, it is hard to see how the National Care Service will be able to reduce the duplication of systems and create the integrated social and health care record that seems to be a key aim of the proposal.

Q13. Are there alternative approaches that would address current gaps in social care data and information, and ensure a consistent approach for the flow of data and information across the National Care Service?

Investment in better communications, guidance and/or codes of practice would consolidate a consistent approach to data collection and information flows without eroding individual rights and public trust.

A more practical and less burdensome approach to support consistent and effective information flow and service user experience would be create a series of thematic but detailed good practice codes addressing record-keeping, data sharing, and rights to access information.

Scottish Public Services Ombudsman (SPSO) already provides the priorities identified in the consultation and a model complaints handling system (including for social care services) and it is unclear what is likely to be achieved by introducing a new system specific to the national Care Service. Similarly, legislation already exists to facilitate relevant and proportionate information sharing with regulators. Further legislation in this area is not needed.

Complaints and putting things right

Q14. What elements would be most important in a new system for complaints about social care services? (Please select 3 options)

- ☐ Charter of rights and responsibilities, so people know what they can expect
- ☐ Single point of access for feedback and complaints about all parts of the system
- ☐ Clear information about advocacy services and the right to a voice
- ☒ Consistent model for handling complaints for all bodies
- ☒ Addressing complaints initially with the body the complaint is about
- ☒ Clear information about next steps if a complainant is not happy with the initial response
- ☐ Other – please explain:

The Scottish Public Services Ombudsman (SPSO) already provides the above noted priorities and it is unclear what is likely to be achieved by introducing a new system specific to the National Care Service.

Q15. Should a model of complaints handling be underpinned by a commissioner for community health and care?

- ☐ Yes
- ☒ No

Please say why.

As above, the Scottish Public Services Ombudsman (SPSO) has already produced a model complaints handling procedure for a range of public services including social care services. It would be sensible that a National Care Service be included within their remit to ensure a consistent approach to complaint handling across the public sector.

Q16. Should a National Care Service use a measure of experience of those receiving care and support, their families and carers as a key outcome measure?

☐ Yes

☒ No

Please say why.

The Council would welcome the opportunity to engage in discussions about how the outcomes achieved for individuals and their families can be assessed and evaluated, once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

Residential Care Charges

Q17. Most people have to pay for the costs of where they live such as mortgage payments or rent, property maintenance, food and utility bills. To ensure fairness between those who live in residential care and those who do not, should self-funding care home residents have to contribute towards accommodation-based costs such as (please tick all that apply):

☐ Rent

☐ Maintenance

☐ Furnishings

☐ Utilities

☐ Food costs

☐ Food preparation

☐ Equipment

☐ Leisure and entertainment

☐ Transport

☐ Laundry

☐ Cleaning

☐ Other – what would that be

It should be noted that the specific nature of local markets can vary the cost of these items. Edinburgh as a whole as a higher service cost and a higher cost of living than other parts of Scotland.

Where a national approach might be possible and have benefits still requires further detail and evidence to establish that delivering on those benefits requires a new national care service.

The Council would welcome the opportunity to engage in discussions about charging/funding arrangements but it is unclear how a national arrangement could full resolve these issues.

Q18. Free personal and nursing care payment for self-funders are paid directly to the care provider on their behalf. What would be the impact of increasing personal and nursing care payments to National Care Home Contract rates on:

Self-funders

This would not address the nature and pressures inherent in the local market in Edinburgh with a high prevalence of affluent self funders and the private sector. Indeed, the NCHC rates, while helpful and evidence based, are often subject to local top up rates to reflect that market and the demand for care homes in Edinburgh.

Again – if the proposal above were progressed, it could be delivered through COSLA and Local Government.

Care home operators

This would not address the nature and pressures inherent in the local market in Edinburgh with a high prevalence of affluent self funders and the private sector. Indeed, the NCHC rates, while helpful and evidence based, are often subject to local top up rates to reflect that market and the demand for care homes in Edinburgh.

Local authorities

This would not address the nature and pressures inherent in the local market in Edinburgh with a high prevalence of affluent self funders and the private sector. Indeed, the NCHC rates, while helpful and evidence based, are often subject to local top up rates to reflect that market and the demand for care homes in Edinburgh

Q19. Should we consider revising the current means testing arrangements?

☐ Yes

☐ No

If yes, what potential alternatives or changes should be considered?

The Council would welcome the opportunity to engage in discussions about operational and process arrangements, once the fundamental issues of the scope and scale and funding of an NCS, and the consequential impact on local government, are clearer.

The issued raised about the cost of care; whether it is free or not, can only be fully discussed if more detail is provided on how those costs would be met by the public purse. Whether this is through taxation, an assumption around efficiencies in a new national system, or some other means.

Despite the best efforts and achievements of local government to protect and invest in social care, homelessness, children's services, education, prevention and early intervention and wider wellbeing services, there is an overriding issue about sufficient public money to support these services. The consultation has noted that additionality and improvements to social care and social work would cost at least £800m. Providing this level of financial investment and certainty for financial planning would drive immediate improvements to people's outcomes.

National Care Service

Q20. Do you agree that Scottish Ministers should be accountable for the delivery of social care, through a National Care Service?

- ☐ Yes
- ☐ No, current arrangements should stay in place
- ☒ No, another approach should be taken (please give details)

The Council supports the principles for improving social and social work articulated by the Feeley Review, recognises the challenges in achieving these improvements and believes that there are some key opportunities for service and outcome improvements through greater national collaboration.

However, we believe that the Scottish Government has not yet laid out what issues a national care service as proposed in the consultation would resolve. What options have been assessed and what evidence there is that structural change of this nature is the best means of resolving these issues or delivering on improvement opportunities.

The consultation also hasn't laid out how accountability to Scottish Ministers would be achieved in practice nor how this would ensure greater service level accountability to those receiving care.

The ambiguity in the proposals being put forward for consultation make a meaningful consultation with stakeholders difficult and the Council asks the Scottish Government to carry out a further phase of consultation once it is able to lay out sufficiently detailed material and an options appraisal for consideration by service users, stakeholders, providers and statutory partners.

When considering the benefit, opportunities and risks of the Scottish Government proposals, consideration should be given from the learning and experience of recent centralisation of services and the establishment of national bodies such as Fire, Police, Criminal Justice, Integration and Public Health. Please see the Council's additional response paper for further details.

A key area of ambiguity in relation to accountability and governance relates to the suggestion that local government will retain a role as a social care service provider within the social care market and under a national service model of commissioning. In order to take a view on this, Councils would need to be clear on whether the government is proposing: a) removing the service; b) duties relating to the service; c) governance and accountability for service delivery; d) associated service budgets and; e) the relevant workforce or, whether some hybrid of the above is intended.

Where accountability and governance should best be aligned depends upon the answer to questions of this nature. A decision or a view cannot be taken in the abstract. However, breaking the link between local service delivery and local accountability is not desirable from a local government perspective and nor is there evidence to suggest that it will improve outcomes.

Please see our detailed additional response paper for the full set of questions and further details of our concerns.

Q21. Are there any other services or functions the National Care Service should be responsible for, in addition to those set out in the chapter?

There is a role for the NCS in providing a national overview for improvement planning, workforce planning, consistency around data gathering and ensuring that improvements identified from inspections are collated with improvement support targeted as necessary.

However, these improvements could be achieved without structural reform – dependent upon the resourcing context.

Q22. Are there any services or functions listed in the chapter that the National Care Service should not be responsible for?

Children's Services (see response to Q23) and Justice (Q37).

Homelessness services are also noted as potentially in scope for the new services although no information as to the scale or rational for its inclusion has been given.

Councils have made considerable progress in addressing homelessness through their Rapid Rehousing Transition Plans, and Edinburgh has introduced effective models of prevention and early intervention in collaboration with a range of local partners.

The local context is crucial in shaping the demand and the type of response needed to support those who find themselves homeless or at risk of being homeless. Edinburgh's housing market is shaped by its uniquely high cost of renting or buying homes, with a large private rented sector and the lowest proportion of social rented homes in the country.

This means that often, significant numbers of people presenting as homeless are struggling with affordability and debt alongside those who have significant and complex social care and support service needs.

In the majority of cases, a close working relationship between homelessness services, housing development and support services, advice, debt and benefit support are needed to meet homelessness duties. As such, inclusion of homelessness in the scope of the new body would not be supported.

However, for those with significant health and social care support needs, there may be some benefit in establishing a strengthened approach which offers additional eligibility, entitlements and access to services. The Council would be keen to engage on this type of additionality within the reform proposals.

Scope of the National Care Service

Children's services

Q23. Should the National Care Service include both adults and children's social work and social care services?

☐ Yes

☒ No

Please say why.

The Council notes that children, young people and their families have not been consulted directly on the proposals for service redesign and that wider impact assessment including those relating to communities with protected characteristics have not been undertaken.

Reform of these services needs to be based on evidence of how it will improve services and outcomes for young people.

The published proposals do not consider or describe the interplay between children's services and education. Councils have previously taken the view that the benefit of having children's services and social work closely aligned with local education provision is critically important to child protection, general wellbeing and the improvement of educational attainment. There is a significant risk that reforms which separate children's services and social work from local education would create new silos and barriers to collaboration which would adversely impact Edinburgh's children and their families.

In addition, audits conducted into child protection incidents or incidents involving vulnerable adults nearly always point to a break down in local relationships, trust and information sharing as a major contributing factor to increased risk and harmful incidents. Further disruption to service provision and capacity resulting from structural reform, following on from the impact of responding to a global pandemic could not only undermine the local ability to positively contribute to children's outcomes but also present an increased local risk to child protection.

Given that the Scottish Government has not described how inclusion into a national body would meaningfully improve outcomes for children and noting the absence of evidence to support this move and the potential increase in risk to services should reform go ahead, the City of Edinburgh Council believes that children services should be out of scope of the new body.

Q24. Do you think that locating children's social work and social care services within the National Care Service will reduce complexity for children and their families in accessing services?

For children with disabilities,

☐ Yes

☐ No

Please say why.

See response to Q23

For transitions to adulthood

☐ Yes

☐ No

Please say why.

See response to Q23 – many of the challenges for transitioning services – for example for disabled young people, reflect the absence of services within the adult market. A national look at complex specialist provision and how it is supported to develop and ease transitions would be welcome.

For children with family members needing support

☐ Yes

☐ No

Please say why.

See response to Q23

Q25. Do you think that locating children's social work services within the National Care Service will improve alignment with community child health services including primary care, and paediatric health services?

☐ Yes

☒ No

Please say why.

See response to Q23

Q26. Do you think there are any risks in including children's services in the National Care Service?

☒ Yes

☐ No

If yes, please give examples

See response Q23.

Healthcare

Q27. Do you agree that the National Care Service and at a local level, Community Health and Social Care Boards should commission, procure and manage community health care services which are currently delegated to Integration Joint Boards and provided through Health Boards?

☐ Yes

☒ No

Please say why.

As above, the consultation does not provide sufficient detail to allow meaningfully responses to be made or for this process to be considered as having fulfilled requirements to consult on reform of this nature and scale. The consultation does not articulate how or why the proposals for change would be able to improve on and overcome the challenges currently faced by the IJB. Integration is also relatively new as a structure and we should invest in improving the effectiveness of IJBs rather than introducing more change and restructuring. The Council believes that improvement is possible within the existing framework with local leadership, expertise and the right financial. The Council is committed to ensuring a shift in the balance of care.

Q28. If the National Care Service and Community Health and Social Care Boards take responsibility for planning, commissioning and procurement of community health services, how could they support better integration with hospital-based care services?

While recognising that better integration with hospital-based care services is crucial, see response to Q27 above – further details of the proposals are required.

It is unclear as to what the new proposed system would be seeking to do differently that cannot be achieved with the appropriate support and funding framework within a renewed local system.

Q29. What would be the benefits of Community Health and Social Care Boards managing GPs' contractual arrangements? (Please tick all that apply)

- ☐ Better integration of health and social care
- ☐ Better outcomes for people using health and care services
- ☐ Clearer leadership and accountability arrangements
- ☐ Improved **multidisciplinary team** working
- ☐ Improved professional and clinical care governance arrangements
- ☐ Other (please explain below)

Please see response to Qs 2 and 27.

Q30. What would be the risks of Community Health and Social Care Boards managing GPs' contractual arrangements? (Please tick all that apply)

- ☐ Fragmentation of health services
- ☐ Poorer outcomes for people using health and care services
- ☐ Unclear leadership and accountability arrangements
- ☐ Poorer professional and clinical care governance arrangements
- ☐ Other (please explain below)

Please see response to Qs 2 and 27.

Q31. Are there any other ways of managing community health services that would provide better integration with social care?

Please see response to Q 27.

Social Work and Social Care

Q32. What do you see as the main benefits in having social work planning, assessment, commissioning and accountability located within the National Care Service? (Please tick all that apply.)

- ☐ Better outcomes for service users and their families.

- ☐ More consistent delivery of services.
- ☐ Stronger leadership.
- ☐ More effective use of resources to carry out statutory duties.
- ☐ More effective use of resources to carry out therapeutic interventions and preventative services.
- ☐ Access to learning and development and career progression.
- ☐ Other benefits or opportunities, please explain below:

Please see answers to Q2, specifically:

The consultation does not describe the form and function of the new care service in sufficient detail to allow meaningfully responses to be made or for this process to be considered as having fulfilled requirements to consult on reform of this nature and scale.

And:

If Edinburgh based social work and social care were to receive an uplift from the £800m additionality identified in the consultation to extend eligibility, accessibility, support, pay and employment standards then significant transformative action could be achieved immediately within the city. This could be delivered without a loss in capacity and the general upheaval and disruption associated with structural change.

As noted above (Q21) there is a role for the NCS in providing a national overview for improvement planning, workforce planning, consistency around data gathering and ensuring that improvements identified from inspections are collated with improvement support targeted as necessary.

Given that the consultation has not described a system approach to accountability or governance, it is difficult to respond with views as to whether these could offer an improvement.

In addition, the proposal is unclear as to how the new body would contribute to and be accountable for wider government goals around, wellbeing, poverty, prevention and public health outcomes.

Q33. Do you see any risks in having social work planning, assessment, commissioning and accountability located within the National Care Service?

Divorcing services targeting some of our most vulnerable resident from local democratic accountability is not desirable and there is no evidence to suggest that communities and citizens themselves are empowered more and have greater recourse to action in the face of a complaint about local service delivery within a nationalised service.

In addition, the Council's experience is that the market is fragmented and locally based, with the majority of social care provision being delivered by SMEs and the third sector. Further, and more importantly in terms of service delivery, there is a real risk that such a

national approach would detract from the collaborative locality networks which local authorities, including the Council, have been developing with key partners over years.

Further details are given in our additional response paper.

Nursing

Q34. Should Executive Directors of Nursing have a leadership role for assuring that the safety and quality of care provided in social care is consistent and to the appropriate standard? Please select one.

- ☐ Yes
- ☐ No
- ☐ Yes, but only in care homes
- ☐ Yes, in adult care homes and care at home

Please say why

The Council would welcome the opportunity to engage in discussions about ensuring safety and quality, once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

Q35. Should the National Care Service be responsible for overseeing and ensuring consistency of access to education and professional development of social care nursing staff, standards of care and governance of nursing? Please select one.

- ☐ Yes
- ☐ No, it should be the responsibility of the NHS
- ☐ No, it should be the responsibility of the care provider

Please say why

See answer to Q34.

Q36. If Community Health and Social Care Boards are created to include community health care, should Executive Nurse Directors have a role within the Community Health and Social Care Boards with accountability to the National Care Service for health and social care nursing?

- ☐ Yes
- ☐ No

If no, please suggest alternatives

See answer to Q34.

Justice Social Work

Q37. Do you think justice social work services should become part of the National Care Service (along with social work more broadly)?

☐ Yes

☒ No

Please say why.

The CJ community has already, and relatively recently, undergone a period of reform - from the establishment of Community Justice Authorities to the establishment of Criminal Justice Scotland.

The case for reform and uncertainty when the service is facing particular challenges in COVID-19 recovery and expect high volumes of work from the courts over the next three years has not been made within the consultation.

Again structural change without additional resources will see no change in the level and quality of services offered to our citizens. There needs to be a shift in the amount invested in community disposals rather than prisons. If the additional resources implied in this proposal were to be made available to Local Government, it could be transformative for the criminal justice service and outcomes for offenders.

In addition, the evidence is clear that better access to welfare, housing, and employability assistance, as well as health care, have an important role in reducing or even preventing offending. Similarly, the shift away from short prison sentences needs effective, evidence-based community interventions. All of which call for local approaches.

The consultation hasn't explored how these proposals fit in to the system of organisations and governance currently established ie, what would the relationship be between Criminal Justice Scotland and the new body.

Q38. If yes, should this happen at the same time as all other social work services or should justice social work be incorporated into the National Care Service at a later stage?

☐ At the same time

☐ At a later stage

Please say why.

See response to Q37.

Q39. What opportunities and benefits do you think could come from justice social work being part of the National Care Service? (Tick all that apply)

- ☐ More consistent delivery of justice social work services
- ☐ Stronger leadership of justice social work
- ☐ Better outcomes for service users
- ☐ More efficient use of resources
- ☐ Other opportunities or benefits - please explain

See response to Q37.

Q40. What risks or challenges do you think could come from justice social work being part of the National Care Service? (Tick all that apply)

- ☒ Poorer delivery of justice social work services.
- ☒ Weaker leadership of justice social work.
- ☒ Worse outcomes for service users.
- ☒ Less efficient use of resources.
- ☒ Other risks or challenges - please explain:

See response to Q37.

Q41. Do you think any of the following alternative reforms should be explored to improve the delivery of community justice services in Scotland? (Tick all that apply)

- ☒ Maintaining the current structure (with local authorities having responsibility for delivery of community justice services) but improving the availability and consistency of services across Scotland.
- ☐ Establishing a national justice social work service/agency with responsibility for delivery of community justice services.
- ☐ Adopting a hybrid model comprising a national justice social work service with regional/local offices having some delegated responsibility for delivery.
- ☐ Retaining local authority responsibility for the delivery of community justice services, but establishing a body under local authority control to ensure consistency of approach and availability across Scotland.
- ☐ Establishing a national body that focuses on prevention of offending (including through exploring the adoption of a public health approach).
- ☐ No reforms at all.
- ☐ Another reform – please explain:

See response to Q37.

Q42. Should community justice partnerships be aligned under Community Health and Social Care Boards (as reformed by the National Care Service) on a consistent basis?

☐ Yes

☒ No

Please say why.

See response to Q37.

Prisons

Q43. Do you think that giving the National Care Service responsibility for social care services in prisons would improve outcomes for people in custody and those being released?

☐ Yes

☐ No

Please say why.

See response to Q37.

Q44. Do you think that access to care and support in prisons should focus on an outcomes-based model as we propose for people in the community, while taking account of the complexities of providing support in prison?

☐ Yes

☐ No

Please say why.

See response to Q37.

Alcohol and Drug Services

Q45. What are the benefits of planning services through Alcohol and Drug Partnerships? (Tick all that apply)

☐ Better co-ordination of Alcohol and Drug services

☐ Stronger leadership of Alcohol and Drug services

☐ Better outcomes for service users

☐ More efficient use of resources

☐ Other opportunities or benefits - please explain

These services are current delegated to IJBs. As with other aspects of the existing arrangements, please see response to Q27.

Q46. What are the drawbacks of Alcohol and Drug Partnerships? (Tick all that apply)

☐ Confused leadership and accountability

☐ Poor outcomes for service users

☐ Less efficient use of resources

☐ Other drawbacks - please explain

Please see response to Q27.

Q47. Should the responsibilities of Alcohol and Drug Partnerships be integrated into the work of Community Health and Social Care Boards?

☐ Yes

☐ No

Please say why.

Please see response to Q27.

Q48. Are there other ways that Alcohol and Drug services could be managed to provide better outcomes for people?

Please see response to Q27.

Q49. Could residential rehabilitation services be better delivered through national commissioning?

☐ Yes

☐ No

Please say why.

Please see response to Q27.

Q50. What other specialist alcohol and drug services should/could be delivered through national commissioning?

Please see response to Q27.

Q51. Are there other ways that alcohol and drug services could be planned and delivered to ensure that the rights of people with problematic substance use (alcohol or drugs) to access treatment, care and support are effectively implemented in services?

Please see response to Q27.

Mental Health Services

Q52. What elements of mental health care should be delivered from within a National Care Service? (Tick all that apply)

- ☐ Primary mental health services
- ☐ Child and Adolescent Mental Health Services
- ☐ Community mental health teams
- ☐ Crisis services
- ☐ Mental health officers
- ☐ Mental health link workers
- ☐ Other – please explain

We agree with recommendation 20 of the Feeley review, that improvements in the consistency, quality and equity of care and support experienced by service users, their families and carers, and improvements in the conditions of employment, training and development of the workforce are key. Investment and development of the mental health offer to children, young people and adults also needs to be made. However, the proposed solution of delivering aspects within a National Care Service is not clear as to how this would drive improvements that could not be achieved through local reform and investment. As noted in Q2, a significant uplift in funding at a local authority level could bring significant improvements without the disruption of structural change.

Q53. How should we ensure that whatever mental health care elements are in a National Care Service link effectively to other services e.g. NHS services?

See response to Q52

National Social Work Agency

Q54. What benefits do you think there would be in establishing a National Social Work Agency? (Tick all that apply)

- ☐ Raising the status of social work
- ☐ Improving training and continuous professional development
- ☐ Supporting workforce planning
- ☐ Other – please explain

The Council shares the Scottish Government's commitment to ensuring that social care and social work services are highly valued.

As noted above, a national framework approach has the potential to bring benefits to with workforce, supporting its long-term sustainability and attraction as a positive career choice.

In principle, there is the potential for the benefits listed above. However, the consultation document does not provide enough information on the role of NSWA to support a judgement about the more detailed questions below.

The Council would welcome the opportunity to engage in discussions about the potential role and arrangements for a National Social Work Agency once the fundamental issues of the scope, scale and funding of an NCS, and the consequential impact on local government, are clearer.

Q55. Do you think there would be any risks in establishing a National Social Work Agency?

As noted earlier, the proposals for an NCS create immediate workforce implications and risks to the service. The risk that substantive numbers within the social care and social work profession will take the prospect of change at this magnitude and at this point in time as impetus to leave or retire is significant.

Q56. Do you think a National Social Work Agency should be part of the National Care Service?

- ☐ Yes
- ☐ No

Please say why

See response to Q54

Q57. Which of the following do you think that a National Social Work Agency should have a role in leading on? (Tick all that apply)

- ☐ Social work education, including practice learning
- ☐ National framework for learning and professional development, including advanced practice
- ☐ Setting a national approach to terms and conditions, including pay
- ☐ Workforce planning
- ☐ Social work improvement
- ☐ A centre of excellence for applied research for social work
- ☒ Other – please explain

See response to Q54

Reformed Integration Joint Boards: Community Health and Social Care Boards

Governance model

Q58. "One model of integration… should be used throughout the country." (Independent Review of Adult Social Care, p43). Do you agree that the Community Health and Social Care Boards should be the sole model for local delivery of community health and social care in Scotland?

- ☐ Yes
- ☒ No

Please say why.

The Council recognises that despite local progress on integration, there remains a need to improve the framework of services in place to meet people's social care needs. A large part of the local challenge relates to pressures arising from the mismatch between the level of demand and the resources available to meet needs and an inability to substantively deliver a shift in the balance of care.

The consultation does not articulate how or why the proposals for change would be able to improve on and overcome the challenges currently faced by the IJB. Integration is also relatively new as a structure and we should invest in improving the effectiveness of IJBs rather than introducing more change and restructuring. The Council believes that improvement is possible within the existing framework with local leadership, expertise and the right financial framework.

When considering the benefit, opportunities and risks of the Scottish Government proposals, consideration should be given from the learning and experience of recent

centralisation of services and the establishment of national bodies such as Fire, Police, Criminal Justice, Integration and Public Health. Please see the Council's additional response paper for further details.

The governance within the consultation is loosely described, with a lack of clarity on the form, duties and responsibilities and how the system would work as a whole and integrate with partners. It is not clear how duties relating to the services that are in scope would be disaggregated from current legislation and allocated to the new body. What is suggested does not immediately look simpler or less bureaucratic and it is unclear as to whether the proposals are seeking to lay out a governance system as part of the wider system of public service delivery or a means of achieving national control of social care. The lack of detail means it is difficult to comment on any specifics.

Please see the Council's supplementary paper (paragraph 33) for details of the aspects of governance which we believe need to be addressed to support further consideration of the proposals.

Q59. Do you agree that the Community Health and Social Care Boards should be aligned with local authority boundaries unless agreed otherwise at local level?

☐ Yes

☐ No

Q60. What (if any) alternative alignments could improve things for service users?

There is insufficient detail to consult on Q59 and Q60 . Please see response to Q57.

Q61. Would the change to Community Health and Social Care Boards have any impact on the work of Adult Protection Committees?

There is insufficient detail to consult on this question. Please see response to Q57. The Council would welcome the opportunity to engage in further discussions once these details are available.

Membership of Community Health and Social Care Boards

Q62. The Community Health and Social Care Boards will have members that will represent the local population, including people with lived and living experience and carers, and will include professional group representatives as well as local elected members. Who else should be represented on the Community Health and Social Care Boards?

Please see our additional detailed response paper which sets out a number of questions and concerns about the proposed arrangements on democratic accountability.

Local democratic accountability is not achieved through the membership of a small number of Councillors on a Board or Partnership. Divorcing services targeting some of our most vulnerable resident from local democratic accountability is not desirable and may have weaken local democracy.

In addition, there is no evidence to suggest that communities and citizens themselves are empowered more and have greater recourse to action in the face of a complaint about local service delivery within a nationalised service.

Q63. "Every member of the Integration Joint Board should have a vote" (Independent Review of Adult Social Care, p52). Should all Community Health and Social Care Boards members have voting rights?

☐ Yes

☐ No

Q64. Are there other changes that should be made to the membership of Community Health and Social Care Boards to improve the experience of service users?

Please see response to Q 61 and our additional detailed response paper.

Community Health and Social Care Boards as employers

Q65. Should Community Health and Social Care Boards employ Chief Officers and their strategic planning staff directly?

☐ Yes

☐ No

Q66. Are there any other staff the Community Health and Social Care Boards should employ directly? Please explain your reasons.

As noted above in earlier responses, there are a number of fundamental aspects of the proposals which are unclear. The Council would welcome the opportunity to engage in further discussions once these details are available.

Commissioning of services

Structure of Standards and Processes

Q67. Do you agree that the National Care Service should be responsible for the development of a Structure of Standards and Processes

☐ Yes

☒ No

If no, who should be responsible for this?

☐ Community Health and Social Care Boards

☒ Scotland Excel

☐ Scottish Government Procurement

☐ NHS National Procurement

☐ A framework of standards and processes is not needed

Q68. Do you think this Structure of Standards and Processes will help to provide services that support people to meet their individual outcomes?

☐ Yes

☒ No

Q69. Do you think this Structure of Standards and Processes will contribute to better outcomes for social care staff?

☐ Yes

☒ No

Q70. Would you remove or include anything else in the Structure of Standards and Processes?

The IRASC found that in the commissioning of services, budget constraints, and a focus on price, lead to poor outcomes for people who use services and negatively impacts on the level of provision. The IRASC also does not fully address the issue of profit within local markets.

As noted above, if Edinburgh based social work and social care were to receive an uplift of £80m to extend eligibility, accessibility, support, pay and employment standards then significant transformative action could be achieved immediately within the city. This could be delivered without a loss in capacity and the general upheaval and disruption associated with structural change.

Market research and analysis

Q71. Do you agree that the National Care Service should be responsible for market research and analysis?

☐ Yes

☒ No

If no, who should be responsible for this?

☐ Community Health and Social Care Boards

☐ Care Inspectorate

☐ Scottish Social Services Council

☐ NHS National Procurement

☒ Scotland Excel

☐ No one

☒ Other- please comment

Please see response to Q69.

National commissioning and procurement services

Q72. Do you agree that there will be direct benefits for people in moving the complex and specialist services as set out to national contracts managed by the National Care Service?

☐ Yes

☒ No

If no, who should be responsible for this?

☐ Community Health and Social Care Boards

☐ NHS National Procurement

☒ Scotland Excel

Regulation

Core principles for regulation and scrutiny

Q73. Is there anything you would add to the proposed core principles for regulation and scrutiny?

N/A

Q74. Are there any principles you would remove?

See response to Q72.

Q75. Are there any other changes you would make to these principles?

See response to Q72.

Strengthening regulation and scrutiny of care services

Q76. Do you agree with the proposals outlined for additional powers for the regulator in respect of condition notices, improvement notices and cancellation of social care services?

- ☒ Yes
- ☐ No
- ☐ Please say why.

See response to Q72 above re the location of a regulatory function. We would agree that there is a case to strengthen current responses and that the proposals are reasonable.

Q77. Are there any additional enforcement powers that the regulator requires to effectively enforce standards in social care?

No. The effectiveness of additional powers described should be monitored and further powers considered if ongoing concerns remain.

Market oversight function

Q78. Do you agree that the regulator should develop a market oversight function?

☒ Yes

☐ No

Q79. Should a market oversight function apply only to large providers of care, or to all?

☐ Large providers only

☒ All providers

Q80. Should social care service providers have a legal duty to provide certain information to the regulator to support the market oversight function?

☒ Yes

☐ No

Q81. If the regulator were to have a market oversight function, should it have formal enforcement powers associated with this?

☒ Yes

☐ No

Q82. Should the regulator be empowered to inspect providers of social care as a whole, as well as specific social care services?

☒ Yes

☐ No

Please say why

We agree that a strong market oversight function would help to address the risks of market failures.

Scotland Excel's role and experience in this area should be considered.

Enhanced powers for regulating care workers and professional standards

Q83. Would the regulator's role be improved by strengthening the codes of practice to compel employers to adhere to the codes of practice, and to implement sanctions resulting from fitness to practise hearings?

The quality and effectiveness of support for vulnerable people is the priority for all stakeholders. We agree that standards and codes of practice should be enforceable.

Q84. Do you agree that stakeholders should legally be required to provide information to the regulator to support their fitness to practise investigations?

Yes.

Q85. How could regulatory bodies work better together to share information and work jointly to raise standards in services and the workforce?

Existing arrangements enable fair, lawful and transparent data sharing which balances the rights of all involved. Clarity of relative roles and responsibilities is crucial.

Q86. What other groups of care worker should be considered to register with the regulator to widen the public protection of vulnerable groups?

Further consideration is needed of the merits and risks of including all groups, with an impact assessment conducted as part of the evidence gathering process to support decision making – this is particularly relevant for personal assistants.

Valuing people who work in social care

Fair Work

Q87. Do you think a 'Fair Work Accreditation Scheme" would encourage providers to improve social care workforce terms and conditions?

☒ Yes

☐ No

Please say why.

The development and promotion of Fair Work First in delivering procurement in the public sector is a welcome move.

The proposals to improve fair work practices across the social care sector, including providing funding to increase the number of social care workers receiving the Real Living Wage, are welcome. There is a body of evidence that demonstrates the importance of earning a Real Living Wage to tackle in-work poverty – a common experience for many people working in this sector.

The Fair Work Convention Social Care report, published in 2019, for example, highlighted significant failings within the sector including the widespread use of precarious zero hour contracts. While a reserved matter, the Scottish Government has an opportunity to build on the principles of the Fair Work Convention and the recommendations of the Feeley Review to underpin an effective fair work regime into the National Care Service.

The current market driven environment of social care too often focuses on the needs of balancing finances rather than the needs of service users resulting in the commissioning process being inconsistent with a fair work agenda. Accordingly, Fair Work First is a positive first step in ensuring that public money is spent in a fair and transparent way and that all commissioning and procurement activities are delivered through a person-centred, human rights based approach.

Q88. What do you think would make social care workers feel more valued in their role? (Please rank as many as you want of the following in order of importance, e.g. 1, 2, 3…)

1	Improved pay
1	Improved terms and conditions, including issues such as improvements to sick pay, annual leave, maternity/paternity pay, pensions, and development/learning time
2	Removal of zero hour contracts where these are not desired
4	More publicity/visibility about the value social care workers add to society
4	Effective voice/collective bargaining
3	Better access to training and development opportunities
3	Increased awareness of, and opportunity to, complete formal accreditation and qualifications
3	Clearer information on options for career progression
	Consistent job roles and expectations
3	Progression linked to training and development
3	Better access to information about matters that affect the workforce or people who access support
	Minimum entry level qualifications

	Registration of the personal assistant workforce
	Other (please say below what these could be)

Please explain suggestions for the “Other” option in the below box

Q89. How could additional responsibility at senior/managerial levels be better recognised? (Please rank the following in order of importance, e.g. 1, 2, 3…):

1	Improved pay
1	Improved terms and conditions
2	Improving access to training and development opportunities to support people in this role (for example time, to complete these)
2	Increasing awareness of, and opportunity to complete formal accreditation and qualifications to support people in this role
	Other (please explain)

Please explain suggestions for the “Other” option in the below box

Q90. Should the National Care Service establish a national forum with workforce representation, employers, Community Health and Social Care Boards to advise it on workforce priorities, terms and conditions and collective bargaining?

☐ Yes

☐ No

Please say why or offer alternative suggestions

As noted above in earlier responses, there are a number of fundamental aspects of the proposals for an NCS which are unclear. The Council would welcome the opportunity to engage in further discussions once these details are available.

Workforce planning

Q91. What would make it easier to plan for workforce across the social care sector? (Please tick all that apply.)

- ☐ A national approach to workforce planning
- ☐ Consistent use of an agreed workforce planning methodology
- ☐ An agreed national data set
- ☐ National workforce planning tool(s)
- ☐ A national workforce planning framework
- ☐ Development and introduction of specific workforce planning capacity
- ☐ Workforce planning skills development for relevant staff in social care
- ☐ Something else (please explain below)

It is unclear what workforce(s) are in scope and what being in scope would mean.

However, workforce is one area where a more national framework would potentially benefit the service and its long term sustainability and attraction as a positive career choice. Harmonisation of pay and fair work principles, improved training and career pathways, and improved workforce planning could benefit from national collaboration and consistency. The national framework for teachers offers a potential model for improvements which could be implemented relatively quickly and without the need for structural reform.

Training and Development

Q92. Do you agree that the National Care Service should set training and development requirements for the social care workforce?

- ☐ Yes
- ☐ No

Please say why

As noted above in earlier responses, there are a number of fundamental aspects of the proposals for an NCS which are unclear. The Council would welcome the opportunity to engage in further discussions once these details are available.

Q93. Do you agree that the National Care Service should be able to provide and or secure the provision of training and development for the social care workforce?

- ☐ Yes
- ☐ No

Personal Assistants

Q94. Do you agree that all personal assistants should be required to register centrally moving forward?

☐ Yes

☐ No

Please say why.

See response to Q85.

Q95. What types of additional support might be helpful to personal assistants and people considering employing personal assistants? (Please tick all that apply)

☐ National minimum employment standards for the personal assistant employer

☐ Promotion of the profession of social care personal assistants

☐ Regional Networks of banks matching personal assistants and available work

☐ Career progression pathway for personal assistants

☐ Recognition of the personal assistant profession as part of the social care workforce and for their voice to be part of any eventual national forum to advise the National Care Service on workforce priorities

☐ A free national self-directed support advice helpline

☐ The provision of resilient payroll services to support the personal assistant's employer as part of their Self-directed Support Option 1 package

☐ Other (please explain)

See response to Q93

Q96. Should personal assistants be able to access a range of training and development opportunities of which a minimum level would be mandatory?

☐ Yes

☐ No

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Update on Indoor Air Quality (Response to Motion)

Executive/routine	**Routine**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 To note the work undertaken to date and actions underway, including the monitoring of indoor concentrations of carbon dioxide, to support the delivery of good levels of ventilation across the Council's property estate.

Paul Lawrence

Executive Director of Place

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Update on Indoor Air Quality (Response to Motion)

2. Executive Summary

2.1 This report has been prepared in response to a motion at Policy and Sustainability Committee on 3 August 2021 regarding Indoor Air Quality in Council buildings (Minutes - Item 17). The motion highlighted that there are significantly elevated risks of airborne transmission of Coronavirus SARS-CoV-2 within poorly ventilated indoor spaces.

2.2 An interim update was subsequently provided in the Business Bulletin presented to Policy and Sustainability Committee on 5 October 2021.

2.3 On 3 August 2021, the First Minister announced all schools and day care services must have access to CO2 monitoring. The Council has been implementing a plan to address this requirement, as well as reviewing indoor air quality in other settings. This report provides an update on this work.

3. Background

3.1 Ventilation has been a key focus of both Scottish Government guidance and the Council's operational management of buildings during COVID-19. As reported in the October Business Bulletin, and in support of improving ventilation in Council buildings, the Council engaged with Edinburgh Napier University in October 2020 to carry out a period of CO2 and temperature monitoring in representative building archetypes/uses across the Council's school estate. Monitoring was completed over winter and therefore provided the Council with valuable insight into the performance of representative buildings in the Council estate during winter.

3.2 Working with school management teams, local Facilities Management (FM) staff and the Council's maintenance contractors to evaluate ventilation levels in learning and teaching spaces, the following physical actions have been carried out:

3.2.1 Repairs/adjustments/easing to existing windows, doors or screens to allow improved opening including new, repairs or replacement of ironmongery, restrictors, window winders as required;

3.2.2 Repairs, accelerated maintenance/adjustments to extraction, ventilation, air handling, heating and controls systems, and

3.2.3 Additional surveys of specific individual school systems to check compliance.

3.3 Spaces have been assessed for ventilation and corrective action either taken or planned. This was informed by the outcomes of the CO2 monitoring across Council buildings in late 2020 early 2021 that identified risk areas for action and further feedback from CO2 monitoring following the distribution of monitors in April 2021. In addition, key areas of interest have been identified, such as sensory or break out spaces in schools, and targeted programmes of action are underway to record and monitor ventilation in these spaces.

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

3.4.1 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.

3.4.2 Assessments and necessary improvements to be identified by the October half term.

3.4.3 An additional £10 million would be made available to local authorities to support this work.

4. Main report

4.1 The motion presented to Policy and Sustainability Committee on 3 August 2021 requested the following:

4.1.1 An update for this Committee in one cycle on indoor air quality across the most heavily used buildings in the Council estate;

4.1.2 Data which has been recorded with an accompanying commentary covering the methodology used and observations so far; and

4.1.3 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.

4.2 Indoor air quality is determined by the concentration of pollutants in the internal environment. These pollutants can be produced from a range of sources either from inside the building or occurring externally and migrating indoors typically through ventilation. This report gives focus principally to CO2 in the internal environment and specifically in its role as a marker for both occupancy and the rate of air change within a space. In the context of SAR-CoV-2, the rate of air change is significant as it introduces fresh air into a space and, if there are SAR-CoV-2 viral particles, the subsequent dilution of contaminated air with fresh air lowers the risk of exposure.

Indoor Air Quality in High Occupancy Council Buildings

4.3 All Council schools received portable CO2 monitors in April 2021 to support the return of schools following the Easter break. A key driver for this was to provide assurance to school staff, as well as giving feedback on local ventilation strategies.

4.4 In line with the targets set by the Scottish Government in August 2021, a coordinated CO2 monitoring programme was undertaken across the Council's educational settings. In addition, CO2 monitors were provided to private registered childcare providers and to community centres to support re-opening.

4.5 CO2 concentrations in the built environment will vary depending on occupancy levels and the rate of fresh air entering a space. CO2 can build up over time and is unlikely to be static during occupation. The Council's approach has been to use CO2 monitors to help evaluate current ventilation strategies, as well as identifying areas of potential risk. In most spaces, CO2 levels have been found to be below the upper limits advised by the Scottish Government. Where higher levels of CO2 have been identified, the first step has been to look at local controls such as increasing window opening. An, in some instances, works have been undertaken such as to free previously sealed windows or improve opening of windows.

Recorded Data, Methodology and Observations

4.6 The CO2 monitors provided to schools and other key buildings log CO2 concentrations at intervals ranging from two to 10 minutes. In addition, the monitors also record temperature, humidity and air pressure. Data logs are accessed by linking the CO2 monitor to school iPads via Bluetooth. The monitor has an associated IOS application that facilitates analysis of CO2 data. It is also possible to download logs in CSV file format. The CO2 monitors have a digital display and therefore readings can also be recorded directly from the device.

4.7 Observations from CO2 monitoring include that:

4.7.1 Ventilation levels, evidenced from indoor CO2 concentration recording, were generally complying with guidance;

4.7.2 Cross ventilation is important and windows across a space should be opened to encourage higher levels of ventilation;

4.7.3 Windows and doors can be opened fully periodically to 'flush' room air between occupation; and

4.7.4 During winter, increased ventilation can have an adverse impact on air temperature in spaces.

Acceptable Range of Carbon Dioxide Concentration

4.8 The Council follows Scottish Government guidance on CO2 concentrations. This states that '*the most recent scientific advice and research is that an upper level of 1500ppm should be used to identify and prioritise multi-occupancy, regularly-used areas for improvement*'. In addition, '*where there is likely to be an enhanced aerosol generation rate (e.g. loud singing/drama, indoor PE when permitted) should*

aim to ensure ventilation is sufficient to maintain CO2 concentrations at lower levels (a figure of 800ppm is provided).'

4.9 Whilst this guidance has been framed around educational settings, the same limits have been used when considering other buildings across the Council's estate. However, it should be noted, that as CO2 is linked to occupancy, it is a less effective marker for ventilation rates in low occupancy or large volume spaces.

5. Next Steps

5.1 From the work carried out to date, a clear risk factor is how local users approach ventilation in an individual space. This is particularly critical in spaces that rely on natural ventilation.

5.2 The Council recognises that short term monitoring provides limited assurance over longer term ventilation levels, particularly where a balance needs to be struck between ventilation rates and thermal comfort. The Council will continue to consider the risks presented and to support an informed and comprehensive CO2 monitoring approach to provide assurance over ventilation strategies during COVID-19.

5.3 In line with Health and Safety Executive (HSE) and Scottish Government guidance, a ventilation-based approach is prioritised over the use of air cleaning and filtration units. Current guidance points towards air filtration units being an option for consideration in areas where ventilation cannot be improved. This is something that the Council continues to review. In recently published guidance, the Chartered Institute of Building Service Engineers advises that: '*There is currently limited evidence that air cleaners are an effective control measure to prevent COVID-19 spread, however the principles of air cleaning suggest that they may be useful in some cases*'.

5.4 The Council is building on its earlier collaboration with Edinburgh Napier University, and is supporting PhD research with two Council schools taking part in a CO2 monitoring project. In one school air quality monitors with digital display will be installed in all classrooms, and in the other school a logger with non-digital display will be installed. The focus will be to understand the impact of feedback in influencing ventilation levels in naturally ventilated buildings.

6. Financial impact

6.1 To date, the Council has spent £124,800 on CO2 monitors.

6.2 The Scottish Government has announced £10m of funding to support CO2 monitoring across Scotland's school estate.

6.3 The overall quantum of funding that will be distributed to local authorities is:

- Capital £6.63m; and
- Revenue £3.00m.

6.4 The remaining balance of the £10m is earmarked for the Private, Voluntary and Independent (PVI) sector.

7. Stakeholder/Community Impact

7.1 The Council's approach to ventilation and subsequent CO2 monitoring has been developed in discussion with service area representatives and Trade Unions. In addition, guidance and training has been provided to local staff, including head teachers and business managers.

8. Background reading/external references

8.1 Policy and Sustainability Committee, Tuesday 3 April 2021, Business Bulletin

8.2 Scottish Government, Coronavirus (COVID-19): guidance on reducing the risks in schools

8.3 Health and Safety Executive, Ventilation and air conditioning during the coronavirus (COVID-19) pandemic

8.4 Chartered Institute of Building Services Engineers, COVID-19: Air cleaning technologies

9. Appendices

9.1 None.

Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

City 2030 Net Zero Target Annual Report

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1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee note:

1.1.1 The city has achieved emissions reductions of 8% between 2018/19 and 2019/20, based on the most up-to-date data available; and that the 8% reduction achieved exceeds the target of 6% for that period agreed by Committee in April 2021;

1.1.2 That the figures presented in this report are provisional due to the publication of two datasets being delayed. Figures will be updated as soon as available, but it is expected that the impact on the total footprint will be negligible as the missing datasets account for less than 2% of the total city emissions;

1.1.3 That main reductions come from the greening of the grid, a reduction in waste emissions as a result of Millerhill plant becoming operational; and a decrease in emissions from cars and vans;

1.1.4 The future emissions reporting schedule for the year ahead;

1.1.5 That Edinburgh is one of 95 global cities recently named as new generation of climate leaders on CDP 2021 A-List; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency; and

1.1.6 That in 2020 and 2021, Edinburgh has been awarded with the maximum of six badges by the Global Covenant of Mayors for Climate and Energy recognising its climate mitigation and adaptation efforts.

Andrew Kerr

Chief Executive

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EDINBVRGH
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Report

City 2030 Net Zero Target Annual Report

2. Executive Summary

2.1 This report presents the latest emissions inventory of the city of Edinburgh (2019/20), based on the most recent datasets available. The calculation methodology is based on the Global GHG Protocol for Cities (GPC)[1].

2.2 This methodology and the boundary selected to monitor progress against the new net-zero target was detailed in the 2030 City target monitoring approach report brought to the Policy and Sustainability Committee in April 2021.

2.3 The Council's own organisational emissions are additionally monitored and reported through Public Bodies Climate Change Duties reporting (PBCCD). The latest Council's PBCCD report, based on 2020/21 data, is also provided separately to the November Policy and Sustainability committee.

2.4 City emissions have decreased by 8% between 2018/19 and 2019/20, based on the most up-to-date data available. This exceeds the indicative target of 6 % which was set to achieve the interim 25% reduction in 2022/23.

2.5 In 2020 and 2021, Edinburgh has been awarded with the maximum of six badges by the Global Covenant of Mayors for Climate and Energy recognising its climate mitigation and adaptation efforts.

3. Background

3.1 The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a net zero emissions target by 2030 for the whole city.

3.2 As detailed in previous reports, Councils typically contribute to only 1-3% of their area-wide emissions and no one partner has all the answers, powers or resources to reduce city's emissions to net zero by 2030 acting alone. Thus, the Council has engaged with city partners to develop a city-wide 2030 Climate Strategy, also presented to the November Policy and Sustainability committee. This strategy sets out the strategic priorities for tackling climate change in the city, with high level

[1] https://ghgprotocol.org/greenhouse-gas-protocol-accounting-reporting-standard-cities

strategic actions the Council and key city partners will take to realise the ambition of Edinburgh becoming a net zero and climate resilient city by 2030.

4. Main report

2019/20 Emissions

4.1 The net zero target is monitored using data with a two-year time lag, meaning the most recent data we have is for the year 2019/20, which corresponds to the year the Council declared a climate emergency and set the net zero target.

4.2 At the time of writing, two datasets which make up part of the city's footprint were not published yet:

4.2.1 SEPA was cyber attacked last December, causing significant delay in business waste data reporting. Business waste tonnages should be available in December 2021 and have been temporarily estimated to be equal to the previous year; and

4.2.2 Due to COVID-19, one of the datasets used to calculate emissions from industrial processes has been delayed too. Its publication is expected by December 2021. In the same way as for business waste tonnages, the previous year's figures have been used in the interim.

4.3 Figures will be updated as soon as data are available, but it is expected that the impact on the total footprint will be negligible as commercial waste and industrial processes together account for less than 2% of the total city emissions, and historically vary by small amounts year-to-year.

In 2019/20, city emissions totalled 2.243 million tonnes of carbon dioxide equivalent (CO_{2e}). The majority comes from gas and electricity consumption in buildings (domestic, industrial and commercial), representing 70% of total emissions stationary energy'), followed by transport emissions (27%), as illustrated on Figure 1.

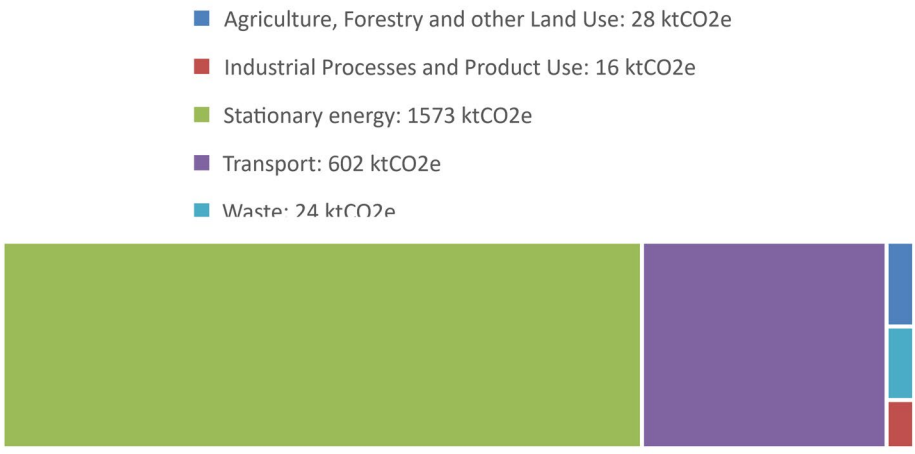


Figure 1: City of Edinburgh emissions inventory 2019/20

4.4 Total emissions can also be broken down per sector, as it can be seen on Figure 2[2].

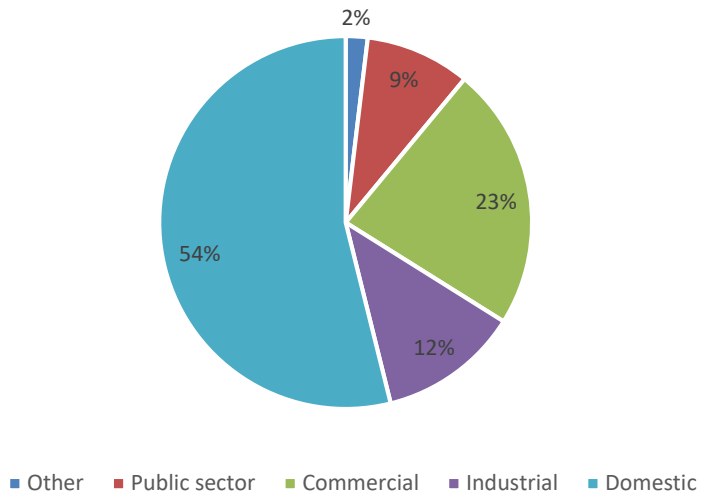


Figure 2: City of Edinburgh carbon footprint per sector - 2019/20 data

Evolution of emissions

4.5 2019/20 emissions decreased by 8% compared to the previous year.

4.6 **Energy**-related emissions have dropped by 49% since 2010/11, predominantly thanks to the decarbonisation of the electricity grid[3] and to energy efficiency improvements[4]. Electricity and gas consumption respectively decreased by 43% and 6% since 2010/11 but now start to plateau as low hanging fruits like LED replacements have been taken. Between 2018/19 and 2019/20, both electricity and gas consumption have only decreased by around 1%. Electricity-related emissions have decreased by 10% compared to the previous year thanks to further decarbonisation of the grid. The evolution of energy emissions between 2010/11 and 2019/20 can be found in Appendix 4, Figure 4.

4.7 The road **transport** sector is a sector where emissions have almost flatlined. Emissions have only decreased by 2% between 2010/11 and 2018/19. Nevertheless, there has been progress in 2019/20, with an 8% reduction achieved in just one year. This has mainly been achieved thanks to a reduction in emissions from cars (-10%) and from vans (- 9%). The evolution of transport emissions between 2010/11 and 2019/20 can be found in Appendix 4, Figure 5.

4.8 **Land use** emissions have increased due to methodological changes in BEIS datasets, but the impact in the total is negligible (around 1% of total emissions). Municipal **waste** emissions have decreased largely due to Millerhill becoming operational in 2019/20. Although final emissions from **industrial processes** are not

[2] It is important to note that a simplified approach has been taken to allocate transport emissions: emissions from vans and HGVs have been allocated to the commercial sector, Council's fleet and Council's taxi use to the public sector, and the rest of car emissions has been allocated to the domestic sector. As cars can also be used by businesses, the contribution of the domestic sector is overestimated on this graph.
[3] Between 2010/11 and 2019/20, the carbon content of a unit of electricity (in $kgCO_{2e}/kWh$) decreased by 47%
[4] Between 2010/11 and 2019/20, electricity consumption decreased by 43 %.

available yet (as explained in paragraph 4.2.1), Scotland-wide data suggests a likely decrease of a few percentage points. Overall these three sectors account for less than 5% of total city emissions.

4.9 The main reasons for the 8% emissions reduction between 2018/19 and 2019/20 are listed in Table 1. It can be seen that 39% of the effort has been achieved thanks to the decarbonisation of the electricity grid. Other contributing factors include a reduction in waste emissions as a result of Millerhill plant becoming operational and reducing the amount of waste going to landfill, a 10% reduction in emissions from cars, and a slight reduction (1%) in gas emissions.

Table 1: Factors contributing to the City's 8 % emissions reduction between 2018/19 and 2019/20

Emission source	Emissions 2018/19 ($ktCO_{2e}$)	Emissions 2019/20 ($ktCO_{2e}$)	Change between 2018/19 and 2019/20		Contribution to total emission reduction
			%	tCO_{2e}	
Electricity	701,099	629,118	**-10%**	-71,981	39%
Waste	73,947	19,917	**-73%**	-54,030	29%
Cars	408,039	366,817	**-10%**	-41,222	22%
Natural gas	878,959	868,420	**-1%**	-10,539	6%
Vans	110,296	100,767	**-9%**	-9,528	5%
HGV	83,811	81,973	**-2%**	-1,837	1%
All Other sources	170,591	175,810	**3%**	+5,219	-3%
Total	**2,426,742**	**2,242,822**	**-8%**	**-183,920**	**100%**

Progress against targets

4.10 Annual targets have been calculated based on two interim milestones in 2022/23 (-25% compared to 2018/19 baseline) and 2026/27 (-50%), represented with diamond markers in Figure 3 and indicated in Table 2.

4.11 The 8% reduction achieved in 2019/20 exceeds the indicative target of 6% which was set to achieve the interim 25% reduction in 2022/23.

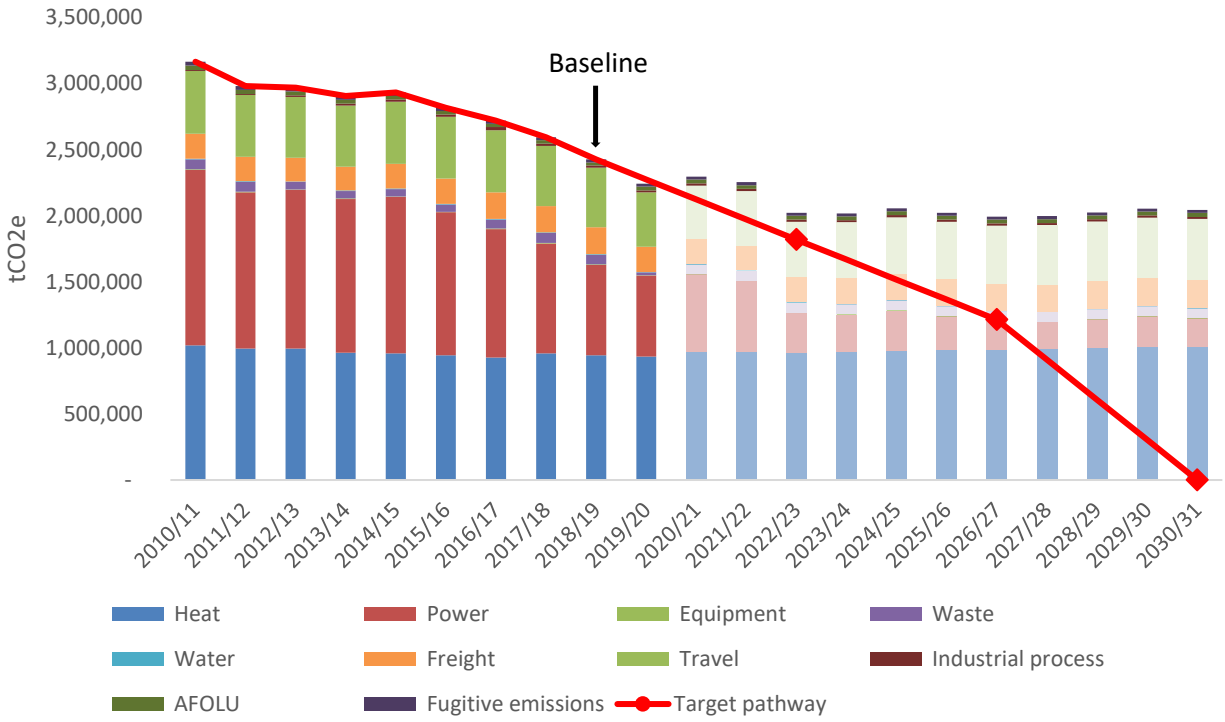


Figure 3: City's emissions based on the new Net Zero boundary. Darker shades represent historic emissions. Lighter shades represent Business As Usual projections based on various factors such as population growth, mileage forecasts, household numbers projections, school rolls projections, and grid decarbonisation (based on UK Treasury Green Book.)

Table 2: Incremental annual targets – City target

Year	Annual target reduction (%)		Actual reduction	
	Compared to previous year	Compared to baseline	$MtCO_{2e}$	% reduction compared to previous year
2017/18	*N/A*	*N/A*	*2.595*	*5%*
2018/19	Baseline year	Baseline year	2.427	6%
2019/20	6%	6%	2.243	8%
2020/21	7%	13%	*Data available Autumn 2022*	
2021/22	7%	19%	*Data available Autumn 2023*	
2022/23	8%	**25%**	*Data available Autumn 2024*	
2023/24	8%	31%	*Data available Autumn 2025*	
2024/25	9%	38%	*Data available Autumn 2026*	
2025/26	10%	44%	*Data available Autumn 2027*	
2026/27	11%	**50%**	*Data available Autumn 2028*	
2027/28	25%	63%	*Data available Autumn 2029*	
2028/29	33%	75%	*Data available Autumn 2030*	
2029/30	50%	87%	*Data available Autumn 2031*	
2030/31	100%	100%	*Data available Autumn 2032*	

4.12 It should be noted that the 2019/20 data corresponds to the year during which the Council set the new net zero target, and so do not fully reflect activity undertaken in support of the new target. Furthermore, the year 2020/21 has been marked by the COVID-19 pandemic and this will be visible in the datasets published in Autumn 2022, with action already underway to explore how the city can 'lock in' some of the changes seen during the pandemic, for example in relation to travel patterns.

4.13 The 2030 Climate Strategy presented to the Policy and Sustainability November Committee aims to set out actions to reduce city-wide emissions down to net zero by 2030, with commitments across six key strands of activity and in particular around the two main emission sources in the city: buildings and transport.

Reporting arrangements and schedule

4.14 There is a range of performance reports which describe activity that supports progress towards the 2030 net zero target for the city. The reporting schedule for these are summarised in Table 2 below. Council emissions are reported annually through the PBCCD submission in October/November and in July/August via the Carbon Disclosure Project.

Table 3: Reporting calendar for city-wide greenhouse gas emissions

Key dates	City-wide emissions	Schedule
November 2021	Annual 2030 target progress report (2019/20 data)	Annual (newest data)
Q1 2022	Edinburgh by Numbers 2021 (2019/20 data)	Annual (data available previous November)
June 2022	City of Edinburgh Council Annual Performance report (2019/20 data)	Annual (data available previous November)
July/August 2022	Carbon Disclosure Project (2019/20 data)	Annual (data published previous November)

4.15 The Council participated in the Carbon Disclosure Project (CDP)[5] for the first time in late 2020, on behalf of the city. The CDP is an international non-profit organisation for companies and cities' environmental reporting. It is the largest climate change focused data collection and assessment programme in the world. CDP evaluates the quality of the submission, benchmarks performance against other cities, and finds areas of opportunity for cities.

4.16 Edinburgh is one of 95 global cities recently named as new generation of climate leaders on CDP 2021 A-List; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency. Edinburgh is the only city in Scotland on the CDP A-list. To score an A, a city must have and

[5] https://www.cdp.net/en/cities

publicly disclose a city-wide emissions inventory, have set emissions reduction targets for the future and have published a climate action plan. It must also complete a climate risk and vulnerability assessment and have a plan to demonstrate how it will tackle climate hazards. To reflect the level of ambition needed to achieve 1.5°C targets from the Paris Agreement, the bar for entry to the A List has been raised this year. As a result, in 2021, less than one in ten cities scored by CDP (9.8% of such cities) received an A.

4.17 The Council signed up to the Global Covenant of Mayors[6] initiative in 2011 and to the Mayors Adapt initiative in 2015. Since 2016, both initiatives have merged within the Covenant of Mayors for Climate and Energy, which is a global coalition of city leaders addressing climate change by pledging to cut greenhouse gas emissions and prepare for the impacts of climate change. Submitting to CDP meets the reporting requirements for the Covenant of Mayors. In 2020 and 2021, two years in a row, Edinburgh has been awarded with the maximum of six badges recognising its climate mitigation and adaptation efforts.

5. Next Steps

5.1 Total city emissions will be revised once missing datasets become available.

5.2 The Council will continue to voluntarily disclose to CDP, with the next reporting cycle closing in July 2022.

6. Financial impact

6.1 There is no financial impact arising from this report. However, it should be noted that the financial challenges to achieve net zero emissions will be significant. It should be noted that investing in carbon reduction projects often results in wider co-benefits such as the creation of local jobs, improved air quality and public health, or reduced congestion (to name just a few).

7. Stakeholder/Community Impact

7.1 While the financial challenges in achieving net zero emissions will be significant, it should be noted that investing in carbon reduction projects often results in wider co-benefits such as the creation of local jobs, improved air quality and public health, or

[6] https://www.globalcovenantofmayors.org/

reduced congestion. Moreover, the cost of inaction for the economy and the society far outweighs the cost of taking action now.[7,8]

7.2 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the actions set out within the city-wide 2030 Climate Strategy and the Council Emission Reduction Plan (CERP) will help to mitigate and adapt the Council and city to climate change, improve social justice, economic wellbeing and environmental good stewardship.

8. Background reading/external references

8.1 Public Bodies Climate Change Duties report 2019/20 – 10 November 2020

8.2 Edinburgh's disclosure to CDP – 2021 Cities Questionnaire

9. Appendices

9.1 Appendix 1 - City-wide carbon footprint boundary.

9.2 Appendix 2 - List of emissions not covered by the net-zero boundary.

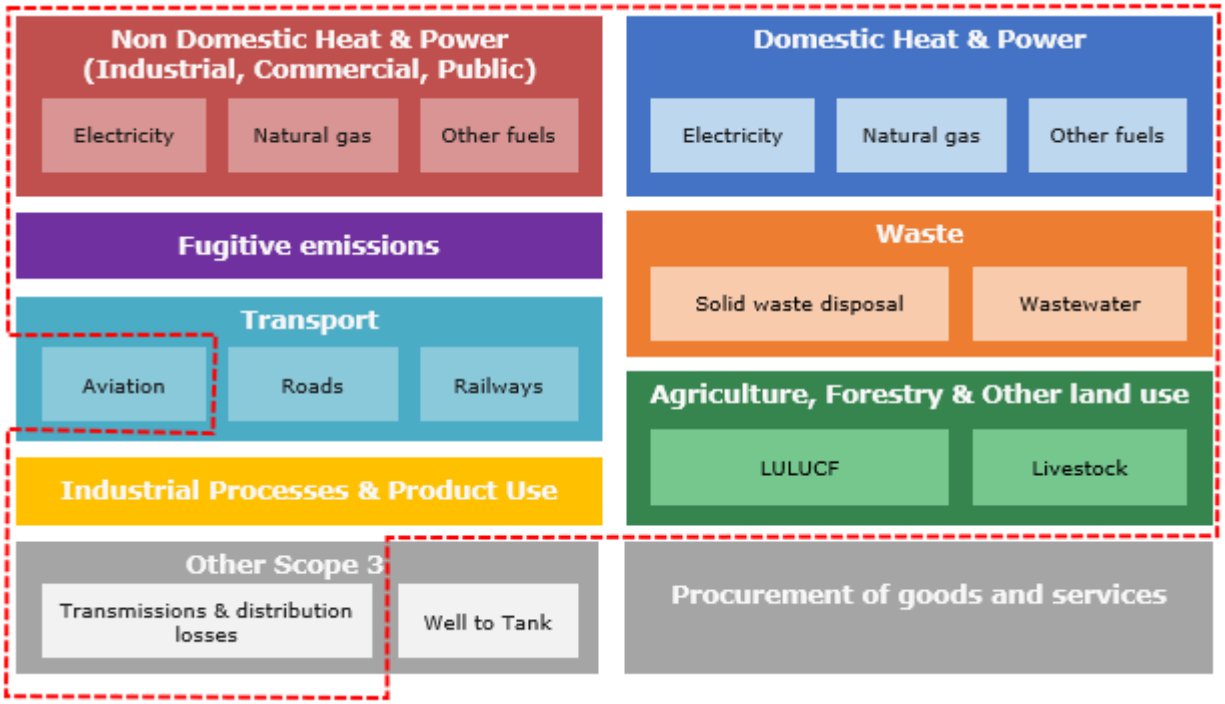
9.3 Appendix 3 - Datasets for the calculation of the City's net zero boundary.

9.4 Appendix 4 – Evolution of transport and energy-related emissions.

[7] The UK National Audit Office estimates that for every £1 spent on protecting communities from flooding, around £5 in property damages and wider impacts can be avoided. National Flood and Coastal Erosion Risk Management Strategy for England, Environment Agency, 2020

[8] The failure demand costs for various levels of government due to the effects of global warming in Scotland can be estimated at £771 million and £956 million due to air pollution per year. Wellbeing Economy Alliance, "Failure Demand: Counting the costs of an unjust and unsustainable economic system", Mark Anielski, Anna Chrysopoulou and Michael Weatherhead, Sept 2021

Appendix 1 - City-wide carbon footprint boundary



Appendix 2 - List of emissions not covered by the net-zero boundary

Emission source	Rationale
Well-to-tank (WTT)	Well-to-tank emissions are fuel lifecycle emissions, occurring “upstream” from the point of use of the fuel. They result from the extraction, transport, refining, purification or conversion of primary fuels to fuels for direct use by end-users and the distribution of these fuels. They are classed as Scope 3 according to the GHG Protocol. They are considered as out of the net-zero boundary because the latter focusses on territorial emissions and covers Scope 1 emissions (direct emissions occurring within the boundary) and Scope 2 emissions (indirect electricity-related emissions). It also includes some Scope 3 emissions from transmission and distribution losses in the electricity network.
Water supply	The majority of energy consumption for the water network are covered under the stationary energy > non-domestic category, and Scottish Water's transport-related emissions are included in the Transport category. Process emissions from wastewater treatment are included under the wastewater category.
Aviation	The net zero boundary focusses on Scope 1 and 2 emissions only. Aviation emissions include Scope 3 emissions which occur outside of the territorial boundary and are therefore excluded from the baseline. Scope 3 emissions are not under the direct control or influence of the City. However, it is recognised that aviation emissions are significant and that they should be tackled. The Council's “Protocol for long distance UK travel” establishes rail over air as the Council's preferred choice for UK travel on Council business and the 2030 Climate Strategy includes actions to support transport behaviour change, including reducing flying.
Procurement – Consumption of goods and services	Consumption-related emissions consider the carbon impact (manufacture and transport) of all the goods purchased in the city, even if those were manufactured outside of the city. The Council is following a “production-based” approach to calculate the City’s carbon footprint, meaning that the scope is focussing on territorial emissions, including from goods that will be exported. The calculation of consumption-related emissions is very complex and there is no standard methodology at the moment. Consumption-based emissions do not have to be reported officially by any country. However, it is acknowledged that these emissions are very significant and that they should still be addressed. Although consumption-based emissions are not included in the net zero boundary, they are still being covered by the Sustainability Programme and the 2030 Climate Strategy includes actions to help tackle these emissions.

Appendix 3 - Datasets for the calculation of the City's net zero boundary

Figures are based on the following publicly available datasets:

- Sub-national electricity sales and numbers of customers, BEIS
- Sub-national gas sales and numbers of customers, BEIS
- Sub-national estimates of non-gas, non-electricity and non-road transport fuels, BEIS
- Road transport energy consumption at regional and local authority level, BEIS
- Household and business waste tables, SEPA
- Scottish Water carbon footprint (published in their annual report)
- Local authority area statistics database, Scottish Government
- Number of livestock by region and sub-region, Scottish Government
- UK local authority and regional CO2 emissions national statistics, BEIS
- Greenhouse Gas Inventories for England, Scotland, Wales & Northern Ireland, NAEI
- Projected Population of Scotland, NRS Scotland

Appendix 4 – Evolution of emissions from energy and transport

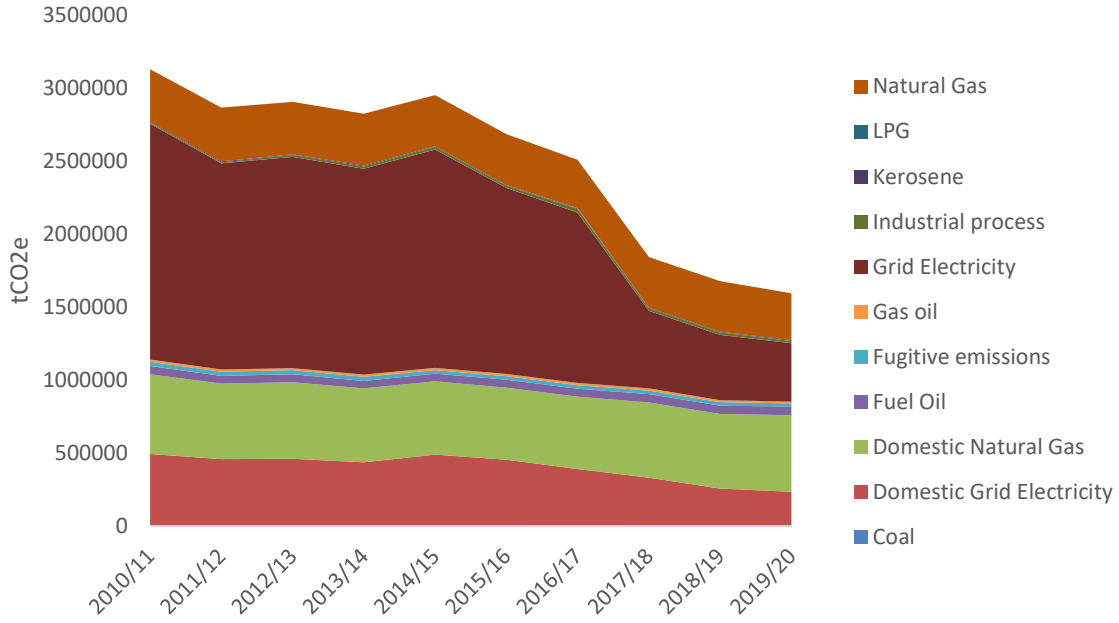


Figure 4: Evolution of energy-related emissions

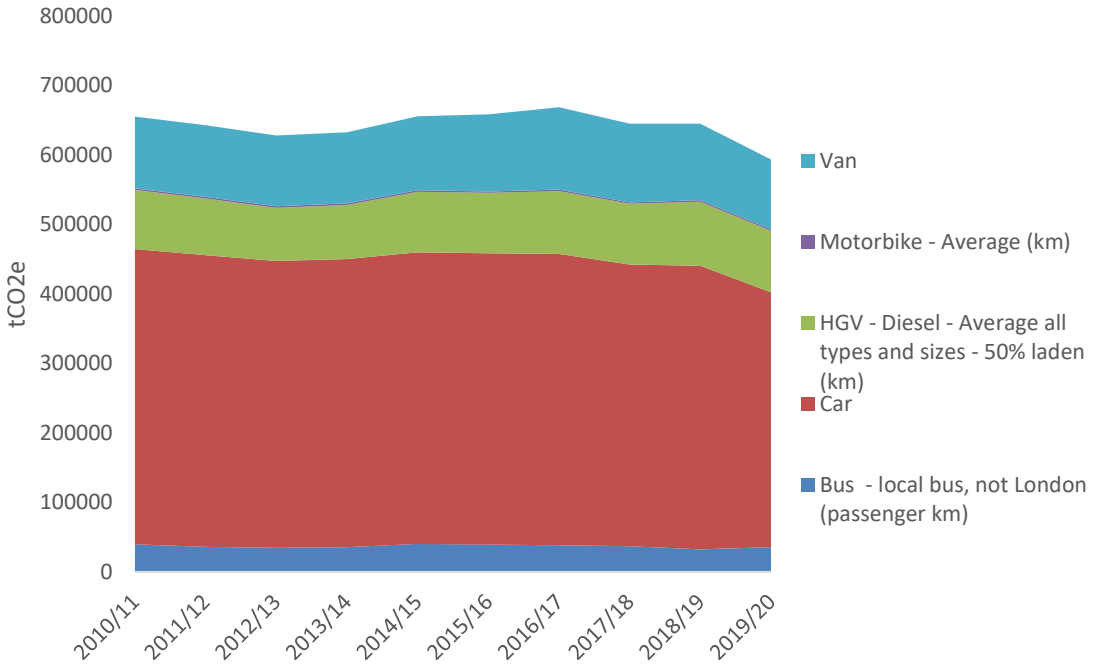


Figure 5: Evolution of transport emissions

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

City of Edinburgh Council response to the Local food for Everyone consultation

Executive/routine	**Routine**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee:

1.1.1 Approves the Council's response to the Scottish Government consultation on Local Food for Everyone; and

1.1.2 Notes that the consultation closes on 26 November 2021, but that permission has been granted for the Council to submit our response a few days late following this Committee meeting.

Paul Lawrence

Executive Director of Place

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E-mail: fiona.macleod@edinburgh.gov.uk | Tel: 0131 469 3513

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

City of Edinburgh Council response to the Local food for everyone consultation

2. Executive Summary

2.1 This report seeks Committee's approval for the Council's response to the Scottish Government's consultation on the three pillars of its Local Food Strategy and related activity. The Council's response broadly welcomes the work the Scottish Government is doing on local food but calls for more investment and support at the local level in order to achieve the aims of the strategy and ensure access to local food for everyone.

2.2 The response is compiled based on feedback from service areas and alignment with Council outcomes and priorities, particularly the Council's ambition for Edinburgh to be a net zero climate resilient city by 2030 and a sustainable food city.

2.3 Food plays a crucial role in helping achieve the Council's ambition of net zero emissions and adapting Edinburgh to the impacts of climate change by 2030 (as set out in the draft 2030 Climate Strategy), as well as helping to tackle other key issues in relation to protecting and enhancing biodiversity, alleviating poverty and improving health.

2.4 The Council, as a lead member of the Edible Edinburgh partnership, is working towards developing Edinburgh as a sustainable food city and is in the process of implementing Growing Locally, Edinburgh's first Food Growing Strategy.

3. Background

3.1 The Scottish Government's Ambition 2030, the Good Food Nation policy and the Agriculture Bill set out its aspirations for Scotland to become a Good Food Nation, driving environmentally sustainable, inclusive growth and making sure everyone can afford a healthy diet. The Good Food Nation Bill, temporarily paused in the last parliamentary session as a consequence of the COVID-19 pandemic, is to be brought forward in this year's Scottish Government legislative programme.

3.2 The Community Empowerment (Scotland) Act 2015 places a requirement on councils in relation to producing a local food growing strategy. The Scottish Government's Local Food Strategy consultation is the first stage in a national strategy to make high quality food accessible to all and promote the benefits of local

food. The Scottish Government aims to start a conversation about local food in Scotland, inviting contributions about how everyone involved in food in Scotland could work together to build a food system base around quality production and short and circular supply chains, to make high quality Scottish produce available to all.

3.3 Therefore, the aim of this consultation is to help shape the Scottish Government's first ever local food strategy. Private individuals, businesses and organisations are being urged to take part in the consultation to ensure the Scottish Government is learning from others, adopting good practice, and removing the barriers that are stopping people growing, using, choosing or buying Scottish food. Additionally, a commitment was made to support the development of vertical, low carbon farms, fuelled by renewable energy, to produce more of Scotland's fruit and vegetables. Given the relevance to local food production, this consultation is also seeking views on the potential for vertical farming in Scotland.

3.4 The Council's response to the consultation on the Good Food Nation Bill was approved by the Corporate Policy and Strategy Committee on 14 May 2019.

3.5 The Council signed up to the Glasgow Declaration on Climate and Food in August 2021. The Declaration seeks a commitment from local and regional governments to helping tackle the climate and biodiversity emergencies through renewing their commitment to sustainable food policies and joined up action. It calls on national governments to put food and farming at the heart of the global response to these emergencies.

3.6 The Edible Edinburgh partnership, chaired by Councillor Gordon, works towards developing Edinburgh as a sustainable food city and outlines actions for delivering this transformation through its Sustainable Food City Plan.

3.7 Growing Locally, Edinburgh's first Food Growing Strategy was approved by Committee on 20 April 2021.

3.8 The Edible Edinburgh partnership is a member of the United Kingdom (UK) Sustainable Food Cities Network which supports over 55 UK cities in developing cross sector approaches to building healthy and sustainable communities by transforming food systems. The Sustainable Food Cities network hosts an annual conference bringing together cities to celebrate achievements, share experience and good practice and provide networking and learning opportunities.

4. Main report

4.1 The Scottish Government's consultation on Local Food for Everyone is being undertaken to support the development of a national Local Food Strategy, to make high quality food accessible to all and promote the benefits of local food. It is expected there will be a further consultation on a draft national strategy in the future.

4.2 The current preparatory consultation asks for views on the actions currently being taken at national level to support local food, and on what more can be done to create a future where all Scotland's citizens can enjoy locally produced, sustainable food. A final section of the consultation asks for views on the development of vertical farms in Scotland.

4.3 A draft consultation response is presented at Annex A. It welcomes the opportunity to respond to this consultation and broadly agrees with the Scottish Government's definition of local food and its benefits. As stated in the draft response, it is crucial to ensure when designing local food systems that food poverty is tackled and costs are kept low to ensure locally grown food is accessible for all. This aligns with the work the City of Edinburgh Council is doing to tackle poverty and food insecurity by increasing the amount of money available to people through fair employment and access to advice and support on entitlements; ensuring that people can access emergency food provision where it is needed and to support food as a way to improve wider wellbeing, including healthy eating as we recover from the pandemic.

4.4 The response also highlights that not all food needs could or should be met in Scotland, given the climate, competing land demands, the energy needed to produce certain foods out of season or not normally grown in Scotland, food costs and availability, and the potential to support sustainable food production elsewhere in the world such as through Edinburgh's Fair Trade initiative. The response highlights the need to consider these issues in relation to different types of food, required at different times and to different scale, and to weigh the social, environmental and economic impacts of options available.

4.5 The consultation also asks for feedback on the three pillars of the Scottish Government's local food strategy

4.5.1 Connecting people with food;

4.5.2 Connecting Scottish producers with buyers; and

4.5.3 Harnessing public sector procurement.

4.6 The Council response broadly agrees with the Scottish Government's priorities but highlights the importance of ensuring accessibility and affordability of local food so that everyone can benefit, the importance of leveraging of public sector buying power to support Scottish producers, and the need for investment to support local authority and other public, private and third sector work to help achieve these aims. Healthy and sustainable food needs not only to be accessible, but also affordable for all and work to tackle food insecurity and child food poverty needs to continue to be a national as well as local priority. Support and investment is needed for the establishment of local food hubs and markets, and we need to ensure that all our citizens have access to healthy, sustainable and affordable local food within a 20-Minute radius of where they live.

4.7 The consultation seeks information about local activity and three best practice examples are given of work being done in Edinburgh by partner organisations to support the local food agenda. These examples are from our Edible Edinburgh

partners, Transition Edinburgh and Edinburgh Community Food, and the exemplar work that is being done at Inch View Care Home.

4.8 The final consultation questions focus on the development of vertical farming techniques in Scotland. The draft response agrees that vertical farming could be one of the options considered as part of developing a local food economy, and highlights work by Scotland's Rural College to open a vertical farm for research and education purposes in Edinburgh. The Council, through its work with the Edible Edinburgh partnership, will collaborate with the Rural College to learn more about this technology, its feasibility, costs and the business opportunities it could open up for sustainable food production. Lauriston Farm is given as a further example of how a different approach to sustainable food production can be developed in an urban setting, providing not only a sustainable urban farming model but also a place where food could be grown in ways that protect and enhance nature and benefit the local community.

4.9 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: https://consult.gov.scot/agriculture-and-rural-economy/local-food-for-everyone/consultation/subpage.2021-08-04.5263911372/

6. Financial impact

6.1 There are no financial impacts arising from this report.

7. Stakeholder/Community Impact

7.1 The response to the consultation has been developed based on engagement with and feedback from Council service areas including Policy and Insight, Commercial and Procurement services, Property and Facilities Management and Parks.

7.2 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the proposals in this report will help achieve a sustainable Edinburgh because they support Council action in partnership across all sectors, to reduce greenhouse gas emissions, increase the city's resilience to climate change impacts and improve social justice, economic wellbeing and environmental good stewardship.

8. Background reading/external references

8.1 Declaration on Food and Climate, Policy and Sustainability Committee, 3 August 2021.

8.2 Scottish Government Consultation on the Good Food Nation Bill.

8.3 Edible Edinburgh website.

8.4 Edible Edinburgh – A Sustainable Food City – Progress Report.

9. Appendices

9.1 Appendix 1 – The City of Edinburgh Council's response to the Scottish Government's Local Food for Everyone consultation.

Local food for everyone: a discussion

Respondent Information Form

Please Note this form **must** be completed and returned with your response.
To find out how we handle your personal data, please see our privacy policy:
https://www.gov.scot/privacy/

Are you responding as an individual or an organisation?

☐ Individual

☒ Organisation

Full name or organisation's name

The City of Edinburgh Council

Phone number 0131 529 3654

Address

Waverley Court, 4 East Market Street
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Postcode EH8 8BG

Email Address Paula.mcleay@edinburgh.gov.uk

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

☐ Publish response with name

☒ Publish response only (without name)

☐ Do not publish response

Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

☒ Yes

☐ No

Questionnaire

Local food for everyone: a discussion
Consultation questions

PART A – Local food

1. Do you agree with the Scottish Government definition of local food as set out in the strategy?

a. Yes ☒
b. No ☐
c. I don't know ☐

B. Please provide further detail on what local food means to you in the text box below.

The Scottish Government definition takes in most aspects of local food including local production, short supply chains, sustainability and fairness although growing organically and growing with nature should be referenced within the definition to provide clarity and an enhanced focus on sustainability.

The City of Edinburgh Council through its Food Growing Strategy, Allotment Strategy and other food-related work, and as a partner of the Edible Edinburgh sustainable food partnership, is committed to supporting production and consumption of locally grown sustainable food, shortening supply chains, and reducing the carbon and environmental impacts of food.

To achieve a more local accessible and sustainable food economy needs investment and support in order to produce local food sustainably, shortening supply chains, supporting small and community producers and ensuring that local food is available and affordable for all. It would be useful to add specific reference to food grown through more informal means such as community food growing, sharing schemes and other non-business related means.

2. Do you agree with the benefits associated with local food as set out in the strategy?

a. Yes ☒
b. I agree with some but not all of the benefits ☐
c. No ☐
d. I don't know ☐

B. Please provide further detail on your response, including whether there are there any further benefits not captured. Please provide examples if possible.

Agree in terms of the health, economic, environmental and community benefits of local food as well as the balance needed between what can be produced locally, regional and globally given economic, environmental, climatic and seasonality constraints. It is crucial to ensure when designing local food systems that food poverty and food deserts are tackled and costs are kept low to ensure locally grown food is accessible for all. This aligns with the work the City of Edinburgh Council is doing to tackle poverty and food insecurity by increasing the amount of money available to people through fair employment and access to advice and support on entitlements; ensuring that people can access emergency food provision where it is needed and to support food as a way to improve wider wellbeing, including healthy eating as we recover from the pandemic. Investment needs to continue and increase in order to ensure that these issues continue to be tackled as part of a green and just recovery from the pandemic. Investment and support are needed to help local food partnerships, community food organisations and social enterprises maintain and increase provision of locally grown food.

3. Are you aware of any disadvantages of local food?

a. Yes ☒
b. No ☐

B. Please provide further detail about your response. Please provide examples if possible.

Expectations of what a local food system in Scotland could produce need to be realistic. Not all our food needs could or should be met in Scotland, given our climate, competing land demands, especially in urban areas such as Edinburgh, the energy needed to produce certain foods out of season or not normally grown in Scotland, food costs and availability, and work to support sustainable food production elsewhere in the world through initiatives such as Edinburgh's fair trade initiative. Economies of scale, seasonality of produce, and diversity of the products available, might make it difficult for large consumers such as local authorities to purchase exclusively from small local producers without financial support. The benefits of locally grown food must be balanced against the economic and environmental impacts of doing so. The advantages and disadvantages of providing different types of food locally need to be carefully assessed when developing Scotland's local food economy.

Local food can be more or much more expensive precluding many low income families from purchasing it. It is often not available to buy in local areas or in supermarkets so reducing its accessibility, particularly for those with limited transport means or time. The strategy should include measures to encourage and incentivise bigger and local retailers to supply local food at reasonable prices and to better support local farmers markets.

4. Do you have any comments on the first pillar of the Scottish Government's local food strategy: connecting people with food?

The Scottish Government's work to connect people with local food in legislation and through national agencies is welcomed, however it is at the local level that much of this is or will be implemented. Demand for land for food growing in urban areas such as Edinburgh is high and innovate ways need to be found to meet food growers' needs while balancing other competing demands for land. Sources of finance and support mechanisms need to be made available to ensure local authorities successfully implement their Food Growing strategies, especially in relation to allotment and community growing provisions.

In relation to food education, schools face many barriers to outdoor learning through growing, especially budget constraints. Local authorities are facing significant budgetary pressures as a result of responding to the pandemic. Increased funding to local government is needed to enable Councils to invest in school growing programmes and providing opportunities for children to cook and eat the food produced within the school. This in an important aspect in helping children learn about how food is produced and how its quality and taste is improved by consuming it when it is as fresh and local as possible.

The Scottish Government's investment in supporting low income households to access locally produced food, support local initiatives and tackle food insecurity is very welcome. This aligns with the work the City of Edinburgh Council is doing to tackle poverty and food insecurity by increasing the amount of money available to people through fair employment and access to advice and support on entitlements; ensuring that people can access emergency food provision where it is needed and to support food as a way to improve wider wellbeing, including healthy eating as we recover from the pandemic,. Investment needs to continue and increase in order to ensure that these issues continue to be tackled as part of a green and just recovery from the pandemic.

5. Do you have any comments on the second pillar of the Scottish Government's local food strategy: connecting Scottish producers with buyers?

The City of Edinburgh Council is committed to developing a circular economy through shortening supply chains and building a local and sustainable food economy for the city. This is challenging. Substantial investment is needed to develop local food markets and eradicate food deserts, ensuring that local, healthy, sustainable and affordable food is within a 20 minute walking distance for all of Edinburgh's citizens. Logistical support is needed for small producers to access local food markets and for larger retailers to stock local produce and reduce food and packaging waste. The investment provided to support low income households needs to continue to ensure that none are left behind as Scotland recovers from the pandemic. Healthy and sustainable food needs not only to be accessible but also affordable for all and work to tackle food insecurity and child food poverty needs to continue to be a national as well as a local priority.

6. Do you have any comments on the third pillar of the Scottish Governments local food strategy: harnessing public sector procurement?

The Council adopted its Sustainable Procurement Strategy in March 2020. The Strategy has 7 key objectives, including making Council spend more accessible to local SMEs/third sector and helping deliver the Council's 2030 net zero carbon city target. As such, the Council very much agrees that the leveraging of public sector buying power to support Scottish producers is crucial. Education authorities must be given the resources and ability to procure local and sustainable produce in school catering and Scotland Excel processes must be able to support this.

Issues of economies of scale, seasonality of supply, availability of certain organic products within local areas and the logistical problems of using local and small producers in large public sector catering contracts remains and will need to be resolved.

There is opportunity to work further with large existing intermediary suppliers on ways to have a greater proportion of their product range from local manufacturers and growers. To have an even greater impact there may be opportunity to expand work with smaller local intermediaries to help them scale-up and widen their range and volume of supplies. Increased capacity in local markets could also help meet the needs of private sector purchasing as well, increasing the supplier customer base and the sustainability of the food purchased.

Under the Edinburgh and South East Scotland City Regional Deal, work has been undertaken with Prof. Andy Sherlock and team (University of Edinburgh / University of Strathclyde) to illustrate how data analysis can support decision making and interventions in relation to the regional supply chain. To date mapping has shown all food and drinks businesses in the ESES City Region. There is potential to show how supplies move across as well as into and out of the region and delve into what is produced and where. This information may be used to consider additional supplies that can be sourced and used by the public sector, and in turn helping build capacity. We would encourage dialogue on investigating the potential for extending of this work.

7. Are there any areas related to local food where Scottish Government involvement could bring further benefits or reduce disadvantages?

By working with large businesses and supermarkets, as well as smaller producers to ensure that the barriers to selling locally produced, sustainable food are removed. Supporting the development of local food markets and reducing food costs, especially in disadvantaged areas would ensure that sustainable and healthy food is accessible to all. Supporting community groups and third sector organisations working to promote food growing, increase healthy eating and alleviate food insecurity, helping to develop the mechanisms and support services needed to ensure that they can continue to operate and thrive.

Questions 8 - 13 are aimed at individuals. Please skip to question 14 if you are answering on behalf of a company or NGO

14. Do you have any further comments on improvements that could be made to allow for everyone living in Scotland to have better access to healthy, affordable and locally sourced food?

As stated earlier, limited land availability due to competing land demands is a significant barrier to expanding food growing in urban areas. Programmes such as the Stalled Spaces Scotland programme that encouraged and supported communities to bring stalled spaces or derelict and vacant land back into temporary use need to be relaunched with appropriate timescales to support food growing in areas where land availability is limited.

15. Do you think that Scotland's schools, hospitals and other public institutions provide sufficient access to healthy, locally sourced food?

a. Yes ☐
b. Mostly ☐
c. Somewhat ☒
d. Not at all ☐
e. I don't know ☐

B) Please provide further detail about your answer above, focusing on any changes you think could be made to improve access to healthy, locally sourced food within schools, hospitals or other public institutions

The strategy focuses on school procurement but doesn't sufficiently cover other areas of public sector procurement, which make up a significant proportion of spend and is therefore a missed opportunity.

16. A) Are you aware of any examples of schools, hospitals or other public institutions that have been particularly effective in providing healthy, locally sourced food?

a. Yes ☒
b. No ☐

B) If you responded 'Yes' to the question above, please provide further detail on these and why they were effective.

The City of Edinburgh Council has achieved Food for Life programme bronze accreditation for all of its schools and six of its care homes and silver accreditation is being trialled at two Council schools and Inch View Care Home. The allocation of additional funding to support local authorities to increase their participation in this programme is very welcome. However more needs to be done to help support public institutions to participate in this programme and work together on achieving this joint aim.

17. A) Has your attitude to local food changed at all due to the coronavirus (COVID-19) pandemic and related restrictions?

a. Yes ☒
b. Somewhat ☐
c. Not at all ☐

B) Please provide more detail about your answer

Attitudes have changed due to the coronavirus pandemic and related restrictions. Food poverty is a growing issue in Edinburgh, and the challenges and solutions to improving food security have been incorporated within the city's plan to eradicate poverty by 2030. A cash first approach to tackling food insecurity in the city aims to build on the recommendations of the Edinburgh Poverty Commission, building income security and providing access to emergency food provision where it is needed in a way that is coordinated and maintains dignity and respect.

Community groups working on emergency food provision have increased in Edinburgh due to the coronavirus pandemic and related restrictions. Edinburgh has a network of locally based foodbanks to support households that needs to access emergency food help. A growing number of pantries or low-cost food outlets are also opening across the city. Some of these run as a pop-up market at schools or community centres.

During the pandemic interest in and purchase of locally produced food has increased with more people regularly buying food from local shops and suppliers, and ordering vegetable delivery boxes. People are far more aware of the fragility of supply chains and therefore have greater interest in the availability of locally provided food; more awareness of the real cost of food - both financial and environmental and a greater understanding of food inequality and a greater desire to reduce food waste.

The need to create a more sustainable, local and circular economy is growing including encouraging business to stock more local produce and support local food businesses in their recovery from the coronavirus pandemic.

18. Are you aware of any organisations or schemes that have been particularly effective in developing a strong sense of local food culture and community?

a. Yes ☒

b. No ☐

B) If you responded 'Yes' to the question above, please provide further detail on these and why they were effective.

Edinburgh's community café network aim to address issues around sustainability, community cohesion and inclusion. They provide a friendly and welcoming environment, helping to reduce isolation through the provision of healthy and affordable food that is, where possible, local and ethical. Some cafes provide for their immediate community. Others may be a hub for a specific group. The network brings the different cafes together to help increase the community café brand and to bridge, bond and link their social capital. As a network they share skills, training and knowledge as well as increasing the impact the different cafes have within their associated communities. Community cafes in the network support one another and work on projects which benefit everyone. The network is facilitated by Edinburgh Community Food and supported by the Healthy Living Award and NHS Lothian.

Transition Edinburgh South (TES) supports Gracemount Community Garden which grows fruit and vegetables in the walled garden in the grounds of Gracemount Mansion house. Their part-time gardener works with local volunteers using organic regenerative horticulture. All who are involved are welcome to harvest the produce and much of it goes home with local school children. The project works very closely with local schools. Children from the primary school visit the garden once a week. Agroecological growing is practiced at the garden and children learn about growing in this way. The project also works with community groups, the local residents' association, youth group, churches and organisations promoting nature, mental welfare and well-being. The aim is to help tackle climate change by providing access to locally produced, low-carbon food for local people, while creating a pleasant outdoor space and a friendly project for all who want to join in. TES also works with Edinburgh Food Social to provide a free community lunch, run workshops on cooking using their seasonal local food, helping people gain food hygiene certificates, and giving tips about reducing food waste.

The Grove Community Garden are a mobile community garden established by the local community that make use of two temporary sites in Edinburgh. They have transformed an unused development site into a garden and community hub and are gardening on a second unused development site (owned by Edinburgh City Council) which is only a 3 minute walk from the first garden. One part of the garden is dedicated to pallet bed units giving local people the chance to growing their own vegetables, fruit and herbs in an inclusive and supportive surrounding. The rest of the garden is a shared communal space, with the garden being ideally placed to accommodate social, cultural and environmental activities. They have a welfare container where they can boil the kettle and a storage container for their tools.

15. A) Are you aware of any organisations or schemes that have been particularly effective in reducing the distance that food travels from being grown or produced to being eaten (the number of 'food miles' travelled)?

a. Yes ☒

b. No ☐

B) If you responded 'Yes' to the question above, please provide further detail on these and why they were effective.

Inch View Care Home opened in 2011 as a purpose-built care home specialising in looking after residents with dementia. Inch View became the first care home in Scotland to win the Soil Association's prestigious Silver Food for Life Served Here Catering Mark. The council-run home achieved the Silver Catering Mark through its commitment to sourcing most of its food locally and from organic suppliers. The home is not only supporting local suppliers but also growing its own food. It has a wheelchair- accessible polytunnel, which was built in the grounds of the home by volunteers, local pupils from Liberton High School and Food for Life Scotland team members. The garden is looked after by a volunteer gardener and has helped improve the health and wellbeing of its residents, some of whom play an active part in the garden's development and care.

The Real Junk Food Project Edinburgh aims to raise awareness of the issue of food waste, help people to eat and cook better and instigate change towards a more sustainable, efficient and just food system. They intercept food before it goes to landfill, cook and serve it to all comers on a Pay As You Feel basis. Working with supermarkets and smaller retailers, farms and other producers, and consumers they try to reduce waste at all levels of the supply chain. The Pay As You Feel (PAYF) policy encourages a mixed demographic to be involved in the project, allowing the food poor and those with means to pay for their food to eat together, developing a sense of community and awareness of local food insecurity. The aim is that this will also get people thinking about the value of food as a resource in a different way.

16. A) Are you aware of any organisations or schemes that have been particularly effective in the increasing availability of locally produced food?

a. Yes ☒
b. No ☐

B) If you responded 'Yes' to the question above, please provide further detail on these and why they were effective.

Edinburgh Community Food (ECF) has supported citizens to access fresh food and nutritional education for 25 years. ECF has been a key partner in the City of Edinburgh Council's Discover! programme since it started, working closely with Lifelong Learning teams across the city to develop a blended range of themed activities, supporting over 330 children and families. For Discover! 2020, a Scottish-themed food and activity box was developed and delivered to families. ECF commissioned seasonal vegetables grown locally at Jock Tamson's Gairden. ECF's nutrition team built a recipe plan around this fresh produce to share with children and families. Basic cooking and preparation equipment were supplied. A 'Plot to Pot' step-by-step video, sharing skills and nutritional facts was produced. Children and families used the locally grown food to make a healthy nutritious soup. Many shared the results on a (closed) Facebook page set up for on-going advice and peer-to-peer support.

Pilton Community Health Project work with volunteers and local partners to support local people develop their understanding and knowledge to eat healthily on a budget including cooking skills, budgeting, meal planning and wider food issues. They run cooking lessons, 'cook and taste' sessions in the community, delivering 'bite size' sessions on healthy eating and much more. The project also supports and offers the local community access to food related training courses to enable their skills.

PART B – Vertical farming

17. A) Have you considered using vertical farming technologies?

a. Yes, I have or work with a vertical farm, or I am currently planning to ☐
b. Yes, but I have not yet made a decision/do not have enough information ☒
c. Yes, but I decided not to go ahead because I faced barriers ☐
d. No, it's not suitable for me/my product/my industry ☐
e. No, I don't know what vertical farming is ☐

B) Please explain your reasoning.

Vertical farming could be one of the options that the Council could consider as part of developing a local food economy, reducing food miles and re-purposing buildings now vacant following buildings closures because of the pandemic. Scotland's Rural college is opening a vertical farm for research and education purposes in Edinburgh. This provides the ideal opportunity to learn more about this technology, its feasibility and costs and the business opportunities for sustainable food production it could provide.

If you answered E, 'I don't know what vertical farming is', you do not need to answer question 23 to 25 and can skip to question 26.

18. A) What effect would increased usage of vertical farming have on food imports to Scotland?

a. Significantly reduce ☒
b. Slightly reduce ☒
c. Have no effect ☐
d. Slightly increase ☐
e. Significantly increase ☐
f. I don't know ☐

B) Please provide further detail about your answer.

Dependant on scale, it could either significantly or slightly reduce imports of certain food products to Scotland, especially outwith Scottish growing seasons for produce such as salad items, certain fruits and seasonal vegetables.

19. A) Would vertical farming cause an increase, , decrease or have no effect on the following concerns compared with conventional production?

	Increase	Decrease	No effect	I don't know
a. Emissions from transportation	☐	☒	☐	☐
b. Pesticide and fertiliser usage	☐	☒	☐	☐
c. Water usage	☐	☒	☐	☐
d. Electricity usage	☒	☐	☐	☐
e. Packaging	☐	☒	☐	☐
f. Land use	☐	☒	☐	☐
g. Labour requirements	☐	☐	☐	☒
h. Seasonality of produce	☐	☒	☐	☐
i. Freshness of produce	☒	☐	☐	☐
j. Cost of production	☐	☒	☐	☐

Reduction in carbon emissions would come from reducing food miles especially for seasonal products if the vertical farm was located in a local area near food suppliers and retailers. As the land requirements are small, this would also have a positive impact on the environment as would the decrease in pesticide and fertiliser use. Freshness of produce would also be increased depending on location. However energy emissions would increase if not fuelled by renewable energy sources. Promotion of renewable energy sources for vertical farm food production needs to be a central criteria of developing vertical farms in Scotland.

B) Please give examples.

20. A) What barriers do you see to the uptake of vertical farming in Scotland? Tick all that apply.

a. Regulatory barriers ☐
b. Capital expenditure costs ☒
c. Economic return/cost per unit too high ☐
d. Lack of supply chain integration ☐
e. Lack of awareness of vertical farming techniques ☒
f. Lack of knowledge or skill in vertical farming techniques ☒
g. Lack of market
h. Other ☐
i. None ☐

B) Please give examples.

As stated in the answer to question 17.

21. A) Are you aware of any other technologies, other than vertical farming, which would help Scotland produce more of its own food?

a. Yes ☒
b. No ☐

B) If you responded 'Yes' to the question above, please provide examples.

While other/new technologies may help Scotland produce more of its own food other approaches should also be considered. Support is needed for new and innovative ways to produce food in Scotland in sustainable ways that benefit communities, produce locally and protect and enhance the surrounding environment. This includes farming methods that have significantly less impact on the environment such as promotion of more organic, permaculture and restorative models of land management, benefiting nature and local communities.

An example of this is the development of a new urban farm near Edinburgh's coast.
Lauriston Farm aims to be Edinburgh's first agricultural enterprise and learning centre. The project is being taken forward by Edinburgh Agroecology Cooperative (EAC) through a long-term lease with the Council. EAC aims to transform this 100-acre (40 ha) farm in North Edinburgh, delivering significantly scaled up food production, providing employment, training and volunteer opportunities with a strong focus on biodiversity enhancement and soil restoration, bringing the community together through hosting community activities and events. A Biodiversity Management Plan is being developed with a focus on coastal bird habitat creation and biodiversity enhancement throughout the farm. These interventions will all contribute to Edinburgh's Local Biodiversity Action Plan. A Community Interest Company and Workers Cooperative have been established to work jointly with the local community to start growing food and continue to develop a thriving local business.

Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Policies – Assurance Statement – Legal and Assurance

Item number	
Executive/Routine	**Routine**
Wards	
Council Commitments	

1. Recommendations

1.1 To note the update in relation to the Council policies detailed in this report and that work is ongoing to update some of the policies to ensure that they reflect current legislative requirements and best practice and are fit for purpose.

Stephen S. Moir
Executive Director of Corporate Services

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Report

Policies – Assurance Statement – Legal and Assurance

2. Executive Summary

2.1 To ensure that Council policies reflect current legislative requirements and best practice, all Council directorates and policy owners are required to review their policies on an annual basis.

2.2 A number of policies owned by Legal and Assurance are presently under review.

3. Background

3.1 Council policies are key governance tools. Developing, implementing and following these policies helps to achieve the Council's vision, values, pledges and outcomes. They are critical to the Council's operations and compliance with the policies ensures that statutory and regulatory obligations are met in an efficient and accountable manner.

3.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all Council policies are easily accessible and are created and renewed in a consistent manner and to an appropriate standard. This includes the development of a comprehensive register of Council policies and the introduction of a policy template to provide the Council with a standardised format in terms of content and style.

3.3 The then Corporate Policy and Strategy Committee agreed the approach detailed above on 3 September 2013.

4. Main report

4.1 A critical element of the policy framework is to ensure that all Council policies remain fit for purpose. This requires each directorate and policy owner to review, on an annual (or other agreed period) basis, all policies relevant to their services and to provide the necessary level of assurance that these policies are current and relevant or make the required changes to the policies.

4.2 Legal and Assurance are responsible for the following Council policies:

4.2.1 Health and Safety Policy;
4.2.2 Smoke Free Policy;
4.2.3 Asbestos Policy;
4.2.4 Fire Safety Policy;
4.2.5 Water Safety Policy;
4.2.6 Enterprise Risk Management Policy;
4.2.7 Risk Appetite Statement;
4.2.8 Internal Audit Charter;
4.2.9 Civic Hospitality Policy;
4.2.10 Corporate Complaints Policy;
4.2.11 Information Governance Policy;
4.2.12 Managing Customer Contact in a Fair and Positive Way Policy; and,
4.2.13 Whistleblowing Policy.

4.3 The current status of each of these policies is set out in the table below:

Policy	**Status**
Health and Safety Policy	Presented to Policy and Sustainability Committee on 1 December 2020, to be reviewed December 2023 unless any legislative changes before that date.
Smoke Free Policy	Presented to Policy and Sustainability Committee on 1 December 2020, to be reviewed December 2023 unless any legislative changes before that date.
Asbestos Policy	Presented to Policy and Sustainability Committee on 5 October 2021, to be reviewed October 2024 unless any legislative changes before that date.
Fire Safety Policy	Presented to Policy and Sustainability Committee on 10 June 2021, to be reviewed June 2024 unless any legislative changes before that date.
Water Safety Policy	Presented to Policy and Sustainability Committee on 10 June 2021, to be reviewed June 2024 unless any legislative changes before that date.
Enterprise Risk Management Policy	The revised policy is being presented at today's Policy and Sustainability Committee for approval.
Risk Appetite Statement	The revised policy is being presented at today's Policy and Sustainability Committee for approval.
Internal Audit Charter	Presented to Governance, Risk and Best Value Committee on 23 March 2021, to be reviewed in March 2022.

Civic Hospitality Policy	Presented to Policy and Sustainability Committee on 23 February 2021, to be reviewed in February 2022.
Corporate Complaints Policy	Presented to Policy and Sustainability Committee on 23 February 2021, to be reviewed in February 2022.
Information Governance Unit Policy	Presented to Policy and Sustainability Committee on 23 February 2021, to be reviewed in February 2022.
Managing Customer Contact in a Fair and Positive Way Policy	Presented to Policy and Sustainability Committee on 23 February 2021, to be reviewed in February 2022.
Whistleblowing Policy	Presented to Policy and Sustainability Committee on 23 May 2019. Engagement with the trade unions is ongoing and an updated version will be submitted to Committee for approval on completion of Pinsent Masons' review.

4.4 All Council policies are available through an interactive directory on the Council's website.

5. Next Steps

5.1 These policies will continue to be reviewed on an ongoing basis to ensure that they remain fit for purpose.

6. Financial impact

6.1 There are no direct financial impacts as a result of this report.

7. Stakeholder/Community Impact

7.1 Consultation will be undertaken, where appropriate, with recognised trades unions as part of the Council's Working Together Protocol and local collective consultation arrangements.

8. Background reading/external references

8.1 Corporate Policy and Strategy Committee Report 3 September 2013 – Review of Council Policy.

8.2 Governance, Risk and Best Value Committee Report 22 May 2014 – Review of Council Policy: up-date.

9. Appendices

9.1 Appendix 1 –Detail on the relevant Policies

Appendix 1 – Policies

Title:	Council Health and Safety Policy
Approval date:	Policy and Sustainability Committee 1 December 2020
Approval body:	Policy and Sustainability Committee
Review process:	3 Years or before if legislation requires

Title:	Smoke Free Policy
Approval date:	Policy and Sustainability Committee 1 December 2020
Approval body:	Policy and Sustainability Committee
Review process:	3 Years or before if legislation requires

Title:	Council Asbestos Policy
Approval date:	Policy and Sustainability Committee 5 October 2021
Approval body:	Policy and Sustainability Committee
Review process:	3 Years or before if legislation requires

Title:	Council Fire Safety Policy
Approval date:	Policy and Sustainability Committee 10 June 2021
Approval body:	Policy and Sustainability Committee
Review process:	3 Years or before if legislation requires

Title:	Council Water Safety Policy
Approval date:	Policy and Sustainability Committee 10 June 2021
Approval body:	Policy and Sustainability Committee
Review process:	3 Years or before if legislation requires

Title:	Risk Appetite Statement
Approval date	Policy and Sustainability Committee 6 October 2020
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Enterprise Risk Management Policy
Approval date	Policy and Sustainability Committee 6 October 2020
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Internal Audit Charter
Approval date	Governance, Risk and Best Value Committee 23 March 2021
Approval body:	Governance, Risk and Best Value Committee
Review process:	Annual

Title:	Civic Hospitality Policy
Approval date	Policy and Sustainability Committee 23 February 2021
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Information Governance Policy
Approval date	Policy and Sustainability Committee 23 February 2021
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Managing customer contact in a fair and positive way
Approval date	Policy and Sustainability Committee 23 February 2021
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Corporate Complaints Policy
Approval date	Policy and Sustainability Committee 23 February 2021
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Whistleblowing Policy
Approval date	Finance and Resources Committee 23 May 2019
Approval body:	Finance and Resources Committee
Review process:	Annual

Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Policy Assurance Statement – Customer Services

Executive/routine	**Routine**
Wards	
Council Commitments	

1. Recommendations

1.1 To note that Council policies detailed in this report have been reviewed and are considered to reflect current legislative requirements and best practice and therefore remain fit for purpose.

Stephen S. Moir

Executive Director of Corporate Services

Contact: Nicola Harvey, Service Director

Customer and Digital Services, Corporate Services Directorate

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Report

Policy Assurance Statement – Customer Services

2. Executive Summary

2.1 To ensure that Council policies reflect current legislation, best practice and remain fit for purpose, they are required to be reviewed on an annual basis.

2.2 This report provides an assurance update on the key policies managed within Customer Services part of the Customer and Digital Services Division in the Corporate Services Directorate. The report encompasses: Corporate Debt Policy, Discretionary Housing Payments Policy, Council Tax Policies (second homes and empty properties) and Non-Domestic Rates Policy (Discretionary Relief).

3. Background

3.1 Council policies are key governance tools. They help realise the Council's vision, values, pledges and outcomes, and are critical to the Council's operations, ensuring the statutory and regulatory obligations are met in an efficient and accountable manner.

3.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all current Council policies are easily accessible, and are created, revised and renewed in a consistent manner and to an agreed standard. This included the development of a comprehensive register of Council policies and introduction of a policy template to provide the Council with a standardised format in terms of content and style.

4. Main report

4.1 A critical element of the policy framework is to ensure that all Council policies are fit for purpose. This requires each directorate to review, on an annual basis, all policies relevant to their services, and to provide the necessary level of assurance.

4.2 This report confirms that the policies listed in the appendix have been reviewed by senior management and are considered fit for purpose. No material changes have been made to the policies detailed in this report, however, some minor adjustments

have been made to ensure on-going accuracy (for example changes in legislation). These changes are noted and detailed in the following section.

4.3 Consistent with all Council policies, the latest versions of the Customer Services policies are available through an interactive directory on the Council's website.

5. Next Steps

5.1 These policies will continue to be reviewed on an ongoing basis with a formal annual review to ensure they remain fit for purpose.

5.2 Policies must be current to ensure the efficient administration of relevant income and benefits activities. This action is detailed in the Customer Services risk register.

6. Financial impact

6.1 There are no direct financial impacts as a result of this report.

7. Stakeholder/Community Impact

7.1 Consultation was undertaken with directorates and divisions as part of the development of a policy framework for the Council.

7.2 A review of the Corporate Debt Policy was undertaken by officers and members of the Edinburgh Poverty Commission Group. This review resulted in some minor changes regarding language and tone and clarified the support channels in place for citizens who face indebtedness.

7.3 Policies will be moved on to the Council template, which includes a requirement to undertake an integrated impact assessment, where necessary.

8. Background reading/external references

8.1 Governance, Risk and Best Value Committee Report 22 May 2014 – Review of Council Policy: up-date.

8.2 Policy and Sustainability Committee Report 6 August 2019 – Policy Assurance Statement – Customer.

8.3 Policy and Sustainability Committee Report 10 November 2020 – Policy Assurance Statement – Customer

9. Appendices

9.1 Appendix 1 – Policies

Policy title:	Corporate Debt Policy
Approval date:	3 September 2013 (with several subsequent amendments)
Approval body:	Corporate Policy and Strategy Committee
Review process:	Annual review by Head of Service taking account of changes in legislation, regulations and wider policy initiatives.
Change details:	No material changes in last 12 months, however minor updates relating to current Court costs and fees and administration process for Parking debt. The current policy was reviewed by officers and members of the Poverty Commission and remains fit for purpose.

Policy title:	Discretionary Housing Payments Policy
Approval date:	6 December 2016 (Date of original approval)
Approval body:	Corporate Policy and Strategy Committee
Review process:	Annual review by Head of Service taking account of changes in legislation, regulations and wider policy initiatives.,
Change details:	No changes in last 12 months, policy remains fit for purpose.

Procedure title:	Council Tax Empty Properties Procedure
Approval date:	29 October 2015 (Date of original approval)
Approval body:	Finance and Resources Committee
Review process:	Annual review by Head of Service taking account of changes in legislation.
Change details:	No material changes in last 12 months, with minor temporary updates relating to Covid19 activities - Exemptions continuing in 2021/22 for properties occupied solely by students and became unoccupied on or after 17 March 2020 for a reason relating to Covid19. From (and including) the 27 May 2020 such a property will be exempt from paying Council Tax until it is occupied, or the provisions in the Act comes to an end. The policy remains fit for purpose.

Procedure title:	Council Tax Procedure for Second Homes
Approval date:	9 February 2017
Approval body:	City of Edinburgh Council
Review process:	Annual review by Head of Service taking account of changes in legislation, regulations and wider policy initiatives.
Change details:	This procedure is reviewed in line with legislative changes with latest update in 2016 giving local authorities discretion to remove second home discounts. No change in last 12 months and policy remains fit for purpose.

Procedure title:	NDR Discretionary Rating Relief
Approval date:	22 January 2013
Approval body:	Corporate Policy and Strategy Committee
Review process:	Annual review by Head of Service taking account of changes in legislation, regulations and wider policy initiatives.
Change details:	The power to grant DRR is governed by the provision of the Local Government (Financial Provisions etc) (Scotland) Act 1962. This procedure is reviewed in line with legislative changes and is operating effectively. No change in last 12 months. The current policy remains fit for purpose and will be extended before an anticipated material revision linked to the Barclay Review in April 2023. The material change is moving away from the 5-year revaluation cycle to a 3-year cycle. This policy will be updated at the appropriate time.

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Human Resources (HR) Policies - Assurance Statement

Item number	
Executive/routine	**Routine**
Wards	
Council Commitments	

1. Recommendations

1.1 To note the Council HR/employment policies and guidance which have been reviewed in the last year.

1.2 To note the commitment to finalise a programme of policy review and approval for 2022/23, taking into account the recommendations from the Independent Inquiry reported to the City of Edinburgh Council on 28 October 2021.

Stephen S. Moir
Executive Director of Corporate Services

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Human Resources Policies - Assurance Statement

2. Executive Summary

2.1 This report confirms the employment or Human Resources (HR) policies, which have been developed, consulted on and, approved by Policy and Sustainability Committee in the last 12 months.

2.2 In addition, this report commits to prioritising and agreeing a programme of employment work for 2022/23.

3. Background

3.1 Council policies are key governance tools. They help realise the Council's, vision, values, pledges, and outcomes. They are critical to the Council's operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner which underpins our culture.

3.2 HR policies are reviewed as and when a change to the existing policy deems this necessary, primarily as a result of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

3.3 The Policy and Strategy Committee agreed the approach detailed above, for HR policies, on 5 December 2017.

4. Main report

4.1 A critical element of the policy framework is to ensure that our Human Resource policies are fit for purpose, that they support our culture, reflect best practice and meet our legal obligations.

4.2 In the period since the last policy assurance report to this committee (November 2020), policy development activity has been significantly impacted by the ongoing requirements of the COVID-19 response. Capacity across key stakeholder groups has been limited with a focus on service delivery, ongoing guidance for employees in response to evolving national and local Government guidance and, colleague wellbeing through the pandemic.

4.3 Despite this, the following policies and guidance have been reviewed, revised and approved at Policy and Sustainability Committee in the last 12 months:

4.3.1 **Pension Employer Discretions Policy Statement**

The Council's Pension Employer Discretions Policy Statement has been updated and was approved at committee in May 2021. As such, all discretions have been updated in accordance with legislation.

In addition to the regulations being updated, the Council will include the non-compulsory Discretion, Regulation 17(1), TP15(1)(d) and A25(3), Shared Cost Additional Voluntary Contributions. This regulation allows for a Shared Cost Additional Voluntary Contribution (AVC) scheme to be implemented and the Council will now include this regulation.

The main advantage of Shared Cost AVCs over a standard AVC option is that as well as receiving full Income Tax savings, colleagues will not pay National Insurance Contributions (NICs) on the amount of pay that they have sacrificed.

4.3.2 **Scheme of Flexible Working Hours**

At the beginning of lockdown, we suspended the flexi scheme and took steps to consult with trade unions, with a view to standing down the Scheme of Flexible Working Hours.

In February, we reached agreement with unions on further Flexible Working Guidance, which will be updated, in consultation with the trade unions, iteratively as Our Future Work programme evolves.

Additional HR policies under reviewed

4.4 Additionally, there are several draft policies in preparation for reinstating consultation with Trade Unions. These include: Maternity, Paternity, Adoption & Shared Parental Leave, Special Leave, Protecting our Colleagues in the Workplace and Disciplinary for Teachers.

Response to Independent Inquiry report recommendations

4.5 However, given the commitment by Council (28th October 2021) to prioritise the review of HR policies relating to employee conduct, in response to Pinsent independent investigation, we will need to review the prioritisation and programme of policy review for 2022/23. This will include reprioritising those policies we had started to review as per 4.4.

4.6 All Council HR policies are available through an interactive directory on the Council's website.

5. Next Steps

5.1 To finalise the prioritisation and programme of policy (re)development and approval over the next 12 months in response to Council commitments.

6. Financial impact

6.1 There is no direct financial impact arising from this report.

7. Stakeholder/Community Impact

7.1 Consultation was undertaken, where appropriate, with recognised trades unions as part of the Council's Working Together Protocol and local collective consultation arrangements concerning Human Resource policies.

8. Background reading/external references

8.1 None

9. Appendices

9.1 None

Policy and Sustainability Committee

10.00am, Tuesday 30 November 2021

Welfare Reform Update

Item number	
Executive/Routine	**Routine**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee notes:

1.1.1 the ongoing work to support Universal Credit (UC) and Welfare Reform in Edinburgh; and,

1.1.2 current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.

Stephen S. Moir

Executive Director of Corporate Services

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Report

Welfare Reform Update

2. Executive Summary

2.1 This report provides Committee with an update of the Council's ongoing welfare reform activities, including the implementation of Universal Credit (UC).

3. Background

3.1 The Welfare Reform update is reported to the Policy and Sustainability Committee on a regular basis and aligns with the Working Group meeting cycle. The last report was considered by Committee on 10 June 2021.

4. Main report

Universal Credit (UC)

4.1 The Department for Work and Pensions (DWP) reported the following UC claims for Edinburgh. The table shows the number of claims made to Edinburgh Jobcentre Plus offices up to 9 September 2021.

Jobcentre	Number of claims up to 11 February 2021	Claimants with no work element	Claimants with element of work	Claimants with no requirement to work
Leith	14233	5825	5823	2585
High Riggs	16189	6559	6516	3114
Wester Hailes	4735	1811	1904	1020
Total	**35157**	**14195**	**14243**	**6719**

4.2 On 6 October 2021 the temporary £20 a week UC uplift ended for UC claimants. Citizens in receipt of legacy benefits did not receive the £20 per uplift and those in receipt of Working Tax Credit had the temporary £20 uplift removed on 31 March 2021. The Chancellor of the Exchequer's Autumn Budget Statement confirmed that the taper rate in UC will reduce from 63% to 55%, as well as increasing work allowances in UC by £500 a year. The change is expected to come into effect no later than 01 December 2021. Non-working UC claimants will not benefit from this change.

4.3 From July 2021 the pre pandemic rules for self-employed claimants applied again. The minimum income floor was reintroduced and the UC payment calculated on an assumed level of earnings. The minimum income floor does not apply if the self-employment was in a start up period on 13 March 2020.

Council Housing Services and Universal Credit (UC)

4.4 At the end of September 2021 there were around 5570 Council tenants (30% of tenants) known to have made a claim for UC.

4.5 All tenants who are known to have made a UC claim were contacted at the end of September to confirm if they are still claiming UC as the Department for Works and Pensions (DWP) do not inform the Council when a claim goes into payment or ends. This will enable the service to better monitor scheduled UC rent payments and target advice/assistance to tenants at risk of accruing debt.

4.6 Where tenants have complex needs or are in arrears and unable to manage payment of their own rent a direct payment of housing costs is made through Alternative Payment Arrangements or Scottish Choice (by tenant). Currently 3640 (65%) of UC tenants have a direct payment in place.

Temporary and Supported Accommodation

4.7 Homelessness services continue to see high demand and the service has secured temporary accommodation for 4532 households.

4.8 Working with third sector agencies, the homelessness and temporary accommodation service have provided assistance and accommodation to over 200 people at risk of rough sleeping. Since the initial easing of lockdown measures the number of people returning to rough sleeping has been low (6-12 per night).

4.9 Positive and constructive liaison is ongoing with commissioned services to engage with rough sleepers, building trust and with the aim of outreach services, assisting them to accept temporary accommodation and access health and other services available to them with the goal of them being able to stop rough sleeping and permanently settling into their own home.

4.10 Households in temporary accommodation affected by the benefit cap and/or under occupancy are provided with advice and assistance in applying for Discretionary Housing Payment (DHP). Citizens entering temporary accommodation who are in receipt of UC are entitled to claim Housing Benefit to cover their housing costs. They also continue to receive the personal allowance element of UC.

Advice Services, Debt Advice and Welfare Rights

4.11 The Council's Advice Shop continues to offer both a remote advice service for welfare rights/debt advice, whilst maintaining a presence in the Resilience Centres/ locality offices, to support those without phone or email access.

4.12 Significant new investment has been made in advice resources to help prevent and tackle homelessness, with 9 new posts in Advice Services. This additional resource is being utilised to prevent Council tenants from being evicted and to provide people presenting as homeless or seeking housing advice with income maximisation support.

4.13 Demand for debt advice has been lower than usual during the pandemic due to the mitigating actions by Scottish Government, councils and creditors. The period October 2020 to September 2021 saw 6116 welfare rights enquiries to the Advice Shop, leading to financial gains totalling £7.6m through DWP, HMRC and local authority payments. This represents an average financial gain of £1800 per household per year. Performance data for Advice Shop is detailed in Appendix 1.

Benefit Cap

4.14 As of 30 September 2021, 149 households within Edinburgh are subject to a reduction in their Housing Benefit due to the Benefit Cap. The following table shows the number of Benefit Cap cases applied in each tenure type and the average weekly loss in Housing Benefit for these citizens. Appendix 2 provides a more detailed breakdown by tenure.

Tenure	Number of Households affected	Average Weekly Loss in Benefit	% of all Benefit Cap cases
Mainstream	17	£60.23	11%
Private	56	£49.19	38%
Homeless	39	£210.97	26%
PSL	25	£36.95	17%
HA	12	£42.94	8%
Total	**149**	**£80.06**	**100%**

4.15 As of May 2021, 600 households within Edinburgh are subject to a reduction in their UC due to the Benefit Cap. This is the most up to date position provided by the DWP.

Average Weekly loss in Universal Credit	Number of households within range
£0.01 - £100.00	190
£100.01 - £200.00	150
£200.01 - £300.00	110
£300.01 - £400.00	50
£400.01 - £500.00	40
£500.01 +	60

4.16 Discretionary Housing Payment for those affected by the Benefit Cap has been awarded to 100 UC claims, totalling £135,798011

Free School Meals and Clothing Grants and Hardship Payments

4.17 Payments for Covid-19 Free School Meals made for October school holiday, from 18 October 2021 to 25 October 2021, totalled £110k for 7360 children.

4.18 The autumn Scottish Child Bridging payments of £160 per school age child, totalled £1.177m for 7360 children.

4.19 Parents and carers who received an automatic award of Free School Meals but have not yet provided payment details for their Clothing Grant, holiday payments and Scottish Child Bridging Payments have been contacted in order to progress these awards.

4.20 The following table details the number of Free School Meal and Clothing Grant awards that have been made to 30 September 2021, compared to awards to 31 March 2021.

	Awards to 31 March 2021	Awards to 30 September 2021
Free School Meals	8828	8309
Clothing Grants	8301	7431

Council Tax Reduction Scheme (CTRS)

4.21 The National Settlement and Distribution Group allocated £27.06m CTRS funding to the Council for 2021/22 (£28.92m for 2020/21). No significant changes have been made to the scheme this year and Appendix 3 outlines the Council's CTRS spend to 30 September 2021.

4.22 The following table details the number of citizens on CTRS from September 2020 to August 2021 (latest data provided by Scottish Government).

Month	Caseload
September	36,460
October	36,710
November	36,340
December	36,520
January	35,870
February	36,050
March	35,750
April	35,520
May	35,350
June	35,080
July	34,680
August	34,720

Scottish Welfare Fund (SWF) – Crisis Grants and Community Care Grants

4.23 The following table details the 2021/22 budget allocation:

Budget 2021/22	Additional funding	Total Budget
£2,417,686.00	£2,951,420.00	£5,369,106

4.24 The following table details monthly spend from 1 April 2021 to 30 September 2021.

Month	Community Care Grant	Crisis Grant
April	£248,079.38	£177,629.54
May	£180,765.17	£158,046.40
June	£148,804.44	£147,410.56
July	£100,080.03	£166,005.34
August	£112,717.44	£158,574.94
September	£143,369.75	£176,941.37
Total Spend	**£933,816.21**	**£984,608.15**

4.25 There were 79 SWF 2nd Tier Reviews heard by the Scottish Public Services Ombudsman between 1 April 2021 and 30 September 2021. The Scottish Public Services Ombudsman upheld 20 appeals in the applicant's favour and found 59 appeals in the City of Edinburgh Council's favour.

Scottish Welfare Fund (SWF) – Self-Isolation Support Grant (SISG)

4.26 The Scottish Government is providing a grant of £500 to people who are in receipt of low-income benefits and who will lose earned income as a result of being formally asked to self-isolate to prevent the spread of COVID-19. The grant supports people who may otherwise struggle to be able to afford to comply with the requirement to self- isolate.

4.27 From 13 October 2021 the eligibility rules changed and claimants who are fully vaccinated (either an adult who has received 2 doses or a child aged between 12-17 who has received 1 dose over 14 days ago) and have been identified as a close contact but receive a negative PCR test will no longer be entitled to receive a SISG, even whilst isolating until the PCR result is known.

4.28 The following table details the number of applicants, awards made, rejected and the spend for the period 1 April 2021 to 30 September 2021.

	SISG Awarded	SISG Refused	SISG Spend
April	109	124	£54,500.00
May	89	117	£44,500.00
June	482	375	£241,000.00
July	1244	1008	£622,000.00
August	882	702	£441,000.00
September	2006	1673	£1,003,000.00
Total	**4812**	**3999**	**£2,406,000.00**

4.29 The majority of refusals are for failure to appear on the Test and Protect database, with the others related to qualifying income.

4.30 There were 6 SISG 2nd Tier Reviews heard by the Scottish Public Services Ombudsman between 1 April 2021 and 30 September 2021. The Scottish Public Services Ombudsman upheld 3 appeals in the applicant's favour and found 3 appeals in the City of Edinburgh Council's favour.

4.31 Where an application is refused, the applicant is advised to apply for a Scottish Welfare Fund Crisis Grant and if this is unsuccessful, they are considered for a discretionary award from the Financial Security Fund. In instances where all financial options have been found not to be appropriate, and as a last resort, applicants are offered a foodbank referral.

Additional Support for Citizens During Covid-19 Related Restrictions

4.32 The Scottish Government has advised that all households currently eligible for the Council Tax Reduction Scheme, entitled to specific Council Tax exemptions or residing in temporary accommodation for any day within April 2021 will receive £130 of support through a Low-Income Pandemic Payment. No application was required and the Council has identified and paid 39,684 citizens, totalling £5.158m

4.33 The Council is supporting food security through the creation of a Food Charity Support Fund, with grants of up to £4000 available. This is aimed at Edinburgh based foodbanks and community food providers. From 1 April 2021, £48k has been awarded. A further payment is due to be made in December 2021, with an additional payment planned in the Spring 2022.

4.34 The Scottish Government has provided grant funding to local authorities for tenants who are at risk of homelessness as a direct result of rent arrears accrued due to the Covid-19 pandemic. Edinburgh received £1.499m from this fund, which can be used for arrears accrued from both the Private Rented Sector and Registered Social Landlords.

4.35 A dedicated team to administer the fund is being set up within Homelessness and Housing Support. Information about the grant award is available on the Council's website, with communications also being distributed to Registered Social Landlords, Private Landlords and via social media.

Discretionary Housing Payments (DHP)

4.36 The DHP budget from the Scottish Government is allocated in two streams: Under Occupancy Mitigation and Other DHPs. The allocation for Edinburgh for 2021/22 is as follows:

- Under Occupancy mitigation - The funding is allocated in two tranches and is based on forecasted Under Occupancy charges. The first tranche of funding is £2.41m or 50% of the expected cost.
- Other DHPs - This includes assistance for those affected by the Benefit Cap and Local Housing Allowance reforms. The funding for Other DHPS is £1.68m.

4.37 Scottish Government provided further funding in August 2021.

- Under Occupancy mitigation – A further 30% of the expected cost was allocated of £1.63M.
- Other DHPs – £748K

4.38 As of 30 September, the Council's DHP financial position is:

Total Fund for 2021/22	£6,473,598.00 *
Net Paid to Date	£3,239,568.59
Committed pending related benefit process	£2,460,847.12

*exclusive of additional 20% funding for under occupancy to be allocated in 2022.

Appendix 4 details the budget spend/commit to 30 September 2021.

4.39 There have been 6827 DHP applications considered up to 30 September, of which 331 were refused. The overall refusal rate is 4.8%. The most common reason for refusal is where a customer's income exceeds their expenditure.

Benefit processing figures for New Claims and Change of Circumstances

4.40 The number of days to process a Housing Benefit and/or Council Tax Reduction new claim or change of circumstances from 1 April 2021 to 11 September 2021 is detailed in the following table:

Performance Indicator	Target	Actual
Days to process new benefits claims	28 days	15.97 days
Days to process change of circumstances	10 days	6.29 days

Child Disability Payment

4.41 Scottish Social Security (SSS) will begin to deliver the Child Disability Payment from 22 November 2021. This replaces the current DWP administered Disability Living Allowance for children. The new benefit will be the first recurrent benefit being administered by SSS and is payable to children with a disability or terminal illness between the ages of 3 months and 18 years, with the aim of reducing face to face health and capability assessments. SSS will gather supporting information of client condition and needs directly from health and local authorities to allow assessment to be made and reduce the burden on claimants. Local authorities are in the process of discussing SSS requirements for team/single points of contact to coordinate requests. The new benefit will be implemented on a phased basis and is expected to be complete by spring 2023.

5. Next Steps

5.1 The Council continues to engage with all key stakeholders to ensure that support is targeted at those in need.

6. Financial implications

6.1 An increase in the number of people experiencing hardship has led to greater demand for services across the Council and partner advice agencies. There is a risk to council income, particularly in relation to rent arrears, changes to subsidy levels for temporary accommodation and service changes. Known risks include:

- loss of rental income to the Housing Revenue Account (HRA) arising from Housing Benefit reforms and Direct Payment under UC;
- Scottish Welfare Fund and DHP budget will be insufficient to meet demand longer term;
- the spend on Council Tax Reduction Scheme exceeds the available funding;
- reduced DWP Administration Subsidy due to yearly efficiency savings; and,
- the phasing out of Housing Benefit and Central Government budget savings.

6.2 The financial risk to the Council as well as the risk to the Council's reputation is being monitored. Actions taken to assess and mitigate these risks and ensure effective governance include:

- updates provided to Policy and Sustainability on a quarterly basis;
- annual update to the Governance, Risk and Best Value Committee:
- dedicated teams introduced to provide support and assistance; and,
- meetings with Elected Members, Council Officers and External Partners.

7. Stakeholder/Community Impact

7.1 The UK Government has prepared Equalities and Human Rights assessments for the welfare reform proposals. The Council will undertake Integrated Impact Assessments when necessary for any of its proposals. Welfare Reform is expected to have general implications for environmental and sustainability outcomes, for example in relation to fuel poverty and financial exclusion. Council officials continue to engage with the UK and Scottish Governments, directly and through COSLA, with the DWP, the Third Sector, the NHS and other partners

7.2 The Council is also engaging with citizens, both in and out of work, who rely on benefit income and tax credits.

7.3 The Council continues to participate in groups with the looking at the impacts of Welfare Reform, namely COSLA's Welfare Reform Local Authority Representative Group.

7.4 The Council is liaising with multiple third sector organisations across the city to support citizens throughout Covid-19 restrictions

8. Background reading/external references

8.1 Welfare Reform - Update to Corporate Policy and Sustainability Committee 10 June 2021

8.2 Welfare Reform - Update to Corporate Policy and Sustainability Committee 23 February 2021

8.3 Welfare Reform - Update to Corporate Policy and Sustainability Committee 01 December 2020

8.4 Welfare Reform - Update to Corporate Policy and Sustainability Committee 25 February 2020

9. Appendices

9.1 Appendix 1 – Advice Shop Performance Data

9.2 Appendix 2 – Benefit Cap Data

9.3 Appendix 3 – Council Tax Reduction Scheme (CTRS) Distribution 2021/22

9.4 Appendix 4 – Discretionary Housing Payment (DHP) Fund Allocation 2021/22

Appendix 1

Advice Shop Performance Data

Debt Advice

Debt Advice	Apr-Sep 2021	2020/21	2019/20	2018/19	2017/18
Number of People assisted by Advice Shop	Enquiries – 91 New Cases - 42	Enquiries – 206 New Cases - 107	Enquiries – 264 New Cases – 190	Enquiries – 309 New Cases – 297	Enquiries – 471 New Cases – 369
Level of Problematic Debt dealt with by Advice Shop	£275k	£558k	£1.7m	£2.3m	£2.5m

Welfare Rights Advice

Welfare Rights Advice	Apr-Sep 2021	2020/21	2019/20	2018/19	2017/18
Increased income gained for clients using the Advice Shop	£3.2m	£8.3m	£11.5m	£11.6m	£12.4m

Benefit Tribunals Representation

Benefit Tribunals	Apr-Sep 2021	2020/21	2019/20	2018/19	2017/18
Number of tribunals represented by the Advice Shop	58	116	304	394	477

Appendix 2

Benefit Cap Data

The charts below provide a breakdown of the numbers affected by the average weekly Housing Benefit loss, number in receipt of a Discretionary Housing Payment (DHP) and the average amount in payment as of 30 September 2021.

Tenure – Homeless

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number of Households with DHP	Average Weekly DHP
£0.01 - £30.00	1	£2.95	0	0
£30.01 - £50.00	3	£39.56	0	0
£50.01 - £75.00	0	£0.00	0	0
£75.01 - £100.00	2	£92.97	1	£100.00
£100.01 - £150.00	10	£73.61	2	£104.00
£150.01 - £200.00	5	£174.92	1	£100.00
£200.01 - £300.00	8	£219.32	3	£100.00
£300.01 - £400.00	7	£349.72	0	0
£400.01 - £500.00	3	£456.71	1	£100.00

Tenure – Mainstream (Council)

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number of Households with DHP	Average Weekly DHP
£0.01 - £30.00	5	£16.38	1	£20.00
£30.01 - £50.00	2	£42.68	0	£0.00
£50.01 - £75.00	4	£56.72	1	£48.00
£75.01 - £100.00	3	£90.76	1	£64.00
£100.01 - £150.00	3	£119.20	2	£40.50

Tenure – Private

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number of Households with DHP	Average Weekly DHP
£0.01 - £30.00	29	£13.90	8	£18.25
£30.01 - £50.00	9	£39.91	4	£34.83
£50.01 - £75.00	6	£41.51	3	£52.00
£75.01 - £100.00	5	£86.61	4	£63.02
£100.01 - £150.00	5	£102.91	3	£114.93
£150.01 +	2	£266.39	2	£211.50

Tenure – Housing Association

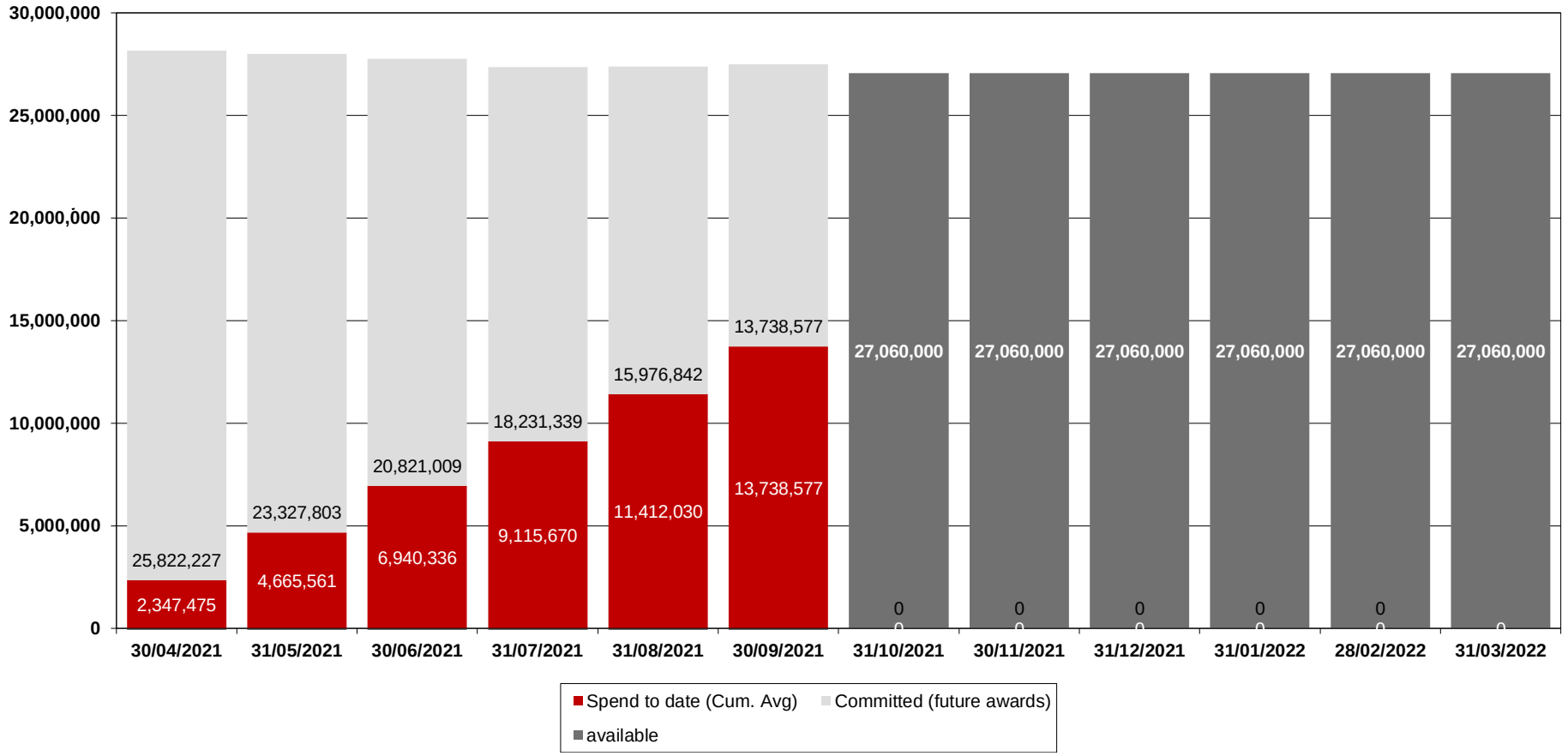
Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number of Households with DHP	Average Weekly DHP
£0.01 - £30.00	5	£19.69	2	£26.00
£30.01 - £50.00	4	£42.62	1	£49.00
£50.01 - £75.00	1	£55.59	1	£34.00
£75.01 - £100.00	1	£75.44	0	£0.00
£100.01 - £150.00	1	£115.35	1	£65.00

Tenure - PSL

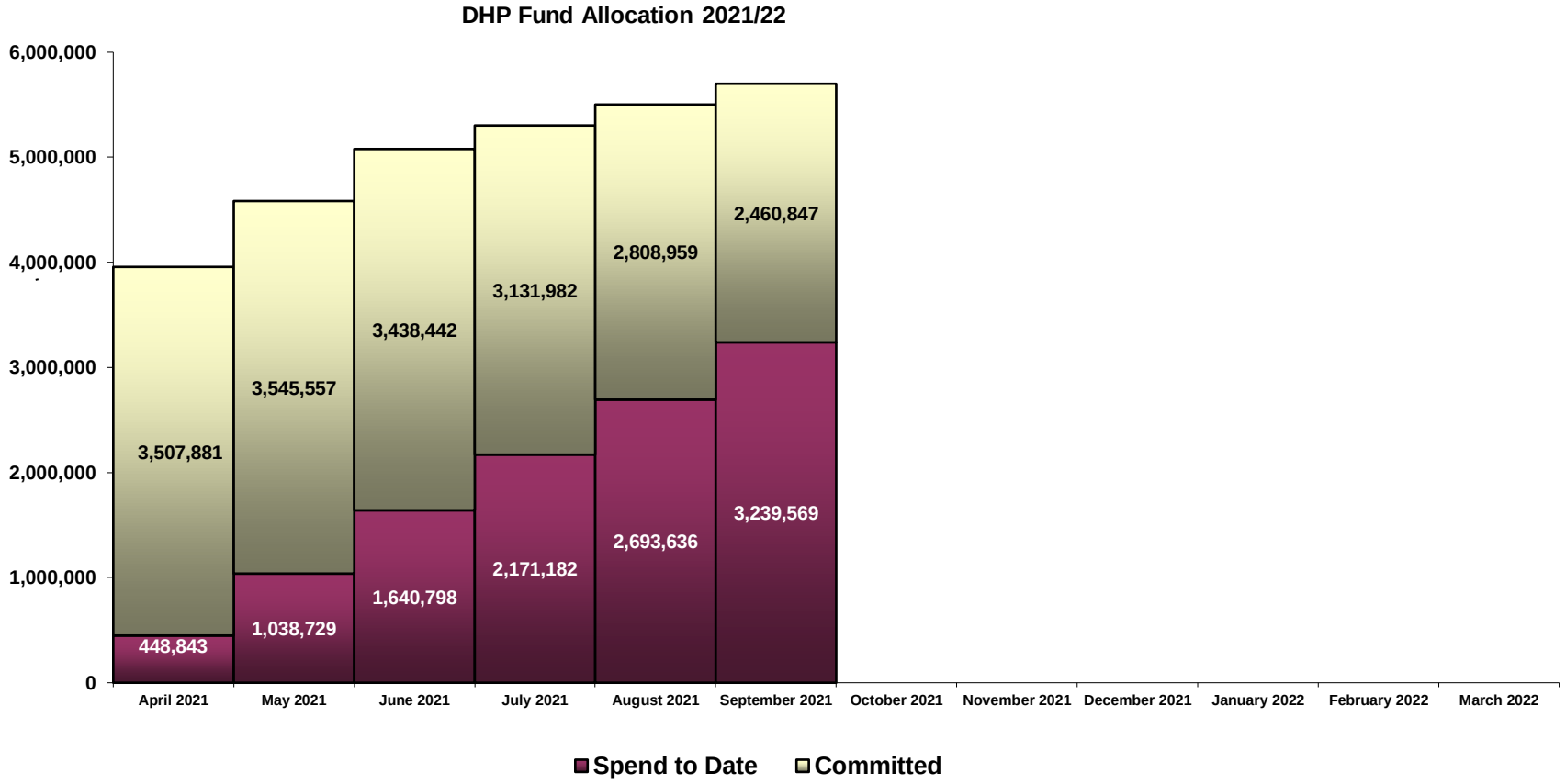
Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number of Households with DHP	Average Weekly DHP
£0.01 - £30.00	16	£11.46	12	£13.08
£30.01 - £50.00	6	£36.71	4	£30.38
£50.01 - £75.00	0	£0.00	0	£0.00
£75.01 - £100.00	0	£0.00	0	£0.00
£100.01 - £150.00	1	£109.27	0	£0.00
£150.01 - £200.00	1	£165.86	1	£165.86
£200.01+	1	£244.86	1	£100.00

Appendix 3

CTRS Distribution 2021/22



Appendix 4


DHP Fund Allocation 2021/22
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
0
3,507,881
3,545,557
3,438,442
3,131,982
2,808,959
2,460,847
448,843
1,038,729
1,640,798
2,171,182
2,693,636
3,239,569
April 2021
May 2021
June 2021
July 2021
August 2021
September 2021
October 2021
November 2021
December 2021
January 2022
February 2022
March 2022
Spend to Date
Committed

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Policy and Sustainability Committee

10.00am, Tuesday, 30 November 2021

Contact Centre Performance: April - September 2021

Item number	
Routine	**Routine**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 It is recommended that Committee notes:

- current performance trends within the Contact Centre;
- ongoing improvement activities to ensure that Council services are easy to access, and citizen queries and complaints are dealt with effectively; and
- service delivery changes as a result of COVID-19 restrictions.

Stephen S. Moir

Executive Director of Corporate Services

Contact: Lisa Hastie, Customer Contact Manager

Customer and Digital Services Division, Corporate Services Directorate

Email: lisa.hastie@edinburgh.gov.uk

Report

Contact Centre Performance: April - September 2021

2. Executive Summary

2.1 The report details Contact Centre performance for April - September 2021 and outlines associated service improvement activities, as well as changes to service delivery because of COVID-19 and ongoing recovery actions.

3. Background

3.1 Committee receives regular updates on Contact Centre performance, trends, and ongoing service improvement activities. This report focuses on the reporting period April - September 2021. The data is based on a call performance target of 60% of calls answered within 60 seconds, as agreed by Committee in August 2018.

4. Main report

Overview

4.1 The Contact Team in Corporate Services aims to maximise the number of queries resolved at the first point of contact, aligned with clear escalation routes where further input is required from other Council services. The Contact Team currently supports phone calls (inbound and outbound), e-mails, social media channels, web chat and chat bot functionality.

Current Trends and Service Performance

4.2 The Contact Team continue to operate a blended home working and office-based model as a result of COVID-19 building restrictions. This model has proved to be a success with services remaining operational and staff benefiting from an improved work life balance.

4.3 The Contact Team continues to support additional COVID related support functions. This includes support for shielding and vulnerable citizens, financial support through benefits and crisis grants and ongoing support for those self-isolating.

4.4 The Covid support line operated throughout the reporting period but following national guidance the dedicated Shielding line closed on 23 April 2021. These lines were resourced by existing Social Care Direct staff and handled 3109 inbound calls

and 663 emails during the period April - September 2021, providing guidance and support to residents across Edinburgh. An additional team also carried out over 14,800 outbound welfare calls to isolating citizens and 6971 welfare texts. These initiatives have continued to create additional resourcing and logistical pressures for the processing and contact teams in Customer and Digital Services. These are being managed through dynamic workforce management plans.

4.5 Key performance data and trends for the Contact Centre are detailed in Appendix 1, with the major themes highlighted in the following section:

- Total calls answered for July to September 2021 was 148,010, a 21% increase from the same reporting period in 2020 where 122,214 calls were handled. This reflects the widespread reopening of services in 2021.
- 70% of lines met or exceed the service level of answering 60% of calls within 60 seconds during the period July – September 2021.
- 24 of 37 lines achieved the call stretch target of 8% in the current period.
- Social Media (Twitter contact) received 41,597 tweets between July – September 2021, which remains consistent against each reporting period. Volumes across our social media platform, continue to demonstrate citizen's appetite to use other contact channels for service enquiries and aligns with the Council's digital transformation goals.

4.6 Complaint levels continue to remain comparatively low, with complaints recorded against contact centre activity continuing to equate to less than 1% of calls handled by the Contact Centre in the reporting period. The largest complaint theme related to service failure. The Contact Centre team continues to work closely with relevant Council services to ensure that accurate service commitments are provided to citizens with complaint volumes reducing month on month in the current reporting period.

Service Overview, Projects and Improvement Activities

4.7 Service level for the Scottish Welfare Fund (SWF) was achieved during the reporting period despite a material increase in demand. During the reporting period of July to September 2021, the team processed 7,000 crisis applications, a 9% increase when compared with the same period in 2020. This increase is attributable to the social and economic impact of COVID and the proactive promotion of the Fund with the team paying out £492k compared to £304k for the same period in 2020.

4.8 The Scottish Welfare Fund team has also been responsible for managing the Scottish Government's Self-Isolations grants process, handling 3363 inbound calls in the reporting period July – September and processing 7515 online applications. The team paid out £2.1m to the citizens of Edinburgh. This area of work has been the team's primary focus. Given the consistently high levels of demand the size of the team has recently been increased again and multiskilling undertaken across the wider Contact to support processing levels throughout the remainder of 2021/22.

4.9 The day to day operations in the Repairs Direct team have been significantly impacted by COVID. During the current reporting period the service returned to a business as usual service, which generated increased contact as previously paused activities were restarted. Contact volumes remained high with 18,501 inbound calls handled in July – September 2021. The team also supported high levels of email contact and customer follow up and queries relating to ongoing repairs. The Contact Team continue to work closely with colleagues in the Housing Service to deliver the Housing Improvement Programme and enhance the customer journey. This includes the delivery of an online process that will automate repair requests directly to the Housing Service. Given the high volume of contact projected during the winter months and an ongoing commitment to improve the customer experience a recruitment exercise is also ongoing.

4.10 Call volumes across waste services remain stable with citizens utilising alternative contact channels, with 64% of citizens self-serving through the telephony system and a large proportion also utilising the online forms.

4.11 The Garden Waste summer registration period ran between 22 July and 1 September 2021. 7550 calls were handled during the registration window which resulted in 7% of subscription, with 93% of subscriptions made online. This was an increase on the 2020 Summer registration window.

4.12 Council Tax and Benefits teams experienced significant pressure and service levels were impacted. These pressures were a result of national welfare changes and the restarting of normal Council Tax recovery processes. As well as further recruitment resource has been drawn from across the Customer Services team to support these critical services. Workforce planning activities have included transferring benefit calls to the Transactions Team. This has allowed multi skilled staff in Contact to support the increased contact generated by Scottish Welfare Fund and self-isolation payments.

4.13 Contact teams based in the Council's locality offices continued to play a pivotal role in supporting the Council's Critical Response Centres (CRC). This ensured appropriate face to face services were provided, supported outbound calls for citizens self-isolating, whilst handling over 10k locality-based email queries. For the reporting period April - September 2021, over 15,000 citizens made use of these critical services, with 5955 of these citizens being signposted to the most appropriate contact channels. In addition, alternative contact arrangements have been put in place for thousands of other citizens.

4.14 From 8 November 2021 the Council Resilience Centres will revert to Locality Offices. Effective controls will be in place to ensure staff safety, whilst continuing to expand face to face service provision. The service offering at 249 High Street will also change in November 2021 and this will address the specific needs of the services that operate from the building.

4.15 The Customer Team is committed to using technology to improve the customer experience and provide greater service choice. The Council's customer platform (Verint) now supports a range of online transactions, including forms that allow customers to submit and pay for licensing applications. The Scottish Milk and Healthy Snack Scheme and P1 school registration forms have been migrated to the

Verint platform with additional functional improvements made to these transactions to improve the customer journey. Work is ongoing to deliver further online service access whilst also improving back office system integration to help effectively manage contact and improve the customer experience.

4.16 A range of service projects are also continuing, or due to progress during 2021/22 which will improve the customer journey:

- Fully integrated Housing Repairs form
- Extending online payment functionality to wider services
- Streamlining customer authentication process to create a simple sign on process
- Comprehensive customer satisfaction measurement process to assist service improvement activities
- Searchable service knowledge base that will address queries and questions. This has the potential to be used by Council teams and citizens
- Develop management information datasets to measure levels of engagement, response times and identify areas for service improvement
- Ongoing engagement with stakeholder groups, including Age Scotland to address issue of digital exclusion

4.17 These activities are part of the Customer and Digital Services ongoing commitment to deliver simple and easy to access services.

5. Next Steps

5.1 Performance will continue to be reviewed against target to ensure issues are addressed and service level improvements are achieved.

5.2 The use of technology continues to play an important role and we will continue to implement technology and systems throughout 2021/22 to improve the citizen experience.

5.3 The use of new technology will enable the Contact Centre to continue to operate a blended model of office and home working to build service resilience.

5.4 The Customer improvement programme will build on a range of service initiatives, including fully utilising existing technology and ensuring it is effectively integrated with further system/processes to deliver a better service experience.

6. Financial impact

6.1 The Contact Team completed an organisational review in April 2021. No further direct financial changes are expected or planned in 2021/22. The team will continue to drive efficiency measures, achieved through appropriate self-service, improved call handling and a multi skilling programme. Where appropriate and subject to a comprehensive integrated impact assessment to ensure that inclusion is fully factored in, further online activities will be considered for appropriate services, e.g. interaction with businesses.

7. Stakeholder/Community Impact

7.1 The Council continues to progress a primarily digital by design approach, subject to appropriate impact assessment, to ensure that all residents are supported, providing them with appropriate and accessible service options. This adopts the standard call centre and shared services methodology of providing a range of channels, including self-service options and call-based options. This also ensures that channels remain accessible and do not create digital exclusion.

7.2 As the Council's contact offering develops and matures consideration will be given as how best to further encourage, support and improve uptake of both self-service and online transactional options, enabled by automation where appropriate.

7.3 The Customer Team uses a broad range of feedback and resident groups to support service development and improvement.

8. Background reading/external references

8.1 Customer Performance Update July - September 2019 - Report to Policy and Sustainability Committee, November 2019

8.2 Customer Performance Update October - December 2019 - Report to Policy and Sustainability Committee, February 2020

8.3 Customer Performance Update January – September 2020 Report to Policy and Sustainability Committee, December 2020

8.4 Customer Performance Update October - December 2020 Report to Policy and Sustainability Committee, February 2021

8.5 Customer Performance Update January - March 2021 Report to Policy and Sustainability Committee, June 2021

9. Appendices

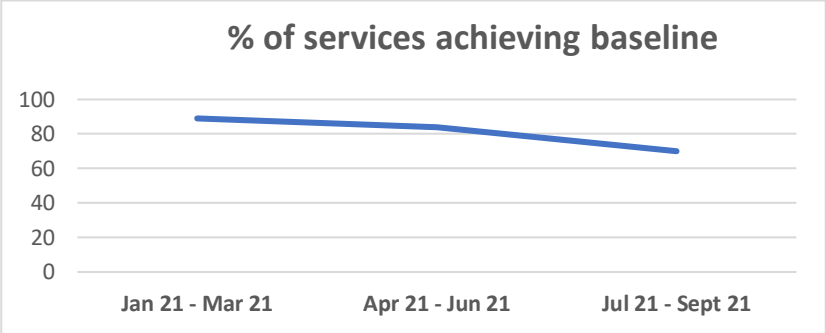
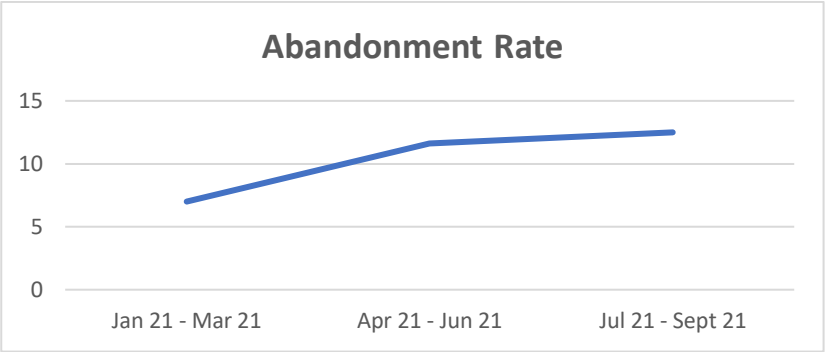
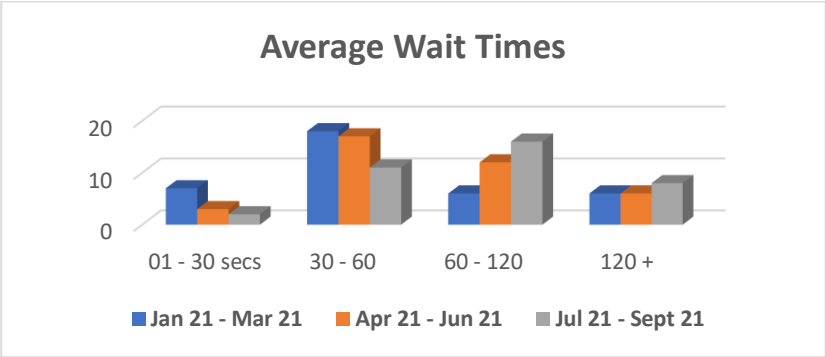
9.1 Appendix 1 – Customer Centre Performance Data

Appendix 1

Contact Centre – Performance: Data April to September 2021

Contact Activity & Timescale	% Calls answered within 60 seconds SLA target of 60%				Abandonment target – not exceed 10%, with a stretch target of 8%					Average Wait Times			
	Jan – Mar 21	Apr – Jun 21	Jul – Sep 21	Trend Apr – Jun 21 / Jul - Sep – Mar 21	Jan – Mar 21	Apr – Jun 21	Jul – Sep 21	Total Calls Handled Jul - Sep 21	Trend Apr – Jun 21 / Jul - Sep – Mar 21	Jan – Mar 21	Apr – Jun 21	Jul – Sep 21	Trend Apr – Jun 21 / Jul - Sep – Mar 21
Central Emergency Serv	76%	79%	74%	▼	5.1%	5%	8.6%	6567	▲	01:00	00:49	01:09	▲
C & F Professional Child	57%	69%	71%	▲	12.4%	8.4%	7%	964	▼	02:10	01:19	01:09	▼
C & F Public Child	54%	64%	63%	▼	10.8%	9.4%	7.7%	1919	▼	02:08	01:39	01:33	▼
SCD Emergency	85%	78%	76%	▼	3.3%	5.7%	8%	160	▲	00:38	00:44	00:48	▲
Clarence	75%	70%	63%	▼	4.7%	5.2%	7.1%	2439	▲	00:47	01:06	01:22	▲
Council Tax	34%	14%	45%	▲	15.6%	25.5%	12.7%	23169	▼	07:50	14:23	06:43	▼
Benefits	41%	46%	60%	▼	10.8%	7.1%	8%	2988	▲	06:44	05:03	03:01	▼
NDR	60%	28%	65%	▲	5.8%	15.6%	3.9%	1422	▼	04:38	09:25	03:03	▼
Food Bank	81%	80%	67%	▼	5%	5.5%	11.2%	1147	▲	00:46	00:48	01:57	▲
Emergency Home Care	82%	82%	82%	↔	5.9%	7.3%	7.5%	726	▲	00:40	00:43	00:32	▼
Emergency Home Care	81%	78%	75%	▼	7.8%	7.2%	7.3%	4889	▲	00:47	00:55	00:58	▲
Emergency Social Work	86%	81%	88%	▲	7.7%	6.8%	11.8%	172	▲	00:35	00:44	00:24	▼
1 Edinburgh	67%	65%	65%	↔	5.5%	6.5%	6.5%	4990	↔	01:08	01:20	01:20	↔
Repairs Direct	80%	46%	23%	▼	3.9%	17.3%	29.8%	18501	▲	00:57	03:37	11:06	▲
Repairs Planners	92%	87%	85%	▼	3.8%	6%	6.1%	3707	▲	00:18	00:24	00:30	▲
SCD Professional Adult	70%	67%	64%	▼	4.6%	7.9%	7.7%	575	▼	00:59	00:57	01:07	▲
SCD Public Adult	62%	61%	57%	▼	10.4%	10.6%	10.2%	11280	▼	01:47	01:48	01:53	▲
Scottish Welfare Fund	74%	73%	65%	▼	5.3%	4.8%	5.5%	3512	▲	02:13	02:06	02:31	▲
Repairs - Tradesman	87%	68%	53%	▼	3.7%	6%	7.8%	6914	▲	00:26	00:56	01:32	▲
Waste Special Uplifts	66%	58%	59%	▲	2.2%	2.5%	3%	1007	▲	01:16	01:43	01:47	▲
Waste	76%	75%	66%	▼	1.4%	1.5%	1.7%	1555	▲	00:42	00:48	01:11	▲
Environment	76%	68%	58%	▼	0.7%	3.3%	3.9%	1174	▲	00:51	01:16	01:42	▲
FM Helpdesk	89%	86%	81%	▼	4%	7%	10.2%	1857	▲	00:23	00:26	00:39	▲
Building Standards	75%	71%	76%	▲	2.2%	3.1%	3%	869	▼	00:53	01:07	00:57	▼
Planning	77%	70%	74%	▲	2.8%	4.5%	3.1%	410	▼	00:50	01:06	01:01	▼
PBS Building Payments	87%	75%	73%	▼	2.8%	5.4%	4.8%	217	▼	00:29	00:48	01:05	▲
Supply Hub	77%	82%	73%	▼	17.6%	18.8%	22.4%	316	▲	00:15	00:18	00:35	▲
Debt Services	66%	38%	52%	▲	7.4%	18.9%	10.7%	1543	▼	00:52	02:41	01:35	▼
Garden Waste	74%	73%	37%	▼	3.8%	2.2%	21.7%	6708	▲	01:04	01:01	04:38	▲
General Enquiries	85%	78%	77%	▼	3.3%	4.8%	5%	15094	▲	00:26	00:39	00:44	▲
Customer Care		78%	58%	▼		4.5%	6.5%	2127	▲		01:00	01:47	▲
Shielding	72%	75%			6.3%	8.1%				00:57	00:41		
Vulnerable	78%	76%	73%	▼	4%	8.1%	5.3%	1723	▼	00:47	00:42	00:56	▲
Annual Gas Servicing	92%	71%	54%	▼	2.5%	7.8%	14.6%	1426	▲	00:29	01:40	02:45	▲
Self-Isolation Payments	70%	73%	61%	▼	7.9%	8.4%	12.9%	3363	▲	01:40	01:40	02:17	▲
Locality Lines	82%	81%	78%	▼	4%	3.6%	5.1%	8232	▲	00:31	00:34	00:42	▲
Homelessness	85%	83%	85%	▲	4.9%	4.9%	4.7%	1550	▼	00:34	00:38	00:35	▼
Licensing Payments	67%	84%	83%	▼	11.5%	4.8%	4.6%	2778	▼	01:55	00:51	00:56	▲

Contact Centre Performance Overview

Performance Measures	Commentary
	• 38 lines reported during the reporting period April – June 2021 reducing to 37 in July – September 2021 following the closure of the Shielding line. • 148,010 calls were handled during July to September 2021. • 26 out of 37 lines met or exceeded service in the period July – September 2021 (this is consistent with resourcing ongoing pressures directly linked to Covid e.g. welfare and financial support)
	• The Contact Centre is answering 87.5% of all calls received. This is based on 37 lines open • 24 out of 37 lines achieved the 8% stretch target for the period July – September 2021. • Recruitment, cross skilling and utilisation of wider Customer Teams to support ongoing pressures
	• Average wait times increased during the current reporting period. This is a result of supporting additional workstreams, reallocating resource to support critical service and dealing with more complex queries. • Recruitment, cross skilling and utilisation of wider Customer Teams to support ongoing pressures