

Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 29th March, 2022

Virtual - Via Microsoft Teams

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

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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

- 3.1 If any.

4. Minutes

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| 4.1 | Minute of the Policy and Sustainability Committee of 22 February 2022 – submitted for approval as a correct record | 7 - 20 |
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5. Forward Planning

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7. Executive Decisions

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| 7.2 | Best Value Assurance Audit Response - March Update – Report by the Interim Executive Director of Corporate Services | 77 - 92 |
| 7.3 | Adoption of Chief Executive and Chief Officer Disciplinary Policy | 93 - 258 |

– Report by the Chief Executive

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7.6	Consultation on NHS Scotland Climate Emergency and Sustainability Strategy - Council Response – Report by the Interim Executive Director of Corporate Services	307 - 316
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7.8	Petition for Consideration: Twinning Edinburgh with Gaza City – Report by the Interim Executive Director of Corporate Services	325 - 328

8. Routine Decisions

8.1	Review of Effectiveness of Scrutiny of the Policy and Sustainability Committee - Self-Evaluation and Lessons Learnt – Report by the Interim Executive Director of Corporate Services	329 - 334
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8.3	Internal Audit: Overdue Findings and Key Performance Indicators as at 26 January 2022 – referral from the Governance, Risk and Best Value Committee	353 - 378

9. Motions

9.1	None.
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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 or Louise Williamson, 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.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to <https://democracy.edinburgh.gov.uk/>.

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Minutes

Policy and Sustainability Committee

10.00 am, Tuesday 22 February 2022

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Burgess, Jim Campbell, Kate Campbell (from Item 7), Daggart (substituting for Councillor Cook from item 16), Fullerton (substituting for Councillor Kate Campbell – Items 1-6), Gardiner, Gloyer, Hutchison, Macinnes, McLellan (from item 16), Miller, Mowat (substituting for Councillor McLellan – Items 1-15), Munn, Perry, Whyte and Wilson.

Also present: Councillor Lezley Marion Cameron (item 1)

1. Council Support to the Small Business Sector – Response to Motion by Councillor Lezley Marion Cameron

a) Deputation – Tron Area Business Group

The deputation indicated that they were frustrated by the lack of care, interest, consideration, support and help from the Council regarding the issues surrounding small businesses in the High Street area. They felt that the Council should be supporting sustainable thriving businesses but that the social fabric of the area was breaking down with unacceptable levels of crime, vandalism, anti-social behaviour, threatening behaviour, violence, drug and alcohol abuse and drug dealing.

They stressed that there was a lack of police presence in the area with businesses now hiring their own private security staff who themselves had been the subject of assault and abuse. They indicated that they felt that a multi-agency approach was required and asked the Council to liaise with businesses in the area and other external agencies to work together to rescue the Tron area and Royal Mile from further decline and make the area a pleasant place for all.

b) Report by the Executive Director of Place

In response to a motion by Councillor Lezley Marion Cameron, details were provided on the support Council currently provided to businesses in Edinburgh to assist them improve the accessibility of their premises and overall sustainability of their business operations.

Decision

- 1) To note the support currently offered to small businesses to become more sustainable and accessible.

- 2) To note the intention to create a communications plan, in early 2022, to ensure that local businesses were made aware, not only of the business benefits of considering sustainable and accessible business practices, but also the range of support available to them.

(References – Act of Council No 20 of 28 October 2021; report by the Executive Director of Place, submitted)

2. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 30 November 20221 as a correct record.

3. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 22 February 2022 was presented.

Decision

To note the Work Programme.

(Reference – Work Programme 22 February 2022, submitted.)

4. 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 Integration Joint Board Savings and Recovery Programme 2020/21

Action 6 – Petition for Consideration: Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh

Action 8 – Better School Milk – motion by Councillor Burgess

Action 10 – Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 – referral from the Governance, Risk and Best Value Committee

Action 11 – Community Wealth - Motion by Councillor Day

Action 12 – Small Business Saturday - motion by Councillor Lezley Marion Cameron

- 2) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

5. Business Bulletin

The Policy and Sustainability Committee Business Bulletin for 22 February 2022 was submitted.

Decision

To note the Business Bulletin.

(Reference – Business Bulletin 22 February 2022, submitted.)

6. Adaptation and Renewal Update

An update was provided on the Adaptation and Renewal Programme which covered decisions taken in the period 13 November 2021 to 11 February 2022.

Motion

- 1) To note the Council's latest Covid-19 position following the statement from the First Minister on Tuesday, 31 January 2022 and associated Scottish Government guidance.
- 2) To note the Covid-19 Response Dashboard at Appendix 1 to the report by the Chief Executive.
- 3) To note the decisions taken to date under urgency provisions from 13 November 2021 to 11 February 2022 at Appendix 2 to the report.
- 4) To agree that as the Adaptation and Renewal Programme had closed, this should be the last report covering the remit of the programme. Both the Covid-19 Dashboard and list of CIMT decisions would continue to be circulated to members for as long as is required.

- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

- 1) To note the Council's latest Covid-19 position following the statement from the First Minister on Tuesday, 31 January 2022 and associated Scottish Government guidance.
- 2) To note the Covid-19 Response Dashboard at Appendix 1 to the report by the Chief Executive.
- 3) To note the decisions taken to date under urgency provisions from 13 November 2021 to 11 February 2022 at Appendix 2 to the report.
- 4) To agree that as the Adaptation and Renewal Programme had closed, this should be the last report covering the remit of the programme. Both the Covid-19 Dashboard and list of CIMT decisions would continue to be circulated to members for as long as is required.
- 5) To note that a considerable number of decisions are still being taken under urgency powers and that Committees and other decision-making mechanisms are all in place through hybrid or online mechanisms. Therefore, seeks a report to the March meeting of the Council on how the number of decisions taken

through urgency powers can be reduced so that these can be subject to councillor and public scrutiny in future.

- moved by Councillor Whyte, seconded by Councillor Mowat

Amendment 2

- 1) To note the Council's latest Covid-19 position following the statement from the First Minister on Tuesday, 31 January 2022 and associated Scottish Government guidance.

In line with her statement and associated guidance, agrees that Council staff should return to office-working now, rather than waiting until April; and that physical distancing will no longer be required in Council buildings.

- 2) To note the Covid-19 Response Dashboard at Appendix 1 to the report by the Chief Executive.
- 3) To note the decisions taken to date under urgency provisions from 13 November 2021 to 11 February 2022 at Appendix 2 to the report.
- 4) To agree that as the Adaptation and Renewal Programme had closed, this should be the last report covering the remit of the programme. Both the Covid-19 Dashboard and list of CIMT decisions would continue to be circulated to members for as long as is required.

- moved by Councillor Aldridge, seconded by Councillor Gloyer

In accordance with Standing Order 22(12), Amendment 2 was accepted as an addendum to Amendment 1.

Voting

The voting was as follows:

For the Motion - 10 votes

For Amendment 1 (as adjusted) - 6 votes

(For the Motion: Councillors Burgess, Day, Fullerton, Gardiner, Macinnes, McVey, Miller, Munn, Perry and Wilson.

For Amendment 1 (as adjusted): Councillors Aldridge, Jim Campbell, Gloyer, Hutchison, Mowat, and Whyte.)

Decision

To approve the motion by Councillor McVey.

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

7. Internal Audit Overdue Findings More Than One Year Old as at 11 August 2021

The Committee had considered the outcome of the Internal Audit Overdue Findings and Key Performance Indicators as at 11 August 2021 and agreed that further

information on those actions which were within the purview of this Committee, and which were more than a year old, would be reported for further review.

Details were provided on those actions which were within the purview of this Committee, and which were more than a year old together with work being undertaken to address the overall picture of open and overdue IA findings with additional resource being recruited across the Directorates to support the work required to address these.

Motion

- 1) To note the current status of the Internal Audit (IA) overdue findings within the purview of this Committee, that were more than a year old as at 11 August 2021.
- 2) To note the actions proposed to close these findings.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) Given that twelve of thirteen Internal Audit Overdue actions directly relating to this Committee's remit overdue for more than a year have not been closed, even in line with the three-month extension which concluded on 31 December 2021, Committee agrees to receive a report at its next meeting detailing any further closed actions and setting out in detail how all remaining actions can be closed before the end of April 2022.
- 2) To note that repeated requests for action and assurances from the Senior Leadership Team that closing Overdue Audit Actions was being given extra priority and additional resources have failed to result in the desired change and agrees that any failure to close overdue actions by the end of April should be considered through the Council's Performance Management Processes.

- moved by Councillor Whyte, seconded by Councillor Mowat

Voting

The voting was as follows:

For the motion	-	10 votes
For the amendment	-	6 votes

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

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

Decision

To approve the motion by Councillor McVey.

(References – Policy and Sustainability Committee of 5 October 2021 (item 22); report by the Chief Executive, submitted.)

8. Internal Audit: Overdue Findings and Key Performance Indicators as at 5 November 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 5 November 2021 to the Policy and Sustainability Committee for ongoing scrutiny of relevant overdue management actions.

Motion

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

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) Given that twelve of thirteen Internal Audit Overdue actions directly relating to this Committee's remit overdue for more than a year have not been closed, even in line with the three-month extension which concluded on 31 December 2021, Committee agrees to receive a report at its next meeting detailing any further closed actions and setting out in detail how all remaining actions can be closed before the end of April 2022.
- 2) To note that repeated requests for action and assurances from the Senior Leadership Team that closing Overdue Audit Actions was being given extra priority and additional resources have failed to result in the desired change and agrees that any failure to close overdue actions by the end of April should be considered through the Council's Performance Management Processes.

- moved by Councillor Whyte, seconded by Councillor Mowat

Voting

The voting was as follows:

For the Motion	-	10 votes
For Amendment 1	-	6 votes

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

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

Decision

To approve the motion by Councillor McVey.

(References – Governance, Risk and Best Value Committee of 14 December 2021; referral from the Governance, Risk and Best Value Committee, submitted.)

9. Community Wealth Building - Response to a Motion by Councillor Day

In response to a motion by Councillor Day, details were provided on Edinburgh's approach to People centred approaches/Community Wealth building together with any further opportunities going forward.

Decision

To note the report by the Chief Executive.

(References – Act of Council No 18 of 28 October 2021; report by the Chief Executive, submitted.)

10. Performance Update Report

A second update on Council performance following the initial performance report to Elected Members in November 2021 was provided.

Decision

To refer the report to Council on 17 March 2022 for decision.

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

11. Coalition Commitments Progress Update 2021/2022

The Council had approved its business plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22) in August 2017. The plan had been built around 52 commitments the Council Administration had pledged to deliver over five years.

Details were provided on the final achievements and status of the 52 coalition commitments that the Council committed to deliver by the end of April 2022. In summary, of the 52 commitments, 30 had been fully achieved, 18 partially achieved and 4 would not be achieved.

Decision

To refer the report to Council on 17 March 2022 for decision.

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

12. Gaelic Language Plan 2018-22 - Monitoring Report

Details were provided on the Council's statutory annual monitoring report, summarising progress with the implementation of its Gaelic Language Plan 2018-22 up to the end of December 2021, which was due to be submitted to Bòrd na Gàidhlig by 6 March 2022.

Decision

To approve the third statutory annual progress report on the Council's Gaelic Language Plan 2018-22, covering the period to the end of December 2021, as required by Bòrd

na Gàidhlig, and due to be submitted to the Bòrd by 6 March 2022.

(References – Act of Council No 8 of 29 April 2021; Act of Council No 16 of 26 August 2021; report by the Interim Executive Director of Corporate Services, submitted.)

13. The Public Sector Equality Duty (PSED) in Scotland: Consultation Response on Stage 2 of the Review

Details were provided on a proposed response to the Scottish Government's consultation on the 'Review of the Operation of the Public Sector Equality Duty in Scotland' which was being considered by Committee in advance of submission with the consultation deadline originally 7 March, now extended to 11 April 2022.

Decision

To approve the proposed response for submission to the Scottish Government.

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

14. Protect Transport for Edinburgh – Response to Motion

In response to a motion by Councillor Whyte, details were provided on Police Scotland's data which outlined Police Officer numbers and recorded crime / incidents for Edinburgh and other Local Policing Divisions together with relevant contextual information in relation to Police Scotland's demand analysis framework and Strategic Workforce Plan.

Motion

- 1) To note the report by the Executive Director of Education and Children's Services.
- 2) To note the availability of the requested data and that Police Scotland's Executive had already committed to increasing Edinburgh Division's resource establishment.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the report by the Executive Director of Education and Children's Services.
- 2) To note the availability of the requested data and that Police Scotland's Executive had already committed to increasing Edinburgh Division's resource establishment, recognised in the following words of Chief Superintendent Sean Scott to this committee in October 2021, "the number [of Police Officers] in Edinburgh are now recognised as being not sufficient for the demand that is now in the Edinburgh area.
- 3) To note that for each Local Police Officer in Edinburgh Division there are 479 citizens whereas in Greater Glasgow, the ratio is 1:344. Further notes that on an annualised basis, the Edinburgh Division, has fewer local Officers than at any

time since 2013, despite the population served increasing by close to 10% over the same period.

- 4) Instructs the Chief Executive to write to Police Scotland to request:
 - a) an acceleration in plans to increase the allocation of Police Offices to Edinburgh; and
 - b) Notwithstanding the difficulties identified in this report, that the Chief Superintendent consider how he can report progress on numbers to this Committee in a meaningful way through future Police Scrutiny Reports.

- moved by Councillor Whyte, seconded by Councillor Jim Campbell

In accordance with Standing Order 22(12), paragraph 4(b) of the amendment was accepted as an addendum to the motion.

Voting

For the motion (as adjusted) - 10 votes

For the amendment - 6 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, Hutchison, Mowat, and Whyte.)

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the report by the Executive Director of Education and Children's Services.
- 2) To note the availability of the requested data and that Police Scotland's Executive had already committed to increasing Edinburgh Division's resource establishment.
- 3) Instructs the Chief Executive to write to Police Scotland to request notwithstanding the difficulties identified in this report, that the Chief Superintendent consider how he could report progress on numbers to this Committee in a meaningful way through future Police Scrutiny reports.

(Reference – Policy and Sustainability Committee of 5 October 2021 (item 6); report by the Executive Director of Education and Children's Services, submitted.)

15. Refugee Resettlement

The Committee had agreed to a report on support provided to resettled refugees following a petition which had been received requesting an increase in the number of refugees Edinburgh resettles per year. The City of Edinburgh Council had also agreed that Edinburgh should contribute to Afghan refugee resettlement.

An update was provided on work being carried out to resettle Afghan refugees in the city and proposals for a revised target for resettlement places offered.

Decision

- 1) To agree an increase in Edinburgh's refugee resettlement to a maximum of one hundred and fifty refugees per year across the different strands of UK Government resettlement including Community Sponsorship.
- 2) To agree that the exact number – which should not be fewer than one hundred people per year – would depend on the availability of quality sustainable housing and that all options within social housing and private rented sectors would need to be explored.
- 3) To agree that Committee would be updated annually on the number of people resettled via the business bulletin.

(References – Policy and Sustainability Committee of 10 June 2021 (item 2); Act of Council No 20 of 26 August 2021; report by the Executive Director of Education and Children's Services, submitted.)

16. Motion by Councillor Burgess – Better School Milk

In response to a motion by Councillor Burgess details were provided on the work already undertaken by the current framework provider, Council officers and school pupils for the introduction of organic school milk with reduced use of single-use plastic in Edinburgh Council-run schools together with proposals for the implementation of a pilot trial of nonorganic milk in a school setting to understand the implications of this change.

Motion

- 1) To note the report by the Executive Director of Place, the anticipated costs and the potential challenges of introducing organic milk in schools.
- 2) To agree to progress with a pilot at St Andrews Primary School to help understand further the implications of making changes to the provision of non-organic milk in a school setting.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the report by the Executive Director of Place, the anticipated costs and the potential challenges of introducing organic milk in schools.
- 2) To agree to progress with a pilot at St Andrews Primary School to help understand further the implications of making changes to the provision of non-organic milk in a school setting.
- 3) To note that the Council is about to agree a new contract for provision of school milk. Therefore to agree that in order for the results of the trial of dispensing milk to be assessed, that any new contract will allow the Council to switch to dispensing milk if it decides to.

- moved by Councillor Burgess, seconded by Councillor Miller

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

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the report by the Executive Director of Place, the anticipated costs and the potential challenges of introducing organic milk in schools.
- 2) To agree to progress with a pilot at St Andrews Primary School to help understand further the implications of making changes to the provision of non-organic milk in a school setting.
- 3) To note that the Council was about to agree a new contract for provision of school milk. Therefore to agree that in order for the results of the trial of dispensing milk to be assessed, that any new contract would allow the Council to switch to dispensing milk if it decided to.

(Reference – Act of Council No 12 of 23 September 2021; report by the Executive Director of Place, submitted.)

17. Edinburgh Biodiversity Action Plan update and proposed “Nature Positive City” vision

Details were provided on 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 was required to develop and maintain local procedures, processes and systems for recording and reporting, managing, and responding to an unintended incident that had caused harm, serious harm, or death of a person.

Decision

- 1) To approve the Council's response to the ecological crisis through the development of a Vision for a Nature Positive City, in tandem with a replacement Edinburgh Biodiversity Action Plan.
- 2) To note the 2021 update for the Edinburgh Biodiversity Action Plan 2019-2021 in Appendix 1 to the report by the Executive Director of Place.

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

18. Seafield Masterplan Approach

Details were provided on a proposal for preparing a masterplan to move forward the significant development opportunity at Seafield as identified in City Plan 2030 which was a sizeable development area that needed to be carefully planned in order to maximise the benefits to the local area and wider economy. Agreement was sought to move forward with a masterplanning process and to use City Strategic Investment Fund (CSIF) for this purpose.

Motion

- 1) To agree to proceed with a partnership between the Council and the local community in order to prepare a masterplan for the Seafield redevelopment opportunity, as identified in City Plan 2030.
- 2) To agree the Masterplan Brief as provided in Appendix 1 to the report by the Executive Director of Place.
- 3) To agree to the use of up to £50,000, and identifies a further £80,000 contingency, from the City Strategic Investment Fund for the project and preapprove the procurement of consultants to take forward this work.
- 4) To note that the preparation of the masterplan and approval of the masterplan would be under the remit of the Planning Committee.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To agree to proceed with a partnership between the Council and the local community in order to prepare a masterplan for the Seafield redevelopment opportunity, as identified in City Plan 2030.
- 2) To agree the Masterplan Brief as provided in Appendix 1 to the report by the Executive Director of Place.
- 3) To agree to use up to £50,000 for the project and pre-approve the procurement of consultants to take forward this work.
- 4) To note that the preparation of the masterplan and approval of the masterplan would be under the remit of the Planning Committee.

- moved by Councillor Whyte, seconded by Councillor McLellan

Voting

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, Daggart, Hutchison, McLellan and Whyte.)

Decision

To approve the motion by Councillor McVey.

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

19. Edinburgh Integration Joint Board Progress Report

As part of the governance arrangements in place, an update on the work of the Edinburgh Integrated Joint Board (EIJB) on matters of interest relating to the EIJB was provided which covered items of strategy, performance, delivery and finance.

Motion

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

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To recognise the immediate challenges of the current care crisis and the consequences of the delay to the full implementation of the Bed Based Review.
- 2) To therefore request the Chief Officer of the EIJB to accelerate work on the Transformation Programme by ensuring full staffing of the Transformation team in order to fully incorporate all Transformation activity into the 2023 refresh of the Strategic Plan.

- moved by Councillor Whyte, seconded by Councillor Doggart

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

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the report by the Chief Officer, Edinburgh Health and Social Care Partnership.
- 2) To recognise the immediate challenges of the current care crisis and the consequences of the delay to the full implementation of the Bed Based Review.
- 3) To therefore request the Chief Officer of the EIJB to accelerate work on the Transformation Programme by ensuring full staffing of the Transformation team in order to fully incorporate all Transformation activity into the 2023 refresh of the Strategic Plan.

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

20. Scottish Government consultation on National Public Energy Agency – Council response

Details were provided on a proposed draft response to the Scottish Government consultation on the National Public Energy Agency: call for evidence. An extension to the consultation deadline had been agreed with Scottish Government to enable committee consideration of the response.

Decision

To agree the Council response to the National Public Energy Agency consultation as detailed in appendix A to the report by the Chief Executive, to be submitted as soon as possible after committee consideration, in line with the extension agreed with Scottish Government.

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

21. Ending the need for food banks: City of Edinburgh Council response to consultation on a draft national plan

Details were provided the Council's response to the Scottish Government's consultation on a draft national plan to end the need for food banks which noted that Government proposals aligned with Council priorities as set out in the End Poverty Edinburgh Action Plan, and the Council Business Plan. The Council's response to the consultation specified a range of areas where further consideration or clarification by the Scottish Government would be helpful and the need for fair, sustainable funding to deliver all of the measures.

Decision

To note the response to the Scottish Government's consultation on a draft national plan to end the need for foodbanks, approved by the Executive Director of Corporate Services 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.

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

22. Consultation Submissions by Council – Update

Details were provided on a series of recently held Scottish Government and Scottish Parliament net zero related consultations/calls for evidence immediately prior to or over the Christmas period, to which the Council had made submissions. It had not been possible for extensions to be granted that would enable Committee consideration of responses prior to their submissions and copies of the submissions were provided in the appendices to the report by the Chief Executive.

Decision

To note the responses to Scottish Government consultations and Scottish Parliament inquiry, approved by the Executive Director of Corporate Services 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 deadlines (attached at appendices A, B, C and E to the report by the Chief Executive).

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

Work Programme

Policy and Sustainability Committee

29 March 2022

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
1	Council Asbestos Policy	3 Year Review	Routine	Chris Lawson	Corporate Services	Annual	October 2024
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 2023
7	Welfare Reform	Annual Update	Routine	Sheila Haig	Corporate Services	Annual	November 2022

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
8	Edinburgh Integration Joint Board	Progress Report	Executive		Chief Officer, Edinburgh Health and Social Care Partnership	6-monthly	February 2023
9	Older People Joint Inspection Improvement Plan	Progress report	Executive	Marian Gray	Chief Officer, Edinburgh Health and Social Care Partnership	6-monthly	June 2022
10	Energy Management Policy for Operational Buildings - Annual Report.	Progress report	Executive	Gareth Barwell	Place	Annual	December 2022
11	Policy Assurance Statement – Customer Services	Annual report	Executive	Nicola Harvey	Corporate Services	Annual	November 2022
12	Policy Assurance Statement - Human Resources (HR)	Annual report	Executive	Katy Miller	Corporate Services	Annual	November 2022
13	Policy Assurance Statement - Legal	Annual report	Executive	Nick Smith	Corporate Services	Annual	November 2022

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	and Assurance						
14	Contact Centre Performance	Update report	Executive	Nicola Harvey	Corporate Services	Annual	November 2022
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 2022
17	Diversity and Inclusion Strategy	Annual update	Executive	Katy Miller	Corporate Services	Annual	October 2022
18	Police Scotland Update	Annual plan	Executive	Jamie Macrae	Corporate Services	Annual	October 2022
19	Police Scotland – City of Edinburgh Division Update	Quarterly Update	Executive	Jamie Macrae	Corporate Services	Quarterly	March 2022 June 2022 October 2022
20	Fire and Rescue Service	Annual plan	Executive	Jamie Macrae	Corporate Services	Annual	October 2022

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
21	Carbon Impact of the Council's International Travel	Annual Report	Executive	Paula McLeay/Gavin King	Corporate Services	Annual	Spring 2022
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 2022
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	October 2022 February 2023
26	Annual Performance report and LGBF report	Annual	Executive	Edel McManus	Corporate Services	Annual	June 2022
27	Council Emissions Reduction Plan (CERP)	Annual Update	Executive		Corporate Services	Annual	November 2022
28	Edinburgh Economy Strategy	Annual Progress	Executive	Chris Adams	Place	Annual	November 2022

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
29	EIJBs Savings and Recovery Programme	Bi-annual Update	Executive		Chief Officer, Edinburgh Health and Social Care Partnership	Bi-annual	June 2022

Policy and Sustainability Committee Upcoming Reports

Appendix 1

Report Title	Directorate	Lead Officer
JUNE 2022		
Recycling in Schools	Place	Mark Stenhouse
Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	Chief Officer, Edinburgh Health and Social Care Partnership	Marian Gray
Police Scotland – City of Edinburgh Division Update	Corporate Services	Jamie Macrae
Annual Performance report and LGBF report	Corporate Services	Edel McManus
EIJBs Savings and Recovery Programme - Update	Chief Officer, Edinburgh Health and Social Care Partnership	
Draft Biodiversity 2030 Strategy and new Edinburgh Biodiversity Action Plan	Place	Caroline Peacock/Susan Falconer
Edinburgh Slavery and Colonialism Legacy Review	Place	Gillian Findlay
Improving Accessibility and Inclusion for Edinburgh Citizens and Visitors (motion by Councillor Lezley Marion Cameron)	Place	

Youth Work in Community Centres and Other Locations	Education and Children's Services	John Heywood/ Laurene Edgar
Family Leave Policy	Corporate Services	Katy Miller
Consultation Policy	Corporate Services	Yvonne Gannon
Barriers to Elected Office – response to motion by Councillor Main	Chief Executive	
AUGUST 2022		
Appointments to Working Groups	Corporate Services	Jamie Macrae

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Rolling Actions Log

Policy and Sustainability Committee

29 March 2022

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

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><u>Update 25 June 2020</u></p> <p>To agree that a final report be submitted to Committee.</p>
2	01.02.18	<p>City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18</p> <p>(Agenda for 1 February 2018)</p>	<p>Council requests that the review of the contract for Edinburgh’s Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.</p>	Executive Director of Place	Summer 2022		<p><u>Recommended for closure</u></p> <p>An update on the consultation was presented to Committee in November 2021. Details of the award of the contract for the Winter Festivals will be submitted to the Finance and Resources Committee later in the year.</p> <p>-----</p> <p>This contract is in</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							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	<p>To request:</p> <p>a) All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work together to review and provide fit for 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</p>	Executive Director of Place	7 June 2022		<p><u>Update 1 June 2021</u></p> <p>Due to the ongoing Covid restrictions in place in schools and schools meals continuing to be delivered in classrooms until September 2021, it is proposed to provide committee with a update report in early 2022</p> <p><u>Update - 6 October 2020</u></p> <p>Report to Committee</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>requested.</p> <p>b) A report to the Policy and Sustainability Committee outlining the service provided for each school at the start of the 2020/21 Academic Year and including plans for a Carbon Neutral Edinburgh 2030.</p>				<p>– agreed to leave open until the information requested had been provided.</p> <p><u>Update – 11 June 2020</u></p> <p>Following discussion with Councillor Main it has been agreed that this report will be deferred to September 2020, to enable the relevant service areas to prioritise work to support schools re-opening and to incorporate lessons learned arising from the Covid-19 lockdown period.</p>
4	06.10.20	Recycling and Waste Collection in Schools	1) Requests that a report on the progress of the	Executive Director of Place	7 June 2022		<p><u>Update 1 June 2021</u></p> <p>Due to the ongoing</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>introduction of the new service is brought back to committee in six months.</p> <p>2) To agree to consider food waste recycling receptacles in schools as broken down in Appendix 2 and provide an update to members</p>	Executive Director Place	End May 2022		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
5	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.	Executive Director of Education and Children's Services	7 June 2022		<p><u>Update – October 2021</u></p> <p>The full report will be submitted at a later date when Council officers and partners are better placed to provide an informed report, following the Scottish Government launch the National Youth Work Strategy</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							in early 2022. An update will be included on the Business Bulletin in November.
6	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 Place	September/October 2022		
7	30.11.21	Supporting the Visitor Economy in Edinburgh	To request a report in two cycles to detail the city's marketing strategy for 2022, including an evaluation of the "Forever Edinburgh" campaign acknowledging that any information that may be commercially sensitive be reported via a members briefing instead of	Executive Director of Place	29 March 2022		<u>Recommended for closure</u> Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			contained in the report.				
8	30.11.21	Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	To request a further update in June 2022 on the outstanding actions set out in paragraph 4.9 of the report by the Chief Officer, Edinburgh Health and Social Care Partnership, some of which remained subject to approval by the EIJB.	Chief Officer, Edinburgh Health and Social Care Partnership	7 June 2022		
9	16.12.21	City of Edinburgh Council - Improving Accessibility and Inclusion for Edinburgh Citizens and Visitors - Motion by Councillor Lezley Marion Cameron	Council calls for a report to the Policy and Sustainability Committee within three cycles setting out progress on improving the accessibility and inclusion of Edinburgh; how this is being achieved; and what further steps Council can take to work with its partners to improve the accessibility of major attractions, public services and amenities which are not in the Council	Executive Director of Place	7 June 2022		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			ownership.				
10	17.03.22	City of Edinburgh Council - Barriers to Elected Office – Motion by Councillor Main	<p>1) Council requests a short report, giving a breakdown of the numbers of candidates and elected councillors by gender and by under-represented groups to Policy and sustainability Committee, (or the relevant Committee) at the first meeting after the 5th May election, to inform discussions and further action to be taken.</p> <p>2) Council requests that this report includes details of work that could be undertaken at a Council level to meet our collective</p>	Chief Executive	7 June 2022		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			commitment to increase the diversity of the councillor group and to ensure that CEC is a representative democratic body serving all of Edinburgh's communities.				

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Business Bulletin



Policy and Sustainability Committee

10.00am, Tuesday, 29 March 2022

Hybrid - Virtual via Microsoft Teams and

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

Policy and Sustainability Committee

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

Recent News	Background
<p>Opportunities to bring services in house from the hard FM contract during 2021/22 financial year</p> <p>The Hard FM contract commenced on 1 October 2021 and is still within the six month transition phase where Council officers are working in partnership with both suppliers to ensure all aspects of the service are fully implemented (across 600 plus buildings city wide). This is putting a lot of strain on all parties in the current environment.</p> <p>During the first six-month transition period, in addition to ensuring continuity of compliance, planned and reactive maintenance, significant progress has been made on deployment of the Council's upgraded CAFM System (Computer Aided Facilities Management) and all technical staff have received training on the increased capabilities. This deployment provides better transparency and tracking of contractor work order progress via integration with each of the suppliers CAFM systems. The BEMS (Building Energy Management Service) has also been adjusted from 1 January 2022, with all onsite controls repairs now allocated to the Hard FM suppliers to provide single point responsibility for heating related issues. This adjustment allows the Council to further consider bringing the remote monitoring and management service of BEMS in-house and creates an opportunity to link with and to benefit from the wider Smart Cities initiative.</p> <p>It is intended to finalise in-depth work on any feasible in-house opportunities within the first quarter of new financial year, with a report coming back to committee later in the year (the target timeframe is by September/October 2022).</p>	<p>Contact: Mark Stenhouse, Head of Facilities Management,</p>
<p>Update from Scottish Fire and Rescue Service</p> <p>Area Commander Steve Gourlay has recently taken up the Local Senior Officer (LSO) post for the Scottish Fire and Rescue Service (SFRS) in Edinburgh having previously held the same LSO role for Midlothian, East Lothian and the Scottish Borders. Partnership working has always been at the forefront of Steve's work and this has been enhanced with his involvement in the Lothian and Borders Resilience Partnership which he has been co-chairing during the pandemic and recent weather events. No stranger to the City having held the prevention and protection managers role for SFRS from 2013-2016 which is now held by Group Commander Brian Robertson. SFRS also has a new Deputy Assistant Chief Officer for the East of Scotland, Stewart Nicholson, who joined the organisation from South Yorkshire in late 2021.</p> <p>The SFRS in Edinburgh continues to invest in its properties and fleet to help meet the climate challenge with solar panel installations and new fire appliances as two examples. As well as new frontline pumping fire appliances arriving in the City, two new dedicated height appliances have recently gone live at Crewe Toll and Tollcross fire stations and the refurbishment of the fire station</p>	<p>Contact: Stephen Gourlay, Local Senior Officer, Scottish Fire and Rescue Service</p>

and construction of a new Museum of Scottish Fire Heritage at McDonald Road are nearing completion. As we begin to recover from the pandemic SFRS will look to step back into the many public safety, youth engagement and community focused workstreams that have been largely on hold due to Covid19 and locally in Edinburgh we will continue with our partnership approach to improving outcomes for the communities across the City.

Allocation of Council funding and resources to accelerate action on the Climate Emergency in the context of the latest UN IPCC report (Response to Motion 8.3 – Full Council 17 March 2022)

The latest IPCC report (AR6 WG2) published in February 2022 makes clear that accelerated action is required to adapt to the climate crisis, as well as rapid, deep cuts in greenhouse gas emissions.

The information below details recent allocations of Council funding which will contribute to mitigating **(M)** and/or adapting to **(A)** climate change.

At [Full Council](#) on 24 February 2022, a number of service investments which will support accelerated climate action were agreed, totalling just over £1.5m and including:

- £650k for park facilities improvements helping to protect and reserve greenspaces **(M+A)**
- £200k for developing “Energy for Edinburgh” as an energy transition delivery vehicle **(M)**
- £130k for food growing in support of a more circular low carbon economy **(A)**
- £60k for seasonal improvements and rangers for Pentland Parks, helping to maintain and manage greenspace and biodiversity **(M+A)**
- £500k for piloting approaches to net zero communities **(M+A)**

Further detail has been requested on the £500k for piloting approaches to net zero communities listed above. This will support delivery of the Climate Strategy commitment approved by the Policy and Sustainability Committee in November 2021 to scope three net zero community pilots. These pilots will target the private owner occupier in different house types and geographies. The exact sites are yet to be determined however, the intention is for the projects to target a tenement, a street and a neighbourhood.

Through the project, the Council will collaborate with these communities to map their retrofit needs; scope individual building retrofit options currently available and to scope wider net zero project opportunities (e.g. solar, EV charging, nature-based solutions). The project will deliver business case proposals for individual aspects and a combined business case for whole system approach with delivery solutions from the local market

Contact: [Beth Hall](#),
Strategic Manager,
Policy and Insight

identified. Funding opportunities to support the projects to progress will also be scoped. In addition, the project data will be used to understand and develop a strategic finance model for the project and for scaling net zero community activity across the city.

Council officers are currently finalising the project scope, project budgets and early discussions have begun with key delivery partners in the city. A detailed update will be provided to the first appropriate committee meeting of the new term.

The February 2022 allocations listed above are in addition to allocations in the previous year which totalled just over £8m to support accelerated action on climate change in areas such as sustainable transport and active travel, waste and recycling, community engagement and behaviour change, and decarbonising our operational estate.

Additionally, the [Sustainable Capital Budget Strategy 2022-2032](#) was approved at Finance & Resources Committee on 3 February 2022.

This includes just over £300m over 10 years of additional investment in tackling climate change, including:

- £134m on energy efficiency retrofit and energy efficient new build:
 - Estimated £35m funding Passivhaus requirements (i.e. beyond planned expenditure*) in the Wave 4 Learning Estate **(M)**
 - Estimated £16m funding Passivhaus requirements for new LDP schools* **(M)**
 - £59m for deep energy retrofit pilot works **(M+A)**
 - Estimated £20m funding energy efficiency upgrades for Asset Management Works** **(M)**
 - Estimated £4m funding energy efficiency upgrades for rising school rolls projects** **(M)**
- £136m on sustainable transport:
 - £50m for Road Safety, Active Travel and Public Transport (including Cycling, Walking and Safer Routes) **(M)**
 - £18m corresponding to the 10% cycling commitment **(M)**
 - £8m for the tram life cycle replacement **(M)**
 - £57m for the tram to Newhaven project **(M)**
 - £3m for the purchase of electric refuse collection vehicles **(M)**
- £3m on waste management:
 - £1.8m for the Communal Bin review **(M)**
 - £1.2m for bin sensors **(M)**
- £14m for energy efficient street lighting and traffic signals **(M)**
- £7m on Parks, Greenspaces and cemeteries **(M+A)**
- £7m for the Place Based Investment Programme **(M+A)**

Lastly, the [Housing Revenue Account HRA Budget Strategy](#) provides:

- Estimated £233m funding Passivhaus requirements for new build homes **(M)**
- £270m on existing homes retrofit **(M+A)**

* This assumes 12% of the planned expenditure is funding Passivhaus requirements

** This assumes 15% of the total spend will be used on energy efficiency improvement

Forthcoming activities

Policy and Sustainability Committee

10.00am, Tuesday, 29 March 2022

Police Scotland – Edinburgh City Division Scrutiny Report April – December 2021

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the update from the Divisional Commander.

Richard Carr
Interim Executive Director of Corporate Services

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

Report

Police Scotland – Edinburgh City Division Scrutiny Report April – December 2021

2. Executive Summary

- 2.1 This report provides the update from Police Scotland in relation to the Edinburgh City Division during the period April to December 2021.

3. Background

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

4. Main report

- 4.1 This report covers the period 1 April 2021 – 31 December 2021 and is part of a regular update from the Divisional Commander to the Policy and Sustainability Committee.
- 4.2 The report contains an overview and summary by the Divisional Commander, a summary of local policing priorities, crime statistics, and progress made around Police Scotland's strategic outcomes: Public Safety and Wellbeing; Needs of Local Community; Confidence in Policing; Positive Working Environment, and Sustainable and Adaptable Service.

5. Next Steps

- 5.1 Under the [Police and Fire Reform \(Scotland\) Act 2012](#) the Council can monitor and provide feedback to the local Commander.

6. Financial impact

- 6.1 Not applicable.

7. Stakeholder/Community Impact

- 7.1 Not applicable.

8. Background reading/external references

- 8.1 Policy and Sustainability Committee 1 October 2019 - [Police Scotland – City of Edinburgh Division Update](#)
- 8.2 Policy and Sustainability Committee 25 February 2020 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.3 Policy and Sustainability Committee 11 June 2020 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.4 Policy and Sustainability Committee 6 October 2020 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.5 Policy and Sustainability Committee 1 December 2020 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.6 Policy and Sustainability Committee 23 February 2021 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.7 Policy and Sustainability Committee 10 June 2021 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.8 Policy and Sustainability Committee 5 October 2021 – [Police Scotland – City of Edinburgh Division Update](#)

9. Appendices

- 9.1 Report by the Divisional Commander.

POLICING FOR A SAFE, PROTECTED AND RESILIENT SCOTLAND



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

EDINBURGH CITY DIVISION
SCRUTINY REPORT
April - December 2021



Contents

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Introduction by the Divisional Commander



I am pleased to present the Edinburgh City Division Scrutiny Report covering from April to December 2021. This period has seen a number of large-scale policing operations successfully delivered in Edinburgh and across Scotland, which affected the way we managed policing whilst dealing with competing demands. As restrictions were eased through the year, the return of sporting events and the opening of licensed premises have naturally impacted on the policing demand in Edinburgh.

One of the events that returned this year was an abridged version of the Edinburgh Festival, which saw Edinburgh's police officers working with our partners in the City of Edinburgh Council to deliver a safe and secure event for local, national and international visitors. We ensured that the gatherings were safe and Covid-19 procedures implemented, whilst maintaining our core policing values and services to the rest of the city.

Operation Crackle was Edinburgh Policing Division's response to bonfire night, where we worked with our colleagues in the Scottish Fire and Rescue Service to ensure the safety of the public and emergency services personnel. We educated young people around the legal and safe use of fireworks and carried out enforcement of the relevant fireworks legislation. Despite this, it was disappointing that we saw attacks on both the police and other emergency services personnel.

November saw the 26th Conference of the Parties (COP26) climate conference, which was the largest policing operation ever run in the United Kingdom. Police Scotland managed the wider policing plan, supported by Edinburgh Division. Edinburgh played host to many of the conference's parallel events, accommodated around 60 world leaders and provided extensive resources to bolster the wider policing cadre, whilst still maintaining 'business as usual' local policing functions. No doubt you will have seen many of the visiting police officers and dignitaries around the city.

As this year has progressed the night-time economy has opened up and we have seen increased partnership working with the local charity, Street Assist. They work closely with our 'Operation NightGuard' officers patrolling the city centre's night-time economy. Their volunteers help protect potentially vulnerable members of the community and reduce demand on the police, the NHS and the Scottish Ambulance Service. They do this by carrying out first aid and providing welfare to vulnerable people, delivering treatment for intoxication, and assisting vulnerable people to get home safely or find a friend.

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

We are continuing our work on the development of our national crime recording platform and other technologies that will improve service delivery to the people of Edinburgh, which will include the ability to report certain crimes online. It is encouraging to see that overall violent crime has reduced and that acquisitive crime, including housebreaking, has significantly reduced across the Capital; a testament to my officers and staff for their continued professionalism and hard work in keeping the city safe.

Chief Superintendent Sean Scott
Divisional Commander



Summary of Local Policing Priorities

For the reporting period of 1st April to 31st December 2021, a total of 33751 crimes were recorded by Edinburgh Division. This is a reduction of 14.5% (3701 fewer crimes) against the five year average. Solvency has reduced by 1.2% over the same five year period to 51.6%. The following summary provides a breakdown in respect of our Local Policing Priorities against the 5 year average, and against last year to date (LYTD) where the 5 year average is not available.

Addressing Violence

Overall violent crime has reduced by 6.7% (355 fewer crimes) against the 5 year average. There has been one recorded murder, compared to a 5 year average of 3. Attempted murder has reduced by 50.0% (10 fewer crimes) against the 5 year average. Serious assaults have reduced by 26.2% (70 fewer crimes) against the 5 year average. Common assault (including emergency workers) has reduced by 5.6% (267 fewer crimes) against the 5 year average.

Reducing Drug Harm and Targeting Supply

Partnership work with the National County Lines Co-ordination Centre continues, with the aim of reducing the opportunities for external Serious and Organised Crime Groups to supply controlled substances in Edinburgh, whilst also providing safeguarding opportunities for exploited children. Proactive enforcement has resulted in positive recoveries of illegal drugs, cash, related paraphernalia and the seizure of vehicles. Total recorded drug crime has reduced by 20.4% (374 fewer crimes) against the 5 year average.

Targeting Housebreaking and Acquisitive Crime

Acquisitive crime has reduced by 24.2% (3248 fewer crimes) against the 5 year average. Domestic housebreaking has reduced by 41.7% (381 fewer crimes) against the 5 year average. Motor vehicle crime has reduced by 33.9% (633 fewer crimes) against the 5 year average. Theft from a locked place (excluding motor vehicles) has reduced by 36.7% (79 fewer crimes), theft shoplifting reduced by 24.9% (744 fewer crimes), and common theft reduced by 29.1% (1007 fewer crimes). Fraud has increased by 61.8% (654 more crimes), which is reflective of the wider national picture.

Dealing with Disorder and Antisocial Behaviour

Antisocial behaviour incidents have reduced by 5.5% (1703 fewer incidents) against the 5 year average. Overall Group 4 crimes (including vandalism, malicious mischief and fire-raising) have reduced by 13.7% (558 fewer crimes) against the 5 year average. Vandalism has reduced by 18.1% (646 fewer crimes) over the same period.

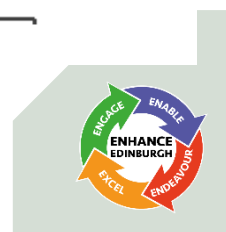
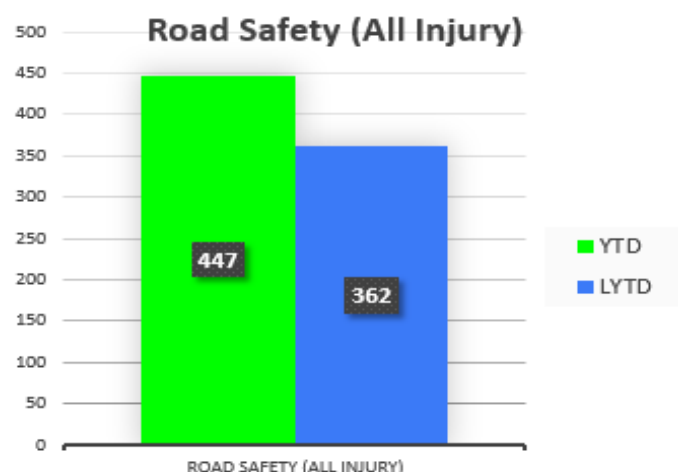
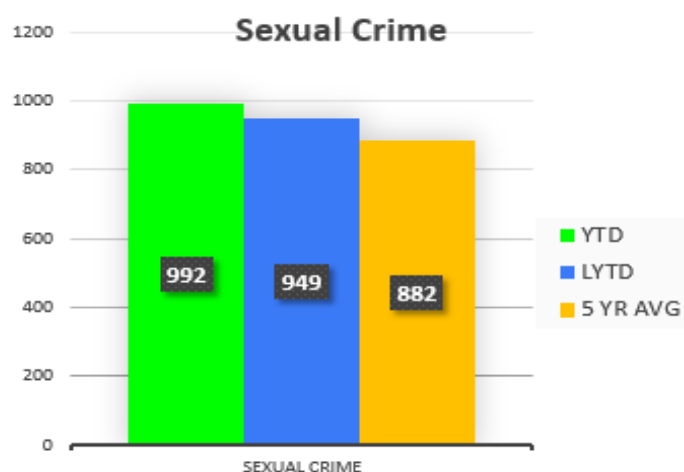
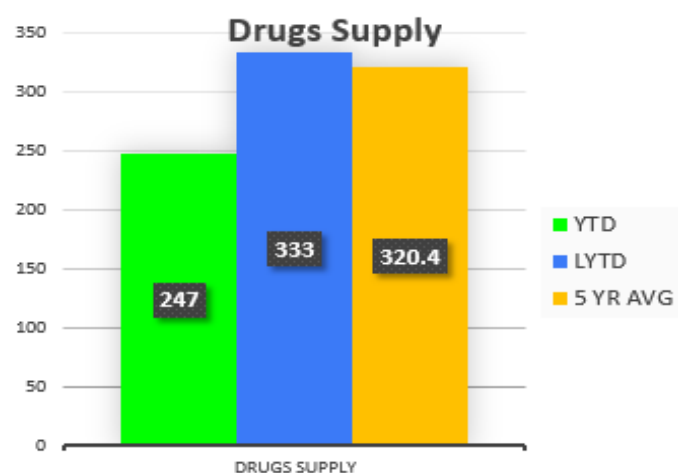
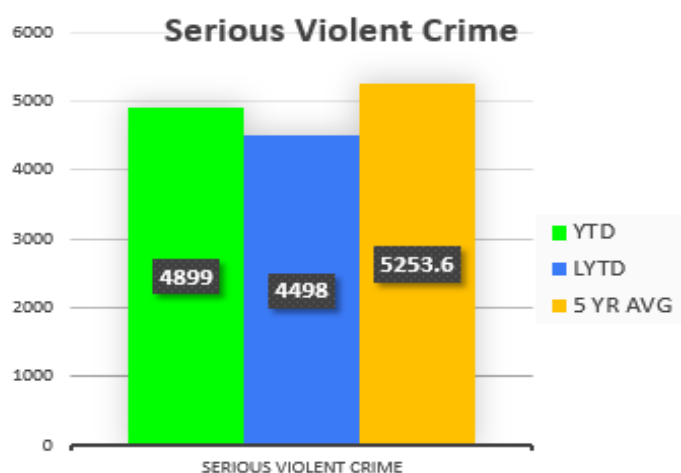
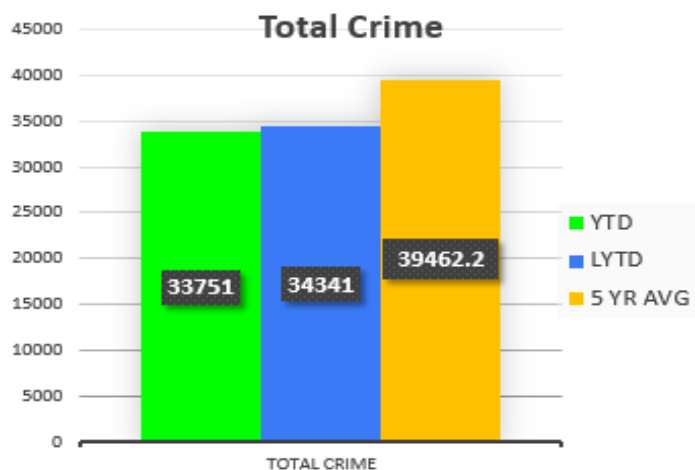
Making Our Roads Safe

Offences in relation to driving and the use of motor vehicles have reduced by 11.5% (783 fewer offences) compared to the 5 year average. There have been 3 fatal collisions, which remains unchanged against LYTD. There has been an increase of 28.4% (29 more collisions) in serious injury collisions and an increase of 21.8% (56 more collisions) in those resulting in slight injury against LYTD. This rise is a consequence of increased road use compared to last year.



Edinburgh City Division at a glance

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





Public Safety and Wellbeing

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

Addressing Violence

Group 1 crime includes:

- Murder
- Attempted murder
- Culpable homicide
- Serious assault
- Robbery

	Group 1 Recorded Crime	Group 1 Solvency
		
April – December 2021	782	57.9%
April – December 5 year average	667	68.6%
% change from 5 year average	+17.2%	-10.6%

- Overall Group 1 violent crime has increased by 17.2% (115 more crimes) against the 5 year average.
- Solvency has reduced by 10.6% to 57.9% against the 5 year average.
- S.1 Domestic Abuse Scotland Act (DASA) offences have increased by 18.9% (20 more crimes) against LYTD. It is noted DASA offences continue to affect the overall Group 1 picture since its introduction on 1st April 2019.
- 1 murder has been recorded this year, which is 2 less than the 5 year average.
- 10 attempted murders have been recorded this year, which is 10 less than the 5 year average.
- Serious assaults have reduced by 26.2% (70 fewer crimes) against the 5 year average.
- Robbery has reduced against the 5 year average by 2.6% (5 fewer crimes).
- Threats & Extortion has increased by 129.0% (61 more crimes) against the 5 year average. A significant number of these were instances of webcam blackmail or 'sextortion'. These are frequently perpetrated overseas, however the crime remains recorded in Scotland.
- There have been 72 druggings reported this year to date, compared to a 5 year average of 5. The large rise in reported offences is a result of significant media and social media attention given to 'spiking' in October and November.
- The increase in 'sextortion' and drugging offences has significantly contributed to the reduction in Group 1 solvency. When excluding these offences from the crime statistics, Group 1 crime has reduced by 1.8% (11 fewer crimes) and solvency has increased by 0.9% to 73.2% against the 5 year average.



CASE STUDY

Case Against Anthony Oldham:

In December 2021, as a result of extensive and complex investigations into a home invasion robbery in the Leith area of Edinburgh, Anthony Oldham was sentenced to six years imprisonment. Oldham targeted a stranger within his own home, forcing his way into the property and violently assaulting the victim with a weapon before demanding money from him. Oldham was found guilty by a jury at trial for this offence.

Detective Inspector Kevin Tait:

"The sentence given to Anthony Oldham is a testament to the prolonged investigations carried out by our dedicated Violent Reduction Unit detective officers on a daily basis in the city. A crime that involves someone entering the safety and privacy of your own home is a particularly abhorrent and impactful crime to be a victim of. We recognise that thankfully these crimes are rare within the City of Edinburgh, however reducing violent crime remains a priority for us and is a focus of our daily investigative priorities."



Serious & Organised Crime



ADDRESSING VIOLENCE

On 20th August 2021, E Division officers responded to an incident at Burdiehouse Drive following the report of a gun being discharged.

The gunman discharged 6 shots in the direction of a family home, despite children playing in the gardens nearby. No persons were injured in the attack.

A major investigation was launched under Senior Investigating Officer Detective Inspector Bob Campbell, who has oversight of the division's Serious and Organised Crime Groups (SOCG). Enquiries quickly identified the incident formed part of an ongoing feud, with previous incidents in Glasgow and Edinburgh having been attributed to rival crime groups. The investigation moved at pace with two suspects identified and arrested within days of the attack. The evidential picture for the incident compiled by the enquiry team has ensured the two males charged with the attempted murder remain remanded in custody pending trial.

On the evening of 11th November 2021, police officers were called to Tesco, Gracemount Drive, following reports of a male being attacked with a machete.

It was quickly established that a masked male has attacked the victim with a machete and pursued him into the store, where members of the public were shopping. CCTV captured the incident in full, with the victim eventually managing to escape from his assailant.

The intervention of medical professionals ensured the injuries suffered by the victim, although serious, were not significantly life-changing.

This attack was attributed to the ongoing SOCG feud. Through positive engagement with local residents and businesses, CCTV and other crucial evidence was quickly identified by the enquiry team, resulting in the arrest of two males identified as responsible for the attack. A robust and thorough investigation has seen the male assessed to be the attacker remanded into custody pending trial for the attempted murder.

Increased police patrols and community engagement since the attacks has reassured the local community, alongside the arrests of those responsible.

The two investigations have identified an emerging crime group affiliated to a long standing SOCG, which the CID Pro-active have now mapped as a new SOCG in Edinburgh. This allows for bespoke investigations and targeting of those identified as being part of this crime group, which has enhanced the overall intelligence picture within Edinburgh, putting us on a stronger footing in our quest to tackle SOCG violence and protecting our communities.

DI Bob Campbell



"The latter part of 2021 saw a number of SOCG-related violent attacks in Edinburgh that have been attributed to an ongoing feud between rival groups.

Robust disruption tactics deployed through front-line policing and thorough investigations into the attacks by specialists within Edinburgh's CID Pro-active Unit have seen these crimes solved and significant criminals remanded in custody, disrupting their respective operations. Serious and Organised Crime brings with it misery and a threat to life. This will not be tolerated and we leave no stone unturned in our targeting of these groups to ensure our communities are protected."



Group 2 crime includes:

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

	Group 2 Recorded Crime	Group 2 Solvency
		
April – December 2021	992	57.7%
April – December 5 year average	882	55.1%
% change from 5 year average	+12.5%	+2.5%

- Overall Group 2 crime has increased by 12.5% (110 more crimes) against the 5 year average.
- Solvency has increased by 2.5% against the 5 year average.
- Rape has increased by 13.0% (19 more crimes) against the 5 year average. The increase in reports of rape is the consequence of a number of proactive operations into non-recent sexual offences. E Division reports proportionately more non-recent rapes than the national average.
- Sexual assaults have increased by 70.0% (145 more crimes) against last year to date. Analysis has showed a significant reduction in public space sexual assaults recorded during 2020, likely due to Covid-19 related restrictions. The rate of sexual assaults committed in public spaces, when compared to those committed in private, has returned to pre-Covid-19 levels.
- Communicating Indecently (SOSA 2009) and Communications Act 2003 (Sexual) offences have reduced by 4.0% and 44.9% (3 and 11 fewer crimes) respectively compared to the 5 year average. Both offences had increased significantly during 2020-21. Recorded offences are now in line with pre-Covid-19 numbers.



QUOTE

Detective Chief Inspector Alan Carson:

“The restrictions introduced during the various stages of lockdown over the last two years undoubtedly impacted the profile of sexual offending. By no means unique to the capital, we witnessed a general reduction in contact offending and a broad increase in many areas of non-contact offending. Whilst we always strive to improve our solvency, the increase, although moderate, is a reflection of the efficiency and robustness of investigations despite challenges during the pandemic.

Similarly, the Sex Offender Policing Unit continued to manage a relatively stable number of offenders which is testament to the criminal justice system and successful conviction of perpetrators of sexual offences.

As gradual re-emergence from pandemic related restrictions continues, so we see a correlated return to a crime profile of sexual offending broadly similar to one we recognise from before the pandemic.



There will be continued vigour around the division’s efforts to target perpetrators of sexual offending. We plan to explore a number of initiatives to identify those who prey on potential victims, particularly those deemed vulnerable, and will give some focus to the night time economy as it too returns to normality.



Reducing Drug Harm and Targeting Supply

Drug Supply crime includes:

- Manufacture or cultivation of drugs
- Supply of drugs to another (including intent)
- Bringing drugs into prison

	Drug Supply Recorded Crime	Drug Supply Solvency
		
April – December 2021	1459	94.4%
April – December 5 year average	1833	91.5%
% change from 5 year average	-20.4%	+2.9%
<ul style="list-style-type: none"> • Total recorded drug crime has reduced by 20.4% (374 fewer crimes) and solvency has increased by 2.9% to 94.4% against the 5 year average. • Production, manufacture or cultivation of drugs has reduced by 37.5% (14 fewer crimes). • Supply of drugs has reduced by 22.9% (73 fewer crimes) and solvency has reduced by 10.6% to 75.7% against the 5 year average. The reduction in solvency is largely due to the pending forensic analysis of controlled substances and electronic devices. • Possession of drugs has reduced by 20.8% (313 fewer crimes) and solvency has increased by 6.3% to 99.1% against the 5 year average. • Bringing drugs into prison has reduced by 76.9% (30 fewer crimes) against the 5 year average. This reduction is a consequence of reduced visitor numbers to the prison. • Partnership work with the National County Lines Co-ordination Centre continues, with the aim of reducing the opportunities for external Serious and Organised Crime Groups to supply controlled substances in Edinburgh, whilst also providing safeguards for exploited children. 		

Operation Avocation



PARTNERSHIP WORKING

Operation Avocation is joint Police Scotland and Scottish Prison Service (SPS) operation targeting the supply of illicit items being smuggled into Saughton prison. This followed reports and concerns from local communities who had witnessed drone activity and packages being thrown over the prison walls. The increase in this type of activity was attributed to a change in SPS policy that prevented letters, laced with drugs such as LSD and Etizolam, being smuggled into the prison estate, simply by photocopying letters as they arrived.

The operation consisted of joint patrols with prison staff, crime prevention surveys and agreed actions around the perimeter environment. There was also significant support from Police Scotland's Operational Support Division, including police drones and drugs dogs. SPS deployed their National Search Team to conduct targeted proactive searches within the prison estate.

The operation was extremely successful and resulted in drugs to the value of £40,000 being intercepted, along with sim cards and mobile phones, preventing these items making their way into the hands of organised crime groups.

Operation Avocation is now part of the South-West policing calendar of events, with plans to run the operation frequently in partnership with SPS. Crime prevention surveys have also resulted in a significant upgrade in the external CCTV and lighting at the prison, which itself will act as a deterrent and will also help identify people engaging in 'throwover' activity.



Targeting Housebreaking and Acquisitive Crime

Group 3 crime includes:

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

Group 3 Recorded Crime



Group 3 Solvency



April – December 2021	10163	20.4%
April – December 5 year average	13411	25.7%
% change from 5 year average	-24.2%	-5.4%

- Acquisitive crime has seen a reduction of 24.2% (3248 fewer crimes) against the 5 year average.
- Overall housebreaking, which includes domestic premises, businesses, sheds and garages, has reduced by 42.7% (826 fewer crimes) against the 5 year average.
- Domestic housebreaking has reduced by 41.7% (381 fewer crimes) against the 5 year average.
- Motor vehicle crime has reduced by 33.9% (663 fewer crimes) against the 5 year average.
- Shoplifting has reduced by 24.9% (744 fewer crimes) against the 5 year average, whilst common theft has reduced by 29.1% (1007 fewer crimes) against the 5 year average.
- Fraud has increased by 61.8% (624 more crimes) against the 5 year average, which is reflective of a wider national trend. A significant proportion of this is perpetrated via electronic means. Police Scotland and the Scottish Police Authority's joint strategy for the future of policing in Scotland, includes the commitment to develop a specific cyber strategy to transform Police Scotland's internal cyber capability and response. This enables the delivery of proactive support to individuals, communities and partners that embeds resilience and aligns to our wider preventative model.



CASE STUDY

Recovered Stolen Property:

In July 2020, a keen bike enthusiast had his hand-built bike stolen from his home address in the East of Edinburgh. The bike was extremely unique and considered a “one off”, valued at £3500. All enquiries conducted at the time of the report provided very few tangible lines of investigation. In November 2021, it was subsequently brought to the attention of the Search and Recovery Team that the bike was for sale on Facebook Market Place. Acting quickly on the information available, enquiries established a potential owner of the Market Place account and a warrant was craved and granted. On execution of the warrant, the bike was recovered and duly returned to its rightful owner.



Detective Inspector George Calder:

“The victims of acquisitive crimes can be left feeling unsatisfied and frustrated with the subsequent outcome of an investigation despite an officer's best efforts. Repatriating those with items close to their hearts is an extremely rewarding experience and always remains at the forefront of the minds of the Search and Recovery Team (SART). On this specific occasion, through the positive engagement and relationship formed with the complainer, it afforded an opportunity to do just that. The joy of the owner was a pleasure for the officers to behold. This is one of many occasions whereby property that was assumed lost forever was returned due to the diligent efforts of the SART officers”



Group 4 crime includes:

- Culpable and reckless conduct
- Vandalism
- Fire-raising

	ASB Group Recorded Incidents	Group 4 Crime
		
April – December 2021	29515	3507
April – December 5 year average	31218	4065
% change from 5 year average	-5.5%	-13.7%

- Anti-Social Behaviour (ASB) incidents have reduced by 5.5% (1703 fewer incidents), and overall Group 4 crime has reduced by 14.0% (377 fewer crimes) against the 5 year average.
- Fireraising has reduced by 23.4% (15 fewer crimes) against the 5 year average.
- Vandalism has reduced by 13.9% (165 fewer crimes) against the 5 year average, and solvency has increased by 2.2% to 20.6%.
- Public nuisance incidents have reduced by 36.4% (5363 fewer incidents) on LYTD, whilst noise complaints have reduced by 14.0% (1040 fewer incidents) on LYTD.

Operation Crackle



KEY FACTS

Operation Crackle is the E Division response to disorder over bonfire season. Whilst enjoyed by many, it also sees a marked rise in antisocial activity and associated criminality across the country. Disruptive and potentially dangerous behaviour, particularly in relation to the lighting of bonfires and the use of fireworks, is often seen. There is typically a significant increase in youth disorder during bonfire season, with incidents ranging from the misuse of fireworks and the setting of bonfires in dangerous positions, to the deliberate targeting of Emergency Services and Local Authority personnel, their equipment and vehicles.

The intention of Operation Crackle is to ensure public and officer safety is maintained, whilst minimising the risk of public disorder, by working with partners and delivering effective communication ahead of the event, and by providing a proportionate policing response during the event.



A host of preventative activities took place, such as young people being provided educational presentations in schools that enabled them to make informed decisions about firework safety. Joint visits took place at retail premises to ensure there were no illegal sales of fireworks. A joint letter was created and widely circulated informing parents/guardians of their responsibility in respect of their children, and advised residents of actions they could take to help prevent fire and disorder. Youth provisions sought to divert young people from committing anti-social behaviour through a variety of activities in the run up and on the day. Over 40 tonnes of waste was removed from the streets ahead of the event, preventing it from being used in makeshift bonfires.

Reports of antisocial behaviour reduced in most areas, however the Niddrie/Hays area experienced a number of incidents resulting in the deployment of Public Order officers. Extensive enquiries have identified individuals involved in the disorder, with a number of charges brought against them. Further work with housing and Edinburgh Council has secured funding and additional CCTV in the area, in an attempt to prevent future offending.



Group 7 crime includes:

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

	Group 7 Recorded Crime	Group 7 Solvency
		
April – December 2021	6056	78.8%
April – December 5 year average	6839	84.1%
% change from 5 year average	-11.5%	-5.3%
<ul style="list-style-type: none"> • Group 7 crime has reduced by 11.5% (783 fewer crimes) and solvency has reduced by 5.3% to 78.8% against the 5 year average. • Dangerous driving offences have increased by 26.5% (48 more crimes) against the 5 year average. • Driving without a licence offences have increased by 17.6% (72 more crimes) against the 5 year average. • Driving without insurance offences have reduced by 7.8% (86 fewer crimes) against the 5 year average. • There have been 3 fatal collisions, which is the same as LYTD. There has been an increase of 28.4% (29 more collisions) in serious injury collisions and an increase of 21.8% (56 more collisions) in those resulting in slight injury. The increase in road traffic collisions is a consequence of increased road use compared to last year. The increase in collisions impacts the amount of proactive work carried out by Roads Policing Officers, as this impacts their ability to be proactive in identifying other offences, which explains the overall reduction in Group 7 crime. 		

Road Policing in Edinburgh



CASE STUDY




Conviction of Mohamed Bouhnika:


In the early hours of 12th September 2021, Mohamed Bouhnika drove his Ford Fiesta into Rose Street at speed, whilst under the influence of alcohol. He drove the vehicle in a dangerous and reckless manner towards members of the public and the police, colliding with one female member of the public, before colliding with 2 other pedestrians and then 2 other cars, which forced his vehicle to stop. Unfortunately, one person was seriously injured, whilst the others suffered minor injuries.

The vehicle drove away from the scene, however CCTV operators tracked the vehicle, directing other police officers to its location. Mohamed Bouhnika crashed his vehicle at Lothian Road, where he was immediately apprehended and found to be more than four times over the drink drive limit. It was quickly established this was not a terrorist incident, despite initial fears, and this was clearly communicated to prevent wider public concern.




A thorough joint investigation between Road Policing and CID took place. Road safety and the prevention and investigation of serious road traffic incidents remains a priority for the division, and due to the diligent work carried out by the inquiry team, Mohamed Bouhnika provided an early guilty plea for drink driving and causing severe injury by dangerous driving. He was sentenced to imprisonment for 20 months and disqualified from driving for 47 months.



	All Domestic Abuse Incidents	Domestic Crimes	Domestic Abuse Solvency
			
April – December 2021	4309	2424	70.0%
April – December 5 year average	4278	2714	66.5%
% change from 5 year average	+0.7%	-10.7%	+5.2%
<ul style="list-style-type: none"> Domestic abuse incidents have increased by 0.7% (31 more incidents) against the 5 year average. Domestic crimes have reduced by 10.7% (290 fewer crimes) against the 5 year average. Solvency has increased by 5.2% to 70.0% against the 5 year average. Detections for Domestic Bail offences have increased by 42.0% (96 more crimes) against the 5 year average. Domestic Scheme for Domestic Abuse Scotland (DSDAS) referrals have continued to increase on last year. The scheme provides means of sharing information about an abusive partner's past. Increased numbers of applications are being received by partner agencies demonstrating a greater awareness of the scheme and its key role in the provision of protection to those who may be at risk of domestic abuse. 			

Domestic Abuse	
 <p>QUOTE</p>	<p>DI Adam Brown, Domestic Abuse Investigation Unit:</p> <p><i>“There has been a documented increase in domestic incidents reported in the last quarter, which has seen the introduction of several proactive campaigns intended to address the issue of violence against women and hold perpetrators to account. The #Thatguy campaign encourages men to reflect on their own attitudes and behaviours, while encouraging them to challenge peers whose conduct is unacceptable. E Division partook in joint messaging with partner agencies during the international #16Daysofactivism campaign to challenge violence against women and girls. During this campaign additional resources were deployed to target men who had been reported to the police for domestic abuse offences, and over a two week period in December, a total of 25 individuals were subject of reports to the Crown Office & Procurator Fiscal Service for a range of crimes including serious sexual offences, offences of violence, stalking and other criminal behaviours covered by the Domestic Abuse (Scotland) Act 2018.</i></p> <p><i>The Domestic Abuse Investigation Unit based in Edinburgh continue to adopt a proactive approach to the Disclosure Scheme for Domestic Abuse Scotland, scrutinising domestic incidents and liaising with partner agencies for opportunities to intervene in potentially abusive relationships. We work closely with Edinburgh Women’s Aid and the local authority to ensure not only that disclosures are made, but that potential victims are afforded appropriate follow-up support to assist them in dealing with the information provided to them about their partner’s abusive past. This approach has resulted in an increase of referrals in excess of 25.0% over the previous year.</i></p> <p><i>The DAIU enquiry team continue to investigate reports of serious and protracted domestic abuse. Several rape investigations have recently been brought to a conclusion and several more rape investigations have been initiated in the last reporting period.”</i></p>



	Hate Incidents	Hate Crimes	Hate Crime Solvency
			
April – December 2021	959	834	59.0%
April – December 5 year average	985	966	59.6%
% change from 5 year average	-2.6%	-13.7%	-0.6%
<ul style="list-style-type: none"> Hate incidents have reduced by 2.6% (26 fewer incidents), while hate crimes have reduced by 13.7% (132 fewer crimes) compared to the 5 year average. Solvency for hate crime has reduced by 0.6% compared to the 5 year average. Racially aggravated crimes have decreased by 6.0% (37 fewer crimes) compared to LYTD, and crimes aggravated by sexual orientation have increased by 17.6% (23 more crimes) compared to LYTD. This rise can be attributed to the opening up of the night-time economy following an easing of restrictions, with pubs, clubs and students returning to the city centre. 			

Supporting People with Disabilities – Keep Safe Scheme



QUOTE

PC Lynsay Claxton - Prevention, Intervention & Partnerships (PIP)

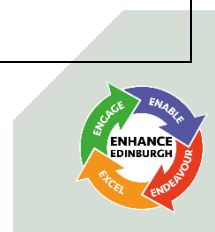
“The PIP team in Edinburgh Division have built relationships with partners across the city supporting people with disabilities, raising awareness of hate crime and the various ways in which it can be reported. In order to support vulnerable people in our communities who may experience hate crime and be unaware of the support that is available, we are committed to the Keep Safe scheme, a joint venture between Police Scotland and the charity, I Am Me.

By working alongside City of Edinburgh Council Health and Social Care Partnership, much progress has been made in recent months by raising awareness of the scheme amongst partners within the EVOC (Edinburgh Voluntary Organisations Council) disability network and on social media platforms. Such has been the success of this awareness raising, since August 2021 we have provided training to Royal Bank of Scotland, Waitrose, Lothian Buses, St Mary's Cathedral, and the Scottish Parliament. During these inputs we have been assisted by guest speakers with lived experience who can explain the obstacles that they face on a daily basis and how the Keep Safe scheme gives them confidence to participate in community living.”

Susan Dalglish - Strategic Planning and Commissioning Officer, Edinburgh Council

“I have been working with Police Scotland's PIP team in Edinburgh and I Am Me to promote and expand the Keep Safe Scheme across Edinburgh. Working within the Edinburgh Health & Social Care Partnership, my focus is ensuring that citizens who have a physical disability can be as independent as possible and lead active and fulfilling lives.

The Keep Safe Place Scheme enables citizens who perhaps lack confidence or feel vulnerable to plan a lifestyle whereby they can go about their daily lives with the reassurance that there are Keep Safe places in and around the city that they can access should they need to with the knowledge that the staff within these premises are trained and confident to help them.”



Needs of Local Community

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

Preventative Approaches and Local Partnerships

Joint Police, Fire Service & Pentland Hills Rangers Initiative

During December 2021, Community Policing Team officers joined with colleagues from Scottish Fire & Rescue Service (SFRS) and the Pentland Hills Rangers to raise awareness of Winter Hill and Open Water Safety. There were demonstrations of rescue techniques and public engagement with the assistance of Ruby the Ranger Dog and Phoenix the Fire Dog to reinforce the key messages. SFRS supplied a professional photographer and a stock of images were taken to be circulated in the media as and when the weather turns colder and there is a danger of people venturing out on the ice.

Since then, several patrols of the Pentland Hills car parks and approach roads have been jointly carried out with the PHRP Rangers to continue this engagement and ensure SFRS access to the area is secured. Registered keepers of cars parked inconsiderately have been contacted by letter in a bid to educate them.

Commencing in early spring the activity will continue throughout 2022 with further activity planned around key dates. These joint operations will focus on key themes like sheep worrying, dirty camping, water safety and youth ASB.



**WORKING
WITH OUR
PARTNERS**



Police and partners gather at Pentland Hills

'Beat Hate' Campaign

The 'Beat Hate' Campaign, involving North-East Community Policing Officers, focuses on bringing members of our diverse community together to try new food experiences, meet new people, informally introduce different cultural or other backgrounds, and provide greater community understanding and cohesion. Following the success of the 'Beat Hunger' Campaign, the proposal is to keep food as the anchor and evolve to align with the local priority of tackling hate crime by engaging with identified members from our diverse community.

This brings together individuals / families at an identified location to showcase community cooking over a series of classes, conducting cookery workshops to try new food experiences with members of the community that otherwise would not have met. The aim is to encourage informal discussion on cultural or other background and promote community understanding, acceptance and cohesion. A parallel media strategy has highlighted the initiative throughout the entire community, telling their stories and culminating in a larger scale community event for all to exhibit and promote the aim. This initiative directly involves partnership working to ensure the neighbourhood is a place where people of different backgrounds get along.



Confidence in Policing

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

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

Results from December 2021 are provided below:

	Appropriate Response	Adequately Updated	Overall Satisfaction
E Division	84.8%	65.3%	71.4%
Force	79.8%	61.3%	69.1%

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

Community Engagement



SPOTLIGHT ON SOUTH- EAST

Hunter Square

Hunter Square is a popular gathering place for the street drinking fraternity and is a hotspot for ASB which often escalates into more serious crimes. It is recognised that enforcement alone cannot solve the longstanding issue, this led to a partnership working group being established with representation from CEC, Public Health, Streetwork, Edinburgh University, The Access Place and other 3rd sector and support services, with Operation Taupe being created.

The group will seek to engage with those who gather at the square, offering support and diverting them from their current lifestyle. The main protagonists will be subject to PSoS and CEC intervention, with enforcement taken where crimes identified. The group will also explore the use of Hunter Square, changing the attitudes towards how the space is used and encouraging more community events and local initiatives.

Analytical work has been completed and this will assist with focusing on multi-agency interventions. The group will utilise a public-health approach, to reduce vulnerabilities and to improve the design and use of the area, yet where recidivist criminal activity is highlighted, use legislation that is available to us.

Making Our Roads Safe - Operation Slowtime

South-East Community Policing Team have launched Operation Slowtime, focusing on speeding, hotspot areas, ASB driving, multi-agency events, Operation Close Pass, education and various other tactics working with Roads Policing, local residents, CEC, elected reps and schools/partners to tackle road policing issues and complaints.

One focus is engaging with pupils and parents around parking, ASB and speeding near schools. School Liaison Officers have been visible at key times and have conducted activities with schools (safe crossing), elected reps, CEC Traffic Enforcement Officers and Road Safety Officers. £1300 funding was obtained from the recent Community Grant, to purchase a number of large "No parking" style banners and "Parking Buddies" that will be provided to local schools on a rotational basis, working alongside police to promote road safety.



Community Officers at James Gillespie's Primary with a Parking Buddy.



Positive Working Environment

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

Positive Working Environment



KEY FACTS

Training & Development

- Police Leadership & Development Program application process facilitated.
- 'Hints & Tips' sheet for the promotion process has been prepared and distributed to Inspectors.
- Cohort of 16 probationers with 3 week's service integrated into Division during Operation Urram and thereafter deployed to Winter City and to support the division as a result of Covid-19.
- ACRA Incident Management Trainers (x6) - paper, role profile and advert created for an ACRA training secondment. This role will involve providing training to all E Division officers on the new Age of Criminal Responsibility (Scotland) Act 2019. The training will take place during May-July, and will be a full day course.
- Candidates for Cohorts 2 and 3 Managing and Leading the Team (MLT) were identified and supplied with course materials, however this course was cancelled due to Covid-19. Cohort 1 MLT completed their 2 sessions in December as well as their consolidation day at the start of February.

Wellbeing

- Wellbeing funds co-ordinated and dispersed across E Division for Business As Usual officers during Operation Urram.
- First two (of four) 'The Art of Resilience' seminars delivered via Teams by Martin Davies.
- Police Mutual budgeting sessions held in order to support staff and officers with managing their finances.
- 'It's the Little Things' campaign promoted within the division, inviting suggestions for ideas to improve the working day, shaping and changing working environments for the better.
- Briefing paper compiled on the Cannabis Cultivation Recycling project.
- Cycling Scotland grant (£9,483) secured for facility improvements at St Leonard's.
- Pilot successfully carried out to develop phased return to work scheme for those on maternity / long-term leave.
- Furniture funded for wellbeing room at Gayfield Police Station.

Special Constables (SC) and Police Scotland Youth Volunteers (PSYV)

- SC deployment at the Autumn tests at Murrayfield, across Edinburgh during Operation Crackle, and they were extensively used during Operation Urram in order to support local policing.
- A forum regarding City Centre / Operation NightGuard opportunities was delivered by a Community Policing Sergeant to SCs.
- New one-to-one meetings with SCs will take place twice a year, with the first meetings commencing before 31/03.
- SC deployment planned for Howden Hall initiatives, including LAVRU (ASB), a hate crime campaign deployment from St Leonards, and deployment at the 6 Nations, in addition to regular response duties.
- Restricted duties SCs are being utilised for serving citations.
- PSYV deployment to address antisocial parking at Fairmilehead.
- PSYV in-person training returned to Edinburgh College on 01/02/22, following a period of online training.



Sustainable and Adaptable Service

Police Scotland is sustainable, adaptable and prepared for future challenges

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

Divisional Change Board



KEY FACTS

Mobile Devices

The division is continuing with the rollout of mobile devices to all officers. This is a positive step to ensure our agile way of working progresses across all specialisms within the city, and provides the opportunity for officers to deal with enquiries and administrative functions outwith the police station, thereby increasing efficiency.

Crime Recording

Nationally the rollout continues for one single national crime recording database, with the estimated go live date for Edinburgh Division currently being October 2022. To complement the new crime recording system and to increase the public's accessibility, we are also introducing further online crime reporting tools.

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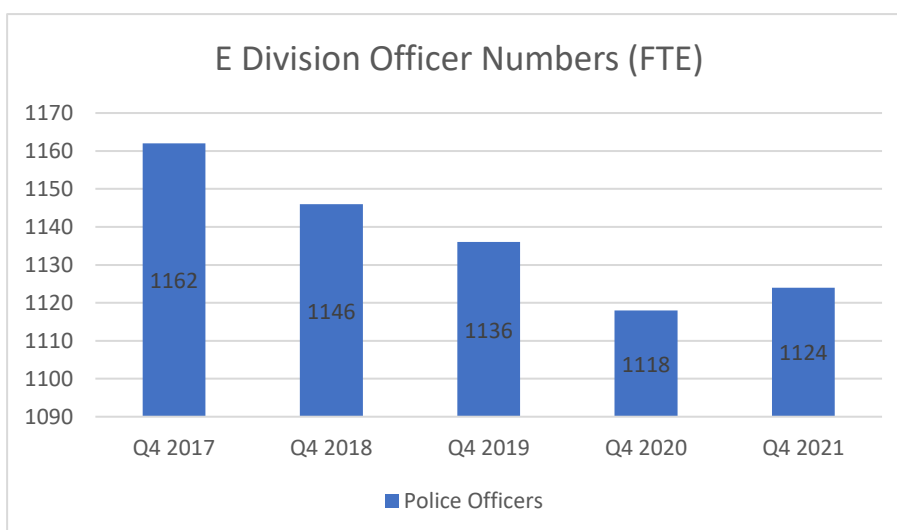
E Division Officer Numbers



KEY FACTS

The table below provides an overview of changes to the Full Time Equivalent (FTE) officer numbers for E Division, which include our Divisional roads policing, community, response and criminal investigations departments. These figures have fluctuated over the years due to requirements to reassign and realign officers to national projects, including the recently introduced Contact and Assessment Model (CAM) for call handling. Police Officer / staff numbers for each local policing division are available on Police Scotland's websiteⁱ.

The work in furtherance of Police Scotland's Strategic Workforce Plan continues. This commits to bringing additional permanent resources to the capital in order to meet E Division's day-to-day demand. Progress on changes to the division's budgeted establishment will be highlighted in this new section of future scrutiny reports.



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

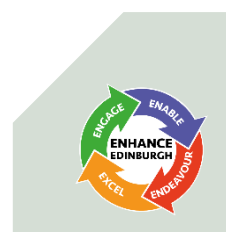
Overall Recorded Crime					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Group 1-5	19,235	19,040	-1.0	22,740.6	-16.3
Group 1-7	34,341	33,751	-1.7	39,462.2	-14.5
Group 1	642	782	21.8	667.0	17.2
Group 2	949	992	4.5	882.0	12.5
Group 3	9,979	10,163	1.8	13,411.0	-24.2
Group 4	3,345	3,507	4.8	4,065.4	-13.7
Group 5	4,320	3,596	-16.8	3,715.2	-3.2
Group 6	8,887	8,655	-2.6	9,882.4	-12.4
Group 7	6,219	6,056	-2.6	6,839.2	-11.5

Overall Solvency Rates					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Group 1-5	45.8	38.0	-7.7	38.0	0.0
Group 1-7	58.8	51.6	-7.2	52.7	-1.2
Group 1	73.2	57.9	-15.3	68.6	-10.6
Group 2	64.7	57.7	-7.0	55.1	2.5
Group 3	27.8	20.4	-7.4	25.7	-5.4
Group 4	25.6	21.8	-3.7	19.2	2.6
Group 5	94.6	94.1	-0.6	93.3	0.8
Group 6	67.0	62.3	-4.7	65.0	-2.7
Group 7	87.4	78.8	-8.6	84.1	-5.3



Group 1 – Non Sexual Crimes of Violence - Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Group 1 Total	642	782	21.8	667.0	17.2
Murder	2	1	-50.0	3.0	-66.7
Culpable Homicide	3	0	-100.0	3.4	-100.0
S1 Domestic Abuse	106	126	18.9	x	x
Att Murder	19	10	-47.4	20.0	-50.0
Serious Assault	183	198	8.2	268.4	-26.2
Robbery	164	183	11.6	187.8	-2.6

Group 1 – Non Sexual Crimes of Violence – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Grp 1 Total	73.2	57.9	-15.3	68.6	-10.6
Murder	100.0	100.0	-	106.7	-6.7
Culpable Homicide	100.0	x	x	82.4	x
S1 Domestic Abuse	76.4	75.4	-1.0	x	x
Att Murder	89.5	130.0	40.5	92.0	38.0
Serious Assault	79.2	72.7	-6.5	71.2	1.6
Robbery	81.7	65.0	-16.7	68.8	-3.8



Group 2 – Sexual Crimes – Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 2	949	992	4.5	882.0	12.5
Rape	188	174	-7.4	154.4	12.7
Sexual Assault	207	352	70.0	257.4	36.8
Lewd & Libidinous	93	75	-19.4	76.4	-1.8
Indecent Communications	124	82	-33.9	85.4	-4.0
Threat/Disclose Intimate Image	48	50	4.2	30.4	64.5

Group 2 – Sexual Crimes – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 2	64.7	57.7	-7.0	55.1	2.5
Rape	61.2	67.8	6.6	52.3	15.5
Sexual Assault	56.5	52.6	-4.0	41.3	11.3
Lewd & Libidinous	82.8	74.7	-8.1	67.3	7.4
Indecent Communications	70.2	47.6	-22.6	63.7	-16.1
Threat/Disclose Intimate Image	43.8	28.0	-15.8	46.7	-18.7



Group 3 – Acquisitive Crime - Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 3	9,979	10,163	1.8	13,411.0	-24.2
Housebreaking Dwelling	428	532	24.3	912.6	-41.7
Housebreaking Non-Dwelling	683	331	-51.5	577.0	-42.6
Housebreaking other	273	245	-10.3	444.4	-44.9
Total Housebreaking	1,384	1,108	-19.9	1,934.0	-42.7
OLP Motor Vehicle	247	291	17.8	535.6	-45.7
Theft of Motor Vehicle	422	398	-5.7	562.8	-29.3
Theft from Motor Vehicle	446	478	7.2	640.8	-25.4
Total Motor Vehicle	1,174	1,234	5.1	1,866.6	-33.9
Theft Shoplifting	2,040	2,238	9.7	2,982.0	-24.9
Common Theft	2,038	2,450	20.2	3,457.4	-29.1



Group 3 – Acquisitive Crime – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 3	27.8	20.4	-7.4	25.7	-5.4
Housebreaking Dwelling	31.5	26.7	-4.9	27.4	-0.7
Housebreaking Non-Dwelling	10.2	5.7	-4.5	7.3	-1.5
Housebreaking other	39.2	37.1	-2.1	33.4	3.7
Total Housebreaking	22.5	22.7	0.2	22.8	0.0
OLP Motor Vehicle	14.2	11.7	-2.5	7.6	4.1
Theft of Motor Vehicle	44.3	26.4	-17.9	28.2	-1.8
Theft from Motor Vehicle	12.6	9.6	-2.9	8.3	1.3
Total Motor Vehicle	24.1	15.8	-8.3	14.4	1.4
Theft Shoplifting	52.3	37.3	-15.0	53.4	-16.1
Common Theft	20.8	13.9	-6.9	14.7	-0.9



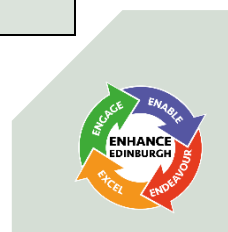
Group 4 – Fire-raising, Vandalism etc. - Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 4	3,345	3,507	4.8	4,065.4	-13.7
Fire-raising	166	178	7.2	193.8	-8.2
Vandalism	2,850	2,915	2.3	3,561.0	-18.1
Culpable & Reckless	320	399	24.7	301.0	32.6

Group 4 – Fire-raising, Vandalism etc. – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 4	25.6	21.8	-3.7	19.2	2.6
Fire-raising	19.9	27.5	7.6	18.9	8.6
Vandalism	22.7	20.1	-2.6	17.9	2.2
Culpable & Reckless	54.1	32.8	-21.2	33.8	-1.0



Group 5 – Other Crimes – Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 5	4,320	3,596	-16.8	3,715.2	-3.2
Carry offensive weapon	105	99	-5.7	91.2	8.6
Handling bladed/pointed weapon	183	207	13.1	174.4	18.7
Bladed/pointed used in other criminality	104	134	28.8	88.8	50.9
Total offensive weapon	572	597	4.4	472.2	26.4
Supply of drugs	333	247	-25.8	320.4	-22.9
Possession of drugs	1,574	1,192	-24.3	1,504.8	-20.8

Group 5 – Other Crimes – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 5	94.6	94.1	-0.6	93.3	0.8
Carry offensive weapon	93.3	80.8	-12.5	91.0	-10.2
Handling bladed/pointed weapon	92.9	86.5	-6.4	92.1	-5.6
Bladed/pointed used in other criminality	75.0	78.4	3.4	75.5	2.9
Total offensive weapon	84.3	80.6	-3.7	85.6	-5.0
Supply of drugs	85.6	75.7	-9.9	86.3	-10.6
Possession of drugs	96.8	99.1	2.3	92.8	6.3



Group 6 Recorded Crime					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Grp 6	8,887	8,655	-2.6	9,882.4	-12.4
Common assault	3,664	4,030	10.0	4,335.4	-7.0
Common assault - emergency workers	466	477	2.4	438.4	8.8
Total Common assault	4,130	4,507	9.1	4,773.8	-5.6

Group 6 Solvency Rates					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Grp 6	67.0	62.3	-4.7	65.0	-2.7
Common assault	55.8	52.6	-3.3	53.2	-0.6
Common assault - emergency workers	97.0	97.9	0.9	96.9	1.0
Total Common assault	60.5	57.4	-3.1	57.2	0.2



Group 7 – Offences Related to motor Vehicles					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 7	6,219	6,056	-2.6	6,839.2	-11.5
Dangerous Driving	235	228	-3.0	180.2	26.5
Drink / Drug Driving	344	384	11.6	303.8	26.4
Speeding Offences	541	309	-42.9	522.8	-40.9
Driving whilst Disqualified	113	90	-20.4	116.2	-22.5
Driving without a Licence	471	480	1.9	408.0	17.6
Insurance Offences	1,401	1,024	-26.9	1,110.2	-7.8
Seat Belt Offences	91	105	15.4	200.0	-47.5
Mobile Phone Offences	117	86	-26.5	330.0	-73.9
Driving Carelessly	530	624	17.7	492.0	26.8
Using a MV without MOT	547	644	17.7	842.8	-23.6



Police Scotland's Quarter 3 Performance Report for the Scottish Police Authority can be found [here](#)

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

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

ⁱ [Police Scotland Officer Numbers - Police Scotland](#)



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Policy and Sustainability Committee

10.00am, Tuesday, 29 March 2022

Best Value Assurance Audit Response - March Update

**Executive/routine
Wards
Council Commitments**

**Executive
All**

1. Recommendations

The Committee is recommended to:

- 1.1 Note the progress made to date to respond to the Best Value Assurance Audit Report recommendations.
- 1.2 Agree to move to a summary report format.
- 1.3 Refer this report to the Governance Risk and Best Value Committee for its consideration and scrutiny.

Richard Carr
Interim Executive Director Corporate Services

Contact: Hayley Barnett, Corporate Governance Manager
Legal and Assurance Division, Corporate Services Directorate
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Report

Best Value Assurance Audit Response – March 2022 Update

2. Executive Summary

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

3. Background

- 3.1 [The City of Edinburgh Council Best Value Assurance Audit Report \(BVAR\)](#) was published by the Accounts Commission on 26 November 2020.
- 3.2 At the Policy and Sustainability Committee (1 December 2020), Governance, Risk and Best Value Committee (8 December 2020) and full Council (10 December 2020), elected members considered a report noting the findings of the BVAR, the approach to ensure a comprehensive and holistic response to the audit and provided feedback on priority areas for improvement.
- 3.3 The Policy and Sustainability Committee has received progress updates on all key recommendations in February 2021, April 2021 and October 2021.

4. Main report

- 4.1 The BVAR for the City of Edinburgh Council focused on five key areas: the Council's vision and strategic direction; performance and outcomes including public performance reporting; effective use of resources; partnership working and community engagement, and continuous improvement.
- 4.2 There were six key recommendations made within the BVAR. As with previous progress reports, the table at Appendix 1 sets out the initial response considered by committee in February, a progress update from April, October and a further update for each recommendation covering the period October 2021- March 2022.
- 4.3 The update table (appendix 1) has been included to allow members to track actions over the period. It is proposed for the next update that we move to a summary report format including an evaluation of progress to date against the best value

recommendations. This will ensure any new elected members to the Policy and Sustainability Committee (or equivalent) are provided with context and an assessment of progress to date without the significant detail contained within the table.

5. Next Steps

- 5.1 Officers will continue to progress the actions detailed in appendix 1.
- 5.2 The report will be referred to the Governance, Risk and Best Value Committee for its consideration.
- 5.3 The next update report will be considered post-election. As set out in paragraph 4.3, a summary report setting out an evaluation of progress to date will be presented rather than the update table. This will ensure new elected members are provided with context, relevant progress update without pages of historic detail.

6. Financial impact

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

7. Stakeholder/Community Impact

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

8. Background reading/external references

- 8.1 [Best Value Assurance Audit](#) – City of Edinburgh Council, 10 December 2020
- 8.2 [Council Business Plan and Budget 2021/26](#) – Finance and Resources Committee, 2 Feb 2021
- 8.3 [Best Value Assurance Audit Response](#) - Policy and Sustainability Committee, 23 February 2021
- 8.4 [Best Value](#) – Policy and Sustainability Committee, 20 April 2021
- 8.5 [Best Value Assurance Audit Response](#), 5 October 2021

9. Appendices

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

Status Update Table – March 2022

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	April Update	October Update	March update
1(b)	As part of its Adaptation and Renewal Programme, the council should prepare sustainable medium and long-term financial plans, and detailed workforce plans, to support its strategic priorities.	<p>Given the announcement on 5 January 2021 that Edinburgh and all other mainland authorities in Scotland would be returning to arrangements akin to the March 2020 lockdown and the significant consequent increase in uncertainty and risk that any longer-term budget is based on incomplete information or flawed assumptions, the primary focus for 2021/22 activity has reflected the Council's statutory responsibility to set a balanced budget for the following year by 11 March. This shorter, one-year timeframe is consistent with both the UK and Scottish Governments and councils elsewhere in Scotland.</p> <p>Once the financial position is clearer, a strategic long-term financial plan, guided by the overarching vision, principles and priorities set out within the Business Plan: Our Future Council, Our Future City will therefore be developed to maintain its financial sustainability.</p> <p>The BVAR also noted findings in relation to the setting and subsequent implementation and delivery of the Council's revenue budget. These included continuing shortfalls in savings delivery (and consequent reliance on savings in non-service budgets), a lack of robustness in the implementation plans for some proposals and the potential for the Council's use of reserves to become unsustainable without decisive action.</p> <p>In seeking to address these concerns, a number of further enhancements have been introduced into this year's process, including updated, detailed and consistently applied</p>	No further update at this stage.	<p>The Council set a balanced one-year budget for 2021/22 on 18 February 2021, including a recurring additional £12m to recognise underlying service pressures and £18m to reflect the in-year expenditure and income impacts of the pandemic. The approved budget also reflected a re-assessment of the ability to deliver a number of previously approved savings in light of subsequent reprioritisation of activity to respond to the pandemic.</p> <p>Following the receipt of significant additional grant funding after the budget was set, Council subsequently increased to £39m the provision for the in-year impacts of the pandemic, as well as increasing the corresponding level of provision in 2022/23.</p> <p>Due in part to the anticipated recurring impacts of some of the in-year investment approval approved by members on 27 May, a residual funding gap of £10m is projected</p>	<p>An update on the revenue budget framework, based on a five-year planning timeframe, was presented to the Finance and Resources Committee on 7 October 2021, highlighting a cumulative projected savings requirement of some £126m by 2026/27.</p> <p>Recognising the lead-in time for the scale of change likely to be required to address this requirement, the report re-emphasised the need for early consideration and a corresponding comprehensive and sustainable savings plan, rooted in the Council's priorities as set out in the Business Plan, to be initiated by Autumn 2021 to address the projected funding gap in 2022/23 and, in particular, the significant shortfalls in subsequent years.</p> <p>The Finance and Resources Committee meeting on 7 October also considered an update on the Council's Sustainable Capital Strategy. Following a review of the funding of the programme, the existing Capital Budget Strategy for 2022/32 was assessed to be broadly affordable, albeit with some required savings still to be identified. Delivery of this plan is, however, subject to the identification of corresponding savings to balance the revenue framework over the medium to longer term.</p> <p>A further update report on the Council's revenue budget framework was then considered by the Finance and Resources Committee on 3 February 2022. The report outlined a number of proposed changes to current planning assumptions, including a revised level of grant funding following the announcement of council-specific allocations for 2022/23 on 20 December 2021. These</p>

		<p>guidance for Finance professionals in assessing the rigour of accompanying savings implementation plans and more general earlier recognition, through discussion and agreement at Corporate Leadership Team, of the impact of underlying service pressures and savings shortfalls on the robustness of the budget framework. An indicative five-year planning timeframe has also been adopted.</p> <p>In light of the COVID-related risks within the budget framework, it is also proposed to realign and reprioritise the Council's reserves with effect from 31 March 2021 as follows:</p> <ul style="list-style-type: none"> (i) an increased unallocated General Fund balance of £25m, equating to around 2.3% of the Council's net expenditure and being more in line with other authorities in Scotland; (ii) a series of ringfenced reserves maintained for statutory or specific policy reasons or to reflect timing differences between the receipt of income and its subsequent application, together totalling £55m; (iii) a workforce transformation reserve of £15m, less commitments incurred as part of the recent targeted staff release programme for senior managers, to facilitate organisational restructuring and deliver associated recurring efficiency savings; and 		<p>in 2022/23 but with a much larger savings requirement of at least £50m in 2023/24. Given this, members also approved the initiation by Autumn 2021 of a savings programme, rooted in the Council's Business Plan, to address the estimated funding gap. In view of the significant funding gap within the Sustainable Capital Budget Strategy from 2023/24, a further report on addressing this gap will also be brought to the Finance and Resources Committee in October 2021.</p>	<p>assumptions were subsequently revised following the announcement of additional one-off funding as part of the Scottish Budget Bill's Parliamentary consideration, with the report referred to Council for decision on 24 February.</p> <p>The report considered by the Finance and Resources Committee on 3 February also provided an overview of the proposed process through which detailed options to address the significant funding gaps in 2023/24 and subsequent years of the budget framework will be developed.</p> <p>The Council's People Strategy and Strategic Workforce Plan (2021-2024) was approved at Policy and Sustainability Committee 20/04/21.</p> <p>These included a number of commitments in respect of our People Agenda and specifically in relation to Workforce Planning.</p> <p>An approach to workforce planning has been developed and agreed.</p> <p>A workforce plan has now been completed by Human Resources (as a pilot to the approach) and has now been rolled out to:</p> <ul style="list-style-type: none"> *Education *Customer Services *Waste *Facilities Management *Culture *Housing <p>The timeline for completion of these will be impacted on service capacity and organisational reviews currently underway e.g. Place Directorate</p>
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		<p>a COVID contingency reserve of £16m, acknowledging the continuing uncertainty of the recurring impacts of the pandemic on, in particular, income levels in key areas such as parking, commercial rentals and other fees and charges.</p> <p>Once the financial position is clearer, a strategic long-term financial plan, guided by the overarching vision, principles and priorities set out within the Business Plan: Our Future Council, Our Future City will therefore be developed to maintain its financial sustainability.</p>			
2	<p>The council should implement a strategic approach to self-evaluation and continuous improvement. This should include better demonstrating how it responds to feedback and scrutiny findings.</p>	<p>Continuous improvement is central to the Council's approach for an integrated planning and performance framework (see recommendation 4) aligned to the Council's new business plan.</p> <p>This integrated framework is underpinned by the 'plan, do, check, review/act' model and methodology.</p> <p>To ensure delivery of the draft business plan outcomes and service priorities we will introduce the development of annual service plans at all levels in the Council (from Directorate to Service Team level). Plans will be aligned to Key Performance Indicator (KPI) scorecards and underpinned by trend dashboards which will be monitored and actioned regularly.</p> <p>Each year service teams will undertake a detailed review of their plans and associated performance to assess the progress we have made in delivering our outcomes and improving performance. This review will inform service planning for the next year which will ensure that continuous improvement is embedded at all levels.</p>	<p>The Planning and Performance Framework is on the agenda for the Policy and Sustainability Committee's consideration.</p> <p>Political Groups have all been offered discussions and a session with members of GRBV is planned.</p>	<p>In June 2021, the Policy and Sustainability approved the new planning and performance framework for the Council Business Plan, including an initial suite of Key Performance Indicators (KPIs).</p> <p>The integrated Planning and Performance framework is under pinned by the "plan, do, check, act/review" continuous improvement model.</p> <p>The framework is now into implementation phase and a performance update will be considered as a separate report (Business Renewal) by the Policy and Sustainability.</p>	<p>The Planning and Performance Framework is now embedding and has reported twice to Policy and Sustainability Committee. This is supplemented internally with a business plan action tracker which reports to CLT every 6 months.</p> <p>Training on reading and critiquing performance reports will be offered to all elected members following the local government election in May 2022.</p> <p>The recommendation for continuous improvement is embedded in the planning and performance framework. Commencing in March 2022, Service Teams will undertake a review of the year 1 Annual Plans and Performance. This will inform the development of Annual plans for 22/23 at Directorate, Divisional and Service Team levels. The Council is now considering appropriate self-evaluation models.</p>

		<p>To ensure effective scrutiny of our performance we will develop a regular cycle of performance reporting for Elected Members as well as the wider public.</p> <p>We will also engage with the Improvement Service to look at the options open to the Council to implement a strategic approach to self-evaluation which will align to and enhance our integrated planning and performance framework.</p> <p>A detailed report on the integrated planning and performance framework will be submitted to Policy and Sustainability in April 2021.</p> <p>As part of developing the framework we will undertake early discussion with political groups to inform our approach.</p>				
3	To help them carry out their best value responsibilities, elected members should take advantage of the learning and development opportunities provided by the council.	<p>To fully respond to this recommendation officers are proposing a short (end of March 2021), medium (2021/2022) and longer-term response (post local government 2022 election).</p> <p>Short (end March 2021) – To ensure elected member learning and development meets statutory requirements, is continuous, relevant and of good quality officers will carry out an audit of all current training materials and communicate the current offering to members. All statutory and requested training will also continue.</p> <p>Medium (2021/2022) – A training needs analysis will</p>	The Policy and Sustainability will be provided with an update on the progress of this recommendation at its next meeting in April 2021.	The short-term commitment to carry out an audit of all current training materials and communicate the current offering to members is complete. Members were emailed on 25 March 2021.	The medium-term and long-term commitments are currently at planning stage. Officers are developing a programme of workstreams - Council 2022 in preparation for the 2022 Local Government elections. (The Council's election team has responsibility to manage the delivery of the election, with separate project management arrangements for this in place). A key strand of the project is to deliver a comprehensive induction and training programme for elected members. The training needs analysis (medium term commitment) is key to	<p>Work on the medium and long-term response is progressing.</p> <p>The training needs analysis continues – survey, interviews and committee self-evaluation sessions.</p> <p>An elected member survey was live for 4 weeks and closed on 13 Feb. A key section of this survey focussed on elected member development and training.</p> <p>Interviews have been offered to all elected members to provide feedback on previous/current training which will inform the development of training post May 2022.</p> <p>A draft induction (May/June 2022) and follow up programme (Autumn 2022) is currently with Directorates/key officers for comment. There have also been discussions with academic partners to deliver training sessions as part of the induction and ongoing training programme.</p>

		<p>be carried out with elected members. This will be fundamental to identify any gaps in learning and development and help implement further training that is useful, relevant, developmental and will encourage and support participation. A key aspect of this will be to consider more online and virtual training to allow members to complete learning and development at a convenient time.</p> <p>Long-term (post Local Government elections) - The training needs analysis will be a fundamental tool to support the induction and on-going training offering to new and returning members after the 2022 election. As in previous election years, a full 8-week induction programme will be offered to members. Building on this, there will then be a focus on continuous learning and development with members supported to take an active role in their development and monitor their participation in further training. This will allow training needs to be identified on an ongoing basis and training and development to be offered timeously.</p>			<p>inform and support this programme.</p>	<p>A political mentoring session has also been offered to all political groups. This would be provided by the Improvement Service.</p>
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4(a)	<p>The council should further improve its performance reporting by making better use of performance measures and targets, particularly to demonstrate the impact of improvement work.</p>	<p>The Council's draft Business Plan includes a new strategy performance map which details the outcomes, actions and initial metrics.</p> <p>Work is now underway to further develop the strategy performance map and we will be working with teams to agree annual plans and metrics. This is in advance of rolling out the new integrated planning and performance framework which will go live from May 2021, following the closure of the 2020 – 2021 annual performance report.</p> <p>The new planning and performance framework will provide a clear link between our three- year business plan, key strategies, annual service plans and the underlying performance framework including benchmarking.</p> <p>The framework will be underpinned by a cycle of 'plan, do, check and review and act' and will aim to drive a culture of continuous improvement (see recommendation 2). The business plan outcomes will be aligned to Specific, Measurable, Achievable and Relevant (SMART)</p>	<p>A detailed report on the integrated planning and performance framework will be submitted to Policy and Sustainability Committee in April 2021.</p>	<p>The Planning and Performance Framework is on the agenda for the Policy and Sustainability Committee's consideration.</p>	<p>In June 2021, the Policy and Sustainability approved the new planning and performance framework for the Council Business Plan, including an initial suite of Key Performance Indicators (KPIs) which are aligned to Specific, Measurable, Achievable and Relevant (SMART) performance indicators and milestones.</p> <p>The framework is now into implementation phase. The next phase of this work will look to develop service plans and targets against each performance indicator or milestone.</p> <p>A performance update will be considered as a separate report (Business Renewal) by the Policy and Sustainability.</p>	<p>The substance of this update is in section 2.</p>
4(b)	<p>The council should further improve its performance reporting by publishing easily accessible, up-to-date performance information on its website.</p>	<p>The framework will be underpinned by a cycle of 'plan, do, check and review and act' and will aim to drive a culture of continuous improvement (see recommendation 2). The business plan outcomes will be aligned to Specific, Measurable, Achievable and Relevant (SMART)</p>			<p>Officers are working to improve the performance reporting available to the Public via the Council website. Key improvements have focused on the layout and format of our reporting to ensure that publications are both accessible and timely.</p> <p>Along with publishing all committee performance reports (noted above in 4a), we will further enhance our public</p>	<p>Development of a quarterly Scorecard for core measures is underway and will be published on the Council website.</p> <p>The 15th annual edition of Edinburgh by Numbers and Locality Profiles will be published in February on the Council website for public use. It takes into account Cabinet Office requirements for data accessibility.</p>

		performance indicators and milestones where appropriate, which will allow for open discussion and scrutiny of performance at organisational and service team levels, as well as with Elected Members and the wider public on a regular basis.			information by developing a suite of core measures to be published on a quarterly basis. In addition, we will be developing a data section to give a wider perspective on city data, for example, Edinburgh by Numbers	
5(a)	In order to make community engagement an integral part of service improvement and delivery, the council should embed the lessons from effective community engagement activity and clearly communicate the results of, and the council's response to, community consultation.	<p>Officers have developed a new Consultation and Engagement policy to formally embed the principles of high-quality engagement and consultation into the way we work. The intention was to bring this to committee in spring 2020 but consideration was delayed due to the impact of the pandemic.</p> <p>The Council is also developing a Consultation Advisory Panel of expertly trained council officers who will evaluate proposed significant consultations and make recommendations to the Corporate Leadership Team. This group will be established in line with the implementation of the new Consultation and Engagement policy and will be chaired by senior managers on a rotating basis. This will ensure a high quality and coordinated approach to community</p>	<p>The Consultation and Engagement policy will now be brought to the Policy and Sustainability Committee for consideration at its next meeting in April 2021.</p> <p>Following agreement of the Policy, a series of officer and elected member briefings on effective community consultation and engagement will be delivered in May 2021.</p> <p>Further consideration of how the wider skills and capacity of the</p>	<p>The Consultation and Engagement policy is on the agenda for the Policy and Sustainability Committee's consideration.</p> <p>The People Strategy and workforce plans are on the agenda for the Policy and Sustainability Committee's consideration.</p>	<p>The Consultation Policy was approved at Policy and Sustainability Committee in April and came into effect from August 2021.</p> <p>The Consultation Advisory Panel has met successfully to review high-assessed consultation proposals. The first CAP report has been considered and approved by CLT.</p> <p>The process is under continuous review to ensure its effectiveness, this includes involvement of colleagues from Internal Audit.</p> <p>The Consultation Hub cannot now be accessed without records of self-assessment being reviewed by the Insight Team.</p> <p>Briefings have been provided to all consultation</p>	<p>Recruitment is underway to support community and voluntary sector engagement on the emerging 20-Minute Neighbourhood and Poverty Prevention projects. This will increase skills and capacity within the organisation on critical programmes of work affecting communities.</p> <p>In addition, as part of a Senior Leadership Review in the Place directorate, it is proposed to create a Community Empowerment team to work with community and voluntary sector groups on an on-going basis. A new Head of Community Empowerment has been appointed with effect from 7 February 2022.</p> <p>The first review of the consultation policy has begun, involving stakeholders and colleagues. This will report to Policy and Sustainability Committee in June 2022.</p>

		<p>consultation and engagement.</p> <p>The Consultation Advisory Panel will ensure that planning for consultation and engagement takes account of and commits to the public reporting of how citizens' views have shaped the decisions of the Council. This approach will be implemented following Council agreement of the Consultation and Empowerment policy and will be reflected as part of the Business Plan annual performance report.</p> <p>The Council is considering its approach to empowering communities and the relationship with community councils with partners in the city, under the auspices of the Edinburgh Partnership. This is being taken forward by a working group (see 6a below). This allows the Council to consider its approach in the round and as part of a comprehensive suite of reforms for community planning and community empowerment.</p>	<p>organisation can be enhanced will be addressed as part of the Council's People Strategy and workforce plans. This will be considered by the Policy and Sustainability Committee at its April meeting.</p>	<p>and engagement hub users and are currently being delivered to convenors and vice-convenors of committees.</p> <p>Directorate/Divisional briefings are being provided on request.</p> <p>A 3-year training programme has been developed to upskill colleagues and elected members on consultation practice and funding has been agreed for year one.</p> <p>Year one focuses on training for key users and colleagues providing central support for consultation.</p> <p>Funding has been agreed for a new team to drive community and voluntary sector engagement in the development of major new change projects – 20-minute Neighbourhoods and Poverty Prevention.</p> <p>In Autumn 2020 the Council supported the launch of End Poverty Edinburgh, a new group established to ensure the voices of people with lived experience of poverty are heard in the development of policy and actions in the city.</p>	
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					The group is actively engaging with elected members and senior officers in development of new approaches to end poverty in the city.	
5(b)	In order to make community engagement an integral part of service improvement and delivery, the council should support community groups to complete asset transfers	Community Asset Transfer (CAT) is an important element of the Council's approach to Community Empowerment. The Council has a well-established CAT Policy and provides advice and guidance to community organisations at all stages of the process to enable them to present the best possible case for an asset transfer. Prior to formal asset transfer requests being submitted, officers score the draft submissions following the CAT policy scoring matrix and works with the community to improve their business case so that it is as strong and robust as possible in terms of finance, operation, community consultation and governance. The Council has recently seen evidence of a greater number of Community Asset Transfer requests which it has supported and the number of approved requests has risen during the last 12 months.	As a part of the Draft Council Business Plan, the opportunity for greater use of Community Asset Transfer will be considered as a part of the Council's proposed approach to '20-minute neighbourhoods' and enable greater community resilience and empowerment in the future.	No further update at this stage.	<p>Since the publication of the Best Value Report in November 2020, considerable progress has been made with Community Asset Transfers and a further three transfers have been concluded, bringing the total number of completed transfers to four since the introduction of the Community Empowerment (Scotland) Act 2015.</p> <p>In addition, a further four transfers have been agreed to by the Council and legal work is ongoing to bring them to a successful conclusion.</p> <p>There continues to be interest from community groups in pursuing transfers with four groups preparing detailed business plans for consideration and seven expressions of interest received that are currently being processed. We continue to receive initial enquiries on a regular basis, with 28 considered</p>	No further update at this stage.

					<p>over the last reporting year.</p> <p>The Council's 20 Minute Neighbourhood strategy was approved by Committee in June 2021.</p> <p>Early implementation of the strategy is being progressed in Corstorphine and Portobello and will include a review of current and future opportunities for Community Asset Transfers to see where further support for CAT applications and community empowerment can be progressed. Early work is underway in Corstorphine and Portobello.</p>	
6(a)	<p>The council should work with the Edinburgh Partnership Board to implement its new governance arrangements, effectively involve community representatives and deliver improved outcomes for communities.</p>	<p>Work to progress this recommendation will be taken forward in two parts;</p> <p>i) as a Community Planning Partnership looking at effective partnership working, and,</p> <p>ii) as a Council in support of community capacity and local empowerment.</p>	<p>The Policy and Sustainability Committee will be updated on the outcome of Edinburgh Partnership working groups findings at its next meeting in April 2021 and on the Community Empowerment Plan in August 2021.</p> <p>An update on the Localities</p>	<p>The outcome of the Edinburgh Partnership Working Group's findings is on the agenda for the Policy and Sustainability Committee's consideration.</p> <p>An update on the Localities Review is on the agenda for the Policy</p>	<p>Progress on delivering the BV improvement Plan was reported to the Edinburgh Partnership Board (EPB) in September.</p> <p>The Edinburgh Partnership noted progress and agreed to mainstream the improvement actions from this point forward with further progress being subject to standalone reporting or as part of the annual reporting of the LOIP.</p>	<p>CEC and EACC representatives have developed a plan to improve ways of working and the communications between the council and all community councils. This was reported to the Culture and Communities Committee and GRBV Committee along with details of the current arrangements, funding and how this links into wider community planning responsibilities and any actions for improvement.</p> <p>The Edinburgh Partnership Board agreed for partners to work with the Edinburgh Association of Community Councils to consider the relationship between EPB and EACC and identify what if any support is needed. The EACC plans to submit a report to the partnership in June 2022.</p>

	<p><u>The Edinburgh Partnership</u></p> <p>Following a meeting of the Edinburgh Partnership Board on 15 December 2020, a working group of key partners led by the Council's Executive Director of Place was established to consider the Accounts Commission's recommendations and formulate a partnership response. Initial work has been carried out, with the group identifying key thematic areas for improvement covering governance to deliver outcomes, performance and community engagement. Work is now underway to develop a detailed proposed improvement actions under each of these themes. This will be presented to the Edinburgh Partnership Board in March 2021 for agreement.</p> <p>The Edinburgh Partnership Board has also committed to developing a Community Empowerment Plan and a draft report is due for consideration by the Board in June 2021.</p> <p><u>The Council</u></p> <p>The Council Business Plan has clearly articulated how the Council's priorities and</p>	<p>Review will also be provided in April 2021.</p>	<p>and Sustainability Committee's consideration.</p>	<p>The development of the 3rd LOIP theme – A good place to live, has been led by Public Health and has been informed by 2 key 'Joining the dots' workshops. These involve the participation of a range of partners across the city. A 3rd workshop was held in October with a focus on project development – in particular for the two 20-minute neighbourhoods (Wester Hailes and Liberton/Gilmerton) identified as shared partnership delivery priorities. Initial actions were identified for inclusion in the LOIP Delivery Plan.</p> <p>A short life joint working group has been established with the Edinburgh Association of Community Councils (EACC) to focus on how community councils can be better enabled to deliver their statutory functions and to improve the working relationship with the Council.</p> <p>The BV Improvement Plan identifies a number of actions to strengthen community empowerment in the city. Included within this is the finalisation of an Empowerment Plan, work</p>	<p>Work on the Edinburgh Partnership Empowerment Plan is underway. A phased programme of engagement with stakeholders is planned during 2022, with a progress report on this activity due in June 2022.</p> <p>A Head of Community Empowerment has been appointed and they will now progress the development of the Community Empowerment Team which will be integral to delivering against this BV recommendation.</p>
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		<p>key strategic programmes of work align with the Community Planning Partnership priorities (LOIP) and, in response to committee agreement to give further consideration of genuine local community empowerment, the Council is carrying out a review of the Localities teams.</p> <p>This will address how the Council improves its approach and capacity to effectively involve community representatives in local outcome plans and the work of the Edinburgh Partnership. This review is due to be complete by April 2021.</p>			<p>on which began pre-pandemic. Work on this has now been resumed with a meeting arranged with partners to review the work to date and to agree, based on the revised city context, a refreshed project delivery plan.</p> <p>As part of the Council's approach to change management, engagement is underway with Senior Leaders within the Council on the creation of a team to lead Community Empowerment on behalf of the Council.</p>	
6(b)	The council should work with the Edinburgh Partnership Board to produce progress reports with clear targets, accountable leads and links between the actions taken and the impact on performance.	Officers are working with community planning partners to agree clear performance measures and reporting framework. A draft is due to be considered by the Edinburgh Partnership Board in June to allow for any changes resulting from the Best Value working group (detailed under 6a) recommendations to be reflected and to align with the Council's new integrated planning and performance framework (due for implementation in May 2021)	The Policy and Sustainability Committee will be updated on the outcome of this work at its following meeting August 2021.	The work on performance measures and reporting framework is progressing. An update will be provided in August 2021.	<p>The new LOIP Delivery Plan with corresponding performance measures is on the EPB agenda for consideration in September 21.</p> <p>It builds on the work done within the Council's own performance framework giving a renewed emphasis to public health and Sustainability outcomes to reflect further development of the LOIP.</p>	The LOIP Delivery Plan was agreed in September 21 by the Edinburgh Partnership Board. The reframed LOIP will be updated along with the performance framework at the Edinburgh Partnership Board meeting in March 2022.

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Policy and Sustainability Committee

10:00am, Tuesday, 29 March 2022

Adoption of Chief Executive and Chief Officer Disciplinary Policy

Item number	
Executive/routine	Routine
Wards	All
Council Commitments	

1. Recommendations

- 1.1 To recommend that the Council adopt and agree that the Scottish Joint Negotiating Committee (SJNC) Model Framework (the “Gold Book”) will apply where appropriate.
- 1.2 To agree to recommend that Council establish a Chief Official Personnel Assessment Committee and the Chief Official Personnel Hearing Committee.
- 1.3 To agree to recommend that Council adopt the revised Committee Terms of Reference and Delegated Functions as set out in appendix one and to request that Council delegate authority to the Chief Executive to make any minor amendments as required to implement the decision of Council.
- 1.4 To recommend that Council appoint one member each from the Conservative, SNP, Labour, Green and Liberal Democrats groups in line with the political balance of the Council, to the Chief Official Personnel Assessment Committee.
- 1.5 To recommend that Council appoint the convener of the Chief Official Personnel Assessment Committee.
- 1.6 To recommend that Council appoint one member each from the Conservative, SNP, Labour, Green and Liberal Democrats groups in line with the political balance of the Council, to the Chief Official Personnel Hearing Committee.
- 1.7 To recommend that Council appoint the convener of the Chief Official Personnel Hearing Committee.

- 1.8 To recommend that Council agree the Scheme of Delegation to Officers as set out in appendix two and delegate authority to the Chief Executive to make any minor amendments as required to implement the decision of Council.
- 1.9 To note the detail contained in appendix three – the Gold Book – ‘Scheme of salaries and conditions of service for Chief Officials’.

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Report

Adoption of Chief Executive and Chief Officer Disciplinary Policy

2. Executive Summary

- 2.1 As a consequence of a recent review of the Council's HR policies and procedures, a gap has been identified in that the Council's Chief Executive and Chief Officer Disciplinary policy do not currently cover all circumstances.

3. Background

- 3.1 The current Disciplinary Procedure for Heads of Department became effective on 28 July 1997.
- 3.2 The SJNC set out a model framework of governance with regard to the terms and conditions for Chief Executive Officers in 2014 (as set out in Appendix 3) and this has not been formally adopted by the Council.

4. Main report

- 4.1 A review has indicated that certain of the Council's policies require to be updated and/or augmented to ensure there are disciplinary processes which cover all circumstances.
- 4.2 The SJNC developed the Gold Book in relation to Chief Executive Officers in 2014. It has not yet been formally adopted by this Council and it is proposed that this Committee agree that the Council now does so.
- 4.3 The Gold Book itself also details actions which require to be taken in certain circumstances and authority requires to be delegated in this regard should the policy or any part of it require to be invoked in any way.

Application of the Gold Book

- 4.4 When an allegation is made which involves the Chief Executive, an assessment committee will be convened. This committee would consider the allegations and potentially the observations from the Chief Executive and determine whether a formal investigation is required. The committee would

also determine whether suspension, on full pay, is appropriate in the circumstances. In the event of a formal investigation being instructed by the committee, the assessment committee will consider the report by the Investigating Officer and whether a hearing is required.

- 4.5 Committee is asked to recommend that Council add to the Scheme of Delegation to Officers the power to appoint an investigating officer to the Service Director HR and the Monitoring Officer, as directed by the assessment committee.
- 4.6 The Gold Book provides that if the assessment committee agrees that a disciplinary hearing is required, a separate committee should meet to consider this. The committee will consider the report by the investigating officer, hear from any relevant parties involved and ensure that a fair hearing is held on the allegations to ensure a reasonable decision can be made. This committee will have the authority to make a decision on whether allegations have been substantiated and what disciplinary action should be taken if required. The membership of this committee must be different from the membership of the assessment committee.
- 4.7 It is proposed that it is recommended to Council that the Personnel Appeals Committee's powers are extended to consider any appeals from chief officers including the Chief Executive.
- 4.8 The implementation of this policy would also require a change to the Council's terms of reference in that it would remove the reserved power of the Council to dismiss the Chief Executive. In addition to what is recommended by the SJNC policy, the Acas Code of Practice envisages that decisions should be made by the individuals who heard the case.
- 4.9 The remit and membership for both committees are set out in the Terms of Reference and Delegated Functions at appendix one and Committee is requested to recommend that Council create and appoint to the new committees.

Amendment to 1997 Policy

- 4.10 The 1997 Policy currently in force does not adequately deal with a situation where the Chief Executive, as Head of Paid Service, is unable, for any reason (for example conflict of interest) to take a decision or be part of a process in relation to any matter falling to be dealt with under that policy. In such circumstances the power vested in them is not able to be delegated and the matter will accordingly require to be dealt with by Elected Members.
- 4.11 Accordingly, to deal with all eventualities, it is proposed that Council is recommended to agree that the Gold Book terms and conditions will be used in relation to any Council officer to whom the 1997 Policy would normally apply but such a conflict exists and the 1997 Policy cannot therefore be fairly or practically followed. It is recommended that Council agree that a conflict

will be a situation where the Service Director HR or Monitoring Officer, in consultation with the Leader of the Council, determines that such a conflict exists.

- 4.12 Where Gold Book terms and conditions will be used in relation to any Council officer to whom the 1997 Policy would normally apply, it is intended that the right of appeal to the Joint Negotiating Committee (Scotland) as set out in the 1997 Policy will remain in place.

Other matters

- 4.13 The Gold Book terms will not be adopted in respect of those capability framework arrangements to be found within, given that adequate capability management arrangements for all Council staff are currently addressed within our existing Performance Management Policy.
- 4.14 Independent legal advice has sought in relation to the proposals set out in this report given the potential conflict of the Chief Officers authoring this report and the nature of the paper.

5. Next Steps

- 5.1 Recommendation of the adoption of the Gold Book by Council as set out in this report.
- 5.2 It is considered that the 1997 Policy requires to be updated and a wider review of this will take place and any further recommendations will be brought forward for approval in due course.

6. Financial impact

- 6.1 There is no material financial impact arising from this report.

7. Stakeholder/Community Impact

- 7.1 The proposals are compliant with the principles and recommended practice as set out in the relevant ACAS Code of Practice.
- 7.2 It is recognised that the changes proposed are an amendment to the 1997 Policy. Accordingly, the proposals set out in this report have been consulted upon with those affected and with the recognised Trade Unions.

8. Background reading/external references

- 8.1 Disciplinary Policy - <https://orb.edinburgh.gov.uk/downloads/file/57/disciplinary-procedure-for-heads-of-department>

9. Appendices

- 9.1 Appendix 1 – Revised Committee Terms of Reference and Delegated Functions
- 9.2 Appendix 2 – Revised Scheme of Delegation to Officers
- 9.3 Appendix 3 - 2014 Gold Book

**Appendix 1 – Revised Committee Terms of Reference and
Delegated Functions**

CITY OF EDINBURGH COUNCIL

**COMMITTEE TERMS OF REFERENCE AND
DELEGATED FUNCTIONS**

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COMMITTEE TERMS OF REFERENCE AND DELEGATED FUNCTIONS

A. GENERAL

These terms of reference and delegated functions ("**Committee Terms of Reference**") apply from 23 August 2019 and set out the powers delegated by the City of Edinburgh Council ("**Council**") to its committees and sub-committees ("**Committees**") pursuant to the Local Government (Scotland) Act 1973 (the "**Act**").

1. Delegation to Committees

- 1.1. Subject to law, to the provisions of these Committee Terms of Reference, and to any restriction, direction or instruction of Council, there shall be delegated to the respective Committees all the functions and matters contained in:

- 1.1.1. these Committee Terms of Reference;
- 1.1.2. any scheme made under the Act or statute; and
- 1.1.3. any minute of the Council making specific delegation to the Committee.

2. Reserved matters

- 2.1. The following matters are reserved to the Council:

- 2.1.1. all functions reserved by law to the Council;
- 2.1.2. determining the strategic objectives of the Council;
- 2.1.3. election of the Leader, Deputy Leader, Lord Provost, Depute Convener and Bailies;
- 2.1.4. appointment of committees of the Council, agreeing and/or amending their terms of reference and delegation of functions to them;
- 2.1.5. deciding the composition of committees of the Council and appointment of members to serve on them, including external members;
- 2.1.6. appointment of members to serve on joint committees, joint boards and any outside body;
- 2.1.7. making, amending, revoking, re-enacting or adopting standing orders and Committee Terms of Reference and Delegated Functions;
- 2.1.8. approving or amending any scheme of delegation to officers;
- 2.1.9. the annual review of the revenue budget and the fixing of council tax;
- 2.1.10. the annual review of the capital investment programme and approval of any capital project with a value exceeding £50,000, not included in the capital investment programme;

- 2.1.11. any material expenditure which is not included in the annual revenue budget;
- 2.1.12. setting of special responsibility allowances;
- 2.1.13. making, amending, revoking, re-enacting or adopting, bye-laws, schemes, regulations or rules made under statute subject to confirmation by Scottish Ministers where applicable;
- 2.1.14. the formal adoption of Local Development Plans;
- 2.1.15. the approval of a Proposed Strategic Development Plan and the delegation of authority to the strategic development planning authority (SESplan);
- 2.1.16. appointment of a chief official including the Chief Executive;
- 2.1.17. any decision in relation to any proposal to delegate a power or duty to or accept a delegated power from any other local authority or to co-operate or combine with any other local authority in providing services;
- 2.1.18. promoting or opposing the making of local legislation;
- 2.1.19. creation of Council companies;
- 2.1.20. the preparation and review of the Scheme for Community Councils (Special Meeting);
- 2.1.21. amendments to the Treasury Policy Statement, and
- 2.1.22. approval of the annual Treasury Strategy and annual treasury management performance.

3. Committee Membership

- 3.1 Committee membership will be proportionate according to the elected representation of political parties unless expressly agreed otherwise at a meeting of the full Council.

4. Urgent decisions

- 4.1. If a decision which would normally be made by the Council or a Committee requires to be made urgently between meetings of the Council or Committee, the Chief Executive or appropriate Executive Director, in consultation with the Convener or Vice-Convener, may take action, subject to the matter being reported to the next meeting of the Council or Committee.

5. Substitutes

- 5.1. Where permitted by law and where specified in these Committee Terms of Reference, a member may, subject to paragraph 5.2 below appoint a substitute member from his or her political group to attend a meeting of the committee in his or her place, by email to the Clerk in advance of the meeting.

- 5.2. Any member proposed to be appointed as a substitute must, where specified in these Committee Terms of Reference, have completed the appropriate training for the committee concerned.
- 5.3. The substitute member will be a member of the committee for that meeting and will be entitled to take part in the meeting with the full powers, duties and responsibilities of a member.

6. Convener of Sub-Committee

- 6.1. The Convener of a sub-committee will be appointed by its parent committee.

B. COMMITTEE TERMS OF REFERENCE AND DELEGATED POWERS

Executive Committees

1. Policy and Sustainability Committee

1.1. Constitution: 17 Members of the Council including:

- 1.1.1. 5 SNP
- 1.1.2. 5 Conservative
- 1.1.3. 3 Labour
- 1.1.4. 2 Green
- 1.1.5. 2 SLD

Convener and Vice-Convener

- 1.2. The Leader of the Council will be the Convener of the Policy and Sustainability Committee.
- 1.3. The Deputy Leader of the Council will be the Vice-Convener of the Policy and Sustainability Committee.

Quorum

- 1.4. Six members of the Policy and Sustainability Committee will constitute a quorum.

Substitution

- 1.5. Substitutes are permitted.

Delegated functions

- 1.6. Power is delegated to the Policy and Sustainability Committee to:
 - 1.6.1. advise the Council on outcomes, strategic objectives and key priorities;
 - 1.6.2. develop and approve Council policies, including reform, smart city, human resources, community planning and partnership working;
 - 1.6.3. adopt and implement the management framework for planning, implementing, reporting and reviewing Council service delivery;
 - 1.6.4. ensure the Council meets its statutory responsibilities in terms of best value;
 - 1.6.5. ensure the Council meets its statutory responsibilities in terms of diversity and equalities;
 - 1.6.6. monitor implementation of the Council's business and service development plans, corporate strategies, change programmes, corporate initiatives and service reviews;

- 1.6.7. facilitate and encourage public participation and empowerment ensuring the involvement of citizens, the community, neighbourhood networks, partners and key stakeholders in the committee decision-making process;
- 1.6.8. instruct such performance information as the committee requires to fulfil its remit and monitor overall performance in the delivery of services and the Council's financial performance;
- 1.6.9. set and monitor all relevant grants programmes and award grants;
- 1.6.10. provide scrutiny of those services delegated to the Integration Joint Board. This should include scrutiny of internal controls, performance, quality and compliance with the law;
- 1.6.11. determine any reviews of community asset transfer requests;
- 1.6.12. provide oversight and take decisions on the adaptation and renewal programme;
- 1.6.13. provide oversight and take decisions on matters relating to sustainability and climate change;
- 1.6.14. provide oversight and take decisions on major economic policy and strategy and significant cross-cutting regeneration projects;
- 1.6.15. provide strategic oversight of Edinburgh City Region Deal;
- 1.6.16. advise, agree, scrutinise and review Edinburgh Police and Fire and Rescue Service city-wide plans, policies and performance;
- 1.6.17. consider petitions addressed to the City of Edinburgh Council on matters within the remit of committee, in accordance with the Council's approved Petitions procedure and determine the appropriate action;
- 1.6.18. determine differences between committees except where the difference involves a decision on an individual planning or licensing application; and
- 1.6.19. take all decisions which are not reserved to the Council or delegated to another committee of the Council.

2. Culture and Communities Committee

2.1. **Constitution:** 11 members of the Council as follows:

- 2.1.1. 3 SNP
- 2.1.2. 3 Conservative
- 2.1.3. 2 Labour
- 2.1.4. 2 Green
- 2.1.5. 1 SLD

Convener and Vice Convener

2.2. The Convener and Vice Convener will be members of the City of Edinburgh Council.

Quorum

2.3. Four members will constitute a quorum.

Substitution

2.4. Substitutes are permitted.

Delegated functions

2.5. Power is delegated to the Culture and Communities Committee in relation to the matters listed in paragraph 2.6, to:

- 2.5.1. develop and approve policies, strategies, programmes and projects and work with officers, communities and partners to implement them;
- 2.5.2. take all decisions which are not reserved to the Council or delegated to another committee of the Council;
- 2.5.3. set standards for service delivery and secure value for money;
- 2.5.4. set and monitor corporate standards, consider the necessity of existing service provisions and agree new service proposals;
- 2.5.5. monitor performance, including financial, instructing such performance information as the committee requires to fulfil its remit;
- 2.5.6. monitor arrangements to ensure best value and continuous improvement across all services;
- 2.5.7. facilitate and encourage public, engagement, consultation, participation and feedback;
- 2.5.8. set and monitor all relevant grants programmes and award grants;
- 2.5.9. consider petitions addressed to the City of Edinburgh Council on matters within the remit of committee, in accordance with the Council's

approved Petitions procedure and determine the appropriate action to be taken;

2.5.10. review the impact of the committee's policies on the city.

2.6. The matters referred to in paragraph 2.5 are as follows:

- 2.6.1. Community Justice;
- 2.6.2. community safety
- 2.6.3. health except those matters delegated to another committee or the Integration Joint Board;
- 2.6.4. Cultural development, festivals and events;
- 2.6.5. Sport and Recreation;
- 2.6.6. Arts and museums;
- 2.6.7. Libraries and community centres;
- 2.6.8. Parks and green spaces;
- 2.6.9. community and locality planning
- 2.6.10. community empowerment; and
- 2.6.11. Community Councils.

3. Education, Children and Families Committee

3.1. **Constitution:** 11 members of the Council as follows:

- 3.1.1. 3 SNP
- 3.1.2. 3 Conservative
- 3.1.3. 2 Labour
- 3.1.4. 2 Green
- 3.1.5. 1 SLD

Additional members for education items:

- 3.1.6. 3 Religious Representatives
- 3.1.7. 1 Parent Representative (non-voting)

Convener and Vice Convener

3.2. The Convener and Vice Convener will be members of the City of Edinburgh Council.

Quorum

3.3. Four members will constitute a quorum except in the case of education business where five members will constitute a quorum.

Substitution

3.4. Substitutes are permitted for all members of the Council.

Delegated functions

3.5. Power is delegated to the Education, Children and Families Committee to:

- 3.5.1. exercise all the functions of the Council as education authority (education business), within the terms of the relevant legislation; and
- 3.5.2. exercise the functions as social work authority, within the terms of the relevant legislation, in relation to children.
- 3.6. In addition, in relation to the matters listed in paragraph 3.7, to:
 - 3.6.1. develop and approve policies, strategies, programmes and projects and work with officers, communities and partners to implement them;
 - 3.6.2. take all decisions which are not reserved to the Council or delegated to another committee of the Council;
 - 3.6.3. set standards for service delivery and secure value for money;
 - 3.6.4. set and monitor corporate standards, consider the necessity of existing service provisions and agree new service proposals.
 - 3.6.5. monitor performance, including financial, instructing such performance information as the committee requires to fulfil its remit;
 - 3.6.6. monitor arrangements to ensure best value and continuous improvement across all services;
 - 3.6.7. facilitate and encourage public, engagement, consultation, participation and feedback;
 - 3.6.8. set and monitor all relevant grants programmes and award grants;
 - 3.6.9. consider petitions addressed to the City of Edinburgh Council on matters within the remit of committee, in accordance with the Council's approved Petitions procedure and determine the appropriate action; and
 - 3.6.10. review the impact of the committee's policies on the city.
- 3.7. The matters referred to in paragraph 3.6 are as follows:
 - 3.7.1. the Council's education, children and families services;
 - 3.7.2. Lifelong Learning; and
 - 3.7.3. major capital programmes or projects implementation, asset planning and facilities management for the Council's education, children and families services.

4. Finance and Resources Committee

- 4.1. **Constitution:** 11 members of the Council as follows:
 - 4.1.1. 3 SNP
 - 4.1.2. 3 Conservative
 - 4.1.3. 2 Labour

4.1.4. 2 Green

4.1.5. 1 SLD

Convener and Vice Convener

- 4.2. The Convener and Vice Convener will be members of the City of Edinburgh Council.

Quorum

- 4.3. Four members will constitute a quorum.

Substitution

- 4.4. Substitutes are permitted.

Delegated functions

- 4.5. Power is delegated to the Finance and Resources Committee in relation to matters listed in paragraph 4.6 to:

- 4.5.1. develop and approve policies, strategies, programmes and projects and work with officers, communities and partners to implement them;
- 4.5.2. take all decisions which are not reserved to the Council or delegated to another committee of the Council;
- 4.5.3. set standards for service delivery and secure value for money;
- 4.5.4. set and monitor corporate standards, consider the necessity of existing service provisions and agree new service proposals;
- 4.5.5. monitor performance, including financial, instructing such performance information as the committee requires to fulfil its remit;
- 4.5.6. monitor arrangements to ensure best value and continuous improvement across all services;
- 4.5.7. facilitate and encourage public engagement, consultation, participation and feedback;
- 4.5.8. set and monitor all relevant grants programmes and award grants;
- 4.5.9. consider petitions addressed to the City of Edinburgh Council on matters within the remit of committee, in accordance with the Council's approved Petitions procedure and determine the appropriate action to be taken; and
- 4.5.10. review the impact of the committee's policies on the city.

- 4.6. The matters referred to in paragraph 4.5 are as follows:

- 4.6.1. Council's revenue and capital budgets;

- 4.6.2. Council's expenditure and budget policy;
- 4.6.3. Monitoring the Council's Treasury Management policies and practices;
- 4.6.4. Council's long term financial plan;
- 4.6.5. Procurement and contracts;
- 4.6.6. monitoring of Council debt and debt recovery;
- 4.6.7. Common Good Fund;
- 4.6.8. human resources (not including policy);
- 4.6.9. ICT
- 4.6.10. Disposal and development of Council owned property and land transactions;
- 4.6.11. All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements.

5. Housing, Homelessness and Fair Work Committee

- 5.1. **Constitution:** 11 members of the Council as follows:

- 5.1.1. 3 SNP
- 5.1.2. 3 Conservative
- 5.1.3. 2 Labour
- 5.1.4. 2 Green
- 5.1.5. 1 SLD

Convener and Vice Convener

- 5.2. The Convener and Vice Convener will be members of the City of Edinburgh Council.

Quorum

- 5.3. Four members will constitute a quorum.

Substitution

- 5.4. Substitutes are permitted.

Delegated functions

- 5.5. Power is delegated to the Housing, Homelessness and Fair Work Committee in relation to matters listed in paragraph 5.6 to:
- 5.5.1. develop and approve policies, strategies, programmes and projects and work with officers, communities and partners to implement them;

- 5.5.2. take all decisions which are not reserved to the Council or delegated to another committee of the Council;
 - 5.5.3. set standards for service delivery and secure value for money;
 - 5.5.4. set and monitor corporate standards, consider the necessity of existing service provisions and agree new service proposals;
 - 5.5.5. monitor performance, including financial, instructing such performance information as the committee requires to fulfil its remit;
 - 5.5.6. monitor arrangements to ensure best value and continuous improvement across all services;
 - 5.5.7. facilitate and encourage public, engagement, consultation, participation and feedback;
 - 5.5.8. set and monitor all relevant grants programmes and award grants
 - 5.5.9. consider petitions addressed to the City of Edinburgh Council on matters within the remit of committee, in accordance with the Council's approved Petitions procedure and determine the appropriate action to be taken;
 - 5.5.10. review the impact of the committee's policies on the city.
- 5.6. The matters referred to in paragraph 5.5 are as follows:
- 5.6.1. Housing;
 - 5.6.2. Homelessness and housing support;
 - 5.6.3. Employability and fair work;
 - 5.6.4. Economic development projects and policies that are not reserved to the Policy and Sustainability Committee;
 - 5.6.5. External relations and inward investment; and
 - 5.6.6. Inclusive growth.

6. Transport and Environment Committee

- 6.1. **Constitution:** 11 members of the Council as follows:

- 6.1.1. 3 SNP
- 6.1.2. 3 Conservative
- 6.1.3. 2 Labour
- 6.1.4. 2 Green
- 6.1.5. 1 SLD

Convener and Vice Convener

- 6.2. The Convener and Vice Convener will be members of the City of Edinburgh Council.

Quorum

- 6.3. Four members will constitute a quorum.

Substitution

- 6.4. Substitutes are permitted.

Delegated functions

- 6.5. Power is delegated to the Transport and Environment Committee in relation to the matters listed in paragraph 6.6, to:

- 6.5.1. develop and approve policies, strategies, programmes and projects and work with officers, communities and partners to implement them;
- 6.5.2. take all decisions which are not reserved to the Council or delegated to another committee of the Council or officers;
- 6.5.3. set standards for service delivery and secure value for money;
- 6.5.4. set and monitor corporate standards, consider the necessity of existing service provisions and agree new service proposals;
- 6.5.5. monitor performance, including financial, instructing such performance information as the committee requires to fulfil its remit;
- 6.5.6. monitor arrangements to ensure best value and continuous improvement across all services;
- 6.5.7. facilitate and encourage public, engagement, consultation, participation and feedback;
- 6.5.8. set and monitor all relevant grants programmes and award grants;
- 6.5.9. consider petitions addressed to the City of Edinburgh Council on matters within the remit of committee, in accordance with the Council's approved Petitions procedure and determine the appropriate action to be taken;
- 6.5.10. review the impact of the committee's policies on the city.

- 6.6. The matters referred to in paragraph 6.5 are as follows:

- 6.6.1. Strategic Transport Planning;
- 6.6.2. Traffic management, roads and parking;
- 6.6.3. Public transport;
- 6.6.4. Public Realm Projects;
- 6.6.5. Flood prevention;
- 6.6.6. Waste services;
- 6.6.7. Environmental health and trading standards; and
- 6.6.8. Street cleaning and open space maintenance.

7. Governance, Risk and Best Value Committee

7.1. **Constitution:** 11 members of the Council as follows:

- 7.1.1. 3 SNP
- 7.1.2. 3 Conservative
- 7.1.3. 2 Labour
- 7.1.4. 2 Green
- 7.1.5. 1 SLD

Convener

7.2. The Convener of the committee will be a member of the opposition.

7.3. The Conveners and Vice Conveners of the following Committees shall not be eligible to serve as members of the Governance, Risk and Best Value Committee:

- 7.3.1 The Policy and Sustainability Committee;
- 7.3.2 The Culture and Communities Committee;
- 7.3.3 The Education, Children and Families Committee;
- 7.3.4 The Finance and Resources Committee;
- 7.3.5 The Housing, Homelessness and Fair Work Committee; and
- 7.3.6 The Transport and Environment Committee.

Quorum

7.3. Four members of the Governance, Risk and Best Value Committee will constitute a quorum.

Substitution

7.4. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Chief Executive.

Delegated functions

7.5. Power is delegated to the Governance, Risk and Best Value Committee to exercise the following functions:

7.5.1. To monitor the financial performance of the Council and its subsidiary undertakings, the effectiveness of the Council's audit and inspection, risk management and governance arrangements and of the control environment of the Council and associated anti-fraud and anti-corruption arrangements; including:

7.5.2. Scrutinising information on:

- (a) Council Budgets;

- (b) Management of Council assets;
 - (c) The Council's Treasury Management strategy and policies;
 - (d) Control, monitoring and review of income and expenditure, both revenue and capital;
 - (e) Council subsidiaries ;
 - (f) Council Companies (excluding those associated with the pension fund);
 - (g) Children's Panel; and
 - (h) Common Good Fund.
- 7.5.3. Monitoring the annual audit plan and reviewing all Council audit and inspection work against the plan.
- 7.5.4. Receiving and considering summaries of internal and external audit reports which relate to any issue falling within the remit of this committee.
- 7.5.5. Monitoring internal controls, corporate risk management and key operational governance areas.
- 7.6. Scrutiny on a specific issue should follow a committee decision.
- 7.7. To instruct a report on any matter within the remit of an executive committee but where a decision is yet to be taken; the report as instructed will initially be considered by the executive committee.
- 7.8. Referring back to the appropriate Executive Committee for its consideration any financial performance issue, which might have implications for policy development within the remit of the Executive Committee
- 7.9. To scrutinise the operational performance of all council services and Council subsidiaries in relation to the Council's agreed pledges, outcomes, policy objectives and statutory performance targets, including:
- 7.9.1. considering information that relate to issues falling within the remit of Council services, including complaints handling, customer care and ombudsman reports;
 - 7.9.2. monitoring employment, organisational development and equalities issues as they relate to the operation of the council corporately and to its individual services; and
 - 7.9.3. scrutinising major projects and programmes, service reviews and transformational change.

- 7.10. To invite Conveners or Vice-Conveners to attend committee, and where appropriate, to question and hold them to account on the operational or financial performance of any service area falling within their remit.
- 7.11. To refer back to the appropriate Executive Committee for its consideration any service performance issues that might have implications for policy development coming within the remit of the Executive Committee
- 7.12. To initiate and undertake planned scrutiny reviews of any matter falling within the remit of this committee or specific scrutiny reviews requested by an Executive Committee.
- 7.13. To promote the observance by Councillors of high standards of conduct and assist them in observing the code of conduct, in accordance with any guidance issued by the Standards Commission for Scotland.
- 7.14. To report, as required, on any matter within the committee's remit to Council.

Other Committees

8. Chief Official Personnel Assessment Committee

- 8.1. **Constitution:** 5 members of the Council as follows:

- 8.1.1. 1 SNP
- 8.1.2. 1 Conservative
- 8.1.3. 1 Labour
- 8.1.4. 1 Green
- 8.1.5. 1 SLD

- 8.2. A member of this Committee can not be a member of the Chief Official Personnel Hearing Committee or the Personnel Appeals Committee. Councillors must have undertaken and completed appropriate training specified by the Head of Human Resources.

Convener

- 8.3. The Convener will be a member of the City of Edinburgh Council.

Quorum

- 8.4. Two members of the Chief Official Personnel Assessment Committee will constitute a quorum

Substitution

- 8.5. Substitutes are permitted

Delegated functions

- 8.6. Power is delegated to the Chief Official Personnel Assessment Committee:

- 8.6.1. To decide whether a formal investigation is required into allegations against the Chief Executive and other chief officials, and if so request that the Monitoring Officer or the Head of Human Resources appoint an appropriate Investigating Officer;
- 8.6.2. To decide whether to suspend the Chief Executive and other chief officials on full pay, following a decision to formally investigate allegations and following advice from the Head of Human Resources;
- 8.6.3. To decide, following a report by the Investigating Officer, whether the Chief Official Personnel Hearing Committee should meet to consider the disciplinary hearing; and
- 8.6.4. To advise the Chief Official Personnel Hearing Committee whether they consider the allegation(s) if substantiated to constitute misconduct or gross misconduct.

9. Chief Official Personnel Hearing Committee

- 9.1. **Constitution:** 5 members of the Council as follows:

- 9.1.1. 1 SNP
- 9.1.2. 1 Conservative
- 9.1.3. 1 Labour
- 9.1.4. 1 Green
- 9.1.5. 1 SLD

- 9.2. A member of this Committee can not be a member of the Chief Official Personnel Assessment Committee or the Personnel Appeals Committee. Councillors must have undertaken and completed appropriate training specified by the Head of Human Resources.

Convener

- 9.3. The Convener will be a member of the City of Edinburgh Council.

Quorum

- 9.4. Two members of the Chief Official Personnel Hearing Committee will constitute a quorum

Substitution

- 9.5. Substitutes are permitted.

Delegated functions

- 9.6. Power is delegated to the Chief Official Personnel Hearing Committee:
 - 9.6.1. To decide following a fair hearing whether allegations against the Chief Executive and other chief officials have been substantiated; and

- 9.6.2. To dismiss or take any other form of disciplinary action in line with the disciplinary policy for chief officials;

10. Committee on Discretionary Rating Relief Appeals

- 10.1. **Constitution:** 5 members of the Council as follows:

- 10.1.1. 1 SNP
- 10.1.2. 1 Conservative
- 10.1.3. 1 Labour
- 10.1.4. 1 Green
- 10.1.5. 1 SLD

Convener

- 10.2. The Convener will be a member of the City of Edinburgh Council.

Quorum

- 10.3. Two members of the Committee on Discretionary Rating Relief Appeals will constitute a quorum

Substitution

- 10.4. Substitutes are permitted.

Delegated functions

- 10.5. Power is delegated to the Committee on Discretionary Rating Relief Appeals:

- 10.5.1. To review decisions taken by the Executive Director of Resources to refuse discretionary rating relief;
- 10.5.2. To consider representations from organisations or individuals, justifying the granting of discretionary rating relief to them;
- 10.5.3. To decide whether or not to grant discretionary rating relief as a result of considering the organisation's or individual's representations; and
- 10.5.4. To decide what, if any, conditions should be fulfilled prior to discretionary rating relief being granted.

11. Leadership Advisory Panel

- 11.1. **Constitution:** 5 members of the Council as follows:

- 11.1.1. Leader of the Council
- 11.1.2. Deputy Leader of the Council
- 11.1.3. Conservative Group Leader
- 11.1.4. Green Group Leader
- 11.1.5. Scottish Liberal Democrat Group Leader
- 11.1.6. three statutory representatives, appointed by the Education, Children and Families Committee when considering education business

Convener

- 11.2. The Convener of the Committee will be the Leader of the Council.

Quorum

- 11.3. Two members of the Leadership Advisory Panel will constitute a quorum except on education business when the quorum will be three members.

Substitution

- 11.4. Substitutes are permitted for members of the Council only

Delegated functions

- 11.5. Power is delegated to the Leadership Advisory Panel:

- 11.5.1. To decide any matter of urgency arising during any recess period, subject to the provision of any relevant enactment, to exercise all functions of the Council or Committee, which would otherwise have dealt with the matter that:

- (a) cannot await the resumption of the normal meetings timetable; and
- (b) cannot appropriately be decided by the Chief Executive or Executive Director in accordance with urgency provisions within these Committee Terms of Reference.

12. Planning Committee

- 12.1. **Constitution:** 11 members of the Council as follows:

- 12.1.1. 3 SNP
- 12.1.2. 3 Conservative
- 12.1.3. 2 Labour
- 12.1.4. 2 Green
- 12.1.5. 1 SLD

Convener

- 12.2. The Convener and Vice-Convener will be members of the City of Edinburgh Council.

Quorum

- 12.3. Four members of the Planning Committee will constitute a quorum.

Substitution

- 12.4. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Chief Planning Officer.

Delegated functions

12.5. Power is delegated to the Planning Committee:

- 12.5.1. To exercise the functions of the Council as planning, building standards and statutory addressing authority and to determine planning policies including:
 - (a). Development frameworks including public realm for place making;
 - (b). Strategic Infrastructure;
 - (c). Non-statutory planning guidance;
 - (d). designate and review conservation areas;
 - (e). management plans for world heritage sites.
- 12.5.2. To express and interpret these policies as specific tasks and projects and set service standards;
- 12.5.3. To review performance in the delivery of services, the achievement of service standards and the impact of the Committee's activities on the City;
- 12.5.4. To conduct relations with external bodies relevant to the Committee's service responsibilities, including approval of a response to proposals by other authorities or bodies on which the Council is being consulted;
- 12.5.5. To appoint representatives on outside bodies relevant to the committee's service responsibilities;
- 12.5.6. To consider the development and use of land in the city and wider city region and approve relevant stages of the local development plan and to refer it to Council for adoption;
- 12.5.7. To take decisions in pursuit of the committee's policies, subject to compliance with corporate personnel and financial policies and regulations;
- 12.5.8. To determine any charges for services provided by the committee; and
- 12.5.9. To provide financial assistance, in pursuit of the committee's policies.

13. Pensions Committee

13.1. Constitution: 7 members including 5 members of the Council as follows:

- 13.1.1. 1 SNP
- 13.1.2. 1 Conservative

13.1.3. 1 Labour

13.1.4. 1 Green

13.1.5. 1 SLD

13.1.6. 2 external members representing the employers and members in the pension funds.

- 13.2. The Pensions Committee will also be attended and overseen by the Pension Board, a body constituted under the Public Services Pensions Act 2013 and the Local Government Pension Scheme (Governance) (Scotland) Regulations 2014 and with powers regulated by the United Kingdom Pensions Regulator. The constitution and operations of the Pension Board will be determined in accordance with regulation and, where appropriate, considered and approved by the Pension Board and/or the Pensions Committee.

Convener

- 13.3. The Convener will be a member of the City of Edinburgh Council.

Quorum

- 13.4. Three members of the Pensions Committee will constitute a quorum.

Substitution

- 13.5. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Executive Director of Resources.

Delegated functions

- 13.6. Power is delegated to the Pensions Committee:

- 13.6.1. exercise all functions of the pension funds and associated legal and corporate structures, within the terms of the legislation;
- 13.6.2. determine the overall policy objectives of the pension funds in accordance with the best interests of fund members and employers and within all applicable legislation;
- 13.6.3. determine the strategy for the investment of pension funds monies including the variety and suitability of investments and to review and monitor investment arrangements;
- 13.6.4. ensure appropriate investment management arrangements are in place for pension funds monies and to review investment manager performance;
- 13.6.5. establish and maintain arrangements for the effective management and administration of the pension funds including staffing and budgetary arrangements.
- 13.6.6. approve the allocation of resources to the Lothian Pension Fund group for the operation and administration of the pension funds from the assets of the pension funds in accordance with the applicable

- pension regulations, including the approval of segregated financial arrangements and accounts for the pension funds and the agreement of contracts;
- 13.6.7. to appoint members to the Pension Board and approve bespoke terms of reference and standing orders where allowable under the Council framework for the Pensions Committee and the Pension Board as required to accommodate the applicable pensions and financial services regulation;
- 13.6.8. approve responses to consultation papers issued by government and other authorities; and
- 13.7. monitor overall performance of the pension funds in the delivery of services and financial performance, consider all matters in respect of the pension funds including:
 - 13.7.1. determining policies for the management and regulation of the Lothian Pension Fund group and within the strategic policy and planning framework approved by the Council;
 - 13.7.2. approving strategies, programmes and projects and work with officers and partners to implement them;
 - 13.7.3. setting standards for service delivery;
 - 13.7.4. securing best value in the provision of services and reviewing the control and assurance environment (including internal audit processes) for the Lothian Pension Fund group;
 - 13.7.5. taking all executive decisions in respect of the pension funds which are not reserved to the Council or delegated to another committee of the Council;
 - 13.7.6. ensuring systematic appraisal of the control environment and framework of internal controls in respect of the Lothian Pension Fund to provide reasonable assurance of effective and efficient operations and compliance with laws and regulations;
 - 13.7.7. promoting the development of an appropriate risk management strategy and risk management procedures;
 - 13.7.8. ensuring highest standards of probity and public accountability;
 - 13.7.9. ensuring sound financial procedures are in place for authorising and monitoring expenditure;
 - 13.7.10. agreeing internal audit plans and to ensure internal audit work is properly planned with due regard to risk, materiality and coverage;
 - 13.7.11. overseeing and review action taken on internal audit recommendations;

- 13.7.12. reviewing all matters relating to external audit, including audit plan, action points and reports, and to monitor implementation of external audit recommendations; and
- 13.7.13. promoting, monitoring and developing continuous improvement.

14. Personnel Appeals Committee

- 14.1. **Constitution:** 9 members of the Council as follows:

- 14.1.1. 3 SNP
- 14.1.2. 2 Conservatives
- 14.1.3. 2 Labour
- 14.1.4. 1 Green
- 14.1.5. 1 Scottish Liberal Democrat

Convener

- 14.2. The Convener will be a member of the City of Edinburgh Council.

Quorum

- 14.3. Three members of the Personnel Appeals Committee will constitute a quorum.

Substitution

- 14.4. Substitutes are permitted.

Delegated functions

- 14.5. Power is delegated to the Personnel Appeals Committee to:

- 14.5.1. hear and decide appeals on a decision taken, or a failure to take a decision, by an Executive Director, or his/her nominee, under the Procedures for Hearing Employee Grievances.

- 14.5.2. hear and decide appeals to a decision to:

- (a). dismiss or take other forms of punitive disciplinary action; and
- (b). issue a warning, oral or written under the Procedure for Consideration of Appeals by Executive Directors against Disciplinary Action and the Procedure for Consideration of Appeals against Disciplinary Action.

- 14.5.3. hear and decide disputes under the Avoidance of Industrial Disputes Procedure.

- 14.5.4. decide appeals from teaching staff in regard to the application and interpretation of the terms of the Scheme of Salaries and Conditions of Service for Teaching Staff in School Education.

- 14.5.5. hear and decide appeals to decisions by the Chief Official Personnel Hearing Committee.

15. Placing in Schools Appeals Committee

- 15.1. **Constitution:** One person from each of the following panels:

- 15.2. Panel 1 All members of Council and religious representatives on the Education, Children and Families Committee.

Panel 2 Parents of children of school age.

Panel 3 Persons with experience in education and acquainted with educational conditions in the Council's area, nominated by the Executive Director for Communities and Families.

Chair

- 15.3. Each meeting appoints a Chair.

Quorum

- 15.4. Three members of the Placing in Schools Appeals Committee will constitute a quorum.

Substitution

- 15.5. Substitutes are only permitted from the same Panel.

Delegated functions:

- 15.6. Power is delegated to the Placing in Schools Appeals Committee:

15.6.1. To hear and decide appeals against decisions of the Council to refuse placing requests and exclude pupils all in terms of Section 28 C, D, E, G and H of the Education (Scotland) Act 1980 as amended; and

15.6.2. To consider appeals against decisions by the Executive Director of Communities and Families to refuse early admission to school.

16. Committee on Pupil Student Support

- 16.1. **Constitution:** 5 members of the Council as follows:

16.1.1. 1 SNP

16.1.2. 1 Conservative

16.1.3. 1 Labour

16.1.4. 1 Green

16.1.5. 1 SLD

16.1.6. 1 religious representative from the Education, Children and Families Committee

Convener

- 16.2. The Convener will be a member of the City of Edinburgh Council.

Quorum

- 16.3. Two members of the Committee on Pupil and Student Support will constitute a quorum.

Substitution

- 16.4. Substitutes are permitted.

Delegated functions:

- 14.5. To consider school placing requests for the P1 and S1 intakes for August in each year where parents/guardians/carers have set out exceptional reasons in their applications for places in oversubscribed schools.
- 14.6. To decide if there are exceptional circumstances which apply to each individual child or young person and to determine the priority order on waiting lists for that specific child or young person.

Note: The Committee cannot grant individual placing requests even if it has decided that exceptional circumstances exist; places can only be awarded in these circumstances by the Placing in Schools Appeal Committee.

17. Recruitment Committee

- 17.1. **Constitution:** 7 members of the Council as follows:

- 17.1.1. Leader of Council
- 17.1.2. Deputy Leader of the Council
- 17.1.3. Convener of the Finance and Resources Committee
- 17.1.4. Appropriate Convener or Vice-Convener for the role
- 17.1.5. A representative from each of the opposition groups

Convener

- 17.2. The Convener of the committee will be the Leader of the Council.

Quorum

- 17.3. Three members of the Recruitment Committee will constitute a quorum.

Substitution

- 17.4. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Chief Executive and in line with the relevant Council policy.

Delegated functions

- 17.5. Power is delegated to the Recruitment Committee to short list and interview candidates and recommend an appointment to the Council for posts at Chief Executive, Executive Director and Heads of Service Division level (Chief Officials).

18. Regulatory Committee

- 18.1. **Constitution:** 9 members of the Council as follows:

- 18.1.1. 3 SNP
- 18.1.2. 2 Conservative
- 18.1.3. 2 Labour
- 18.1.4. 1 Green
- 18.1.5. 1 Scottish Liberal Democrat

Convener

- 18.2. The Convener and Vice-Convener will be members of the City of Edinburgh Council.

Quorum

- 18.3. Four members will constitute a quorum.

Substitution

- 18.4. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Chief Executive.

Delegated functions

- 18.5. Power is delegated to the Regulatory Committee to:

- 18.5.1. exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982 and other statutory provisions which are not within the remit of any other Committee.
- 18.5.2. exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee.
- 18.5.3. determine individual applications for registration and licences under the Civic Government (Scotland) Act and other statutory provisions which are not delegated to officers, in accordance with approved policies.
- 18.5.4. express and interpret licensing policies as specific projects, to set service standards and monitor performance in the delivery of services including financial performance relating to Regulatory Committee matters.
- 18.5.5. liaise with external bodies relevant to the Committee's service area, considering and approving responses to consultation proposals.
- 18.5.6. appoint representatives to outside bodies within the Committee's remit.

- 18.5.7. approve charges as required by statute and determine licence fees.
- 18.5.8. determine applications for road construction consent which are not delegated to the Executive Director of Place.
- 18.5.9. determine applications for permission to place tables and chairs on footways which are recommended for refusal by the Executive Director of Place.
- 18.5.10. exercise the Council's responsibilities in respect of safety at sports grounds.
- 18.5.11. exercise the Council's functions regarding notification of parades and processions so far as not delegated to officers.

19. The City of Edinburgh Planning Local Review Body

- 19.1. **Constitution:** 5 members of the Council as follows:

- 19.1.1. Any five members who are also members of the Planning Committee but not the Convener of the Planning Committee.

Convener

- 19.2. Each meeting appoints a Convener.

Quorum

- 19.3. Three members of the City of Edinburgh Planning Review Body will constitute a quorum.

Substitution

- 19.4. Substitutes are only permitted from the pool of trained members of the Planning Committee.

Delegated functions:

- 19.5. Power is delegated to the City of Edinburgh Planning Local Review Body to fulfil the obligations of the Council, as planning authority, under section 43A of the Town and County Planning (Scotland) Act 1997 for the conduct of reviews.

20. Committee on the Jean F Watson Bequest

- 20.1. **Constitution:** 8 members of the council as follows:

- 20.1.1. 2 SNP
- 20.1.2. 2 Conservative
- 20.1.3. 2 Labour
- 20.1.4. 1 Green
- 20.1.5. 1 Scottish Liberal Democrat

- 20.1.6. one nominee of Friends of City Art Centre
- 20.1.7. two external members appointed by the Executive Director of Resources, in consultation with the Convener.

Convener

- 20.2. The Convener of the Committee will be a member of the City of Edinburgh Council.

Quorum

- 20.3. Four members of the Committee on the Jean F Watson Bequest will constitute a quorum.

Substitution

- 20.4. Substitutes are permitted.

Delegated functions:

- 20.5. Power is delegated to the Committee on the Jean F Watson Bequest to:
 - 20.5.1. Use monies from the Jean F Watson Bequest to purchase and commission for the City's collection works of artists and craftspeople born, practising in, or otherwise associated with Scotland, and in particular Edinburgh; all decisions to be guided by the Collection and Disposal Policy for the City Museums and Galleries.
 - 20.5.2. Use monies from the Catherine E Cowper Trust to purchase and commission items for the Museum of Childhood; all decisions to be guided by the Collection and Disposal Policy for the City Museums and Galleries.

21. Community Council Independent Complaints Panel

- 21.1. **Constitution:** All members of the Council with each panel consisting of three elected members.
- 21.2. Councillors whose ward is where the Community Council subject to the complaint is a member will not be eligible for that Panel meeting.

Convener

- 21.3. The Convener of the Committee will be a member of the City of Edinburgh Council.

Quorum

- 21.4. Three members of the Community Council Independent Complaints Panel will constitute a quorum.

Delegated functions:

21.5. Power is delegated to the Community Council Independent Complaints Panel to:

21.5.1. Make a final determination of the complaint against a community councillor.

21.5.2. Apply the following sanctions:

- (a). Censure of behaviour and a written undertaking to behave in accordance with the Scheme's Code of Conduct.
- (b). Suspension from community council meetings and activities for a period of time to be agreed by a majority of the Panel.
- (c). Request by a majority of the panel members for the named community councillor to step down.
- (d). In serious cases, an expulsion from the community council, approved by a unanimous vote of the Panel.

21.5.3. Make recommendations to the relevant community council; and

21.5.4. Make recommendations to the City of Edinburgh Council.

Sub-Committees

22. Development Management Sub-Committee (Parent: Planning Committee)

22.1. **Constitution:** All 11 members of the Planning Committee, as follows: -

- 22.1.1. 3 SNP
- 22.1.2. 3 Conservative
- 22.1.3. 2 Labour
- 22.1.4. 2 Green
- 22.1.5. 1 Scottish Liberal Democrat

Convener

22.2. The Convener will be a member of the City of Edinburgh Council.

Quorum

22.3. Four members of the Development Management Sub-Committee will constitute a quorum.

Substitution

22.4. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Chief Planning Officer.

Delegated Functions

22.5. To discharge all functions of Management of Development Control required under the Planning Acts including the determination of planning applications (except for applications under the Council's Scheme of Delegation for Local Developments).

22.6. To determine applications for High Hedge Notices and withdraw or vary such notices as prescribed under the High Hedges (Scotland) Act 2013.

22.7. To determine cases for street naming and the numbering of properties.

23. Licensing Sub-Committee (Parent: Regulatory Committee)

23.1. **Constitution:** 9 members of the Council as follows:

- 23.1.1. 3 SNP
- 23.1.2. 2 Conservative
- 23.1.3. 2 Labour
- 23.1.4. 1 Green
- 23.1.5. 1 Scottish Liberal Democrat

Convener

23.2. The Convener of the Licensing Sub-Committee is the Convener of the Regulatory Committee.

Quorum

- 23.3. Three members constitute a quorum.

Substitution

- 23.4. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Chief Executive.

Delegated functions:

- 23.5. Power is delegated to the Licensing Sub-Committee to:

- 23.5.1. exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982 and other statutory provisions which are not within the remit of any other Committee;
- 23.5.2. exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee;
- 23.5.3. determine individual applications for registration and licences under the Civic Government (Scotland) Act and other statutory provisions which are not delegated to officers, in accordance with approved policies;
- 23.5.4. determine applications for road construction consent not delegated to the Executive Director of Place;
- 23.5.5. determine applications for permission to place tables and chairs on footways recommended for refusal by the Executive Director of Place;
- 23.5.6. exercise the Council's responsibilities in respect of safety at sports grounds; and
- 23.5.7. exercise the Council's functions regarding notification of parades and processions so far as not delegated to officers.

24. Pensions Audit Sub-Committee (Parent: Pensions Committee)

Constitution

- 24.1. Three members from the Pensions Committee of which a minimum are two City of Edinburgh elected members.
- 24.2. Two non-voting members of the Pension Board will also be able to attend the Pensions Audit Sub-Committee to oversee its activities.

Quorum

- 24.3. Two members of the Pensions Audit Sub Committee will constitute a quorum.

Convener

- 24.4. The Convener of the Pensions Audit Sub-Committee will be appointed from the membership of the Pensions Committee, excluding the Convener of that committee.

Substitution

- 24.5. Substitutes are permitted from members of the Council who have undertaken and completed appropriate training specified by the Executive Director of Resources.

Delegated functions

- 24.6. Power is delegated to the Pensions Audit Sub-Committee to consider and make appropriate recommendation(s) to the Pensions Committee:

- 24.6.1. To ensure systematic appraisal of the control and assurance environment and framework of internal control (including internal audit processes) of pension funds to provide reasonable assurance of the effective and efficient operations and compliance with laws and regulations;
- 24.6.2. To promote the development of an appropriate risk management strategy and risk management procedures;
- 24.6.3. To ensure the highest standards of probity and public accountability;
- 24.6.4. To ensure sound financial procedures are in place for authorising and monitoring expenditure and the allocation of pension fund resources;
- 24.6.5. To consider and scrutinise an annual report on any companies owned by the Council that are connected to the activities of the pension funds and the Lothian Pension Fund group;
- 24.6.6. To review the consolidated annual financial statements of the pension funds/Lothian Pension Fund group and the International Standard on Auditing 260 (ISA 260) communication of audit matters;
- 24.6.7. To agree internal audit plans and to ensure that internal audit work is planned with due regard to risk, materiality and coverage;
- 24.6.8. To oversee in light of the audit plan the performance of the audit service;
- 24.6.9. To oversee and review action taken on internal audit recommendations; and
- 24.6.10. To review all matters relating to external audit, including audit planning, action points and reports, and to monitor the implementation of external audit recommendations.

25. Property Sub-Committee (Parent: Finance and Resources Committee)

- 25.1. **Constitution:** 10 members of the Council as follows:

- 25.1.1. 3 SNP
- 25.1.2. 3 Conservative
- 25.1.3. 2 Labour
- 25.1.4. 1 Green
- 25.1.5. 1 SLD

Convener

- 25.2. The Convener will be a member of the City of Edinburgh Council.

Quorum

- 25.3. Four members of the Property Sub-Committee will constitute a quorum.

Substitution

- 25.4. Substitutes are permitted.

Delegated functions:

- 25.5. Power is delegated to the Property Sub-Committee to:
- 25.5.1. oversee the work of the Edinburgh Shared Repairs Service;
 - 25.5.2. to take decisions in relation to the Council's Shared Repair Service that fall within the remit of the Finance and Resources Committee in relation to financial and legal risks; and
 - 25.5.3. consider any outstanding issues that require detailed scrutiny in relation to the closure of the Property Conservation Programme Momentum project.

26. Special Sub-Committee on Adult Social Care (Parent: Culture and Communities Committee)

- 26.1. **Constitution:** 5 members of the Council as follows:

- 26.1.1. 1 Labour
- 26.1.2. 1 SNP
- 26.1.3. 1 Conservative
- 26.1.4. 1 Green
- 26.1.5. 1 SLD

Convener

- 26.2. The parent committee appoints the Convener.

Quorum

- 26.3. Two members of the Special Sub-Committee on Adult Social Care will constitute a quorum.

Substitution

- 26.4. Substitutes are permitted.

Delegated functions

- 26.5. Power is delegated to the Special Sub-Committee on Adult Social Care to:
- 26.5.1. maintain an overview of the quality of social work experience for Edinburgh's citizens by considering reports of HMI, SWIA, and Care Commission inspections and internal reviews of health and social care establishments and services, and action taken;
 - 26.5.2. monitor the implementation of new initiatives relating to quality;
 - 26.5.3. maintain an overview of the implementation of national and local policies.
 - 26.5.4. address issues relating to the work of services which arise during the course of the business of the sub-committee and make recommendations to the Culture and Communities Committee;
 - 26.5.5. celebrate the success of services, including identification of examples of good practice; and
 - 26.5.6. provide a high quality experience for officers and sub-committee members by adopting an agreed set of protocols for the conduct of Special Sub-Committees.

27. Sub-Committee on Standards for Children and Families (Parent: Education, Children and Families Committee)

- 27.1. **Constitution:** 9 Members of the Council as follows:

27.1.1. 3 SNP

27.1.2. 2 Conservative

27.1.3. 2 Labour

27.1.4. 1 Green

27.1.5. 1 Scottish Liberal Democrat

Convener

- 27.2. The parent committee will appoint the convener.

Quorum

- 27.3. Three members will constitute a quorum.

Substitution

- 27.4. Substitutes are permitted.

Delegated functions

- 27.5. Power is delegated to the Sub-Committee on Standards for Children and Families to:
- 27.5.1. Provide oversight of the quality of education and care experiences for young people in the City of Edinburgh by scrutinising the reports and follow up actions of Education Scotland inspections in schools;
 - 27.5.2. Consider an annual report on Care Inspectorate inspections in early years provision;
 - 27.5.3. Consider individual reports on Care Inspectorate inspections in residential schools, care services for children and local authority reviews of service areas, establishments and units;
 - 27.5.4. Monitor the implementation of initiatives relating to quality improvement and assurance, and attainment and achievement;
 - 27.5.5. Maintain an overview of the implementation of national and local policies specifically related to quality standards by officers, establishments and services;
 - 27.5.6. Contribute to the support and challenge agenda within the context of establishment plans; and
 - 27.5.7. Celebrate the success of establishments, units, teams and the service including recognising items of good practice.

CITY OF EDINBURGH COUNCIL

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CITY OF EDINBURGH COUNCIL

SCHEME OF DELEGATION TO OFFICERS

1. GENERAL

1.1 This Scheme of Delegation to Officers ("**Scheme**") applies from 18 March 2021 and sets out the powers delegated by the City of Edinburgh Council ("**Council**") to officers, pursuant to the Local Government (Scotland) Act 1973. The Scheme is intended to facilitate the efficient conduct of Council business by clearly setting out the nature and extent of the powers delegated to officers by the Council.

1.2 The powers delegated to officers in terms of this Scheme are subject to change by act of Council in accordance with the Standing Orders of the Council.

1.3 The Local Government (Scotland) Act 1973 requires the Council to maintain a list specifying those powers which are exercisable by officers and stating the title of the officer who exercises that power. The lists of powers are set out in this Scheme.

1.4 In this Scheme:

(a) a reference to "**Executive Director**" means any of the Executive Directors of the Council or the Chief Officer - Edinburgh Health and Social Care Partnership (and "**Executive Directors**" shall be interpreted accordingly);

(b) a reference to a statute or statutory provision:

(i) is a reference to it as amended, extended or re-enacted from time to time;
and

(ii) shall include all subordinate legislation made from time to time under that statute or statutory provision;

(c) any reference to this Scheme shall include the appendices to the Scheme ("**Appendices**" and each an "**Appendix**");

(d) a reference to "**Council Policies**" shall include all and any policies approved

- (e) references to paragraphs are to paragraphs of this Scheme; and
- (f) headings are for convenience, do not form part of this Scheme and shall not be used in its interpretation.

Principles of delegation

1.5 Officers to whom power is delegated in terms of this Scheme must exercise their powers in accordance with the following principles:

- (a) the decision or action must not be a matter (“**Reserved Matter**”):
 - (i) reserved by law to the Council or a Committee or sub-committee of the Council (“**Committee**”); or
 - (ii) that the Council or a Committee has expressly determined should be discharged otherwise than by an officer;
- (b) the decision or action must not alter or be contrary to law or to policy set by the Council and its Committees;
- (c) the decision or action must be taken in accordance with the Council’s Standing Orders as amended from time to time;
- (d) the decision or action must be taken in accordance with the Financial Regulations and Corporate Debt Policy as amended from time to time and comply with the financial limits set out in those documents;
- (e) the financial consequences of the decision or action must be contained within the budget approved by Council for the financial year in question;
- (f) the decision or action must not give rise to a conflict of interest as set out in the Council’s code of conduct for employees; and
- (g) elected members must be appropriately consulted, and officers must comply with the provisions of paragraph 2 of this Scheme.

1.6 If there is a question or dispute on whether a decision taken or proposed to be taken by an officer contravenes the provisions of this Scheme, it will be decided by the Chief Executive in consultation with the Leader of the Council (or the deputy Leader if the Leader is absent).

1.7 Each Executive Director shall have authority to take all decisions or actions necessary to implement a policy approved by or a decision previously taken by the Council or a Committee or which facilitate or are conducive to the implementation of such a policy or decision.

2. CONSULTATION WITH ELECTED MEMBERS

Politically controversial matters and material decisions

2.1 Where a decision or action proposed to be taken under delegated powers is likely to be regarded as politically controversial or is a decision (“**Material Decision**”) that will have or is likely to have:

- (a) a significant effect on financial, reputational or operational risk; and/or
- (b) a significant impact on service delivery or performance;

the appropriate elected members will be consulted before any decision or action is taken. Appropriate elected members will include the relevant convener or vice- convener(s) and, where appropriate, the Leader and/or deputy Leader.

Local Members

2.2 Where a decision or action relates to a particular ward or wards (and not to the whole area of the Council) and is likely to directly affect the ward interests of a local member or members, those members will be consulted before any decision or action is taken (save in the case of matters of a routine or confidential nature).

Responsibility to inform

2.3 It is the responsibility of the Chief Executive or relevant Executive Director to keep the elected members of the Council appropriately informed about activity arising within the scope of the delegated authority under this Scheme.

Reports

2.4 The Council or any Committee may require the Chief Executive or Executive Directors to submit reports on the decisions taken and action authorised by them under delegated authority. The Chief Executive or relevant Executive Director shall submit a report in relation to any Material Decision to Council or the appropriate Committee.

3. DELEGATION

Delegated authority

- 3.1 The Council delegates authority for certain powers or functions to the Chief Executive, Executive Directors and service directors as detailed in this Scheme.
- 3.2 In the event that the Chief Executive, Executive Director is unavailable, his/her deputy or the relevant service director will have delegated authority to take urgent decisions in the absence of the Chief Executive or Executive Director.
- 3.3 The Chief Executive or Executive Directors may sub-delegate their delegated powers to their deputy or service director or such other officer(s) in their service area as they may consider appropriate. Each officer to whom powers are delegated may sub-delegate to such other officers in their service area as they may consider appropriate. This will be in each case the officer of an appropriate level of seniority who is most closely involved with the matter in question. The Chief Executive and Executive Directors will remain accountable for decisions taken by their sub-delegates.
- 3.4 Sub-delegation of functions by any officer to another officer in accordance with this Scheme will not prevent the officer from whom the authority is being delegated from also discharging those functions.
- 3.5 Where authority has been sub-delegated by one officer to another in accordance with this Scheme, such authority can be revoked at any time without prejudice to any previous decisions made under that authority.
- 3.6 Certain functions (“**Statutory Functions**”) must, by law, be carried out by certain statutory officers. The Council delegates authority to those statutory officers (“**Statutory Officers**”) to carry out the Statutory Functions. A list of the Statutory Functions and the Statutory Officers can be found in Appendix 8.

- 3.7 The authority delegated to the Chief Executive and Executive Directors in terms of this Scheme shall not include any Statutory Function, which shall be exercised by the appropriate Statutory Officer.
- 3.8 Legislation requires that certain functions be exercised by a "**proper officer**". This Scheme sets out Council officers who are designated as proper officers in relation to functions. An officer who is designated as a proper officer by this Scheme may also designate in writing other officer(s) in his or her service area to exercise his or her functions as proper officer. Such designation can be revoked at any time by the designating officer without prejudice to any previous actions taken under that designation. Designated proper officers are set out in paragraph 5 of Appendix 1, paragraph 21 of Appendix 7 and in Appendix 9.
- 3.9 Appropriate records must be kept of any sub-delegations of powers made under the Scheme.

Material Decisions

- 3.10 Notwithstanding the terms of any delegation of authority to Executive Directors or other officers in terms of this Scheme, all Material Decisions shall be taken in consultation with the Corporate Leadership Team ("**CLT**"). It is intended that this will engender greater transparency; foster a collegiate culture of collective decision-making among Executive Directors; and ensure proper corporate oversight, scrutiny and challenge of Material Decisions.
- 3.11 It is the responsibility of each Executive Director or other officer to whom powers are delegated to consider whether a decision or action in relation to a matter delegated to him/her is a Material Decision and in the case of an officer other than an Executive Director, to bring it to the attention of the relevant Executive Director and/ or Statutory Officers. The relevant Executive Director/ or Statutory Officer will bring any Material Decision to the next available meeting of the CLT.
- 3.12 In the case of any Material Decision that relates to a Statutory Function, the provisions of paragraphs 2.1 and 3.12 of this Scheme shall be without prejudice to the legal duties and responsibilities of the relevant Statutory Officer.
- 3.13 The provisions of paragraph 3.12 of this Scheme shall be without prejudice to the principles of delegation set out in paragraph 1.5 of this Scheme and the requirement to consult with elected members set out in paragraph 2.1 of this Scheme.

Major Projects

3.14 The following projects (“**Major Projects**”) shall be dealt with as set out in paragraph 3.15 of this Scheme:

- (a) any project which has an estimated value of £5 million or more; or
- (b) any other corporate project the Executive Director of Corporate Services shall, in consultation with the CLT and the Convener or Vice-Convener of the Finance and Resources Committee, so designate.
- (c) Does not include projects involving the Lothian Pension Fund.

3.15 In order to ensure effective governance and delivery of Major Projects, the Executive Director of Corporate Services will make arrangements to:

- (a) oversee all Major Projects to ensure they are initiated appropriately, and independently assess elements of the Major Projects including:
 - (i) options appraisal; (ii) affordability; (iii) implementation; (iv) resource planning; (v) sustainability; (vi) equalities; (vii) environmental impact; and (viii) stakeholder engagement;
- (b) provide ongoing support to Major Projects through key stage or gateway reviews, management dashboard reporting, post completion reviews and tracking benefits realisation; and
- (c) update the CLT and the Governance, Risk and Best Value Committee on the status and progress of Major Projects.

Contracts Standing Orders

3.16 Any officer to whom relevant authority is delegated in terms of this Scheme must comply with the terms of the standing orders and have regard to the Council’s procurement handbook which apply to all contracts made by or on behalf of the Council for the procurement of the execution of works, the supply of goods and materials to the Council

- a. (“**Contract Standing Orders**”).

4. **DELEGATION TO CHIEF EXECUTIVE**

4.1 As the Council’s Statutory Head of Paid Service the Chief Executive has overall responsibility for the corporate management and operational functions of the Council that are delegated to officers under this Scheme. The Chief Executive is authorised to discharge any function or exercise any power delegated to any officer under this Scheme.

4.2 In addition, the Council authorises the Chief Executive to:

- (a) take action to ensure that the Council’s responsibilities and duties under the Civil Contingencies Act 2004 and other emergency planning, business continuity and resilience legislation are discharged;
- (b) take any urgent action necessary in the event of a civil emergency, business continuity or resilience incident;
- (c) act as Returning Officer for local government elections, Westminster elections, Scottish Parliament elections, European elections and Business Improvement District elections under sections 25 and 41 of the Representation of the People Act 1983;
- (d) act as Counting Officer for referendums held in terms of the Political Parties, Elections and Referendums Act 2000;
- (e) perform the Council’s functions under the Regulation of Investigatory Powers (Scotland) Act 2000 and the Regulation of Investigatory Powers Act 2000 in accordance with Council policy, including:
 - (i) appointing authorising officers;
 - (ii) authorising directed surveillance or the use of a covert human intelligence source which involves the likelihood of obtaining confidential information; and
 - (iii) authorising the use of covert human intelligence sources in relation to juveniles or vulnerable adults;

5. DELEGATION TO THE CHIEF EXECUTIVE AND ALL EXECUTIVE DIRECTORS

5.1 Subject to the provisions of paragraphs 1 to 3 of this Scheme, the Chief Executive, each Executive Director and shall have delegated authority to manage all human, financial and other resources within his/her service area, including those functions set out in Appendix 1.

6. DELEGATION TO EXECUTIVE DIRECTOR OF EDUCATION AND CHILDREN'S SERVICES

6.1 Subject to the provisions of paragraphs 1 to 3 of this Scheme, the Executive Director of Education and Children's Services, or the Chief Social Work Officer where relevant, shall have delegated authority to exercise the schools, early years, children's social work services, childcare, libraries, sports, and wellbeing services, community based services relating to youth work and community justice, including those set out in Appendix 2.

7. DELEGATION TO EXECUTIVE DIRECTOR OF CORPORATE SERVICES

- (a) 7.1 Subject to the provisions of paragraphs 1 to 3 of this Scheme, the Executive Director of Corporate Services shall have delegated authority to carry out all financial, commercial and procurement, treasury management, investments, pensions, human resources, recruitment, payroll, learning and development, customer services, business support, banking and payments, policy and insight, communications, strategic change and delivery, democracy, governance and resilience, welfare reform and benefits administration, digital services (ICT), legal, risk management, health and safety and internal audit functions of the Council, including those set out in Appendix 3.

8. DELEGATION TO CHIEF OFFICER - EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

- 8.1 Subject to the provisions of paragraphs 1 to 3 of this Scheme, the Chief Officer - Edinburgh Health and Social Care Partnership, or the Chief Social Work Officer where relevant, shall have delegated authority to exercise the social work, social care and social welfare functions of the Council including those set out in Appendix 4, except to the extent that those functions are delegated by Council to the Integration Joint Board.

9. DELEGATION TO EXECUTIVE DIRECTOR OF PLACE

- 9.1 Subject to the provisions of paragraphs 1 to 3 of this Scheme, the Executive Director of Place shall have delegated authority to carry out all powers and responsibilities associated with the Council's housing and regeneration, housing support, community safety, environmental health, Coronavirus public health restrictions, scientific services, trading standards, licensing, registration, advice services, parks, waste management and disposal, street cleaning, grounds maintenance, operational estate and investment property, strategic asset management, catering, facilities management, cleaning, catering, security and the Edinburgh shared repairs, economic development, sustainability, public safety, culture, libraries, sport and wellbeing services, community empowerment, community centres, corporate fleet management and maintenance, community transport, building standards, transport planning, roads management and maintenance, flood prevention, reservoir and coastal functions including those set out in Appendix 5.

10. DELEGATION TO CHIEF PLANNING OFFICER

- 10.1 Subject to the provisions of paragraphs 1 to 3 of this Scheme, the Chief Planning Officer

shall have delegated authority to exercise the planning functions set out in Appendix 6.

11. DELEGATION TO HEAD OF HUMAN RESOURCES AND MONITORING OFFICER

11.1 The Head of Human Resources and/or the Monitoring Officer, when directed by the Chief Official Personnel Assessment Committee, have delegated authority to appoint an investigating officer to conduct a formal investigation into allegations made against the Chief Executive or other chief officials in line with the Council disciplinary policy.

11.2 The Head of Human Resources and Monitoring Officer have delegated authority , in consultation with the Leader of the Council, to determine whether the Chief Executive is conflicted in any disciplinary process involving other officers which means the matter must be dealt with by elected members under the Council's disciplinary policies.

APPENDIX 1

GENERAL DELEGATION TO CHIEF EXECUTIVE AND EXECUTIVE DIRECTORS

These are the functions referred to in paragraph 5 of the Scheme:

Funds, contracts and property

1. spending money and managing their budgets in accordance with Council approved resource allocations and with the Financial Regulations;
2. subject to any policies and/or directions issued by the Executive Director of Corporate Services:

(a) transferring funds between headings within their approved revenue budgets;

(b) transferring funds between capital projects included in the capital budgets for their service;

provided that (1) the Executive Director of Corporate Services is informed of the transfer and (2) the transfer does not affect revenue or capital budgets for future years;

3. entering into, terminating, varying, suspending or extending contracts (including call-off contracts or direct awards under Framework Agreements established by the Council) subject to compliance with the Council's Contract Standing Orders or as otherwise authorised by the Council;
4. declaring property or land surplus to requirements, including one-off blocks of flats and main door properties;

Proper officers

5. acting as proper officer in terms of any provisions of the Local Government (Scotland) Act 1973, the Requirements of Writing (Scotland) Act 1995 and generally any local government legislation and signing all deeds and other documents which require to be sealed with the Common Seal of the Council or are binding on the Council;

Legal

6. settling legal actions and claims in consultation with the Service Director: Legal and Assurance ;
7. initiating, entering into, defending and withdrawing from legal proceedings in consultation with the Service Director: Legal and Assurance;

Staff

8. appointing employees within agreed staffing levels up to but excluding Service Directors;
9. appointing an acting Service Director from the staff of the Council when a Service Director is absent or the post is vacant;
10. conducting disciplinary and grievance proceedings for employees in accordance with the Council's approved policy and procedures;
11. authorising staff attendance at training courses, conferences, seminars and other developmental activities, in accordance with Council's approved policy and procedures;
12. changing staffing structures, numbers and gradings in accordance with approved job evaluation arrangements, with the exception of significant change requiring a formal organisational review, provided that such changes comply with guidelines issued by the Executive Director of Corporate Services;
13. remedying inconsistencies in pay or terms and conditions of service in conjunction with the Executive Director of Corporate Services;
14. deciding the following staffing matters in accordance with approved Council policy, procedures and/or guidance issued by the Executive Director of Corporate Services (or, in the case of teaching staff, by the Executive Director of Education and Children's Services):
 - (a) approval of paid or unpaid leave for special circumstances, secondment, or leave to work or visit abroad;

- (b) entering into compromise or settlement agreements with staff in relation to their employment with the Council in consultation with the Service Director: Legal and Assurance, and subject also to consultation with the appropriate convener;
- (c) save in the case of an Executive Director, where the decision shall be reserved to the Finance and Resources Committee, making decisions in relation to the Local Government Pension Scheme membership (including, for example, early payment of pensions, late transfers, late applications to pay optional pensions contributions, augmented membership, additional pensions, and fraud/forfeiture cases);
- (d) extension of occupational sick pay allowance;
- (e) approval of payroll deductions and the recovery of overpayments;
- (f) closure of buildings in emergency or exceptional circumstances and early closure during the festive season;
- (g) approval of transfer of annual leave;
- (h) approval of overtime or additional hours of work;
- (i) approval of applications for secondary employment;
- (j) authorisation of payments for lectures, speeches etc. to external organisations;
- (k) determination of claims of up to £250 for damage to or loss of the personal property of employees in consultation with the Executive Director of Corporate Services;
- (l) payment of removal expenses and allowances;
- (m) payment of car users' allowances;
- (n) authorisation of telephone allowances;
- (o) placement of employees on appointment on a point within a grade or grades applicable to the posts;
- (p) establishment and filling of fixed term posts in accordance with the relevant Council

(q) appointment of apprentices on completion of indentures;

Health and Safety

15. implementing the Council's Health and Safety Policy and arrangements;

Staff Wellbeing

16. implementing the Council's Wellbeing Strategy and Policy for staff and associated arrangements;

Use of land and buildings

17. approving, subject to compliance with any approved scheme of charges, the use by appropriate organisations, bodies or persons of land and premises owned, occupied or managed by the Council (including land managed on behalf of the Common Good);

18. regulating access to, and conduct of persons on property owned, occupied or managed by the Council, including (1) eviction, ejection and expulsion from property and (2) the application and enforcement of management rules under sections 112 and 116 of the Civic Government (Scotland) Act 1982 as approved by the Council from time to time;

19. approving the temporary closure of property owned, occupied or managed by the Council to:

(a) ensure the safety of Council staff or members of the public;

or

(b) undertake essential planned maintenance,

subject to consultation with the appropriate convener or vice-convener and local elected members and insertion of a public notice in the press informing the public of the closure when relevant;

Regulation of investigatory powers

20. performing the Council's functions under the Regulation of Investigatory Powers

Appendix 1 – General Delegation to Chief Executive and Executive Directors
(Scotland) Act 2000 and the Regulation of Investigatory Powers Act 2000 in accordance with Council policy, with the exception in the case of the Executive Directors of the following functions which are reserved to the Chief Executive:

- a) appointing authorising officers;
- b) authorising directed surveillance or the use of a covert human intelligence source which involves the likelihood of obtaining 'confidential' information; and
- c) authorising the use of covert human intelligence sources in relation to juveniles or vulnerable adults.

Grants

21. The approval of grants should be undertaken in line with the rules and authority level set out in Grant Standing Orders (officer approval for grants under £25000).

Hospitality

- 22. approving expenditure on hospitality in accordance with Council Policy;
- 23. approving expenditure on overseas visits by officers in accordance with Council Policy;

Write off

24. writing off or disposing of any stores, plant, furniture, equipment, or any other tangible or monetary asset not falling within the scope of the Corporate Debt policy in accordance with the Financial Regulations provided that:

- (a) the stores, plant, furniture, equipment or such asset has become unfit for use and unsaleable, or in the case of relevant monetary assets, all reasonable steps to achieve recovery have been exhausted; and
- (b) the decision is made in consultation with the Executive Director of Corporate Services;

Access to information

- 25. responding to requests for information made to the Council under the Freedom of

Consultations

26. responding to consultations from external bodies seeking the input of the Council to the extent necessary to provide any technical, scientific, or other factual information, or professional opinion or analysis of an operational nature;

Grant offers

27. applying for grant funding on behalf of the Council;

28. accepting offers of grant funding on behalf of the Council; and

Council Companies

29. monitoring the performance of each Council company delivering services in his or her service area, including the attendance of a nominated Council observer at all company Board meetings and, where practicable, the relevant Audit Committee.

APPENDIX 2

DELEGATION TO THE EXECUTIVE DIRECTOR OF EDUCATION AND CHILDREN'S SERVICES

(or, where applicable, the Chief Social Work Officer)

These are the powers referred to in paragraph 6 of the Scheme:

Education

1. taking steps to discharge the duty of the Council, as education authority, to secure adequate and efficient provision of school education (including pre-school education) and further education in accordance with section 1 of the Education (Scotland) Act 1980, and in doing so (1) having regard to the duty to ensure that education is directed to the development of the personality, talents and mental and physical abilities of children and young people (section 2 of the Standard in Scotland's Schools etc. Act 2000) and (2) endeavouring to ensure that schools managed by them promote the physical, social, mental and emotional health and well-being of pupils (section 2A of the Standard in Scotland's Schools etc. Act 2000);
2. maintaining and equipping schools and other buildings (section 17 of the Education (Scotland) Act 1980);
3. improving the access to premises for the safety of pupils (section 18 of the Education (Scotland) Act 1980);
4. operating arrangements for pupils from outside the Council's area (sections 23 and 24 of the Education (Scotland) Act 1980);
5. setting school commencement dates for primary schools (section 32 of the Education (Scotland) Act 1980);
6. managing placing requests including publishing of information on arrangements in accordance with the provisions of section 28A, and representing the Council at any placing appeal committee in accordance with section 28F, both of the Education (Scotland) Act 1980;

7. enforcing attendance at school, including bringing proceedings against parents in respect of children's non-attendance (sections 36, 37, 38, 39 and 43(2) of the Education (Scotland) Act 1980);
8. allowing pupils to miss school (section 34 of the Education (Scotland) Act 1980);
9. excluding pupils from school (Regulation 4 of the Schools (General) Scotland Regulations 1975);
10. promoting the involvement of the parents of pupils in attendance at schools in the education provided to those pupils (section 1 of the Scottish Schools (Parental Involvement) Act 2006);
11. awarding bursaries (section 49 of the Education (Scotland) Act 1980);
12. providing transport for pupils and students (section 51 of the Education (Scotland) Act 1980);
13. ensuring copies of education records are available including the ability to set charges (section 4 of the Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002);
14. awarding Education Maintenance Allowances (section 73(f) of the Education (Scotland) Act 1980);
15. providing school meals (section 53 of the Education (Scotland) Act 1980);
16. providing clothing (section 54 of the Education (Scotland) Act 1980);
17. discharging the Council's duties in relation to the employment of children (Children and Young Persons (Scotland) Act 1937);
18. licensing stage or theatrical performances by children (Children and Young Persons Act 1963);
19. providing child guidance services (section 4 of the Education (Scotland) Act 1980);

20. referring young people in medically unsuitable employment to the Employment Medical Advisory Service of the Department of Employment;
21. application of national circulars regarding service conditions of teaching staff. Where there is a choice of action, the circular will be sent to Committee;
22. providing programmes of adult education;
23. providing or arranging in-service training for staff;
24. providing the education authority's representatives on the recruitment panels for all Head Teachers,
25. providing work experience for pupils who are eligible (section 123 of the Education (Scotland) Act 1980);
26. operating health and safety checks on work-experience placements;
27. dealing with the use of educational premises for licensed functions;
28. managing the Education Arts Development Programme;
29. specifying the level of service and other relevant details for getting tenders for the School and Welfare Catering Services;
30. negotiating variation orders for changes in the level of School and Welfare Catering services with the approved contractor within the contract price approved by the Council;
31. making awards of up to £5,000 for distribution of Childcare Partnership funds;
32. approving joint working arrangements with other bodies;
33. liaising with the Scottish Government Education & Training Department;
34. carrying out the consultations processes required by the Schools (Consultation) (Scotland) Act 2010;
35. in consultation with the Chief Executive and with the Service Director: Legal and Assurance, receiving notice of, representing the Council and responding to referrals by

the Children's Reporter to the Scottish Ministers under the Children's Hearings (Scotland) Act 2011;

36. implementing the duties and powers set out in the Education (Additional Support for Learning) (Scotland) Act 2004;

Social Work

37. taking necessary steps to discharge the Council's duties under the Social Work (Scotland) Act 1968, the Children (Scotland) Act 1995, the Social Care (Self-directed Support) (Scotland) Act 2013 and the Children and Young People (Scotland) Act 2014;

38. arranging for the protection of property of people who have gone into hospital or care as in section 48 of National Assistance Act 1948;

39. maintaining a Complaints Procedure and service as in section 5B of the Social Work (Scotland) Act 1968;

40. where the carer of a person over 18 years of age is a child under 18 years of age, assisting Health and Social Care staff to assess the carer's needs and provide information about the assessment as in sections 12A, 12AA and 12AB of the Social Work (Scotland) Act 1968;

41. making direct payments to individuals to allow them to purchase community care services or if they are disabled, to assist them to care for their children under the Social Care (Self-directed Support) (Scotland) Act 2013;

42. making direct payments to 16- and 17-year olds with a disability and to parents of children under 18 with a disability to allow them to pay for children's services under the Social Care (Self-directed Support) (Scotland) Act 2013;

43. burying or cremating any person who was in the care of, or receiving help from, the Council, immediately before their death as in section 28 of the Social Work (Scotland) Act 1968;

44. deciding whether to pay the expenses of parents, relatives etc. visiting people (including looked after children) who are being cared for or maintained in accommodation by the Council, or in attending funerals as in section 29 of the Social Work (Scotland) Act 1968;

45. providing and maintaining whatever residential and other establishments are needed for the Council's functions under Part II of the Children (Scotland) Act 1995;

46. recovering from other local authorities any costs for services provided to people ordinarily resident there under the Social Work (Scotland) Act 1968 as in section 86 of the Social Work (Scotland) Act 1968;

47. authorising the following finance related issues in accordance with the Corporate Debt Policy and wider Council Policies:

(a) writing off debts on social grounds or in exceptional circumstances;

(b) reimbursing carers and substitute carers for loss or damage (*ex gratia*) of up to £500, subject to appropriate consultation with the convener or vice-convener;

(c) reimbursing staff for loss or damage (*ex gratia*) of up to £500;

(d) making payments to staff for emergency expenses (*ex gratia*) of up to £50; and

(e) reimbursing neighbours and/or relatives of departmental carers for damage caused by service users (*ex gratia*), where it would be in the interest of the Council to maintain goodwill, subject to appropriate consultation with the convener or vice-convener;

48. providing reports and information to the courts in private law proceedings as in section 11 of the Matrimonial Proceedings (Children) Act 1958 and section 11 of the Children (Scotland) Act 1995;

49. assessing and recovering contributions for "maintainable" children looked after by the Council as in sections 78 to 82 of the Social Work (Scotland) Act 1968;

50. where there is an assessed need, paying allowances to people who have children and young people residing with them as in section 50 of the Children Act 1975;

51. providing an adoption service in accordance with section 1 of the Adoption and Children (Scotland) Act 2007;

52. supervising and providing reports to the court in respect of non-agency adoptions as

in sections 17 and 18 of the Adoption and Children (Scotland) Act 2007;

53. taking necessary or facilitative steps to implement arrangements for the adoption of children;

54. providing adoption support plans under section 45 of the Adoption and Children (Scotland) Act 2007;

55. approving and paying adoption allowances as in section 71 of the Adoption and Children (Scotland) Act 2007;

56. securing the welfare of all foster children, receiving and assessing notifications, inspecting premises, imposing requirements and removing children from unsuitable premises (sections 3, 5, 6, 8, 9, 10 and 12 of the Foster Children (Scotland) Act 1984);

57. preparing and publishing a plan for services to children under 8 years of age as in section 19 of the Children Act 1989;

58. preparing and publishing a three-year plan for day care services to children in need as in section 19 of the Children (Scotland) Act 1995;

59. publishing information about services for children in need as in section 20 of the Children (Scotland) Act 1995;

60. safeguarding and promoting the welfare of children looked after by the Council and giving them the opportunity to fulfil their potential as in section 17 of the Children (Scotland) Act 1995;

61. safeguarding and promoting the welfare of children in need giving help “in kind or in cash” as in section 22 of the Children (Scotland) Act 1995;

62. minimising the effect of disability on children, assessing the needs of children with or affected by disability, assessing the ability of their carers to meet those needs and providing information assessment as in sections 23, 24, and 24A of the Children (Scotland) Act 1995 and the and the Social Care (Self-directed Support) (Scotland) Act 2013;

63. providing accommodation for children and young people when lost or abandoned or when no-one with parental responsibility can do it as in section 25 of the Children

(Scotland) Act 1995;

64. providing accommodation for young people aged 18 to 21 years of age when to do so would safeguard and promote their welfare as in section 25 of the Children (Scotland) Act 1995;

65. providing accommodation and maintenance for children looked after by the Council as in section 26 of the Children (Scotland) Act 1995;

66. providing day care for pre-school and other children as in section 27 of the Children (Scotland) Act 1995;

67. providing after-care for children (under 21 years of age) who were previously looked after by a local authority as in section 29 of the Children (Scotland) Act 1995;

68. providing financial help towards maintaining, educating or training for young people who were looked after by the Council at the time of leaving school age as in section 30 of the Children (Scotland) Act 1995;

69. reviewing cases of children looked after by the Council as in section 31 of the Children (Scotland) Act 1995;

70. removing children from residential establishments as in section 32 of the Children (Scotland) Act 1995;

71. accepting responsibility for orders made in respect of children in other parts of the UK where the child is now ordinarily resident in Edinburgh as in section 33 of the Children (Scotland) Act 1995;

72. providing short term refuges where a child may be at risk of harm as in section 38 of the Children (Scotland) Act 1995;

73. making enquiries and providing information to the Principal Reporter to the Children's Panel where children may need compulsory measures of care as in section 60 of the Children's Hearings (Scotland) Act 2011;

74. where a child may be at risk of significant harm, investigating the matter and if need be applying for the following orders:

(a) Child Assessment Order (under section 35 of Children's Hearings (Scotland) Act 2011);

(b) Child Protection Order (under sections 37 to 39 of Children's Hearings (Scotland) Act 2011);

(c) Emergency Child Protection Order (under section 55 of Children's Hearings (Scotland) Act 2011); and

(d) Exclusion Order (under sections 76 to 80 of the Children (Scotland) Act 1995);

75. providing reports on children and their social background for a Children's Hearing as in section 66 of the Children's Hearings (Scotland) Act 2011;

76. implementing supervision requirements made by a Children's Hearing under the Children's Hearings (Scotland) Act 2011;

77. in consultation with Chief Executive and with the Service Director: Legal and Assurance, receiving, responding to and representing the Council in respect of all referrals by the Children's Reporter to the Sheriff Principal under the Children's Hearings (Scotland) Act 2011;

78. arranging the emergency move of a child subject to a supervision requirement with condition of residence under the Children's Hearings (Scotland) Act 2011;

79. recommending that a supervision requirement is reviewed by a Children's Hearing under the Children's Hearings (Scotland) Act 2011;

80. where assessed as necessary, applying to a court for a Permanence Order, or Permanence Order with authority to adopt, under sections 80-83 of the Adoption and Children (Scotland) Act 2007;

81. applying for variation or revocation of permanence order when there has been a material change of circumstances under section 99 of the Adoption and Children (Scotland) Act 2007;

82. providing information to the Courts and arranging accommodation for the detention of children being prosecuted for, or convicted of criminal offences as in sections 42, 43, 44, and 51 of the Criminal Procedure (Scotland) Act 1995;

83. making purchases, outside the central purchasing arrangements, for necessary food, clothing and other essential items for children in care of the Council and living within the Council's residential establishments for young people;

84. discharging the Council's duties in relation to children and young people under the Secure Accommodation (Scotland) Regulations 2013;

85. undertaking all activities, powers and duties as the appropriate local authority to do with Parental Orders as provided for in section 13 and in Part 9 of the Antisocial Behaviour etc (Scotland) Act 2004 including:

(a) applying for the making of an order or review of an order;

(b) supervising parents who are subject to an order and reporting breaches to the relevant court; and

(c) providing services and programmes of work or training for parents and generally giving effect to parenting orders.

93.

86. undertaking housing offender management (sex and serious violent offenders);

87. supervise and manage offenders subject to community orders or released from prison (or in similar circumstances) including:

- (i) reports for courts and hearings (excluding children);
- (ii) probation orders;
- (iii) community payback orders;
- (iv) community service;
- (v) supervised attendance orders;
- (vi) drug treatment and testing orders;
- (vii) orders under section 57 of the Criminal Procedure (Scotland) Act;
- (viii) diversion from prosecutions;
- (ix) parole, or other supervised conditional release from prison;

- (x) provision of advice, guidance and assistance if requested by a person released from prison or detention within the previous 12 months; and
- (xi) throughcare services for serving and released prisoners;

88. supervise and manage offenders subject to community orders or released from prison (or in similar circumstances) including:

89. take steps to ensure the Council complies with its duties to co-operate with the Scottish Minister when carrying out its functions in accordance with sections 1 and 10 to 12 of the Management of Offenders etc. (Scotland) Act 2005.

Sport

90. devising and implementing events and sports programmes;

91. allocating space within sports facilities to relevant partners and agreeing the terms of any such arrangements, taking advice as necessary from other service areas, and bringing those arrangements to conclusions as required;

92. monitoring arms' length organisations which operate Sport facilities or services, or both, on the Council's behalf, including Edinburgh Leisure;

Libraries

93. providing and managing the Council's library services;

94. requiring any person to whom any article (other than a book or periodical) is lent to deposit with the Council a sum of money for the safe return of such article (section 6 of the City of Edinburgh District Council Order Confirmation Act 1991);

95. making a charge for notifying a person that an article reserved by him has become available for borrowing (section 6 of the City of Edinburgh District Council Order Confirmation Act 1991);

96. charging for the borrowing of any article (other than a book or periodical) or the provision of any service provided at libraries (section 6 of the City of Edinburgh District Council Order Confirmation Act 1991); and

97. prescribing periods within which any article borrowed from a library must be returned, and exacting penalties for the retention by borrowers of any article beyond such period (section 39(1)(a) of the Edinburgh Corporation Order Confirmation Act 1967).

APPENDIX 3

DELEGATION TO THE EXECUTIVE DIRECTOR OF CORPORATE SERVICES

These are the powers referred to in paragraph 7 of the Scheme:

Legal and Assurance

1. signing court documents;
2. signing missives, other holograph conveyancing documents and notices and orders relating to compulsory purchase orders;
3. engaging private legal firms, counsel, sheriff officers, patent agents and parliamentary agents as appropriate;
4. monitor the Council's compliance with information compliance legislation, including the Freedom of Information (Scotland) Act 2002, Environmental Information (Scotland) Regulations 2004, INSPIRE (Scotland) Regulations 2009 and the General Data Protection Regulation 2016/679;
5. monitor the management of Council records in line with the provisions of the Public Records (Scotland) Act 2011;
6. approve expenditure on civic hospitality in accordance with Council Policy;

Human Resources

7. approving applications for early retiral/voluntary severance payments (including teaching staff)(excluding Executive Directors) subject to an annual report being submitted to the Finance and Resources Committee;
8. issuing certificates as required for employees to apply to the adjudicator for exemption from political restriction;
9. approving all new career development/salary progression schemes and changes to

10. implementing nationally agreed pay awards;

11. approving and making payment of:

(a) all elements of pay, remuneration and expenses to all employees;

(b) pension entitlements to existing and former employees; and

(c) tax, national insurance and apprenticeship levy contributions to Her Majesty's Revenue and Customs;

Finance

12. determining all accounting and financial records and procedures of the Council. Where such procedures and records are maintained in a directorate/division other than that of the Executive Director of Corporate Services, the Executive Director shall, before making any determination, consult with the Executive Director of the service area concerned;

13. performing any function on behalf of the Common Good Fund, charitable endowments and any other Council funds which would reasonably be deemed to be investment business provided that the Executive Director takes the appropriate advice where necessary and reports any actions to Committee;

14. opening, closing and operating bank accounts on behalf of the Council;

15. approving and making payments due to Her Majesty's Revenue and Customs, and Revenue Scotland;

16. reviewing and amending as appropriate the financial limits given in the Financial Regulations, Finance Rules and supporting policies every year, in line with the relevant inflation indexes;

17. the pooling and treasury management of all surplus funds under the Council's administration and all executive decisions on the approved treasury management activities subject to compliance with CIPFA's "Code of Practice for Treasury

Management in the Public Services" and other relevant professional guidance;

18. all borrowing and lending in accordance with the Treasury Management Policy Statement;

19. providing cash advances as considered appropriate for officers of the Council to defray petty cash, other expenses and any other matters on the administration of imprest accounts;

20. assessing business cases for the taking out of new leases to ensure they are consistent with the securing of best value;

21. effecting insurance cover and negotiating with the Council's insurers for all claims in consultation with other officers where necessary;

22. reviewing annually all insurances in consultation with the other chief officers as appropriate and reporting annually to the convener or vice- convener;

23. approving the rate of interest the Council is required to charge to borrowers with variable interest rate loans;

24. being responsible for all purchasing arrangements as detailed in the Contract Standing Orders;

25. collecting and where necessary recovering debt, and where appropriate authorising the write-off of debt, in accordance with Council Policies;

Customer and Digital Services

26. collecting (and where necessary recovering) council tax as set by the Council in accordance with section 97(1) and Schedules 2 and 8 of the Local Government Finance Act 1992 and the provisions of the Council Tax (Administration and Enforcement) (Scotland) Regulations 1992;

27. issuing demand notices for the collection of rates payable to the Council under section 237 of the Local Government (Scotland) Act 1947;

28. recovering rates under section 247(5) of the Local Government (Scotland) Act 1947,

where necessary in consultation with the convener or vice-convener;

29. administering benefits in accordance with the Social Security Contributions and Benefits Act 1992 and the Social Security Administration Act 1992;

30. administering council tax reduction scheme in accordance with the Council Tax Reduction (Scotland) Regulations 2012;

31. paying all sums to all creditors subject to the certification and authorisation of the appropriate chief officers;

32. signing the certificates and petitions that the Sheriff Court requires for Summary Warrant applications to collect arrears of Community Charge Non-Domestic Rates, Council Tax and other income;

33. deciding to call-up loans where borrowers have fallen into arrears with their house purchase loans;

34. establishing procedures for considering, authorising and making discretionary housing payments and for the consideration by officers, other than the original decision makers, of appeals against decisions on such applications;

The Lothian Pension Fund Group

36. implementing strategies and policies agreed by the Pensions Committee including the investment strategy of the pensions funds and performing any function on behalf of the pensions funds which would reasonably be deemed to be investment business provided that the Executive Director takes the appropriate advice;

37. implementing pension regulations including the application of discretions as required in accordance with policies approved by the Pensions Committee from time to time;

38. appointing, monitoring and reviewing such specialist managers and advisers as are necessary to make sure that the pensions funds' assets are managed effectively;

39. determining all accounting, records and financial procedures of the pension funds;

40. writing off pension overpayments of up to £3,000 subject to compliance with the appropriate Council Policies;

APPENDIX 4

DELEGATION TO THE CHIEF OFFICER - EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

(or, where applicable, the Chief Social Work Officer)

These are the powers referred to in paragraph 8 of the Scheme:

All service users

1. Taking any necessary action on behalf of the Council to ensure that it discharges its duties under the National Assistance Acts, the Disabled Persons (Employment) Act 1958, the Social Work (Scotland) Act 1968, the Chronically Sick and Disabled Person's Act 1970, the Disabled Persons (Services, Consultation and Representation) Act 1986, the National Health Service and Community Care Act 1990, the Criminal Procedure (Scotland) Act 1995, the Adults with Incapacity (Scotland) Act 2000, the Housing (Scotland) Act 2001, the Curators ad litem and Reporting Officers (Panels) (Scotland) Regulations 2001, the Community Care and Health (Scotland) Act 2002, the Homelessness (Scotland) Act 2003, the Mental Health (Care and Treatment) (Scotland) Act 2003, the Adult Support and Protection (Scotland) Act 2007, the Public Services Reform (Scotland) Act 2010, the Social Care (Self-directed Support) (Scotland) Act 2013 or generally any legislation concerning the Council's functions relating to the provision of social care and support services;

2. arranging for the protection of property of people who have gone into hospital or care as in section 48 of the National Assistance Act 1948;

3. maintaining a Complaints Procedure and service as in section 5B of the Social Work (Scotland) Act 1968;

4. making direct payments to individuals to help them purchase community care services as in sections 12B and 12C of the Social Work (Scotland) Act 1968;

5. providing home help and laundry facilities as in section 14 of the Social Work (Scotland)

6. burying or cremating any person who was in the care of, or receiving help from, the Council and so on, immediately before their death as in section 28 of the Social Work (Scotland) Act 1968;

7. deciding whether to pay the expenses of parents, relatives etc. visiting people who are being cared for or maintained in accommodation by the Council, or in attending funerals as in section 29 of the Social Work (Scotland) Act 1968;

8. providing and maintaining whatever residential and other establishments are needed for the Council's functions under the Social Work (Scotland) Act 1968 and the Mental Health (Care and Treatment) (Scotland) Act 2003, in terms of section 59 of the Social Work (Scotland) Act 1968;

9. recovering from other local authorities any costs for services provided to adults ordinarily resident there under the Social Work (Scotland) Act 1968 as in section 86 of the Social Work (Scotland) Act 1968;

10. recovering charges for services provided under the Social Work (Scotland) Act 1968 as in section 87 of the Social Work (Scotland) Act 1968, but subject to directions or regulations under sections 1 to 6 of Community Care and Health (Scotland) Act 2002;

11. providing welfare services for people (including, for example, assistance in arranging the carrying out of any works of adaptation in homes);

12. providing information on Health and Social Care services for people to whom the section applies and any relevant services of other authorities or organisations as in section 9 of the Disabled Persons (Services, Consultation and Representation) Act 1986;

13. making arrangements for facilities for seriously disabled persons for sheltered employment and training as in section 3 of the Disabled Persons (Employment) Act 1958;

14. co-ordinating and overseeing applications for the registration of all services provided by the Council and all related matters as in sections 59, 62 to 75 and 83 to 89 of the Public Services Reform (Scotland) Act 2010

15. administering the Panel or Panels appointed under the Curators ad litem and Reporting Officers (Panels) (Scotland) Regulations 2001, including arrangements for training of members of said Panel or Panels;

16. authorising the following finance related issues in accordance with the Financial Regulations and Council Policies:

(a) authorise the write-off of debts or charges in the following circumstances:

i. incorrect assessment brought to light at later date;

ii. where the service user has died and there is no money in the estate;

iii. where the service user cannot be traced;

iv. in the case of a service dispute where a complaint has been upheld; and

v. for social reasons;

(b) reimbursing carers and substitute carers for loss or damage (*ex gratia*) of up to £500;

(c) reimbursing staff for loss or damage (*ex gratia*) of up to £500;

(d) making payments to staff for emergency expenses (*ex gratia*) of up to £50; and

(e) reimbursing neighbours and relatives of departmental carers for loss or damage caused by service users (*ex gratia*) of up to £500, where it would be in the interest of the Council to maintain goodwill, subject to appropriate consultation with the relevant convener or vice-convener;

Community Care

17. taking any necessary action on behalf of the Council to ensure that it discharges its duties under the Adult Support and Protection (Scotland) Act 2007, including:

(a) making inquiries about a person's well-being, property or financial affairs if it is known or believed that the person is an adult at risk and that intervention might be needed to protect the person's well-being, property or financial affairs (section 4);

(b) applying to the sheriff for an order which authorises a Council officer to take a specified person from a place being visited (sections 7 and 11);

(c) if recommended by the relevant medical officer, applying for an order to remove to suitable premises a person in need of care and attention (sections 14 to 18); and

(d) applying for a banning order (sections 19 to 34);

18. preparing and publishing a plan for providing community care services in Edinburgh as in section 5A of the Social Work (Scotland) Act 1968;

19. promoting social welfare including giving help “in kind or in cash” where the terms of section 12 of the Social Work (Scotland) Act 1968 are met;

20. safeguarding and promoting the welfare of children in need and giving help “in kind or in cash” as in section 22 of the Children (Scotland) Act 1995;

21. collaborating with individuals and carers to assess their needs and providing information in accordance with sections 12A, 12AA and 12AB of the Social Work (Scotland) Act 1968;

22. deciding with voluntary or other organisations for residential accommodation where nursing is provided for people who appear to need such accommodation as in section 13A of the Social Work (Scotland) Act 1968;

23. approving rates for and contracts for delivery of residential and other services in circumstances where the politically approved pricing policy does not apply;

24. assessing needs of disabled or chronically sick people as in section 4 of the Disabled Persons (Services, Consultation and Representation) Act 1986;

25. assisting in persons in need disposal produce of their work as in section 13 of the Social Work (Scotland) Act 1968;

26. approving waivers or disregards in respect of determining a client’s liability for contribution to social care and housing support services provided;

27. approving waivers and disregards in respect of determining a client's liability for contribution to care home (residential/nursing) costs;

28. approving the variation, suspension or termination of contracts with providers in line with the Council's Quality Assurance arrangements for health and social care services;

29. providing or securing the provision of care and support services including residential services for people who are, or have been, suffering from mental disorder as defined in section 25 of the Mental Health (Care and Treatment) (Scotland) Act 2003;

30. providing after-care services for people who are/have been, suffering from mental disorder as in section 26 of the Mental Health (Care and Treatment) (Scotland) Act 2003;

31. appointing Mental Health officers as in section 32 of the Mental Health (Care and Treatment) (Scotland) Act 2003, and supervising the discharge of their statutory responsibilities; and

32. discharging the Council's duties under the Adults with Incapacity (Scotland) Act 2000, including:

(a) the following duties within section 10:

i. supervising guardians;

ii. consulting the Public Guardian and Mental Welfare Commission on matters of common interests;

iii. receiving and investigating complaints about welfare attorneys and matters of common interests;

iv. receiving and investigating complaints about welfare attorneys and guardians; and

v. providing a guardian, welfare attorney or person authorised under an intervention order when requested; and

(b) the following duties within section 57:

I. applying to be a guardian of an adult if there is no other suitable adult and managing

the property, financial affairs and welfare of that adult in accordance with any order issued by the court in that regard; and

ii. providing court reports of private applications to be a guardian.

33. Awarding and refusing grants in line with the decision of the Edinburgh integration Joint Board.

APPENDIX 5

DELEGATION TO THE EXECUTIVE DIRECTOR OF PLACE

These are the functions referred to in paragraph 9 of the Scheme:

Notices and Orders

1. signing notices and orders about road traffic matters;

Roads

2. overseeing the general management and maintenance of roads (section 1(1) of Roads (Scotland) Act 1984);
3. adding roads to or taking them off the roads authority's list of public roads (section 1(4) of the Roads (Scotland) Act 1984);
4. advising frontagers of the Council's intention to add to or delete from the list of public roads (section 1(5) of the Roads (Scotland) Act 1984);
5. altering or improving existing or proposed roads that cross public roads (section 12 of the Roads (Scotland) Act 1984);
6. serving notice on frontagers of a private road to make up and maintain that road (section 13(1) of the Roads (Scotland) Act 1984);
7. contributing to, or carrying out work on private roads (section 14(1) of the Roads (Scotland) Act 1984);
8. carrying out emergency work on private roads (section 15 of the Roads (Scotland) Act 1984);
9. determining applications for private roads to become public roads when Road Construction Consents are sought (section 16 of the Roads (Scotland) Act 1984);
10. entering into agreements to take over footpaths in accordance with section 18 of the Roads (Scotland) Act 1984;
11. constructing new roads other than special roads which are considered requisite (section 20(1) of the Roads (Scotland) Act 1984);
12. entering new roads constructed by the local roads authority into the list of public roads (section 20(2) of the Roads (Scotland) Act 1984);
13. granting all road construction applications (section 21 of the Roads (Scotland) Act 1984) except:
 - (a) where there are unresolved objections;
 - (b) when the application is recommended for refusal;

and

(c) when an applicant wishes to be heard by the Committee in connection with a conditional consent or refusal that has been recommended;

14. serving notices to conform to conditions imposed in a Road Construction Consent (section 21(5) of the Roads (Scotland) Act 1984);

15. stopping up or temporarily closing a new road where there is no construction consent, or it is not conformed with (section 23 of the Roads (Scotland) Act 1984);

16. raising, lowering or altering the level of a public road (section 24 of the Roads (Scotland) Act 1984);

17. providing footways for the safety or convenience of pedestrians (section 25 of the Roads (Scotland) Act 1984);

18. constructing, lighting and maintaining pedestrian subways under, or footbridges over, the road for the purpose of making the crossing of a public road less dangerous for pedestrians or protecting traffic along the road from danger (section 26 of the Roads (Scotland) Act 1984);

19. constructing and maintaining works in the carriageway of a public road (section 27 of the Roads (Scotland) Act 1984);

20. providing and maintaining raised paving, pillars, walls, rails, fences or barriers at certain places (section 28 of the Roads (Scotland) Act 1984);

21. putting up and maintaining fences or posts to prevent access or to set the boundary for a road or proposed road (section 29 of the Roads (Scotland) Act 1984);

22. carrying out work to protect roads against hazards of nature (such as snow, flood or landslide) (section 30 of the Roads (Scotland) Act 1984);

23. using the road authority's powers for draining roads (section 31 of the Roads (Scotland) Act 1984);

24. contributing to the costs of drainage work (e.g. for flood prevention) (section 32 of the Roads (Scotland) Act 1984);

25. providing and maintaining snow gates for the purpose of temporarily closing a road to vehicular traffic on any occasions when snow is rendering or has rendered that road unsafe; and closing and securing any snow gate on the road against traffic (except traffic engaged in the provision or restoration of essential services) in accordance with the provisions set out in section 33 of the Roads (Scotland) Act 1984;
26. taking reasonable steps to prevent snow and ice endangering safe passage over public roads (section 34 of the Roads (Scotland) Act 1984);
27. providing and maintaining lighting on roads or proposed roads (section 35 of the Roads (Scotland) Act 1984);
28. constructing road humps (section 36 of the Roads (Scotland) Act 1984);
29. consulting on providing road humps (section 37 of the Roads (Scotland) Act 1984);
30. constructing traffic calming works (section 39A of the Roads (Scotland) Act 1984);
31. providing, maintaining and removing cattle-grids (sections 41, 42 and 43 of the Roads (Scotland) Act 1984);
32. entering into agreements with other neighbouring authorities in respect of cattle grids (section 44 of the Roads (Scotland) Act 1984);
33. providing cattle grids to supersede gates (section 45 of the Roads (Scotland) Act 1984);
34. making agreements for cattle grids with landowners (section 46 of the Roads (Scotland) Act 1984);
35. contributing towards the cost of cattle grids (section 47 of the Roads (Scotland) Act 1984);
36. entering into agreements with any persons willing to contribute to the construction or improvement of a road (section 48 of the Roads (Scotland) Act 1984);
37. maintaining structures and equipment for the detection of traffic offences (section 49A of the Roads (Scotland) Act 1984);

38. planting trees, shrubs, grass and other plants within the boundaries of a public road (section 50 of the Roads (Scotland) Act 1984);
39. allowing trees, shrubs, grass and other plants to be planted by people other than the roads authority (section 51 of the Roads (Scotland) Act 1984);
40. carrying out works to mitigate any adverse effect which the construction, improvement, existence or use of any road has or will have on the surroundings (section 52 of the Roads (Scotland) Act 1984);
41. making agreements to use land for landscaping to mitigate the effects of road construction (section 53 of the Roads (Scotland) Act 1984);
42. providing and maintaining rubbish bins or storage bins on roads (section 54 of the Roads (Scotland) Act 1984);
43. authorising in writing work in or excavation under a public road (section 56 of the Roads (Scotland) Act 1984);
44. taking action to eliminate danger caused by works in or under a road (section 57 of the Roads (Scotland) Act 1984);
45. granting permission in writing for any person to leave material on a road, or occupy it in any other way, for building purposes (section 58 of the Roads (Scotland) Act 1984);
46. giving written consent, with reasonable conditions attached as appropriate, for things to be placed or deposited in a road (section 59 of the Roads (Scotland) Act 1984);
47. enforcing rectification of failures to mark, light, fence or sign an obstruction in a road, or enforcing a person to shore up or otherwise protect a building in accordance with section 60 of the Roads (Scotland) Act 1984;
48. allowing equipment to be placed under a road (section 61 of the Roads (Scotland) Act 1984);
49. temporarily prohibiting or restricting the use of roads which are dangerous (section 62 of the Roads (Scotland) Act 1984);
50. serving notice that a satisfactory vehicle crossing must be made (section 63 of the

Roads (Scotland) Act 1984);

51. giving statutory undertakers consent to work on footways, footpaths and cycle tracks (section 64 (2) of the Roads (Scotland) Act 1984);

52. serving notices on owners or occupiers who fail to keep any structures or fixtures (including cellar openings, doors and covers) or vaults, arches, cellars and tunnels in good condition and repair and requiring them to replace, repair or put into good condition such structures, and paying any associated expenditure incurred by owners or occupiers (section 66 of the Roads (Scotland) Act 1984);

53. issuing notices to enforce an owner to alter a door, gate, window, window shutter or bar in order that it does not reduce safety or convenience by opening outwards into a road (section 67 of the Roads (Scotland) Act 1984);

54. starting the consultation process to stop up public and private access to land (sections 70 and 72 of the Roads (Scotland) Act 1984);

55. stopping up public and private access to land where no objections have been received following notice to the public (sections 70 and 72 of the Roads (Scotland) Act 1984);

56. making land temporarily available for alternative routes during road improvement works (section 74 of the Roads (Scotland) Act 1984);

57. diverting waters (to construct, improve, protect roads) (section 78 of the Roads (Scotland) Act 1984);

58. entering into agreements to maintain or contribute to the cost of maintaining bridges (section 79 of the Roads (Scotland) Act 1984);

59. serving notices relating to the obstruction of views at corners, bends and junctions (section 83 of the Roads (Scotland) Act 1984);

60. giving written permission for skips to be left on a road (section 85 of the Roads (Scotland) Act 1984);

61. removing skips which are causing danger or obstruction (section 86 of the Roads (Scotland) Act 1984);

62. requiring persons to remove structures that have been erected, deposited or placed on a road in accordance with section 87 of the Roads (Scotland) Act 1984;
63. removing or altering projections of any buildings that interfere with safe or convenient passage along a road (section 88 of the Roads (Scotland) Act 1984);
64. intimating to owners that they must remove objects which have fallen onto a road causing an obstruction, and if the owner cannot be traced or fails to remove the object within a reasonable period of time, or if the case is one of emergency, removing such objects (section 89 of the Roads (Scotland) Act 1984);
65. taking all reasonable steps for the purpose of warning road users of obstructions in accordance with section 89 of the Roads (Scotland) Act 1984;
66. recovering from owners any expenses reasonably incurred in the removal of obstructions in accordance with section 89 of the Roads (Scotland) Act 1984;
67. agreeing to any overhead bridge, beam, rail or similar apparatus being fixed or placed over, along, or across a road (section 90 of the Roads (Scotland) Act 1984);
68. serving notices on owners to carry out work to remove danger where a hedge, tree, or shrub is causing danger, obstruction or interference to passing vehicles or pedestrians, and carrying out such work if required in accordance with section 91 of the Roads (Scotland) Act 1984;
69. giving consent for trees or shrubs to be planted within 5 metres of a carriageway and removing trees or shrubs planted without such consent (section 92 of the Roads (Scotland) Act 1984);
70. taking steps to protect road users from dangerous things on land beside or near a road (section 93 of the Roads (Scotland) Act 1984);
71. serving notices on occupiers of land adjoining a road to take steps to remove any risks of injury caused by wire, electrified fence, spikes, glass or any device (section 93 of the Roads (Scotland) Act 1984);
72. filling in a pipe or ditch next to or near a public road which is a danger to road users (section 94 of the Roads (Scotland) Act 1984);

- 73. recovering the cost of clearing mud, clay and so on, on a road (section 95 of the Roads (Scotland) Act 1984);
- 74. recovering extraordinary costs for maintaining a road that has excessively heavy traffic (section 96 of the Roads (Scotland) Act 1984);
- 75. giving consent in writing to stalls and similar structures being put up next to a principal road for the purposes of selling goods (section 97 of the Roads (Scotland) Act 1984);
- 76. acting related to stray and other animals on roads (section 98 of the Roads (Scotland) Act 1984);
- 77. serving notices on the owners or occupiers of land who are not preventing the flow of water, filth or other offensive matter from their land onto a road, and consenting to other persons carrying out such preventative work with any reasonable conditions in accordance with section 99 of the Roads (Scotland) Act 1984;
- 78. acquiring land when constructing or improving roads for schemes approved by the Council (sections 104, 106 and 107 of the Roads (Scotland) Act 1984);
- 79. acquiring land to improve amenity of new or improved road for schemes approved by the Council (section 105 of the Roads (Scotland) Act 1984);
- 80. obtaining materials for road repairs (section 121 of the Roads (Scotland) Act 1984);
- 81. giving people powers of entry for surveys and inspections (section 140(1) of the Roads (Scotland) Act 1984);
- 82. recovering expenses incurred when surveying land, etc. in connection with the Council's duties as roads authority (section 140(6) of the Roads (Scotland) Act 1984);
- 83. carrying out work that someone has failed to do (section 141 of the Roads (Scotland) Act 1984);
- 84. carrying out the roads authority's enforcement functions under the Roads (Scotland) Act 1984;

Traffic

85. commencing and completing the statutory procedure set out in the Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999, and doing all necessary preparation prior to making orders under the following sections of the Road Traffic Regulation Act 1984:

- (a) sections 1, 2, and 4 (road traffic orders);
- (b) section 9 (experimental traffic orders);
- (c) section 19 (regulation of highways by public service vehicles);
- (d) sections 32, 35, 45, 46 and 49 (parking places);
- (e) section 37 (extension of powers for purposes of general scheme traffic control);
- (f) section 53 (designation orders);
- (g) sections 82 and 83 (restricted roads); and
- (h) section 84 (speed limit orders);

86. making orders under sections 1, 2, 4, 9, 19, 32, 35, 37, 45, 46, 49, 53, 82, 83 and 84 (as described in paragraph 84 above) of the Road Traffic Regulation Act 1984 where there have been no more than 6 material objections received by the public. Where an order under the above-noted sections of the Road Traffic Regulation Act 1984 covers locations in different streets, or contains no other proposals located within 100 metres in the same street, the order can be made under delegated powers where there have been no more than six material objections per location.

- (a) If statutory objections are received then consideration of the Order should be by the relevant committee;

87. in relation to orders made under paragraph 85 of the Scheme, making decisions that section 3(1) of the Road Traffic Regulation Act 1984 shall not have effect;

88. commencing and completing the statutory procedure set out in the Stopping Up of Roads and Private Accesses and the Redetermination of Public Rights of Passage

(Procedure) (Scotland) Regulations 1986 prior to:

(a) making orders determining the means of exercise of a public right of passage under section 152(2) of the Roads (Scotland) Act 1984; and

(b) making orders stopping up roads and dangerous accesses under sections 68 and 69 of the Roads (Scotland) Act 1984;

89. making orders determining the means of exercise of a public right of passage where no objections have been following notice to the public (section 152(2) of the Roads (Scotland) Act 1984);

90. making orders to stop up roads and dangerous accesses where no objections have been received following notice to the public (sections 68 and 69 of the Roads (Scotland) Act 1984);

91. recovering the costs of stopping-up orders made under section 68(1) of the Roads (Scotland) Act 1984 (section 147 of the Roads (Scotland) Act 1984);

92. recovering the costs of stopping up roads for safety reasons (section 147 of the Roads (Scotland) Act 1984);

93. recovering the costs of re-determination orders made under section 152(2) of the Roads (Scotland) Act 1984;

94. remitting proposed orders made under sections 68, 69 or 152(2) of the Roads (Scotland) Act 1984 to the Scottish Ministers for consideration where objections have been received and not subsequently withdrawn, in accordance with Regulation 13 of the Stopping Up of Roads and Private Accesses and the Redetermination of Public Rights of Passage (Procedure) (Scotland) Regulations 1986;

95. modifying in order to make less onerous (where the modification will remove an objection), or suspending, experimental traffic orders (section 10 of the Road Traffic Regulation Act 1984);

96. temporarily restricting or banning the use of roads (section 14 and 16A of the Road Traffic Regulation Act 1984);

97. putting up, maintaining and altering pedestrian crossings on roads other than trunk roads (section 23 of the Road Traffic Regulation Act 1984);
98. deciding for school crossing patrols (siting, selecting and training staff) (section 26 of the Road Traffic Regulation Act 1984);
99. managing off-street parking places including provision of buildings and apparatus, etc (including the contracting out of any charges) (section 33 of the Road Traffic Regulation Act 1984);
100. providing access to premises through off-street parking places where this would relieve or prevent congestion (section 34 of the Road Traffic Regulation Act 1984);
101. acquiring land for off-street parking for schemes approved by the Council (section 40 of the Road Traffic Regulation Act 1984);
102. buying or hiring parking meters (section 49 of the Road Traffic Regulation Act 1984);
103. providing stands and racks for bicycles in a road or elsewhere (section 63 of the Road Traffic Regulation Act 1984);
104. causing or allowing traffic signs to be placed on or near any road (section 65 of the Road Traffic Regulation Act 1984);
105. consulting on the placing of traffic signs in certain circumstances (section 68 of the Road Traffic Regulation Act 1984);
106. serving notices on owners to remove unauthorised traffic signs (section 69 of the Road Traffic Regulation Act 1984);
107. entering any land and carrying out other powers for placing, replacing, converting and removing traffic signs (section 71 of the Road Traffic Regulation Act 1984);
108. putting up and maintaining signs showing a speed limit (section 85 of the Road Traffic Regulation Act 1984);
109. placing bollards or other obstructions on roads where an order is in force that prevents or restricts the passage of vehicles (section 92 of the Road Traffic Regulation Act 1984);

1984);

110. placing bollards on a road where authorised or ordered by the Scottish Ministers (section 93 of the Road Traffic Regulation Act 1984);

111. taking action to secure the expeditious, convenient and safe movement of traffic, including pedestrians, especially for access control of commercial and public service vehicles (section 122 of the Road Traffic Regulation Act 1984);

112. carrying out studies and implementing a programme of measures designed to promote safety (section 39 of the Road Traffic Act 1988);

113. consulting about road hump proposals and the placing of signs (Road Humps (Scotland) Regulations 1998);

114. effecting duties as to the general procedure to be followed before a temporary order is made (Paragraph 3 of the Road Traffic (Temporary Restrictions) Procedure Regulations 1992);

115. effecting duties as to various procedures to be followed in respect of timing of road works (Road Works (Scottish Road Works Register, Notices, Directions and Designations) (Scotland) Regulations 2008);

116. effecting duties as to procedures to be followed in respect of timing of road works (The Road (Traffic Calming) (Scotland) Regulations 1994);

117. effecting duties as to procedures to be followed for consultation about traffic calming works and to the placing of signs at such works (The Roads (Traffic Calming) (Scotland) Regulations 1994 as amended);

118. carrying out the roads authority's responsibilities under the Local Government (Omnibus Shelters and Queue Barriers) (Scotland) Act 1958;

119. carrying out the roads authority's responsibilities including enforcement functions under the New Roads and Street Works Act 1991;

120. commenting as roads authority on planning applications (Town and Country Planning (Development Management Procedure) (Scotland) Regulations 2008);

121. agreeing to the provision of seats and other street furniture on footways (section 30 of the Local Government and Planning (Scotland) Act 1982);
122. advising other authorities on their proposals to 'stop up' roads (sections 1 and 9 of the Road Traffic Regulation Act 1984; sections 68, 69 and 152 of the Roads (Scotland) Act 1984);
123. providing and maintaining lighting on roads that are not maintained by the Council;
124. deciding for tenders and contracts for supported bus services under the Transport Act 1985;
125. arranging for minor spending on bus services to the limits in force for minor contracts under the Transport Act 1985;
126. erecting, moving and removing bus stops, shelters and information panels provided that no objections are made following notice to the public;
127. installing, moving and removing bus stop clearway markings under the Traffic Signs Regulations and General Directions 2002;
128. carrying out the Council's enforcement functions under the Road Traffic Regulation Act 1984, the Road Traffic Act 1991, the Transport (Scotland) Act 2001 and the Bus Lane Contraventions (Charges, Adjudication and Enforcement) (Scotland) Regulations 2011;
129. assessing whether people are eligible for forms of concessionary travel;
130. issuing and refusing to issue a disabled person's badge under the criteria prescribed in the Disabled Persons (Badges for Motor Vehicles) (Scotland) Regulations 2000;
131. asking the Traffic Commissioner to make a traffic regulation condition in respect of a local bus service (section 7 of the Transport Act 1985);
132. dealing with applications to run vehicles for the benefit of the community exempt from Public Service Vehicle etc requirements (section 19 of the Transport Act 1985);
133. dealing with applications to run a community bus service for the benefit of the

community exempt from Public Service Vehicle, etc requirements (section 22 of the Transport Act 1985);

134. securing public transport services having regard for transport needs of members of the public who are elderly or disabled (section 63 of the Transport Act 1985); deciding the numbers of, and charges for, Edinburgh healthcare workers' parking permits subject to any disagreement with NHS Lothian being reported to Committee for decision;

135. approving or refusing applications for school crossing patrols in accordance with the Council Policies;

Housing and Regeneration

136. approving offers and authorising payments of grants to Registered Social Landlords;

137. authorising and carrying out repairs and maintenance to homes owned by the Council for the purposes of affordable rent ("Council Homes") in accordance with the Council's repairs policy;

137. operating the "Right to Repair" scheme for tenants of Council Homes;

139. consenting to repairs and improvements of Council Homes;

140. determining whether the costs of repair and improvements to Council Homes should be reimbursed and to what extent;

141. maintaining a common housing register and allocating Council Homes in accordance with the Council's lettings policy;

142. collecting rent, service charges and court costs where applicable from current and former tenants of Council Homes;

143. writing off the arrears balances of former tenants of Council Homes in accordance with Council Policies;

144. consulting with tenants of Council Homes on increases to rent and service charges;

145. carrying out regular maintenance of land held on the Housing Revenue Account;

146. instructing repairs to common areas in accordance with the Tenements (Scotland) Act 2004;
147. preparing and implementing a Tenant Participation Strategy, including keeping a register of tenant organisations in accordance with the Housing (Scotland) Act 2001;
149. registering the Council as a property factor with the Scottish Government and taking steps to comply with the code of conduct's standards of practice, in accordance with the Property Factors (Scotland) Act 2011;
150. preparing and maintaining a register of private landlords under the Antisocial Behaviour etc. (Scotland) Act 2004;
151. carrying out functions under Part 9 of the Antisocial Behaviour etc. (Scotland) Act 2004;
152. entering relevant persons on the register of private landlords on receipt of a valid application to register or where a relevant person has made a valid houses of multiple occupancy application;
153. approving the entitlement to the relevant discounts of the fee to be entered on the register of private landlords;
154. carrying out the Council's duties as a landlord under section 30 of the Housing (Scotland) Act 1988;
155. issuing, serving, suspending and revoking work notices under sections 30, 31 and 32 of the Housing (Scotland) Act 2006;
156. carrying out work where the owner of a house fails to comply with a work notice or a demolition notice under section 35 of the Housing (Scotland) Act 2006;
157. carrying out work after notification by a private rented housing committee under section 36 of the Housing (Scotland) Act 2006;
158. carrying out the Council's functions in relation to maintenance under Part 1, Chapter 6 of the Housing (Scotland) Act 2006;
159. carrying out the Council's functions in relation to the licensing of houses in multiple

occupation under Part 5 of the Housing (Scotland) Act 2006;

160. carrying out the Council's functions in relation to rights of entry under Part 9 of the Housing (Scotland) Act 2006;

161. exercising the Council's powers under Part 10 of the Housing (Scotland) Act 2006;

162. granting, varying, refusing, extending and revoking temporary exemption orders in terms of section 142 and 143 of the Housing (Scotland) Act 2006;

163. issuing rent penalty notices under the Antisocial Behaviour etc. (Scotland) Act 2004;

164. where appropriate, refunding fees that have been paid by applicants to be placed on the register of landlords;

165. processing applications for improvement grants and domestic sound- proofing grants including authority to make payments;

166. seeking the Scottish Minister's approval to raise the level of grant given grant to an owner-occupier for reasons of hardship;

167. Carrying out the Council's duties as a landlord under section 30 of the Housing (Scotland) Act 1988.

168. carrying out assessments to determine homelessness or the threat of homelessness, and discharging the Council's duties in respect of those assessed as either being homeless or under threat of homelessness;

169. carrying out spot purchases of accommodation, including Bed and Breakfasts, for homeless, temporary or emergency accommodation;

170. entering into leasing agreements with Registered Social Landlords for homeless, temporary or emergency accommodation;

171. carrying out repairs to white goods and furnishings in homeless, temporary or emergency accommodation and core furnished tenancies;

172. kennelling pets for households staying in homeless, temporary or emergency accommodation;

173. determining who receives housing support in line with Council Policies;

174. Provide advice, guidance and assistance on debt, welfare rights and income maximisation.

175. implementing and enforcing the conditions of the Council's tenancy agreements for Council Homes including decisions to progress cases for repossession and eviction action;

176. determining eligibility of applicants and administering the sale of Council Homes under "Right to Buy" legislation;

177 purchasing and selling property on the Housing Revenue Account up to a value of £250,000, provided that such purchases are reported annually to the appropriate committee;

Property and Facilities Management

178. concluding leases, missives of let, licence agreements or extensions of leases and licence agreements or similar on behalf of the Council where:

(a) the length of the lease/missive/agreement is no more than five years and the rent (exclusive of VAT) is no more than £50,000 a year; or

(b) the length of the lease/agreement is no more than one month;

(c) save where any lease offer which includes an element of community benefit as set out in Council Policy is received, when the decision shall be referred to Committee;

179. negotiating, processing and instructing the Service Director, Legal and Assurance to conclude all rent reviews;

180. taking any action to ensure all terms of a lease or licence agreement are enforced, including terminating any lease or agreement and taking whatever action is necessary to effect an eviction where the tenant or licensee has failed to comply with the terms and conditions of the lease or agreement;

181 granting on behalf of the Council 'wayleave' agreements, and concluding missives and leases for sites for sub-stations, gas governors and similar installations for any period

whatsoever, except for:

- (a) wayleaves for gas mains of a diameter greater than 225 mm;
- (b) grids, oil or chemical pipelines;
- (c) overhead transmission lines with capacity greater than 33,000 volts which would only be granted with the Council's consent;

182. granting and obtaining a Minute of Waiver for no more than £50,000;

183. buying and selling property or property rights up to £50,000 when this is required to help in the acquisition or disposal of a more valuable property and the cost can be offset against the acquisition/disposal;

184. permitting a tenant to assign their lease/agreement subject to the Council being in no worse a financial position;

185. buying land or property if it has been specifically budgeted for;

186. marketing surplus property for sale or lease and accepting the highest offer subject to being satisfied that this represents market value (if it is proposed that any offer other than the highest received be accepted, or when any offer includes an element of community benefit as set out in Council Policy then the matter must be considered and approved by the Finance and Resources Committee);

187. agreeing terms for the sale of small plots of land (including land held on the Housing Revenue Account) and instructing the Service Director, Legal and Assurance to conclude the sale, subject to being satisfied that this represents market value, and where:

- (a) the land is existing open space, for example amenity land, landscaping or verges adjoining roads and footpaths;
- (b) the land does not exceed 150 metres²; and
- (c) the use of the land would be for garden ground or for any other ancillary residential use;

188. negotiating and instructing the Service Director, Legal and Assurance to conclude the sale of residential properties under “Right to Buy” legislation;

189. where property is held for commercial or economic development purposes doing the following:

- (a) negotiating to dispose of land or property at values up to £250,000;
- (b) negotiating the grant of “minutes of waiver”;
- (c) signing all offers on behalf of the Council to let or take on lease properties where:
 - (i) the length of the lease is no more than five years and the exclusive rent is no more than £50,000 a year; or
 - (ii) the length of the lease is no more than one month;

save where any lease offer which includes an element of community benefit as set out in Council Policy is received, when the decision shall be referred to Committee;

- (d) negotiating to renew or extend leases where it is uneconomic or unsuitable to advertise the properties;
- (e) agreeing to proposed transfers of leases where the Council is landlord, and instructing the Service Director, Legal and Assurance to conclude these;

190. where property is held on behalf of the Common Good, doing the following:

- (a) negotiating the grant of “minutes of waiver” or wayleaves;
- (b) signing on behalf of the Council, as manager, to let properties
- (c) negotiating to renew or extend leases where it is uneconomic or unsuitable to advertise these properties;

191. publishing notices of a proposed appropriation or disposal of land in accordance with sections 24(2A) and 27(2A) of the Town and Country (Scotland) Act 1959;

192. negotiating and settling all claims for compensation where property has been

purchased by the Council under a compulsory purchase order or requires to be purchased for a scheme or project included within the Council's Capital Investment Programme or where there has been a loss in value of property relating to works carried out by the Council;

193. managing or instructing the lease of Council community centres, working with locally elected Management Committees;

Edinburgh Shared Repairs Service

194. serving notices for repairs, enforcement, carrying out and recovery of costs and expenses in terms of Part 8 of the Civic Government (Scotland) Act 1982 and Part 4 of the Building (Scotland) Act 2003;

195. withdrawing, waiving and relaxing notices issued under Part 4 of the Building (Scotland) Act 2003;

196. recovering reasonable costs incurred in respect of surveys under- taken under section 22 of the Local Government in Scotland Act 2003

197. responding in emergency situations and carrying out repairs immediately where damage to property or health or safety matters are issues and recovering the costs and expenses of doing so;

198. inspecting properties, serving (as proper officer) and enforcing notices and recovering costs under section 24 of the Edinburgh District Council Order Confirmation Act 1991; and

199. executing any works necessary for securing, restoring or repairing privately owned properties, and recovery from the owners of the relevant properties of any expenses reasonably incurred by the Council in doing so, all in accordance with section 26 and 57 of the Edinburgh District Council Order Confirmation Act 1991.

200. cancelling and serving new notices under section 48 of the City of Edinburgh District Council Order Confirmation Act 1991;

201. make missing share payments into owners' maintenance accounts for sums between £500 and £20,000 under section 50 (3) of the Housing Act 2006.

202. recover missing share payments from the owner of the house concerned under section 59 of the Housing Scotland Act 2006 and in line with the Council's Corporate Debt Policy.

Licensing

203. granting or refusing permits for public charitable collections in accordance with criteria approved by the Regulatory Committee;

204. granting, attaching conditions to, refusing and issuing applications for licences etc. under the Civic Government (Scotland) Act 1982 and the legislation listed in Part A of Appendix 10 (including taxi and private hire car licence applications where an adverse medical report has been received) subject to:

(l) there being no objection or unresolved representation from a member of the public or the Chief Constable to the application;

205. subject to consultation with the Convener or Vice-Convener of the Licensing Sub-Committee, granting, attaching conditions to, refusing and issuing applications for any temporary licences etc. under the Civic Government (Scotland) Act 1982 and the legislation listed in Part of A of Appendix 10 where there has been an objection or unresolved representation from a member of the public or the Chief Constable to the application and where it is not practicable for the application to be considered by a scheduled meeting of the Licensing Sub-Committee prior to the date the licence, if granted, is due to commence;

206. granting, renewing, varying and issuing any licence where Police Scotland has made a representation about conditions to be attached to the licence and where the applicant has indicated in writing that he/she agrees to the conditions;

207. renewing and issuing licences etc. under the Civic Government (Scotland) Act 1982 and the legislation listed in Part A of Appendix 10 if satisfied (after considering reports by appropriate officials) as to their non-contentious nature;

208. keeping a public register of applications, permissions and licences;

209. granting and issuing late hours catering licence renewals with hours in excess of zoning policy, where those hours had been enjoyed in the preceding year without complaint;

210. determining an application for an exemption from the requirement to have a late hours catering licence in respect of any particular occasion or during a specified period not exceeding two months in any period of 12 months, and, where appropriate, to attach to such exemption any of the standing conditions applying to late hours catering licences;

211. refunding the appropriate application fee (or part of the fee) for applications which have been withdrawn or refused and licences which have been granted, in accordance with Council Policy;

212. advertising any proposed taxi stance appointment, variation or revocation and:

(a) determining the proposal where no public objections or representations are received; and

(b) determining the starting date of any change;

213. determining whether good cause has been shown to deem an application for renewal of a licence made up to 28 days after the expiry of the existing licence is to be treated as if the licence had been made prior to its expiry;

214. subject to consultation with the Convener or Vice-Convener of the Licensing Sub-Committee, considering whether there is a serious threat to public order or public safety which would justify a temporary suspension of any licences etc. under the Civic Government (Scotland) Act 1982 and the legislation listed in Part A of Appendix 10, and where it is considered that such a serious threat to public order or public safety exists, temporarily suspending the relevant licences etc. for a period of not more than 6 weeks or until the suspension is considered by the Licensing Sub-Committee, whichever is sooner;

215. suspending taxi and private hire driver licences on a temporary basis on medical grounds during the currency of a licence where the licence holder agrees;

216. exempting new taxi driver licence applicants from elements of the compulsory training course if they have alternative equivalent qualifications;

217. accepting new applications to drive taxis or private hire cars from previously licensed drivers up to six months after the expiry of their licence at the appropriate

renewal fee;

218. exercising the Council's overriding discretion in respect of section 187(a)(I) of the City of Edinburgh Council's Licensing Conditions for Taxis, Private Hire Cars, Taxi Drivers and Private Hire Car Drivers 2006) to consider any negative factor such as:

(a) whether the width deviated from the manufacturer's specification for standard vehicles of that type;

(b) whether factory options such as wide wheels and tyres had been added; and

(c) whether the vehicle could safely fit/utilise any taxi stance, without the stance being modified;

219. approving the installation of WIFI, CCTV or another camera equipment in any relevant licensed vehicle;

220. determining whether alleged changes in circumstances are adequate to allow the processing of a further application for a civic licence within 12 months of a refusal (including licences for houses in multiple occupation);

221. accepting a re-application for a civic licence within 12 months of a refusal under existing delegated powers due to an error of material fact and transferring the original fee to the re-application (including licences for houses in multiple occupation);

222. issuing letters of confirmation in respect of notification of public processions received except for any notification attracting representations that cannot be resolved through negotiation;

223. determining requests for variation of fees for Houses in Multiple Occupation licences;

224. appointing members to vacancies arising in the membership of the Council's Licensing Forum;

225. appointing Licensing Standards Officers in accordance with section 13 of the Licensing (Scotland) Act 2005;

226. determining and issuing wheelchair exemptions on a temporary basis in respect of the City of Edinburgh Council's Licensing Conditions for Taxis, Private Hire Cars, Taxi Drivers and Private Hire Car Drivers;

227. determining whether to hold a hearing to consider the suspension of a licence in terms of the Civic Government (Scotland) Act 1982;

228. approve in terms of standard licence condition 26 for individual applications to install Admits and to vary the standard conditions of licence to disapply condition 299 insofar as it applies to Admits.

226 approve exemptions to the age and emissions policy in respect of vehicle owners who are retiring, subject to meeting the criteria agreed by the Regulatory Committee

227 approve in terms of standard licence condition 26 for individual applications to install 'Brightmove taxi tops' and to vary the standard conditions of licence to disapply condition 299 insofar as it applies to 'Brightmove taxi tops'

Community safety, environmental and consumer protection and registration etc.

229. exercising statutory duties, functions and enforcement under the legislation listed in Part B of Appendix 10;

230. when appointed by the Scottish Ministers, acting on any Emergency Order made under Part I of the Food and Environment Protection Act 1985;

231. carrying out reviews of air quality in accordance with section 82 of the Environment Act 1995;

232. carrying out assessments of air quality and the achievement of air quality standards or objectives in accordance with section 84 of the Environment Act 1995;

233. complying with any regulations made under section 87 of the Environment Act 1995;

234. enforcing pollution and nuisance control measures in accordance with sections 107, 108 and 109 of the Environment Act 1995;

235. issuing suspension notices under section 14 of the Consumer Protection Act 1987 for goods which are suspected to be unsafe;

236. granting licences under the Health and Safety at Work etc. Act 1974 and the Petroleum Acts 1928 and 1936;
237. making registrations under the Health and Safety and Work etc. Act 1974 and The Poisons Act 1972;
238. appointing and exercising the powers of health and safety inspectors under sections 19 and 20 of the Health and Safety at Work etc. Act 1974;
239. serving improvement notices and prohibition notices under sections 21 and 22 and in accordance with section 23 of the Health and Safety at Work etc. Act 1974;
- 240 dealing with causes of imminent danger in accordance with section 25 of the Health and Safety at Work etc. Act 1974;
241. providing information upon request under section 27 of the Health and Safety at Work etc. Act 1974;
242. issuing credentials to enforcement staff so that they can deal with enforcing and licensing as provided by the relevant legislation and European directives;
243. providing mobile toilet units, waste containers and assistance in kind to community organisations and charities for special events for which budget provision has been made, and charging for provisions of these services where appropriate;
244. performing the Council's public health duties under sections 11 to 21 of the Edinburgh District Council Order Confirmation Act 1991, including registering premises for acupuncturists, ear piercers and electrolysis's;
- 245 enforcing the removal or discontinuation of advertisements under section 186 of the Town and Country Planning (Scotland) Act 1997;
246. removing or obliterating placards or posters in accordance with section 187 of the Town and Country Planning (Scotland) Act 1997;
247. appointing officer to carry out the functions of the Public Analyst and Food Examiner (Food Safety Act 1990) and Agricultural Analyst/Depute Agricultural Analyst (Agriculture Act 1970);

248. exercising the Council's statutory duties and functions under the Food Safety Act 1990 in relation to issues of food hygiene, food safety and food standards, including labelling;

249. burying or cremating the body of any person who has died or been found dead in the Council's area in any case where it appears to the Council that no suitable arrangements for the disposal of the body have been or are being made otherwise than by the Council, and recovering from the estate of the deceased person the expenses incurred in doing so (section 50 of the National Assistance Act 1948);

250. burying or cremating the body of any deceased person who immediately before his death was in the care of, receiving assistance from, or was a child being looked after by the Council, and recovering the expenses of doing so from the estate of the deceased person or from any person who was liable to maintain the deceased person immediately before his death expenses incurred (section 28 of the Social Work (Scotland) Act 1968);

251. maintaining cemeteries in accordance with section 10 of the Edinburgh District Council Order Confirmation Act 1991;

252. awarding community grants from dedicated budgets;

253. requiring any person to whom any article (other than a book or periodical) is lent to deposit with the Council a sum of money for the safe return of such article (section 6 of the City of Edinburgh District Council Order Confirmation Act 1991);

254. making a charge for notifying a person that an article reserved by him has become available for borrowing (section 6 of the City of Edinburgh District Council Order Confirmation Act 1991);

255. charging for the borrowing of any article (other than a book or periodical) or the provision of any service provided at libraries (section 6 of the City of Edinburgh District Council Order Confirmation Act 1991);

256. prescribing periods within which any article borrowed from a library must be returned, and exacting penalties for the retention by borrowers of any article beyond such period (section 39(1)(a) of the Edinburgh Corporation Order Confirmation Act 1967);

257. exercising the Council's functions under the Registration of Births, Deaths and Marriages (Scotland) Act 1965, including registering births and deaths, appointing a registrar and providing and maintaining a registration office;
258. appointing an officer to carry out the function of dealing with stray dogs, and dealing with dogs under sections 149, 150 and 151 of the Environmental Protection Act 1990;
259. exercising the Council's functions under the Public Health etc. (Scotland) Act 2008, including serving notices on owners or occupiers of infected premises, inspecting premises and recovering expenses, and providing mortuaries;
- 260 carrying out periodical inspections and exercising the Council's inspections functions under sections 9A to 12 of the Zoo Licensing Act 1981;
261. considering and deciding for the welfare of animals following the closure of a zoo under sections 16E and 16G of the Zoo Licensing Act 1981;
262. controlling noise from construction sites by investigating, and serving and publishing notices in accordance with section 60 of the Control of Pollution Act 1974;
263. considering applications for consents for works in accordance with section 61 of the Control of Pollution Act 1974;
264. investigating noise nuisance, serving warning notices and fixed penalty notices, and seizing and removing equipment in accordance with sections 41 to 54 of the Antisocial Behaviour etc (Scotland) Act 2004;
265. inspecting and investigating statutory nuisances in accordance with section 79 of the Environmental Protection Act 1990;
266. serving abatement notices and fixed penalty notices and initiating proceedings in relation to statutory nuisances in accordance with sections 80, 80ZA and 80A of the Environmental Protection Act 1990;
267. abating nuisances and recovering costs in relation to statutory nuisances in accordance with sections 81, 81A and 81B of the Environmental Protection Act 1990;
268. issuing fixed penalty notices for contravention of unauthorised or harmful depositing of waste in accordance with section 33A of the Environmental Protection Act 1990;

269. complying with the duty of care in relation to controlled waste in accordance with section 34 of the Environmental Protection Act 1990;

270. issuing notices and requiring the removal of waste unlawfully deposited in accordance with section 59 of the Environmental Protection Act 1990;

271. promoting the abatement of litter in accordance with section 87 of the Environmental Protection Act 1990;

272. issuing fixed penalty notices for leaving litter in accordance with section 88 of the Environmental Protection Act 1990;

273. designating litter control areas in accordance with section 90 of the Environmental Protection Act 1990;

274. serving litter abatement notices in accordance with section 92 of the Environmental Protection Act 1990;

275. issuing street litter control notices in accordance with section 93 of the Environmental Protection Act 1990;

276. complying with regulations made by Scottish Ministers in relation to the display of advertisements in accordance with section 182 of the Town and Country Planning (Scotland) Act 1997;

277. removing abandoned vehicles in accordance with section 3 of the Refuse Disposal (Amenity) Act 1978;

278. disposing of removed vehicles in accordance with section 4 of the Refuse Disposal (Amenity) Act 1978;

279. recovering expenses in connection with removed vehicles in accordance with section 5 of the Refuse Disposal (Amenity) Act 1978;

280. dealing with graffiti in accordance with sections 58 to 65 of the Antisocial Behaviour (Scotland) Act 2004, including serving graffiti removal notices;

281. exercising the Council's functions and powers in relation to drains in accordance

with sections 29 to 34 of the Edinburgh District Council Order Confirmation Act 1991, including removing obstructions and serving notices;

282. serving notices in relation to environmental matters in accordance with section 160 of the Environmental Protection Act 1990;

283. discharging the Council's functions in relation to genetically modified organisms, including entering and inspecting premises, in accordance with sections 114 to 117 of the Environmental Protection Act 1990;

284. entering into agreements with Scottish Ministers to exercise the enforcement functions of the Scottish Ministers in relation to genetically modified organisms, in accordance with section 125 of the Environmental Protection Act 1990;

285. inspecting land in relation to contaminated land in accordance with section 78B of the Environmental Protection Act 1990;

286. serving notices to require the remediation of contaminated land in accordance with section 78E of the Environmental Protection Act 1990;

287. determining appropriate people to bear responsibility for remediation in accordance with section 78F of the Environmental Protection Act 1990;

288. consulting in relation to remediation notices in accordance with sections 78G and 78H of the Environmental Protection Act 1990;

289. serving remediation notices in relation to the pollution of controlled waters in accordance with section 78J of the Environmental Protection Act 1990;

290. serving remediation notices in relation to contaminating substances which escape to other land in accordance with section 78K of the Environmental Protection Act 1990;

291. carrying out remediation to the relevant land or water environment in accordance with section 78N of the Environmental Protection Act 1990;

292. recovering costs incurred in relation to remediation in accordance with section 78P of the Environmental Protection Act 1990;

293. exercising the Council's functions where remediation notices have been served and

the land becomes special land, in accordance with section 78Q of the Environmental Protection Act 1990;

294. maintaining a register in relation to contaminated land in accordance with sections 78R, 78S and 78T of the Environmental Protection Act 1990;

295. providing SEPA with information when requested in accordance with section 78U of the Environmental Protection Act 1990;

296. having regard to guidance issued by SEPA in accordance with section 78V of the Environmental Protection Act 1990;

297. exercising the Council's functions in relation to contaminated land in accordance with section 78X of the Environmental Protection Act 1990;

298. carrying out the Council's enforcement functions under sections 68, 71, 74 and 78 of the Antisocial Behaviour etc. (Scotland) Act 2004

299. carrying out the Council's enforcement functions in relation to fireworks in accordance with sections 2, 3 and 12 of the Fireworks Act 2003;

300. entering and inspecting premises, issuing fixed penalties and commencing legal proceedings in relation to smoking, in accordance with sections 1 to 10 of the Smoking, Health and Social Care (Scotland) Act 2005;

301. enforcing the safety provisions of the Motorcycle Noise Act 1987;

302. enforcing the provisions of the Tobacco Advertising and Promotion Act 2002 in accordance with sections 13 and 14 of that acts;

303. enforcing the duty to provide information on sale of houses, in accordance with sections 109 to 112 of the Housing (Scotland) Act 2006;

304. exercising the Council's enforcement functions in accordance with sections 25 and 26 of the Tobacco and Primary Medical Services (Scotland) Act 2010;

305. applying for tobacco retailing banning orders and ancillary orders in accordance with sections 15 to 19 of the Tobacco and Primary Medical Services (Scotland) Act 2010;

306. issuing fixed penalty notices in accordance with section 27 of the Tobacco and Primary Medical Services (Scotland) Act 2010;
307. exercising the Council's powers of entry in accordance with sections 28 to 31 of the Tobacco and Primary Medical Services (Scotland) Act 2010;
308. exercising the Council's enforcement powers in relation to copyright infringement in accordance with sections 107A and 198A of the Copyright, Designs and Patents Act 1988;
309. exercising the Council's enforcement functions and powers under the Enterprise Act 2002;
310. dealing with the clean-up of spills in accordance with the Merchant Shipping (Oil Pollution Preparedness, Response and Co-operation Convention) Regulations 1998;
311. requiring the owner of a public building to execute works necessary to minimise the risk to the public in the event of danger in accordance with section 23 of the City of Edinburgh District Council Order Confirmation Act 1991;
312. requiring owners to carry out, or carrying out works to secure, restore or repair structures, fixtures, walls or fences that has become insecure, worn out, damaged or in need of repair, and recovering the costs of doing so, all in accordance with section 24 of the Edinburgh District Council Order Confirmation Act 1991;
313. giving notice to person requiring them to take steps to reduce the emission of dust in accordance with section 25 of the City of Edinburgh District Council Order Confirmation Act 1991;
314. serving notices in accordance with section 26 and in relation to sections 23 to 25 of the City of Edinburgh District Council Order Confirmation Act 1991;
315. cancelling and serving new notices under section 48 of the City of Edinburgh District Council Order Confirmation Act 1991;
316. entering premises to perform the Council's functions under the City of Edinburgh District Council Order Confirmation Act 1991 in accordance with section 53 of that act;
317. executing works and recovering the costs of doing so where an owner or occupier

fails to do so after being served notice to do so in accordance with section 57 of the City of Edinburgh District Council Order Confirmation Act 1991;

318. enforcing powers (and any amendments) given to the Council for Coronavirus public health restrictions.

Parks and Greenspace

319. approving in accordance with conditions considered appropriate to individual applications, and in accordance with Council Policy, all requests from organisations to make use of parks and recreational areas, subject to consultation with:

- (a) the Convener or vice-Convener of the Culture and Communities Committee;
- (b) the Festival and Events Champion;
- (c) local ward Councillors;
- (d) as appropriate, other Council service areas; and/or
- (e) as appropriate, Lothian and Borders Police (or its successor) and other emergency services;

320. issuing felling orders for trees affected by Dutch Elm Disease (sections 3(1) (2) and (4) and 5(1) of the Plant Health Act 1967 and section 20 of the Agricultural (Miscellaneous Provisions) Act 1972 (B) and Dutch Elm Disease (Amendment) (Local Authorities) Order 1975);

321. creating, maintaining, enhancing and removing physical and natural assets within the Council's parks and greenspaces;

322. creating, maintaining, enhancing and removing trees and other landscape features managed by the Council;

323. implementing the provisions of the Council's Park Management Rules;

324. implementing the provisions of the Allotments (Scotland) Acts and administering the

Council's allotment regulations;

325. implementing the provisions of wildlife, nature, access and parks legislation, including:

- (a) Countryside (Scotland) Act 1967;
- (b) Wildlife and Countryside (Scotland) Act 1981;
- (c) National Parks and Access to the Countryside Act 1949;
- (d) Nature Conservation (Scotland) Act 2004;
- (e) Wildlife and Natural Environment (Scotland) Act 2011; and
- (f) Land Reform (Scotland) Act 2003;

326. drafting, managing and implementing Council approved policy and strategy that relates to parks and greenspace responsibilities;

327. managing the Council's Green Flag Award and other quality management programmes;

328. managing events and activities taking place within parks and greenspaces;

Waste Services

329. preparing specifications and award contracts for repairing and maintaining the Council's vehicles and plant fleet, and for buying replacements, all in accordance with the Contracts Standing Orders as amended from time to time;

330. discharging duties relating to the conduct of the Council's significant trading operations in accordance with section 10 of the Local Government in Scotland Act 2003;

331. specifying the level of services and other relevant details for providing waste management, street cleansing and refuse collection services;

332. negotiating variation orders for changes in the level of waste management, street cleansing and refuse collection services with approved contractors, within the contract prices approved by the Council;

- 333. setting the prices of trade waste services provided by the Council;
- 334. exercising statutory duties, functions and enforcement under the legislation listed in Part B of Appendix 10 that relate to waste management;
- 335. carrying out the Council's waste management functions in accordance with its approved integrated waste management plan, and providing the Scottish Ministers upon request with a statement setting out whether the Council is carrying out such functions (section 44Z of the Environmental Protection Act 1990);
- 336. collecting household, commercial or industrial waste, (including, where applicable, issuing reasonable charges for doing so), and exercising the Council's other ancillary powers all in accordance with section 45 of the Environmental Protection Act 1990;
- 337. arranging for the provision of receptacles to enable separate collection of dry recyclable waste and food waste in accordance with section 45C of the Environmental Protection Act 1990;
- 338. serving notice on occupiers regarding the placing of waste for collection in receptacles in accordance with section 46 of the Environmental Protection Act 1990;
- 339. supplying receptacles for commercial or industrial waste, and making reasonable charges for doing so, in accordance with section 47 of the Environmental Protection Act 1990;
- 340. arranging for the disposal of waste collected, providing places at which to deposit waste before the Council transfers it, providing places at which to dispose of or recycle waste and permitting another person to use the facilities provided by the Council, all in accordance with section 53 of the Environmental Protection Act 1990;
- 341. ensuring that land occupied by the Council and used as a site in or on which to deposit, treat, keep or dispose of controlled waste is used and operated in accordance with certain conditions, in accordance with section 54 of the Environmental Protection Act 1990;
- 342. enabling waste to be recycled, used for the purpose of producing heat or electricity, buying or acquiring waste to be recycled and using, selling or disposing of waste belonging to the authority in accordance with section 56 of the Environmental Protection Act 1990;

343. carrying out the Council's duties in response to directions issued by the Scottish Ministers, in accordance with sections 57 and 58 of the Environmental Protection Act 1990;

344. consenting to people sorting or disturbing anything deposited at a place for the deposit of waste or anything deposited in a receptacle for waste, in accordance with section 60 of the Environmental Protection Act 1990;

345. carrying out the Council's duties in response to regulations issued by the Scottish Ministers, in accordance with section 62 of the Environmental Protection Act 1990;

346. minimising the quantities of controlled waste in the Council's area and contributing towards the expenses of doing so, in accordance with section 63A of the Environmental Protection Act 1990;

347. exercising the power to require any person to furnish information in accordance with section 71 of the Environmental Protection Act 1990;

348. participating in legal proceedings in accordance with section 73 of the Environmental Protection Act 1990;

349. carrying out the Council's duties in relation to keeping roads clear of litter and refuse in accordance with section 89 of the Environmental Protection Act 1990;

350. participating in legal proceedings arising from a person complaining that he is aggrieved by the defacement, by litter or refuse, of road or land in accordance with section 91 of the Environmental Protection Act 1990;

351. giving notice under section 99 of the Environmental Protection Act 1990 that the Council has resolved to use the powers to seize and remove shopping trolleys, and exercising such powers under Schedule 4 of that act;

Building Standards

352. submitting comments on relaxation applications determined by the Scottish Ministers;

353. signing certificates of evidence in relation to Sheriff Court procedures involving offences in terms of sections 8(2) and 21(5) of the Building (Scotland) Act 2003;

354. undertaking building standards assessments under section 6 of the Building (Scotland)

Act 2003;

355. deciding on completion certificate submissions under section 18 of the Building (Scotland) Act 2003;

356. deciding on application under section 21(3) of the Building (Scotland) Act 2003 for a building to be temporarily occupied or used before a completion certificate under section 18 has been accepted;

357. deciding on the imposition of a continuing requirement in terms of section 22 of the Building (Scotland) Act 2003;

358. deciding on the discharge or variation of a continuing requirement in terms of section 23 of the Building (Scotland) Act 2003;

359. maintaining and administering a building standard register in terms of section 24 of the Building (Scotland) Act 2003;

360. serving enforcement notices in terms of sections 25, 26, 27, 28, 29, 30 and 42 of the Building (Scotland) Act 2003 and carrying out all consequential enforcement procedures;

361. signing certificates which certify the reason why occupants need to remove from a property as required by a notice under section 42 of the Building (Scotland) Act 2003;

362. processing section 50 certificates in relation to Building Standards in terms of the Licensing (Scotland) Act 2005;

363. granting or refusing applications for building warrants, amendments to warrants and extensions to the periods of validity of building warrants;

Floods, Reservoirs and Coasts

364. preparing, reviewing, updating and making available for inspection maps of relevant bodies of water and sustainable urban drainage systems (section 17 of the Flood Risk Management (Scotland) Act 2009);

365. assessing relevant bodies of water (other than canals) for the purpose of ascertaining whether the condition of any such body of water gives rise to a risk of flooding of land prepare schedules of inspection, clearance and repair works (section 18 of the Flood Risk

Management (Scotland) Act 2009);

366. preparing maps and responding to the Scottish Environmental Protection Agency (“SEPA”) in accordance with section 19 of the Flood Risk Management (Scotland) Act 2009;

367. responding to consultations with SEPA in accordance with section 29 of the Flood Risk Management (Scotland) Act 2009 on the setting objectives and identification of measures under sections 27 and 29 of the Flood Risk Management (Scotland) Act 2009;

368. responding to consultations by SEPA in accordance with section 30(4)(c) of the Flood Risk Management (Scotland) Act 2009;

369. preparing local flood risk management plans to supplement the relevant flood risk management plan in accordance with section 34 of the Flood Risk Management (Scotland) Act 2009;

370. publishing a “draft supplementary part” of the local flood risk management plan as lead local authority in accordance with section 35 of the Flood Risk Management (Scotland) Act 2009 subject to the draft supplementary part being approved by Council or Committee;

371. responding to consultation by a lead local authority on the “draft supplementary part” of the local flood risk management plan in accordance with section 35 of the Flood Risk Management (Scotland) Act 2009;

372. publishing the local flood risk management plan as lead local authority in accordance with section 36(5) of the Flood Risk Management (Scotland) Act 2009 subject to the local flood risk management plan being approved by Council or Committee;

373. responding to consultation by a lead local authority on the finalising, publishing and reviewing of the local flood risk management plan in accordance with section 36 of the Flood Risk Management (Scotland) Act 2009;

374. reviewing the local flood risk management plan and, subject to Council or Committee approval, publish a report on the conclusions of the review in accordance with section 37 of the Flood Risk Management (Scotland) Act 2009;

375. publishing final reports in relation to the local flood risk management plan in accordance with section 38 of the Flood Risk Management (Scotland) Act 2009 subject to

Council or Committee approval;

376. taking steps to co-operate with other local authorities where a local plan district covers more than one local authority's area with a view to assisting the preparation and review of the local flood risk management plan and the preparation of relevant reports in accordance with section 39 of the Flood Risk Management (Scotland) Act 2009;

377. taking steps to ensure the Council has regard to flood risk management plans in accordance with section 41 of the Flood Risk Management (Scotland) Act 2009;

378. providing SEPA and lead authorities with information and assistance in accordance with sections 43, 44, 45 and 46 of the Flood Risk Management (Scotland) Act 2009;

379. taking steps to secure appropriate consistence in the information contained in the plan with information contained in characterisations of river basin districts and river basin management plans in accordance with section 48(3) of the Flood Risk Management (Scotland) Act 2009;

380. sitting on the flood risk advisory group (section 49) and sub-district flood risk advisory group (section 50) on behalf of the Council in accordance with the Flood Risk Management (Scotland) Act 2009;

381. taking steps to do anything which (a) will contribute to the implementation of current measures described in any relevant local flood risk management plan, (b) is necessary to reduce the risk of a flood in the Council's area which is likely to occur imminently and have serious consequences for human health, the environment, cultural heritage or economic activity, or (c) will otherwise manage flood risk in the Council's area without affecting the implementation of the measures described in any relevant local flood risk management plan, all in accordance with sections 56, 57 and 58 of the Flood Risk Management (Scotland) Act 2009;

382. carrying out works which the Council has a duty to carry out under section 59 of the Flood Risk Management (Scotland) Act 2009;

383. responding to consultation by the Scottish Ministers on flood protection schemes (section 60(5) of the Flood Risk Management 7(Scotland) Act 2009;

384. giving notice of proposed flood protection schemes, and making copies of proposed flood protections schemes available for public inspection, in accordance with Schedule 2,

Paragraphs 1 and 2 of the Flood Risk Management (Scotland) Act 2009;

385. confirming or rejecting proposed flood protections schemes (where there have been no objections received following notice to the public) in accordance with Schedule 2, Paragraph 4 of the Flood Risk Management (Scotland) Act 2009;

386. keeping registers of flood protections schemes in accordance with sections 62 and 63 of the Flood Risk Management (Scotland) Act 2009;

387. recovering expenses incurred from owners and occupiers of land if such expense is as a result of the actions of such owner or occupier in accordance with section 67 of the Flood Risk Management (Scotland) Act 2009;

388. responding to consultations on flood warnings in accordance with section 77 of the Flood Risk Management (Scotland) Act 2009;

389. entering land for the purposes of section 79(2)(a) to (i) of the Flood Risk Management (Scotland) Act 2009;

390. serving notice of right of entry in accordance with section 81 of the Flood Risk Management (Scotland) Act 2009;

391. paying compensation to persons who have sustained damage in accordance with sections 82 and 83 of the Flood Risk Management (Scotland) Act 2009;

392. assisting SEPA with transitional arrangements in accordance with section 85 of the Flood Risk Management (Scotland) Act 2009;

393. reporting incidents occurring at reservoirs in accordance with section 88 of the Flood Risk Management (Scotland) Act 2009;

394. discharging the duty to consider the environmental impact of a proposed flood protections scheme in accordance with Part II of the Flood Risk Management (Flood Protection Scheme, Potentially Vulnerable Areas and Local Plan Districts) (Scotland) Regulations 2010;

395. offering relevant objectors (within the meaning of Paragraph 5(4) of Schedule 2 of the Flood Risk Management (Scotland) Act 2009) the opportunity to withdraw the objection in accordance with section 13 of the Flood Risk Management (Flood Protection Scheme,

Potentially Vulnerable Areas and Local Plan Districts) (Scotland) Regulations 2010;

396. requesting the Scottish Ministers to direct planning permission for any development described in a flood protection scheme in accordance with section 14 of the Flood Risk Management (Flood Protection Scheme, Potentially Vulnerable Areas and Local Plan Districts) (Scotland) Regulations 2010;

397. serving notices or other documents to be sent, served or given under the Flood Risk Management (Flood Protection Scheme, Potentially Vulnerable Areas and Local Plan Districts) (Scotland) Regulations 2010 or the Flood Risk Management (Scotland) Act 2009 in accordance with section 15 of the Flood Risk Management (Scotland) Act 2009;

398. in relation to the Braid Burn flood prevention scheme and the Water of Leith prevention scheme (which were confirmed under the Flood Prevention (Scotland) Act 1961) carrying out the powers and duties of the Council, including paying compensation under section 11 of the Flood Prevention (Scotland) Act 1961;

399. exercising the duties and powers of the enforcement authority and all duties of the reservoir undertaker (with respect to all reservoirs owned by the Council) under the Reservoirs Act 1975;

400. exercising the duties and powers of the Council in accordance with the Reservoirs (Scotland) Act 2011; and

401. carrying out the duties and powers of the coast protection authority in accordance with the Coast Protection Act 1949.

City Strategy and Economy

402. developing and advising on policies, strategies, programmes and projects for approval by Council or Committee in relation to economic development, external relations and inward investment, including working in partnership with external organisations (both public and private) that deliver economic development activities (including making financial contributions to these activities where appropriate by way of a loan or grant in accordance with criteria approved by Committee);

403. performing the Council's functions in respect of the East of Scotland Investment Fund, including authorising loans subject to annual reporting to the Economy Committee;

- 404. allocating space within property managed by Economic Development to relevant partners and agreeing the terms of such arrangements;
- 405. making changes to the opening hours of buildings managed by Economic Development as required for operational or budgetary reasons;
- 406. altering or waiving (in whole or in part) charges of hire of property managed by Economic Development where there are sound financial, operational or other justifiable reasons for doing so, subject to annual reporting to the Economy Committee;

Culture

- 407. devising and implementing cultural, heritage and events programmes;
- 408. organising museum and gallery exhibitions;
- 409. altering or waiving (in whole or in part) charges for hire of properties managed by the Service Director: Culture and Wellbeing where there are sound financial, operational or other justifiable reasons for doing so;
- 410. agreeing in principle and instructing the Executive Director of Place to conclude temporary leases of property managed by the Service Director, Culture and Wellbeing;
- 411. allocating space within property managed by the Service Director: Culture and Wellbeing to relevant partners and agreeing the terms of any such arrangements, taking advice as necessary from other service areas, and bringing those arrangements to conclusions as required;
- 412. making such changes to the opening hours of buildings operated by the Service Director, Culture and Wellbeing as are required for operational and budgetary reasons;
- 413. monitoring arms' length organisations which operate Culture facilities or services, or both, on the Council's behalf, including the Festival City Theatres Trust;
- 414 accepting and rejecting gifts or bequests to the Council's museums and galleries;
- 415. lending any object in the Council's museum and gallery collections to any gallery, museum or exhibition in accordance with section 7 of the Edinburgh District Council Order

Confirmation Act 1991;

416. making recommendations and acting on the purchase of museum and gallery objects in accordance with Council Policy;

417. commenting on the impact of planning applications on Edinburgh's archaeology and historic environment in accordance with the Scottish Planning Policy (SPP) and accompanying Planning Advice Note (PAN2/2011), and the Town and Country Planning (Development Management Procedure) (Scotland) Regulations 2008;

418. establishing Friends and other groups to support the work of the service area;

419. contributing up to £10,000 from the Jean F Watson Bequest trust funds to secure the purchase of any single work of art in accordance with the purposes of the trust, in consultation with the Convener of the Committee on the Jean F Watson Bequest;

420. buying individual items valued up to £1,000 for the Museum of Childhood collection using the Catherine E Cowper Trust's funds;

Public Safety

421. administering and issuing Safety Certificates and Special Safety Certificates, and carrying out inspection and enforcement duties relating to such certificates, for Designated Stadia and Regulated Stands in accordance with the Fire Safety and Safety of Places of Sports Act 1987, the Safety of Sports Grounds Act 1975 and the Safety of Places of Sports Regulations 1988; and

422. administering and issuing permits and carrying out inspection and enforcement duties relating to such permits, for raised structures built to accommodate people under section 89 of the Civic Government (Scotland) Act 1982.

APPENDIX 6

CHIEF PLANNING OFFICER

These are the functions referred to in paragraph 10 of the Scheme:

Planning policy

1. responding directly to consultations on development plans, planning applications, environmental assessments and planning guidance from neighbouring authorities at any stage in the process unless the **Chief** Planning Officer considers that:

(a) the consultation raises a significant planning issue (which may include transport and other infrastructure matters) for the Council which should be draw to the attention of the consulting authority;

(b) the consultation raises a matter which is potentially controversial or likely to be of significant public interest; or

(c) the Council should formally object to a proposed development plan;

2. responding directly to planning related consultations from the Scottish Government and Government Agencies unless the Chief Planning Officer considers that:

(a) the consultation raises a significant planning issue for the Council Which should be drawn to the attention of the Scottish Government/Government Agency; or

(b) the consultation raises a matter which is potentially controversial or likely to be of significant public interest;

3. determining whether a qualifying plan, programme or strategy, which is being prepared or modified, requires environmental assessment in accordance with the Environmental Assessment (Scotland) Act 2005 and to undertake environmental assessment where necessary, including preparing an environmental report and carrying out consultations;

Local Development Plan Preparation

4 considering the Local Development Plan Report of Examination, save where:

(b) grounds set out in the Town and Country Planning (Grounds for Declining to Follow Recommendations) (Scotland) Regulations 2009 are engaged.

5 Publishing the Local Development Plan as modified after examination

Planning applications etc.

6. determining applications (including retrospective applications) for planning permission, planning permission in principle, approval of matters specified in conditions, listed building consent, conservation area consent and consent to display an advertisement, provided that:

(a) the decision is in accordance with the statutory development plan (Strategic Development Plan and Local Development Plan);

(b) conditions added by the Development Management Sub-Committee are not removed or amended;

(c) where approval is recommended, not more than six material objections have been received from third parties except where the application is for listed building consent conterminous with an associated householder development;

(d) where approval is recommended and the application is for listed building consent conterminous with an associated householder development, not more than 20 material objections or a petition have been received from third parties;

(e) where refusal is recommended, not more than 20 material representations in support of the proposals have been received from third parties;

(f) where a petition has been submitted properly headed with material planning considerations, it has not more than 20 signatures of objection in relation to recommendations for approval and not more than 20 signatures of support in relation to recommendations for refusal, other than those cases relating to paragraph 6(d);

(g) Objections from statutory consultees, including community councils, are resolved in relation to applications recommended for approval and there are no outstanding support comments from community councils in relation to applications recommended for refusal.

(h) the application does not fall within the definition of national developments as set out in the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009;

(l) there is no legal agreement required in connection with the application where the financial value of the matters secured in the agreement will be in excess of, or estimated to be in excess of, £250,000, or where by virtue of any policy or non-statutory guidance on developer contributions there is a requirement to be met and, for whatever reason, that requirement is not being fully met;

(i) no elected member has requested referral of the application to the Development Management Sub-Committee for material planning reasons, within 21 days, as set out in the relevant guidance note for elected members;

(k) the application is not submitted by, or on behalf of, the Council (except for the approval of routine minor developments);

(l) the application is not submitted by, or on behalf of, an elected member of the Council or by his/her partner, close friend or relative;

(n) the application is not submitted by, or on behalf of, an officer involved in the statutory planning process, or by their partner, close friend or relative;

(o) the application is not for Hazardous Substance Consent;

(p) the Chief Planning Officer does not consider the application to be controversial or of significant public interest, or as having a significant impact on the environment; and

(q) the application does not meet the criteria approved by the Planning Committee for a hearing by the Development Management Sub-Committee;

7. determining applications for certificates of lawful use or lawful development under sections 150 and 151 of the Town and Country Planning (Scotland) Act 1997 and applications for certificates of appropriate alternative development, provided that:

(a) the application does not raise a significant planning matter, leading to advice to refuse or to object;

(b) the Chief Planning Officer does not consider the application to be

potentially controversial, or likely to be of significant public interest, or as having a significant impact on the environment;

(c) the application does not fall within the definition of national developments as set out in the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009;

(d) no elected member has requested referral of the application to the Development Management Sub-Committee for material planning reasons, within 21 days, as set out in the relevant guidance note for elected members;

(e) the application is not submitted by, or on behalf of, the Council (except for the approval of routine minor developments);

(f) the application is not submitted by, or on behalf of, an elected member of the Council or by his/her partner, close friend or relative;

(g) the application is not submitted by, or on behalf of, an officer involved in the statutory planning process, or by their partner, close friend or relative; and

(h) the application does not meet the criteria approved by the Planning Committee for a hearing by the Development Management Sub-Committee;

8. determining whether an application for planning permission will need to be accompanied by an Environmental Impact Assessment Report and responding to requests for any associated scoping opinion;

9. issuing an opinion in respect of a Pre-Application Screening request;

10. deciding whether the method of consultation is acceptable, or more is needed in respect of a Proposal of Application Notice;

11. deciding whether or not to decline to determine a repeat application for planning permission in any of the circumstances set out in Section 39 of the Town and Country Planning (Scotland) Act 1997;

12. signing a processing agreement in respect of a major application as defined in the hierarchy of development;

13. promoting a direction altering the duration of a planning consent;
14. determining whether a change to a granted planning application is material or not or whether changes are substantial;
15. deciding whether or not full details of a proposed agricultural building require to be submitted;
16. deciding whether or not full details of a proposed forestry building require to be submitted;
17. deciding whether or not full details of proposed buildings by gas and electricity undertakings, solely for the protection of plant and machinery, are required;
18. deciding whether or not, in the case of proposed demolition of residential property, to require a formal submission;
19. deciding whether or not, in the case of proposed toll facilities on toll roads, to require a detailed submission;
20. determining painting and sundry minor works requiring permission by reason of an Article 4 Direction;
21. determining that alterations to a listed building do not require Listed Building Consent
22. determining whether works or a change of use constitute permitted development;
23. determining the display of advertisements;

Enforcement action

24. acting as proper officer in terms of the signing and service of decision notices, enforcement notices and related notices under section 193 of the Local Government (Scotland) Act 1973 and appointing appropriate officers to prepare, sign and serve such notices on his behalf;
25. initiating, progressing, serving notices and concluding enforcement action, interdict

action or direct action in connection with the following, provided that any significant case, or cases where it is in the public interest to do so, shall be reported to the Development Management Sub-Committee for consideration:

- (a) Planning Contravention Notices;
- (b) Enforcement Notices, including those relating to listed building and advertisements;
- (c) advertisement discontinuation procedures;
- (d) reporting to the procurator fiscal;
- (e) Breach of Condition Notices;
- (f) Amenity Notices;
- (g) Stop Notices;
- (h) Temporary Stop Notices;
- (i) Fixed Penalty Notices;
- (j) Hazardous Substances Contravention Notices;
- (k) Tree Replacement Notices;
- (l) prosecution in respect of the above as necessary and the giving of evidence in court; and
- (m) powers of entry;

26. carrying out the following functions provided that any significant cases, or cases where it is in the public interest to do so, are reported to the Development Management Sub-Committee for consideration:

- (a) withdrawing, relaxing, or varying an enforcement notice (section 129 of the Town and Country Planning (Scotland) Act 1997);

- (b) undertaking work required by an enforcement notice and recovering the costs (section 135 of the Town and Country Planning (Scotland) Act 1997);
- (c) serving notices in case of compliance or non-compliance with planning consent (section 145 of the Town and Country Planning (Scotland) Act 1997);
- (d) lodging an interdict restraining a breach of planning control to the Court of Session/Sheriff Court (section 146 of the Town and Country Planning (Scotland) Act 1997);
- (e) undertaking work required by non-compliance with a listed building enforcement notice (Town and Country Planning (Scotland) Act 1997 and section 38 of the Town and Country Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997);
- (f) serving section 270 Notices and Planning Contravention Notices;
- (g) determining whether or not it is expedient to take no further action in respect of a breach of control, having regard to the provisions of the development plan and other material planning considerations;
- (h) after the service of a notice, taking all necessary subsequent steps to bring the matter to an acceptable conclusion;
- (i) instituting any necessary action to remove or obliterate placards or posters which are displayed in contravention of the Town and Country Planning (Control of Advertisements) (Scotland) Regulations 1984 and the Town and Country Planning (Scotland) Act 1997;
- (j) undertaking and enforcing the procedures requiring developers to inform the Council of the initiation and completion of developments and in relation to the display of notices indicating the development being carried out; and
- (k) issuing and enforcing notices requiring the owner of land, where planning permission has not been granted but development has been carried out, to make an application for planning permission;

Landscape

27. making Tree Preservation Orders (with the Planning Committee approving the final order taking into account objections or representations received);
28. authorising or refusing the felling, pruning, topping, lopping of trees or the carrying out of other prohibited works to trees protected by Tree Preservation Orders (including the imposition of conditions as appropriate);
29. determining notifications for the felling, pruning, topping, lopping of trees or the carrying out of other prohibited works to trees in conservation areas;
30. serving, progressing, and concluding actions in respect of tree replacement notices, including any necessary follow up direct action;
31. investigating unauthorised works to protected trees and reporting offences to the Procurator Fiscal where considered appropriate;
32. considering and determining all applications in respect of high hedge notices, taking any subsequent enforcement or other action and exercising powers of entry and other supplementary powers in accordance with the High Hedges (Scotland) Act 2013 provided that any significant cases, or cases where it is in the public interest to do so, are reported to the Development Management Sub-Committee for consideration;

Appeals

33. determining what response should be made to the Directorate of Planning and Environmental Appeals in the case of appeals submitted in respect of the non-determination of an application and where the application could otherwise have been dealt with under delegated powers;

Legal Agreements

34. entering into a legal agreement with a developer, provided that:
 - (a) the agreement complies with the terms of government guidance, relevant development plan policies and supplementary guidance on developer contributions; and
 - (b) does not involve a financial sum or other contributions of a value exceeding £250,000;

35. entering into a discharge of a legal agreement granting partial or full discharge of the relevant party's obligations on the due performance by that party of such obligations;

36. modifying a legal agreement with the relevant party provided that:

(a) the terms of the modifications comply with the terms of government guidance, relevant development plan policies and supplemental guidance on developer contributions; and

(b) it does not involve reducing the financial sum or other contributions in the legal agreement;

37. extending the six-month period for concluding a legal agreement to nine months, provided meaningful progress is being achieved

Miscellaneous

38. authorising Powers of Entry to land for any purpose (especially surveying) relating to the preparation of a development plan and general planning controls (sections 269 & 270 of the Town and Country Planning (Scotland) Act 1997);

39. allocating new street numbers and, in consultation with the appropriate local ward councillors, changing street numbers and naming new streets;

40. requiring proper maintenance of land affecting listed buildings or conservation areas and to undertake necessary work and recover costs in cases of non-compliance (sections 135 and 179 of the Town and Country Planning (Scotland) Act 1997 and the Town and Country Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997);

Flooding

41. requesting advice from SEPA as to flood risk under section 72 of the Flood Risk Management (Scotland) Act 2009.

APPENDIX 7**STATUTORY FUNCTIONS AND STATUTORY OFFICERS**

<u>Statutory Function</u>	<u>Legislation</u>	<u>Officer</u>
Agricultural Analyst/Depute Agricultural Analyst	Section 67(3) of the Agriculture Act 1970	Scientific Bereavement and Registration Service Senior Manager and Operation Manager – Public Analyst
Assessor	Section 27 of the Local Government etc. (Scotland) Act 1994	Assessor of the Lothian Valuation Joint Board
Chief Inspector of Weights and Measures	Section 72 of the Weights and Measures Act 1985	Licensing and Trading Standards Service Manager
Inspector of Weights and Measures	Section 72 of the Weights and Measures Act 1985	Certain officers appointed by the Chief Inspector of Weights and Measures
Chief Social Work Officer	Social Work (Scotland) Act 1968	Chief Social Work Officer
Chief Education Officer	Education (Scotland) Act 2016	Chief Education Officer
Counting Officer	Parties, Elections and Referendums Act 2000	Chief Executive
Data Protection Officer	37-39 of General Data Protection Regulations	Information Governance Manager
Dog Catcher	section 149 of the Environmental Protection Act 1990	Dog Warden
Food Examiner	Section 30 of the Food Safety Act 1990	Scientific Bereavement and Registration Service Senior Manager and Operation Manager – Public Analyst

Head of Paid Service	Section 4(1) of the Local Government and Housing Act 1989	Chief Executive
Mental Health Officers	Section 32 of the Mental Health (Care and Treatment) (Scotland) act 2003	Certain social workers as appointed by the Chief Social Work Officer.
Monitoring Officer	Section 5(1) of the Local Government and Housing Act 1989	Service Director: Legal and Assurance
Public Analyst	Sections 27 and 30 of the Food Safety Act 1990	Scientific Bereavement and Registration Service Senior Manager and Operation Manager – Public Analyst
Registrar of Births, Deaths and Marriages	Section 7 of the Registration of Births, Deaths and Marriages (Scotland) Act 1965	Chief Registrar/ Registration Services Manager
Returning Officer	Sections 25 and 41 of the Representation of the People Act 1983	Chief Executive

APPENDIX 8
PROPER OFFICER FUNCTIONS

<u>Proper Officer Function</u>	<u>Legislation</u>	<u>Officer</u>
Declaration of acceptance of office	section 33A of the Local Government (Scotland) Act 1973	Service Director: Legal and Assurance
Resignation of office by a member	section 34 of the Local Government (Scotland) Act 1973	Chief Executive
Circulating reports and agendas, supplying papers to the press and, where necessary, providing summaries of minutes	sections 50B(2), 50B(7) and 50C(2) of the Local Government (Scotland) Act 1973	Service Director: Legal and Assurance
Compilation of background papers for inspection	section 50D of the Local Government (Scotland) Act 1973	All Executive Directors, Chief Executive
Members' rights of access to documents which enclose "exempt information"	section 50F (2) of the Local Government (Scotland) Act 1973	Chief Executive
Transfer of securities on alteration of area etc.	section 92 of the Local Government (Scotland) Act 1973	Executive Director of Corporate Services
Financial Administration	section 95 of the Local Government (Scotland) Act 1973	Service Director: Finance and Procurement
Education endowments	section 128 of the Local Government (Scotland) Act 1973	Service Director: Legal and Assurance
Ordnance Survey	section 145 of the Local Government (Scotland) Act 1973	Executive Director of Corporate Services

Service of legal proceedings etc.	section 190 of the Local Government (Scotland) Act 1973	Service Director: Legal and Assurance
Claims in sequestrations and liquidations	section 191 of the Local Government (Scotland) Act 1973	Executive Director of Corporate Services
Authentication of documents and execution of deeds	sections 193 and 194 of the Local Government (Scotland) Act 1973 and the Requirements of Writing (Scotland) Act 2005	Executive Director of Corporate Services and Service Director: Legal and Assurance
Inspection and deposit of documents	section 197 of the Local Government (Scotland) Act 1973	Executive Director of Corporate Services and Service Director: Legal and Assurance
Procedure for byelaws	sections 202 and 204 of the Local Government (Scotland) Act 1973	Executive Director of Corporate Services and Service Director, Legal and Assurance
Roll of honorary freemen	section 206 of the Local Government (Scotland) Act 1973	Service Director, Legal and Assurance
Notice of Meeting	Schedule 7 of the Local Government (Scotland) Act 1973	Service Director, Legal and Assurance
Politically restricted posts	section 2 of the Local Government and Housing Act 1989	Executive Director of Corporate Services
Maintaining the register of members' interests	Regulation 6 of the Ethical Standards in Public Life etc. (Scotland) Act 2000 (Register of Interests) Regulations 2003	Service Director, Legal and Assurance

APPENDIX 9

LIST OF LEGISLATION

Part A

1. Animal Boarding Establishments Act 1963;
2. Animal Health and Welfare (Scotland) Act 2006;
3. Breeding of Dogs Act 1973;
4. Cinemas Act 1985;
5. City of Edinburgh District Council Order Confirmation Act 1991;
6. Civic Government (Scotland) Act 1982;
7. Dangerous Wild Animals Act 1976;
8. Deer (Scotland) Act 1996;
9. Housing (Scotland) Act 2006;
10. Hypnotism Act 1952;
11. Performing Animals (Regulation) Act 1925;
12. Pet Animals Act 1951;
13. Petroleum (Transfer of Licences) Act 1936;
14. Riding Establishments Acts 1964 and 1970;
15. Theatres Act 1968; and
16. Zoo Licensing Act 1981.

Part B

1. Accommodation Agencies Act 1953;
2. Agriculture Produce (Grading and Marking) Acts 1928 and 1931;
3. Agriculture Act 1970;
4. Agriculture (Miscellaneous Provisions) Act 1968;
5. Animal Boarding Establishments Act 1963;

6. Animal Health Act 1981;
7. Animal Health and Welfare (Scotland) Act 2006;
8. Breeding and Sale of Dogs (Welfare) Act 1999;
9. Breeding of Dogs Act 1973 and 1991;
10. Burial Grounds (Scotland) Act 1855;
11. Children and Young Persons (Protection from Tobacco) Act 1991;
12. Church of Scotland (Property and Endowment) Act 1925;
13. Cinemas Act 1985;
14. Civic Government (Scotland) Act 1982;
15. Civil Partnership Act 2004;
16. Clean Air Act 1993;
17. Control of Dogs (Scotland) Act 2010;
18. Consumer Credit Act 1974;
19. Consumer Protection Act 1987;
20. Cremation Acts 1902 and 1952;
21. Cremation (Scotland) Amendment Regulations 2003;
22. Dangerous Wild Animals Act 1976;
23. Development of Tourism Act 1969 (sections 17 and 18);
24. Dog Fouling (Scotland) Act 2003;
25. Education Reform Act 1988 (section 215);
26. Energy Conservation Act 1981 (section 20);
27. Environment and Safety Information Act 1988;
28. Estate Agents Act 1979;
29. European Communities Act 1972 (section 2(2));

30. Explosives Act 1875 (sections 74 and 78);
31. Fair Trading Act 1973;
32. Food and Environment Protection Act 1985 (sections 19(1B) and (1C));
33. Hallmarking Act 1973;
34. Housing (Scotland) Act 1987, Parts IV, V, VII and VIII
35. International Health Regulations 2005;
36. Marriage (Approval of Places) (Scotland) Regulations 2002;
37. Marriage (Scotland) Act 1977;
38. Medicines Act 1968;
39. Performing Animals (Regulation) Act 1925;
40. Pet Animals Act 1951;
41. Petroleum (Consolidation) Act 1928 (section 17);
42. Poisons Act 1972;
43. Prevention of Damage by Pests Act 1949;
44. Prices Act 1974 and 1975;
45. Private Rented Housing (Scotland) Act 2011;
46. Property Misdescriptions Act 1991;
47. Public Health (Aircraft) (Scotland) Regulations 1971;
48. Public Health (Ships) (Scotland) Regulations 1971;
49. Rent (Scotland) Act 1984;
50. Road Traffic (Vehicle Emissions) (Fixed Penalty) (Scotland) Regulations 2003);
51. Sewerage (Scotland) Act 1968;
52. Single Use Carrier Bags Charge (Scotland) Regulations 2014;
53. Telecommunications Act 1984 (section 30);

- 54. Theatres Act 1968;
- 55. Timeshare Act 1992;
- 56. Trade Descriptions Act 1968;
- 57. Trademarks Act 1994;
- 58. Video Recordings Acts 1984 and 1993;
- 59. Water (Scotland) Act 1980;
- 60. Water Services etc. (Scotland) Act 2005;
- 61. Weights and Measures Act 198

Scottish Joint Negotiating Committee
for Chief Officials

SCHEME OF SALARIES &
CONDITIONS OF SERVICE
FOR CHIEF OFFICIALS

Scottish Joint Negotiating Committee
for Chief Officials

SCHEME of SALARIES &
CONDITIONS of SERVICE
FOR CHIEF OFFICIALS

(2014)

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SCHEME OF SALARIES & CONDITIONS OF SERVICE FOR CHIEF OFFICIALS

INTRODUCTION

The purpose of this Scheme is to provide a uniform basis for determining the salaries and related conditions of service of employees covered by the Scottish Joint Negotiating Committee.

The Scheme applies to any employee who is within the scope of the Committee as defined in the Constitution.

The Scheme does not apply to any post which is dealt with by other joint negotiating machinery on which the Convention of Scottish Local Authorities is represented.

The Constitution of the Scottish Joint Negotiating Committee is set out in Appendix C.

In applying this Scheme, each council must take actions which comply with statutory and regulatory legislation.

Conditions which are not covered by this Scheme and conditions contained in the Scheme but referred to as for local determination, are for consultation and negotiation with trade unions at a local level.

1 EQUALITIES

- 1.1 Employees should be afforded equal opportunities in employment irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.
- 1.2 Each council should ensure that unlawful discrimination and harassment is eliminated and equality of opportunity promoted in all areas of employment including recruitment, training and development, pay, promotion and exit arrangements.
- 1.3 Each council will develop, publish and regularly review an equal pay statement.
- 1.4 Conditions of service are equally applicable to all employees irrespective of hours worked and employment status.

2 OFFICIAL CONDUCT

- 2.1 Employees should maintain conduct of the highest standard such that public confidence in their integrity is sustained.

- 2.2 Each council will develop local codes of practice to cover the official conduct and the obligations of employees.

3 LEARNING AND DEVELOPMENT

- 3.1 Each council should have arrangements to identify training needs in line with service plans.
- 3.2 Each council should have policies and arrangements which support learning and development for employees in line with council priorities with payment and time-off arrangements to be determined locally.
- 3.3 Part time employees should have access equal to that of full time employees and when on training courses outside their contracted daily hours, will be paid on the same basis as full time employees.

4 HEALTH, SAFETY AND EMPLOYEE WELLBEING

- 4.1 Each council has a duty to comply with legislation governing the health, safety and wellbeing of all employees, including the conditions under which they work, the provision and maintenance of necessary personal protective equipment and relevant health surveillance.
- 4.2 Employees have a duty of care to themselves and others affected by their activity at work and to co-operate with actions taken by the council to meet their duties under the relevant regulations.

5 SALARIES

- 5.1 Salaries for chief executives and all other chief officers within the scope of this Scheme will be determined as follows:

5.2 Chief Executives

The salaries for each chief executive will be set nationally and will comprise a three point incremental scale. Placement on and progression within the scale will be determined locally. A council may however choose to adopt a single point salary for the chief executive, in which case the council will apply the top point of the scale.

5.3 Other Chief Officers

For all other chief officers, spinal column points on which salaries may be based will be set nationally. The determination of each chief officer's salary will be at the discretion of each council. Councils are not required to use the spinal column points but must take into account relative levels of responsibility and any special factors affecting a particular post.

5.4 Preservation of Salary

Should any salary or structure review result in a reduced substantive salary for an employee, preservation arrangements, if any, will be determined locally.

6 LEAVE

- 6.1 Each council will ensure that employees receive their statutory entitlement to leave.

6.2 The entitlements to annual leave and public holidays as expressed below apply to five day working patterns. For alternative working patterns equivalent leave entitlements will be calculated pro rata to working hours. This may be expressed in hours over the leave year.

6.3 Public Holidays

Public holidays recognised by each council for its employees will be granted as holidays with pay. By local agreement some of these may be added to annual leave.

6.4 Annual Leave

6.4.1 Each council will set its leave year. The minimum paid full annual leave entitlement is twenty days. An employee who has at least five years continuous service at the start of the leave year will receive a further five days annual leave.

6.4.2 Where an employee has been absent through illness for a period exceeding three months each council will have discretion to limit the leave to an amount equal to the period of actual service given during the leave year, provided the period of leave (annual plus public) does not fall below the statutory minimum (currently twenty eight days).

6.4.3 The annual leave entitlement of an employee leaving or joining a council will be proportionate to their completed service during the leave year.

6.5 Special Leave

6.5.1 Additional leave with or without pay may be granted at the discretion of the council in special circumstances e.g. reserve forces and retained fire fighters.

6.5.2 Paid leave of absence will be granted to an employee undertaking jury service and paid leave of absence, with the approval of the council, will be granted to an employee serving on public bodies or undertaking public duties. Where an allowance is claimable for loss of earnings the employee should claim and pay will be amended accordingly depending on whether the allowance is paid direct to the employee or to the council.

6.5.3 An employee will be entitled to take such reasonable time off without loss of pay as is required, in accordance with locally determined arrangements, for the purpose of preventative medical examination.

6.5.4 Each council is encouraged to develop policies which recognise the particular requirement of employees with responsibilities for children and dependants.

6.5.5 Each council should grant, in appropriate cases, paid leave of absence to employees attending meetings concerned with Scottish Joint Negotiating Committee affairs, or other such matters relating to national developments impacting on councils.

7 SICKNESS PROVISIONS

7.1 The management of sickness absence is for each council to determine. Each council should develop sickness absence procedures, which support attendance management. An employee's entitlement to sickness allowance is determined by paragraphs 7.2 to 7.8 below.

7.2 Sickness Allowance

7.2.1 The provisions relating to sickness allowance are set out in paragraph 7.3. The allowance is complementary to any statutory based payments which an employee may receive and is subject to a range of conditions, many of which are additional to those applying to the statutory based payments.

- 7.2.2 An employee is not entitled to receive sick pay unless the council's notification procedures are followed including submission of a medical statement at appropriate intervals and completion of any other self-declaration or other forms as required by the council's procedures.
- 7.2.3 Where, for the purpose of qualifying for sick pay, a council requires a medical statement from an employee, the council may, with exception of the requirements outlined at 7.2.2 and with the exception of sub-clause 7.8.1, reimburse the employee the costs of such a statement on the provision of a receipt.
- 7.2.4 An employee who falls sick during the course of annual leave will be regarded as being on sick leave from the date of a medical statement.
- 7.2.5 Where an employee is receiving sick pay, sick pay will continue if a public holiday recognised by the council for its employees falls during such sickness absence. No substitute public holiday will be given. Where an employee has exhausted sickness allowance entitlement, no payment should be made in respect of a public holiday occurring during the period of absence.

7.3 Payment and Period of Allowance

- 7.3.1 An employee's entitlement to sickness allowance will depend on length of continuous service as follows:

SERVICE AT START OF ABSENCE FROM WORK	FULL ALLOWANCE FOR	HALF ALLOWANCE FOR
Less than 26 weeks	Nil	Nil
26 weeks or more but less than 1 year	5 weeks	5 weeks
1 year but less than 2 years	9 weeks	9 weeks
2 years but less than 3 years	18 weeks	18 weeks
3 years but less than 5 years	22 weeks	22 weeks
5 years and over	26 weeks	26 weeks

- 7.3.2 In exceptional circumstances a council may extend the period of full allowance or half allowance outlined in 7.3.1.
- 7.3.3 The period during which sick pay will be paid, and the rate of sick pay in respect of any period of absence, will be calculated by deducting from the employee's entitlement on the first day, the aggregate of periods of paid absence during the twelve months immediately preceding the first day of absence, except that neither the aggregate nor the twelve month period shall include any periods of absence on unpaid leave. The aggregate of such previous periods of sickness allowance will be deducted in the first instance from the full allowance period and the balance from the half allowance period to which the employee is entitled in respect of the latest absence.

7.4 Calculation of Allowance

- 7.4.1 In the case of full pay periods, sick pay will be an amount which when added to Statutory Sick Pay and Employment and Support allowance receivable, will secure the equivalent of normal pay.

- 7.4.2 In the case of half-pay periods, sick pay will be an amount equal to half normal earnings plus an amount equivalent to Statutory Sick Pay and Employment and Support allowance receivable, so long as the total sum does not exceed normal pay.
- 7.4.3 Normal pay will be as defined by an employee's contract but will normally include all earnings that would be paid during a period of normal working, excluding any payments not made on a regular basis.
- 7.4.4 The state benefits to be taken into account for the calculation of sick pay are those to which an employee is entitled on the basis that the employee has satisfied, so far as is possible:
- i) The council's absence management arrangements;
 - ii) The claiming of benefits;
 - iii) The obligation to declare any entitlements to benefits and any subsequent changes in circumstances affecting such entitlement.
- 7.5 Sickness or Disablement due to an Accident in the Course of Employment.
- 7.5.1 Absence in respect of normal sickness is entirely separate from absence through industrial disease or injury arising out of, or in the course of, employment with a council. Periods of absence in respect of one will not be offset against the other for the purpose of calculating entitlements.
- 7.5.2 An absence due to an accident will only qualify for payment under this paragraph when an entry in the council's Accident Book has been completed, any other local procedures are followed by the employee, and any subsequent investigation by the council into the facts recorded find these to be accurate and the absence to be as a result of an accident.
- 7.5.3 Every effort must be made to ensure that all accidents are entered in the Accident Book including those where the employee, as a result of the accident, is unable to make the entry personally. In circumstances where no entry is made at the time of the accident, the council should not unreasonably refuse the payment of industrial injury allowance. The council will still need to carry out the required investigation into the accident to establish the facts. If that investigation establishes that an accident took place arising out of or in the course of employment, the employee will nonetheless be entitled to the industrial injury allowance, despite the fact that no entry has been made in the Accident Book.
- 7.6 Medical Examination
- 7.6.1 An employee will, if required by the council at any time, attend a medical examination by a medical practitioner nominated by the council, subject to the provisions of the Access to Medical Reports Act 1988 where applicable. Any costs associated with the examination will be met by the council. Where it is necessary to obtain a second medical opinion, it should be provided by an independent medical referee nominated by the council.
- 7.7 Infectious Diseases
- 7.7.1 An employee who is prevented from attending work because of contact with infectious disease will advise their department immediately and will be entitled to receive normal pay. The period of absence on this account will not be reckoned against the employee's sickness allowance entitlement.
- 7.8 Exclusions
- 7.8.1 There is no entitlement to sickness allowance if an employee:
- Has less than 26 week's continuous service;

- Goes sick during a stoppage of work at the place of employment due to a trade dispute, unless covered by a medical certificate;
- On the first day of sickness has already exhausted or subsequently exhausts sickness allowance entitlement (see paragraph 7.3);
- On the first day of sickness is in legal custody or is subsequently taken into legal custody;
- Fails to satisfy or to continue to satisfy the notification or certification requirements;
- Is absent on maternity leave;
- Terminates or has their contract of employment terminated.

7.8.2 Sick pay may be suspended if an employee abuses the sickness scheme or is absent on account of:

- i) Sickness due or attributable to deliberate conduct prejudicial to recovery;
- ii) The employee's own misconduct or neglect;
- iii) Active participation in professional sport;
- iv) Injury while working in the employee's own time on their own account for private gain or for another employer;
- v) Other criteria as specified by the council.

7.8.3 The council will advise the employee of the ground for suspension and the employee will have a right of appeal through the council's grievance arrangements. If the council decides that the grounds were justified then the employee will forfeit the right to any further payment in respect of that period of absence. Repeated abuse of the sickness scheme should be dealt with under the council's disciplinary arrangements.

7.8.4 An employee who is paid any damages as the result of an accident will be required to re-pay any sickness allowance paid, either in total or the proportion thereof represented in the amount of damages received. Any period of absence in such a case where a refund is made in full, will not be treated as sickness absence.

8 FAMILY LEAVE

8.1 Maternity Leave

8.1.1 An employee is entitled to 52 weeks maternity leave (ML) regardless of length of service.

8.1.2 ML can begin from a date not earlier than the 11th week before the expected week of childbirth (EWC), unless childbirth has taken place prior to this.

8.1.3 ML can commence on any day of the week.

8.1.4 During ML, all of the employee's contractual terms and conditions, with the exception of pay, continue to apply.

8.1.5 An employee is required to take compulsory ML of 2 weeks, starting on the day on which the childbirth occurs.

8.1.6 An employee must comply with the notification procedures determined by the council in order to qualify for the maternity leave provisions.

8.1.7 A pregnant employee shall be allowed to take reasonable time off, without loss of pay, as is required to attend antenatal care and must follow the council's procedures for the notification of a request for this time off.

8.1.8 Where an employee is absent before the start of the ML period due to illness, the absence will be treated as sickness absence. This includes absence due to still birth or neonatal death prior to the 24th week of pregnancy. It excludes absences due to a pregnancy related illness which occurs 4 weeks or less before an employee's baby is due, in which case she will be deemed to have commenced ML.

8.2 Maternity Pay

8.2.1 An employee with less than 26 weeks' continuous service at the beginning of the 15th week before the EWC will have no entitlement to maternity pay. She may, however, be entitled to Maternity Allowance and should be referred to the appropriate government department for this purpose.

8.2.2 An employee with at least 26 weeks' continuous service at the beginning of the 15th week before the EWC is entitled to:

- i) Occupational Maternity Pay (OMP) for the first six weeks of absence paid at nine-tenths of a week's pay offset against payments made by way of Statutory Maternity Pay (SMP) or Maternity Allowance (MA) where eligible. Payment will not be higher than a normal week's pay.
- ii) OMP for the subsequent 12 weeks of absence paid at half a week's pay plus SMP (or MA and / or any other dependents allowance), without deduction, provided payments are not higher than a normal week's pay.
- iii) SMP only, for the subsequent 21 weeks or, 90% of average weekly earnings if this is less than the current rate of SMP.
- iv) The remainder of maternity leave will be unpaid.
- v) Normal pay will be as defined by an employee's contract but will normally include all earnings that would be paid during a period of normal working, excluding any payments not made on a regular basis.

8.2.3 Payments made by the council during maternity leave will normally be on the understanding that the employee will return to council employment for a period of at least three months. Statutory payments to the employee are not refundable.

8.2.4 With the exception of Keeping In Touch Days, as outlined in legislation, when an employee returns to work before the full ML period ends, her entitlement to any balance of maternity leave and maternity pay will cease. The employee will receive her normal salary from the date of her return to work.

8.3 Sickness Absence and Annual Leave on Return to Work

8.3.1 Where an employee is unable to return to work on the notified end date of her ML due to sickness absence, normal sickness absence procedures will apply.

8.3.2 Annual leave shall accrue during the full period of maternity leave and should be taken by the employee in accordance with the council's local policy. Where an employee gives notice that she does not intend to return to work at the end of her ML period, the council will make a payment in lieu of leave accrued during the ML period.

8.4 Adoption Leave

- 8.4.1 Each council will develop a local policy for adoption leave which will normally mirror the arrangements in place for maternity leave. Maternity leave, pay and other arrangements outlined in this Scheme, will also apply to adoption leave.
- 8.4.2 An employee must comply with the notification procedures outlined in the council's policy in order to qualify for the adoption leave provisions.
- 8.4.3 An employee who is adopting shall be allowed to take reasonable time off without loss of pay, as required, to attend pre-adoption meetings and must follow council procedures for the notification of a request for this time off.

8.5 Paternity, Maternity/Adoption Support and Parental Leave

- 8.5.1 Support leave of five days with normal pay (pro rata for part time/part week employees), will be granted to the spouse or partner or nominated carer of an expectant mother or of someone taking adoption leave, at or around the time of the birth or placement. The nominated carer is the person nominated by the mother or the person taking the adoption leave to assist in the care of the child and to provide support to her/him. This is available to all employees who have a minimum of 26 weeks continuous service at the start of the 15th week before the EWC or date of placement of a child.
- 8.5.2 Each council will develop procedures which must be followed in relation to the notification of requests for such leave.
- 8.5.3 In addition and in accordance with legislation, each council will develop and publish policies to notify employees of their entitlement to:
- i) Ordinary Paternity Leave of one week paid at the rate of Statutory Paternity Pay;
 - ii) Additional Paternity Leave of up to 26 weeks with payment being in accordance with legislation;
 - iii) Parental Leave of up to 13 weeks for each child or 18 weeks for each disabled child, which will be unpaid.

9 PERIOD OF NOTICE TO TERMINATE EMPLOYMENT

- 9.1 The minimum period of notice to be given by a council is governed by the Employment Rights Act 1996:

SERVICE	PERIOD OF NOTICE
One month or more but less than two years	Not less than one week
Two years or more but less than twelve years	Not less than one week for each year of continuous service
Twelve years or more	Not less than twelve weeks.

- 9.2 The period of notice to terminate employment to be given by an employee will be determined locally by each council.

10 CONTINUOUS SERVICE

- 10.1 For the purpose of entitlements regarding annual leave, sickness allowances and maternity leave and pay, continuous service will include continuous previous service with any public authority to which The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 as amended, applies.
- 10.2 Where an employee returns to local government service following a break for maternity reasons, they will be entitled to have previous service taken into account in respect of sickness and maternity leave and pay, provided that the break in service does not exceed eight years and that no paid employment has intervened. For the purpose of the calculation of entitlement to annual leave the eight years time limit does not apply provided that no paid employment has intervened.
- 10.3 For the purpose of entitlement to period of notice from the council to terminate employment, continuous service is continuous service with that council.

11 GRIEVANCE

- 11.1 Each council will have a locally determined grievance procedure which will apply to chief officers. Should a chief executive have a grievance, they should initially raise the grievance with the Leader of the Council. Should, after consideration by the Leader the chief executive remain dissatisfied, then the matter should be considered by the Appeal Committee (or other relevant body within the council).

12 DISCIPLINE AND CAPABILITY

- 12.1 It is recognised that discipline is essential for the proper and efficient conduct of a council's affairs. It is also recognised that disciplinary action must be applied fairly and that employees should have the right of appeal against any disciplinary action taken against them.
- 12.2 While each council will have a locally determined disciplinary procedure for chief officers, where an allegation of misconduct is made against a chief executive, it is recognised that the procedure must reflect the seniority of this post as head of paid service. In this regard, councils will follow the disciplinary framework detailed in Appendix A. The framework meets legal requirements and is in line with the ACAS Code of Practice.
- 12.3 The Disciplinary Framework is designed to deal with any allegation of misconduct against a chief executive. Any question or complaint as to the capability of the chief executive to fulfil the duties and responsibilities of the post, including any alleged failure by the chief executive to establish and maintain a satisfactory working relationship with the council, is not a disciplinary matter. Appendix B provides a Capability Framework for councils to follow should any such complaint or question arise.

13 TRAVEL ALLOWANCES

- 13.1 Where a council authorises an employee to use a form of transport in the course of their work they will be reimbursed in accordance with locally determined arrangements.

14 REIMBURSEMENT OF EXPENDITURE

- 14.1 An employee necessarily incurring additional expense in the course of their work in respect of meals or overnight accommodation will be reimbursed approved expenses, subject to appropriate evidence of expenditure being produced, in accordance with locally determined arrangements.

15 ISLANDS ALLOWANCE

- 15.1 An annual allowance, determined nationally, will be paid to an employee employed by an island council and to an employee based on Tiree, Coll or Colonsay. This allowance will be increased each year in accordance with the Average Weekly Earnings Index.

16 FEES FOR RETURNING OFFICERS

- 16.1 The fees for Returning Officers will be determined nationally.

17 TRADE UNION FACILITIES

- 17.1 Each council will provide the recognised trade unions with facilities necessary to carry out their functions in accordance with the ACAS Code of Practice. This will include paid leave of absence to attend relevant meetings concerned with the work of the Scottish Joint Negotiating Committee for Chief Officials.

CHIEF EXECUTIVE DISCIPLINARY FRAMEWORK

In following this framework it should be noted that:

- Indicative timescales are provided at various stages of the framework. These can be varied to tie in with timescales adopted locally for other chief officers. Any chief executive subject to action under this framework will at the outset be advised of the timescales which will apply.
 - At various stages of the framework, reference is made to the head of human resources. It is essential that professional support and advice is available, but it is for each council to determine within their own structure who provides such support and advice.
 - Elected members and professional advisers will declare any personal interest they have in the case and consideration will be given to them not taking part in any proceedings depending on the nature of that interest.
 - It is for each council to determine who presents any case against the chief executive at a disciplinary hearing and similarly who presents at any subsequent appeal hearing.
 - It is for each council to determine the disciplinary sanctions and the length of time any warnings remain 'live' but these will be consistent with those which apply to other chief officers.
 - The framework makes reference to the chief executive being represented. That representation will be consistent with that which applies within the council's disciplinary procedure for other chief officers.
1. When faced with an allegation(s) of misconduct against the chief executive, initial consideration will be given to the allegation(s) to determine whether the matter should be formally investigated and whether suspension is appropriate.

The allegation(s) will initially be discussed between an appropriate senior officer(s) e.g. the head of human resources and/or the monitoring officer and the Leader of the council.

The Leader will appoint an Assessment Group. This group will be made up of a cross party group of elected members representing, as far as is practicable, the political balance of the council. Members of the group will not participate in the remaining stages of the procedure, unless the size of the council is such that there are insufficient numbers of elected members to resource each of the stages independently.

The head of human resources will be available to assist the group.

The head of human resources will verbally make the chief executive aware of the allegation(s) and that an Assessment Group is being called to consider the matter. The chief executive may wish to

make initial observations to the head of human resources. If agreed with the chief executive the head of human resources will share these with the Assessment Group.

The Assessment Group will be advised of the allegation(s) against the chief executive, and if previously agreed, initial observations from the chief executive. It is unlikely that much detail will be known, but in any event, the purpose of the group at this stage is solely to decide whether a formal investigation is required. If the decision is taken to proceed to formal investigation the Assessment Group will also, depending on the nature of the allegation(s), consider whether suspension, which must be on full pay, is appropriate.

A note of the meeting and decision will be taken.

The decision of the Assessment Group will be communicated in writing to the chief executive.

2. Should the matter proceed to formal investigation, an Investigating Officer will be appointed to conduct a formal investigation into the allegation(s).

The Investigating Officer will be agreed between, and be independent of both, the council and the chief executive. In the event of a failure to agree it will be for the Joint Secretaries to the SJNC to recommend an Investigating Officer.

The investigation should be conducted within a reasonable period. If the investigation is likely to extend beyond 4 weeks following appointment of the Investigating Officer, the chief executive will be kept informed of progress.

It is for the Investigating Officer to determine how best to investigate the allegation(s). However, the Investigating Officer will be expected to:

- Meet the chief executive to discuss, and question the chief executive on, the allegation(s). The chief executive should be given a minimum of 5 working days notice of such a meeting and be advised of the right to be accompanied at that meeting.
- Meet with and interview any witnesses to or parties associated with the allegation(s), a statement being prepared to record each interview.
- Review any documentation associated with the allegation(s).

At the conclusion of the investigation, the Investigating Officer will prepare a report for the Assessment Group outlining the findings of the investigation. The report will include a recommendation as to whether the Investigating Officer considers there are sufficient grounds to the allegation(s) to warrant proceeding to a disciplinary hearing.

The Assessment Group will be reconvened to consider the report from the Investigating Officer.

The group, following consideration of the report from the Investigating Officer, will decide if a disciplinary hearing should be convened. The group will also indicate whether, having considered the report, they consider the allegation(s), if substantiated, constitute misconduct or gross misconduct. If gross misconduct and the chief executive has not already been suspended, then they will reconsider suspension at this stage, such suspension being on full pay.

The chief executive will be advised in writing of the decision of the Assessment Group no later than 5 working days following the meeting of the group. A copy of the report from the Investigating Officer will accompany that letter.

Where the Assessment Group decision is that no further action is necessary, no record of the allegation(s) will be entered on the chief executive's personal file.

3. Should the Assessment Group consider that the matter should proceed to a disciplinary hearing, a Hearing Committee will be set up and formal notification issued to the chief executive of the hearing.

The Hearing Committee will exclude members of the Assessment Group and, as far as is practicable, be made up of a cross party group of elected members representing the political balance of the council.

The head of human resources will advise the Committee. A record of the meeting and decision reached will be taken.

The chief executive will be given a minimum of 5 working days prior notice in writing of the Hearing. The letter will provide full details of the allegation(s), an indication of whether the allegation(s) if substantiated, may constitute misconduct or gross misconduct and the implications of this, i.e. gross misconduct may result in dismissal, advise that the Committee will refer to the report from the Investigating Officer and advise of any witnesses that may be called. The letter will also advise the chief executive of their right to be represented at the hearing and ask the chief executive (or their representative) to provide in advance of the hearing any relevant papers that they may present as part of their case and the names of any witnesses they may wish to call.

The chief executive may seek a postponement of the hearing to enable representation; such postponement should be for no more than 10 working days.

Conduct of the Hearing: The purpose of the Hearing Committee is to ensure that a fair hearing is conducted into the allegation(s) so that a reasonable decision can be made, based on the information presented. The conduct of the hearing will be as follows:

- A representative on behalf of the Assessment Group will present their case.
- Members of the Hearing Committee and the chief executive (or their representative) will have the opportunity to question the Assessment Group representative and any witnesses called.
- The chief executive (or their representative) will present their case.
- Members of the Hearing Committee and the Assessment Group representative will have the opportunity to question the chief executive (or representative) and any witnesses called.
- The representative of the Assessment Group will summarise their case, introducing no new evidence.
- The chief executive (or their representative), will summarise their case introducing no new evidence.
- Both parties will withdraw to enable the Hearing Committee to make a decision in private.
- Following the recess, the parties will reconvene and the convener of the Hearing Committee will advise the chief executive of the Committee's decision. If the Hearing Committee is unable to provide a decision on the day of the Hearing, they will reach a decision as soon as possible but in any event, the decision will be confirmed in writing to the chief executive within 5 working days. The letter will also include details of to whom the chief executive can appeal the decision of the Hearing Committee, should they wish to do so, together with the associated timescale.

Sanctions: If the allegation(s) against the chief executive are considered to have been substantiated, any disciplinary action taken should be reasonable in the circumstances taking into account the seriousness and any mitigation presented.

In the case of a first offence, other than for gross misconduct, the sanction should normally be a written or final written warning. Where a written warning had previously been issued and the chief executive has committed a similar offence or a subsequent different but equally serious offence, the Hearing Committee may issue a final written warning or more serious sanction. A chief executive should normally be given a final written warning regarding their conduct before dismissal is contemplated. However, it should be noted that there may be cases of gross misconduct so serious that summary dismissal without notice is appropriate.

Notwithstanding the above, the disciplinary action taken will be in line with the sanctions contained within the council's disciplinary procedure for all other chief officers.

Similarly, examples of what constitutes gross misconduct will be as per the disciplinary procedure for other chief officers.

Should the allegation(s) be found to be not substantiated and no disciplinary action taken no record of the allegation(s) will be entered on the chief executive's personal file.

4. Should the chief executive appeal the decision of the Hearing Committee, a meeting of the Appeal Committee (or other relevant body within the council), will be arranged to consider the appeal.

The Appeal Committee will exclude members of the Hearing Committee and, as far as is practicable, be made up of a cross party group of elected members representing the political balance of the council.

The head of human resources will advise the committee. A record of the meeting and decision reached will be taken.

The Appeal Committee will ideally be held within 20 working days of receipt of the appeal.

The chief executive will be given a minimum of 5 working days prior notice in writing of the date of the Appeal Hearing and be provided with a copy of any associated paperwork that will be presented on behalf of the Hearing Committee. The letter will advise the chief executive of their right to be represented at the Appeal, advise of any witnesses that may be called and ask the chief executive (or their representative) to provide in advance of the appeal any documentation that they intend to refer to and the names of any witnesses they may call.

The conduct of the Appeal Hearing will follow that of the Disciplinary Hearing, however it will be for the chief executive (or representative) as appellant to present their case first and be allowed to summarise their case last.

It is the responsibility of Appeal Committee to determine whether the appeal from the chief executive should be upheld, upheld in part or dismissed. If upheld in part the Appeal Committee must also determine the impact of this decision on any sanction implemented by the Hearing Committee.

The convener of the Appeal Committee will advise the chief executive of the decision of the Appeal Committee. If the committee is unable to reach a decision at the conclusion of the Hearing they will do so as soon as possible but in any event the decision will be confirmed in writing to the chief executive within 5 working days of the date of the hearing.

CHIEF EXECUTIVE CAPABILITY FRAMEWORK

The Capability Framework is based on the Disciplinary Framework in Appendix A, adapted as detailed below, and should therefore be read in conjunction with that framework.

1. In the first instance any question or complaint with regard to a chief executive's capability will be referred to an Assessment Group which will be appointed as per section 1 of Appendix A.
2. The Assessment Group will meet with the chief executive to discuss the nature of the complaint or question.
3. If the Assessment Group concludes that there is a question of substance as to the chief executive's capability they will advise the chief executive of the ways in which performance should improve and a period of time after which the matter will be reviewed. This period should be sufficient to allow the chief executive a reasonable opportunity to show the required level of improved performance.
4. If the Assessment Group consider that there is evidence of serious incapability which is not likely to be remedied within a reasonable period of time, or if a previous warning has been issued to the chief executive in regard to performance then the Assessment Group will refer the matter to an Investigating Officer.
5. Similarly if subsequent to 3 above there remains a question as to the capability of the chief executive the matter will be referred to an Investigating Officer.
6. The Investigating Officer will be appointed and the investigation conducted as per section 2 of Appendix A
7. Upon receipt of the report from the Investigating Officer the Assessment Group will decide whether or not the matter should proceed to a Hearing Committee.
8. The Hearing Committee will be appointed as per section 3 of Appendix A. The conduct of the hearing will be as per section 3 of Appendix A.
9. If the Hearing Committee conclude that the chief executive is not carrying out his/her duties and responsibilities to the level of capability that the council believes is required, the Hearing Committee will consider issuing a written warning with the provision of a reasonable amount of time for the chief executive to meet the requirements of the post, or (if a previous warning has been issued or, the Hearing Committee judge the incapability to be fundamentally irremediable) confirm dismissal with notice. A satisfactory outcome may alternatively be achieved by the chief executive actively seeking other employment, resigning or accepting retirement.
10. The chief executive will have the right to appeal the decision of the Hearing Committee to an Appeal Committee (or other relevant body within the council). The appointment of that committee and conduct of the appeal will be as per section 4 of Appendix A.

Scottish Joint Negotiating Committee for Chief Officials

CONSTITUTION

1 NAME OF ORGANISATION

The Committee will be known as the Scottish Joint Negotiating Committee for Chief Officials of Local Authorities, hereinafter referred to as "the Committee".

2 SCOPE

The Committee will cover council Chief Executives (head of paid services) and any officer regarded by a council as a Chief Officer. This is for local determination but will normally include those reporting directly to the chief executive as well as their immediate reports.

3 MEMBERSHIP

- a) The Committee will have 12 members, 6 to represent the employers and 6 to represent the employees.
- b) The 6 employers' representatives will be appointed by the Convention of Scottish Local Authorities.
- c) The 6 employee representatives will be appointed as follows:

UNISON	2 representatives
GMB	2 representatives
ALACE	2 representatives

- d) If any of the bodies referred to in paragraphs (b) and (c) do not appoint the number of representatives provided for by the constitution, failure to appoint will not invalidate the decisions of the Committee.
- e) In the event of any member of the Committee or any of its sub-groups being unable to attend any meeting the body represented by the member will be entitled to appoint a substitute to attend the meeting. A substitute for a member of a sub-group will be appointed only from amongst the remaining members of the Committee.
- f) The members of the Committee will retire annually immediately prior to the annual general meeting and be eligible for re-appointment. A member will retire from the Committee on ceasing to be a member of the body by which they were appointed.

- g) If a vacancy arises, a new member will be appointed by the body who the previous member represented and will be a member until the end of the period for which the previous member was appointed.

4 FUNCTIONS OF COMMITTEE

Scottish local government employers and trade unions plan to develop a fair and progressive employment agenda to support innovative quality service delivery. This principle will underpin all of the Committee's agreements and activities.

The functions of the Committee are as follows:

- To support and develop a national framework which will contribute to the development of a highly skilled and motivated workforce.
- To negotiate sustainable collective agreements on employment related matters.
- To promote and support the application of such agreements for local government and its employees.
- To promote co-operation between employers and recognised unions throughout local government.
- To support the promotion of equality and the elimination of discriminatory practices in employment.
- To support the development and adoption of local codes of practice to cover the conduct and obligations of employees and employers.
- To support the development and implementation of training and development initiatives and to ensure their integration into broader employee development strategies.
- To provide advice and assistance to councils, recognised unions and employees on employment related issues.
- To settle differences of interpretation and/or application of the national agreement that cannot be resolved locally.
- To provide a national conciliation service for the resolution of disputes that cannot be resolved locally.
- To undertake any activity incidental to the above.

5 SUB-GROUPS

The Committee may establish, from its own membership, sub-groups as it considers necessary. Reports from sub-groups will be submitted to the Committee. The Committee when establishing a sub-group may delegate special powers to the sub-group, in such cases reports to the Committee will be submitted for information.

6 CONVENER AND VICE-CONVENER

The Committee will appoint from amongst its membership a convener and vice convener who will retire in the same manner as provided for members in paragraph 3. Convenership of the Committee will be held in alternative years by a member of the Employers' Side.

In the absence of the convener, the vice convener will preside at the meetings of the Committee. If neither the convener nor the vice convener is present, a chair will be elected for the meeting.

The convener will have a vote but not a casting vote.

The convener and vice convener will be members of all sub-groups established by the Committee.

7 OFFICERS

The Committee will appoint joint secretaries, and any other officers as it thinks fit. These officers will retire in the same manner as is provided for members in paragraph 3 and will be eligible for re-appointment.

8 ADVISERS

The Convention of Scottish Local Authorities and the Employees Side may appoint an appropriate official or officials to act as advisers; such officials will only serve in a consultative capacity.

9 OTHERS INVITED TO ATTEND MEETINGS

The Committee or a sub-group may invite any persons whose special knowledge would be of assistance to attend and speak at its meetings. Such persons will not have the power to vote.

10 MEETINGS

The annual meeting of the Committee will be held during the month of November.

Ordinary meetings of the Committee will be held as necessary.

The convener will call a special meeting of the Committee if so requested by either side. The notice summoning the meeting will state the nature of the business to be transacted and may include any other matters which were not the reason for the request for the special meeting.

All notices of meetings of the Committee and of sub-groups will be issued to the respective members at least seven days before the meeting.

11 VOTING

Voting at Committee and sub-group meetings will be by show of hands or otherwise as the Committee or sub-group determines. No resolution will be carried unless it is approved by the majority of the members present and voting on each side of the Committee or sub-group.

12 NOT ENOUGH MEMBERS PRESENT

If fewer than one third of the members of the Committee divided equally between the two sides are present at the start of the meeting, the convener will declare the meeting closed and the business then under discussion will be the first business to be discussed at the next meeting of the Committee. The required number of members to be present at a meeting of a sub-group will be determined by the Committee.

13 ARBITRATION

In the event of the Committee failing to reach agreement over nationally determined terms and conditions of employment both sides may agree to refer the matter to ACAS for submission to arbitration.

14 FINANCE

The administrative expenses of the Committee (excluding expenses of representatives which will be met by the respective sides) and its sub-groups will be borne equally by the two sides.

15 AMENDING THE CONSTITUTION

The constitution may only be amended with the agreement of the Convention of Scottish Local Authorities, and the three trade unions referred to in paragraph 3.

Policy and Sustainability Committee

10am, Tuesday, 29 March 2022

Equality and Diversity Framework 12-month update

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To agree, due to the continuing impact of the pandemic over the first year of the Equality and Diversity Framework 2021-2025,
 - 1.1.1 to continue to progress with all equality outcomes including the five established priority outcomes as set out in the framework, and
 - 1.1.2 to receive a report on progress with implementation of the outcomes in April 2023 as per statutory requirements.
- 1.2 To note the commitment to on-going engagement with stakeholders throughout the implementation of the Framework with the intention that this engagement informs the progress report in April 2023.

Richard Carr

Interim Executive Director of Corporate Services

Contact: Julia Sproul, Senior Policy and Insight Officer

E-mail: Julia.sproul@edinburgh.gov.uk

Equality and Diversity Framework 12-month Review

2. Executive Summary

- 2.1 The Council's Equality and Diversity Framework 21-25 was developed during 2020, a time filled with pressure on services and barriers to engagement as a result of Covid-19. It was also a time in which inequalities widened and barriers or disadvantage for particular groups were exacerbated. Notwithstanding these challenges, through substantial evidence gathering and partnership work, the Council identified five specific priority equality outcomes and five further broader equality outcomes for inclusion in the Framework. These outcomes, approved by the Policy and Sustainability Committee in April 2021, contribute to the Council's compliance with The Equality Act 2010 and associated Scottish regulations.
- 2.2 Whilst an online consultation was undertaken despite the pandemic's impact, work to target key groups was restrictive at that time. As a result, at the time of reporting, a commitment was made to review the outcomes after twelve months reflecting the assumptions around an imminent end to lockdown. This was in addition to the Council's statutory requirement to provide a progress report with opportunity to review framework outcomes in April 2023.
- 2.3 The pandemic has continued to affect the lives of staff and residents throughout 2021 and into 2022. While the pandemic has had an ongoing impact on our ability to engage effectively across all groups with protected characteristics, officers have had ongoing deliberations and where possible ongoing engagement with key equalities groups including EARN. Reflecting these discussions and the current context we remain in as a city, this report proposes extending the agreed framework outcomes and priorities for a further year meaning that progress on implementation of the outcomes would be reported to the Policy and Sustainability Committee in April 2023 as per statutory requirements.

3. Background

- 3.1 The Council has a duty to publish Equality Outcomes and report on progress under The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The Equality and Diversity Framework 2021-2025, and its subsequent progress reports due in 2023 and 2025, aim to demonstrate how these and other equality duties are met.

- 3.2 In preparing a set of equality outcomes the Council must:
- 3.2.1 take reasonable steps to involve persons who share a relevant protected characteristic and any person who appears to the Council to represent the interests of those people.
 - 3.2.2 consider relevant evidence relating to people who share a relevant protected characteristic.
 - 3.2.3 publish a report on progress to achieve those outcomes every 2 years.
- 3.3 At the time of reporting in 2021, the Council committed to a twelve month review reflecting the expectation that the restrictions in place would ease imminently making deeper engagement with priority groups possible. This also reflected a belief that the ending of lockdown would potentially expose a change in need or priority within the city. The prolonged nature of the pandemic has limited the opportunity for a meaningful revision of the priorities. However, following ongoing engagement with EARN, key officer groups who continue to collaborate on implementation of the Equality Framework recommend that the outcomes and priorities remain appropriate and should be extended for a further year. This would mean applying the statutory reporting framework timeline with a report to Policy and Sustainability Committee expected in April 2023.

4. Main report

- 4.1 The themes and equality outcomes are:
- 4.2 Inclusive Communities: People at risk from harm through poverty and deprivation, hate crime or discrimination, violence against women, children and young people, or of becoming involved in crime, are protected and supported
- 4.2.1 Museum stakeholders, visitors and staff perceive greater fairness, representation and justice in their communities and local authority area
- 4.3 Accessing facilities and support: People can access the facilities and support they need within their communities
- 4.3.1 Stakeholders experience easier access to services through increased digital inclusion and alternative access to services
- 4.4 Having a warm and affordable home: Increasing the availability of affordable homes, making sure that they meet people's needs, making heating more affordable and making the process of applying for a home easier
- 4.4.1 Stakeholders at risk of homelessness are enabled to access suitable accommodation on leaving hospitals or prisons
- 4.5 Improved health, wellbeing and attainment for young people: Increasing the life chances of all young people by increasing attainment at school
- 4.5.1 Children and young people have improved health and wellbeing because there is a reduction in bullying and prejudice-based incidents

- 4.6 Diverse and inclusive workplace: A more diverse and inclusive working environment is experienced by colleagues who share protected characteristics and colleagues are supported by an inclusive workplace culture and feel confident to challenge prejudice-based behaviours
- 4.6.1 Colleagues are supported by a holistic and preventative approach to financial, mental and physical wellbeing.
- 4.7 Since approval of the Equality and Diversity Framework 21-25 in April 2021, outcome leads have been brought together to collaboratively share progress and to be provided with strategic support, information and guidance where required.
- 4.8 As delivery of the outcomes progress, performance data and an evaluation of the impact for people with protected characteristics will be able to be collated in April 23. However, some actions and outputs have already been delivered and, as an example, include the following:
- 4.8.1 As part of our [Community Safety Strategy](#), priority workstreams are now in place to both reduce the likelihood of children and young people engaging in harmful or offending behaviour, and to improve digital safety.
- 4.8.2 The first [Annual Progress Report](#) against the Council's End Poverty in Edinburgh Delivery Plan was approved by Policy and Sustainability at its meeting on 5 October 2021. The report provides a summary of actions taken by the Council and partners in response to the calls to action made by the Edinburgh Poverty Commission during the period October 2020 to the end of September 2021. These actions were designed to:
- 4.8.2.1 Build a strong foundation for the long-term actions needed to change ways of working and prevent poverty in Edinburgh, and
- 4.8.2.2 Provide immediate improvements and upscaling of support for people experiencing poverty in the city.
- 4.8.3 Museums & Galleries are currently working with colleagues in Culture and Wellbeing and Human Resources, to progress awareness and understanding of a range of equality, diversity and inclusion issues. This includes initiation of a wide-ranging training programme which includes a course on inclusive recruitment and aims to increase black and minority ethnic workforce representation.
- 4.8.4 Museums & Galleries are also continuing to support the work of the independent Edinburgh Slavery and Colonialism Legacy Review. An [interim progress report](#) was presented to Full Council in June 2021 and a public consultation over Winter 2021-22 attracted over 4,000 responses. These will inform the Review Group's recommendations on actions to address modern day discrimination through consideration of the legacy in the public realm. The final report will be published in 2022.
- 4.8.5 The Accessible Housing Study 2021/22 research to improve understanding of accessible housing requirements in the city is nearing completion. Findings from

the study will be used to inform wheelchair housing targets. ([Strategic Housing Investment Plan report, November 2021](#))

- 4.8.6 Pathways are now in place to support transition at point of leaving prisons and hospitals into accommodation including [housing options](#) for young people who offend.
- 4.8.7 In schools, a robust procedure for Preventing and Responding to Bullying and Prejudice is in place, with specific guidance on Tackling Racist Incidents and Creating an Anti-racist Culture. Training for Senior Leaders and work with children and young people has resulted in increased awareness, reporting and recording of bullying and prejudice-based incidents. Over the same period, the bi-annual pupil wellbeing survey indicates mainly positive trends for questions related to bullying. ([Promoting Equality, March 2022](#))
- 4.9 The reporting schedule recognises the significant challenge of obtaining adequate equality data to evidence progress. Scottish Government recognises this as a national issue and in April 2021 launched the first phase of the Equality Data Improvement Programme (EDIP). The Council recognises that in many cases a mix of providing context, utilising national and local data and illustrating progress with case-studies will be required.
- 4.10 Partnership meetings with NHS Lothian, Midlothian Council, West Lothian Council, City of Edinburgh and Midlothian Education Authorities, and Midlothian and East Lothian Health and Social Care Partnerships also continues with the aim of identifying and acting on opportunities to work together on similar outcomes. Additionally, Council Officers continue to liaise with the Edinburgh Health and Social Care Partnership and the Edinburgh Licensing Board on equality work.
- 4.11 The Equality and Rights Network (EaRN), funded by The City of Edinburgh Council and NHS Lothian, played a significant part in developing the outcomes. EaRN utilised their network (of over 190 members) to get feedback from as wide a range of stakeholders as possible, adapting its methods during government restrictions, to ensure that hard to reach groups had as much opportunity as possible to contribute to the consultation. The Council continues to work with EaRN as a partner in this workstream and to use feedback from the engagement activities of service areas, to inform equalities work and the recommendations in this report.
- 4.12 With the easing of restrictions, work is underway to build on this engagement through the implementation of an engagement plan. Analysis of the responses of the initial equality framework consultation informs this plan. For example, people with learning difficulties and gypsy/traveller communities will be targeted. An intersectional approach will also be undertaken both in targeting groups and analysing responses.
- 4.13 As an on-going process, the engagement aims to develop relationships with residents in Edinburgh and the Lothians, as well as organisations that have links to protected groups. Initially, the engagement is focused on increasing knowledge of the framework with priority groups through the provision of updates and improved feedback channels.

- 4.14 By April 2023 a more consistent process for informing and gathering feedback with those people most impacted will result in improved awareness of the equalities work and additional evidence to support the development and statutory reporting of progress on the delivery of the framework. The progress report in April 2023 will utilise this information to also inform a review of the equality outcomes within the statutory timescales.
- 4.15 It should be noted that the Scottish Government is currently reviewing the Scottish Specific Duties (SSDs) that support the operation of the Public Sector Equality Duty (PSED) in Scotland. There is no change envisaged as to how the Council will undertake its current duties until any new requirements come into force (anticipated in 2025). A response to the consultation on this was submitted to the Policy and Sustainability Committee on 22 February 2022.

5. Next Steps

- 5.1 Following this Committee report and in accordance with easing of restrictions the on-going engagement plan will be progressed in conjunction with EaRN.
- 5.2 Equality outcomes will continue to be progressed and outcome leads will continue to meet to ensure strategic support for implementation is responsive and timely.
- 5.3 Lothian Equality Partners will continue to explore opportunities for collaborative working where appropriate to progress outcomes.
- 5.4 Governance will be reviewed to reflect changes in political and operational arrangements.
- 5.5 A 2 year interim progress report will be submitted to Committee and published before the end of April 2023 as per statutory guidelines.

6. Financial impact

- 6.1 It is expected that any additional cost in progressing the equality outcomes will be met from existing resources. Culture and Communities Committee in February 2022 approved a further years funding of £40k from The City of Edinburgh Council for EaRN to continue to support our engagement with stakeholders. EaRN also continue to receive a further £5K funding from NHS Lothian.

7. Stakeholder/Community Impact

- 7.1 Whilst restrictions have been in place there has been engagement with Council staff networks over the last 12 months to promote and raise awareness of the Framework, answer questions and gather feedback. This together with the planned on-going engagement and relationship building with stakeholders will inform the work to progress equality outcomes. Our statutory progress report in April 2023 will propose any changes arising from this engagement.

- 7.2 An Integrated Impact Assessment was undertaken for the Equality and Diversity Framework 2021-2025 and was considered in April 2021 when the Framework was approved by the Policy and Sustainability Committee.
- 7.3 An Integrated Impact Assessment has been carried out against the Equalities Engagement Plan. There are no carbon impacts, adaptation to climate change and sustainable development relating to this report.

8. Background reading/external references

- 8.1 [The City of Edinburgh Council's Equality and Diversity Framework 2021-2025 and alternative formats](#)
- 8.2 [The Policy and Sustainability Committee report of 20 April 2021 on The Equality and Diversity Framework 2021-2025](#)
- 8.3 [Integrated Impact Assessment for Equality and Diversity Framework 2021-2025](#)
- 8.4 [Integrated Impact Assessment for equalities engagement plan](#)
- 8.5 [Policy and Sustainability Committee report of 22 February 2022 on The Public Sector Equality Duty \(PSED\) in Scotland: consultation response on Stage 2 of the review](#)

9. Appendices

None

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Policy and Sustainability Committee

10.00am, Tuesday 29 March 2022

Our Future Work Strategy - Progress Update

Executive/Routine Wards Council Commitments	Executive All
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1. Recommendations

It is recommended that the Policy and Sustainability Committee:

- 1.1 Note the progress made to date on delivery of the Our Future Work strategy.
- 1.2 Note the programme of work currently underway to enable colleagues to return to buildings across the Council estate.
- 1.3 Note the focus group work undertaken to date with frontline colleagues as to what flexible working means for them.

Richard Carr

Interim Executive Director of Corporate Services

Contact: Lindsay Robertson, Our Future Work,
Strategic Change and Delivery Team, Corporate Services Directorate
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Our Future Work Strategy - Update

2. Executive Summary

- 2.1 In October 2021 the Policy and Sustainability Committee approved the Our Future Work strategy. The Strategy set out a vision for how the City of Edinburgh Council could return to office-based working in a new and modern way. It was agreed at this point that a six-month update would be brought to a future Policy and Sustainability Committee to update members on progress.

3. Background

- 3.1 The Our Future Work Strategy (Appendix 1) built on colleague feedback and set out a vision for a modern Council which makes full use of hybrid and flexible working. In the Strategy, it was proposed that trials would be run to test new technology prior to inviting all colleagues back into buildings.
- 3.2 Over the last 6-months, a small programme team has been created to deliver this work, whilst responding to changes in Scottish Government guidance. The focus has been on enabling teams to return to buildings and face-to-face meetings at a point when it is safe to do so.

4. Main report

Trialling different ways of working

- 4.1 Our Future Work set out an intention to establish buildings-based trials to test Audio-Visual technology and hybrid working. After identifying suitable spaces in Waverley Court and City Chambers the team invited a small number of officers to take part in the trials. The team worked closely with Health and Safety Colleagues to set up safe workstations and the trials commenced in November 2021.
- 4.2 The Scottish Government's advice on working from home, reinforced due to the Omicron variant, meant the trials were paused on 9 December 2021. After the First Minister's announcement on January 25, 2022, CIMT agreed that the trials could resume, and teams returned to Waverley Court and City Chambers from January 31, 2022.

- 4.3 Given that colleagues were returning to the office for the first time in two years, information sessions were set up. These sessions outlined what colleagues could expect and the safety measures being put in place to protect against the transmission of Covid-19.
- 4.4 To ensure a cycle of continuous feedback members of the Our Future Work team have also spent time in Waverley Court, to support colleagues in using the new technology. Trial participants have also been asked to respond to a survey on flexible and hybrid working which will be used to inform future phases of work.

Enabling teams to hold face-to-face meetings

- 4.5 All other colleagues have been asked to continue to work at home wherever possible until they can safely phase back into buildings. However, as of 28 February, meeting rooms have been made available in City Chambers and Waverley Court so that teams who are not included in our trial can come in to meet face-to-face. The purpose is to enable teams to reconnect and run collaborative activities that are trickier over Teams. This also gives colleagues the opportunity to test out what it is like to come back into an office, many for the first time in two years.

Progress to date with returning to the office

- 4.6 With the announcement that rules will be relaxed on 21 March, work is underway to enable a phased return to offices. Despite this, colleagues will still be encouraged to wear face masks when moving about buildings and to be respectful of personal space. We are mindful that many colleagues may feel nervous about coming into the office for the first time in two years.
- 4.7 The phased return to buildings will be based on requirements which have been submitted by all buildings-based teams, including working patterns and desk requirements. As much as possible, the programme team will return teams to their original working space and this will be monitored over a longer period to establish the future office footprint.

4.8 Fire Wardens and First Aiders

Before returning to buildings, services will be asked to ensure they have appointed Fire Wardens and First Aiders to meet the legal requirements. This will then be reviewed over the longer term, once new patterns of work are established and building usage assessed. If appropriate, buildings will return to a more holistic approach to the provision of first aiders and fire wardens.

Use of Audio-Visual

- 4.9 Before the pandemic, most meetings were conducted in-person with little demand for hybrid or AV technology. AV equipment across the estate has therefore had to be either installed or upgraded to support the increased demand for hybrid

meetings. The programme used the trials to test this equipment and refine the specifications suited to each room.

- 4.10 To support use of AV, the room booking system is also being upgraded and further work is underway to enable colleagues to book hot desks.

CO2 Monitors

- 4.11 CO2 monitors are a proxy for ventilation levels and based on Health and Safety Executive guidance have an upper tolerance level for identifying rates of ventilation in a room. In an office environment, the target rate of air is 800 – 12,000 parts per million. Above 15,000 part per million suggests need for improvement and an alarm will sound and the room should be vacated until a safe level of ventilation returns. This could be done through mechanical ventilation or by opening a window or door.
- 4.12 CO2 monitors have been trialled in Waverley Court and City Chambers meeting rooms. More have now been ordered and the programme team are working with individual buildings as to how many monitors they require.
- 4.13 CO2 monitors are not suitable for open plan spaces. However, given that officers will be encouraged to continue to wear face masks when moving around the building this risk is mitigated for the time being. As assessment is underway as to whether we need to model ventilation in open plan spaces.

Engagement with colleagues in frontline services

Many colleagues work in frontline services with specified operational hours. This means that working in a flexible manner may mean something different to them. To date eight focus groups have been held with frontline colleagues to explore what flexibility means for them in their role. This work will be brought together under key themes and presented to senior managers for further discussion. A toolkit will also be developed to enable teams to hold their own discussions as to what flexible working means for them.

5. Financial impact

- 5.1 A budget of has been allocated from the Covid-19 recovery fund to enable the purchasing of equipment and support a return to office-based building.

6. Stakeholder/Community Impact

- 6.1 The programme team has been engaging directly with employees and elected members on the development of the strategy, as well as with the Trade Unions.

7. Background reading/external references

7.1 None.

8. Appendices

8.1 Appendix 1 – Our Future Work Strategy

8.2 Appendix 2 – Manager's Toolkit

Our Future Work

Flexibility, Trust and Empowerment

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Introduction

The impact of coronavirus has changed the way many of us work. Never did we think we could collectively achieve so much while working apart. It has shown us that there are options about how we work, and that technology plays an important role. What was once just theory has now been shown to work well in practice.

We've asked our colleagues how the pandemic has changed how they work and what they want for the future. The response was resoundingly 'flexibility' underpinned with an ask for more trust and empowerment.

This strategy sets out a way forward for adopting and facilitating a new approach to how, where and when colleagues work, where roles allow. In an organisation as large as ours, doing this properly will take time and, as shown in our case studies, working flexibly will be different depending on where you work. We're much clearer about what flexible working means for our office-based colleagues who, over the coming months, will be encouraged to start using our buildings again and move to hybrid working.

To ensure we've understood what flexible working could mean for front-line colleagues we'll be running focus groups. In these focus groups we'll be trying to identify changes we could make now to enable frontline colleagues to also work more flexibly. We already have examples of this as shown in case study one.

The strategy therefore sets out the changes we can make now, along with our longer-term ambitions. Most importantly, the strategy looks at the type of culture and behaviours we need to develop to ensure a flexible model works for everyone. It builds on the values and behaviours we've demonstrated during the pandemic, such as trust and collaboration. As we start to think about flexible and hybrid working, we must remember that the experiences of our 18,500 colleagues have been, and will be, very different. For some, home or remote working has been positive in that it has enabled them to find a greater balance between home and work life. Whereas for others it has been more challenging to find a suitable space to work, or it has negatively impacted on their wellbeing and led to periods of isolation. More than ever, we need to find a way to balance the needs of the different services and expectations of our colleagues. For example, the work expectations of a 'baby boomer' are very different to those of a 'millennial'. We need to work together to balance these differences in our workforce.

This is why taking a flexible approach to how we work in the future is key to achieving a sustainably high performing council. We want to support different lifestyles and wellbeing needs while maintaining high quality services for the people of Edinburgh.

Our Vision

The workplaces of the future will be environments designed, built and adapted to drive the Council forward with a shared sense of purpose within a culture of collaboration aiming to improve outcomes for local people.

Our approach to hybrid working sets out to achieve more dynamic work settings and effective ways of working. We hope this will improve performance, knowledge sharing and autonomy leading to greater employee satisfaction and improved service delivery.

Case study one: working flexibly in the cluster assessment and care management teams

Assessment and care management colleagues have been working remotely from home since March 2020 and have all been given laptops, iPhones, Personal Protective Equipment and lateral flow tests. They use MS Teams to meet each other and their managers regularly. They've created specific channels on MS Teams to share information and request assistance throughout the day. Where possible they meet service users, their families and other professionals on MS Teams.

Locality offices are now used as touch down space between visits or for welfare breaks. Colleagues who work on a shift basis can pre-book a desk before they go into the office if needed. They have regular Display Screen Equipment (DSE) risk assessments for home working and support is offered with equipment, if required e.g. adjustable office chairs. Everyone is encouraged and supported to look after their wellbeing.

Chapter one: why now is the right time for flexible working

There are seven drivers which guide this work:

1. **Feedback and learning from the past 18 months:** There's little appetite for returning to work exactly as we did before the pandemic. Of the colleagues who completed our November 2020 survey, almost everyone said they'd like to retain a more flexible approach to work in the future. Colleagues who are buildings-based showed a desire to retain a hybrid model of working from a mix of locations – for example home, or other permitted locations, and a Council workplace. On average, colleagues who can work from home would like to do so 70% of the time.
2. **We need to be a modern, attractive workplace:** All organisations are now considering their approach and hybrid working is likely to become common place across many sectors. For the Council to continue to remain competitive and to attract and retain the best talent from Scotland and beyond, we need to offer modern working practices. In doing so we can also widen the talent pool available to us.

I've benefitted from working from home and feel I now have a better work-life balance. However, I still have a lot of meetings every day, and it can be quite tiring. I welcome spreading my time at home and in-office, but I do need to get out and about to visit colleagues working in our frontline services. So I plan to spend two days at home and three in the office or out and about.

I encourage all colleagues to embrace this new way of working and focus on their health and wellbeing. Our Future Work is a real step-change for our organisation, and together we can create a better working environment for everyone.

Andrew Kerr
Chief Executive

3. **Sustainability:** It's not yet clear whether home working has reduced carbon emissions, however the collective impact of colleagues working locally and not using transport is recognised. By changing our work practices, we have the potential to make a significant contribution to the Edinburgh 2030 carbon net zero target and show leadership to other organisations.
4. **Culture:** In our People Strategy we committed to supporting colleague wellbeing through enabling a healthy work-life balance. We have an opportunity like never before to achieve this.
5. **Collaboration:** Using our buildings differently creates more opportunity to share them with other bodies from the voluntary, public and private sectors. This can only support improved collaboration and the way in which we work together for communities. In time there are likely be financial benefits in addition to the creation of spaces for collaboration and partnership working.
6. **20-Minute Neighbourhood:** Our 20-Minute Neighbourhood strategy commits us to trialling new ways of working, including delivering our services closer to communities and enabling colleagues to work closer to home.
7. **Our Buildings:** As set out in the 20-Minute Neighbourhood strategy, better management and use of our buildings across the city will help us to deliver our ambitions to reduce carbon emissions. This is also about creating spaces where colleagues want to work.

Case study two: wellbeing phone calls

Since April 2020, the Health and Social Care Partnership has made over 46,000 calls using Assistive Technology Enabled Care 24 service (ATEC24). This new approach meant we could check on individuals' wellbeing, provide companionship and offer advice and support on coping with lockdown. Of those participating in a service user satisfaction survey, 96% felt the wellbeing phone calls during the pandemic had been helpful and enabled them to feel well-supported.

We also made wellbeing calls to 457 people identified with dementia who prior to the pandemic were not receiving formal service involvement. These calls enabled a focus on wellbeing, including food/medication/shopping checks, daily living activities, general wellbeing and carer support, with advice and onward referrals provided as required.

Chapter two: building blocks

Embedding a flexible working model

We'll support colleagues and teams to agree how they want to work together, the frequency that they need to meet face to face and the type of office space they need. For example, some teams will want to come together to collaborate for some activities but may also prefer to work from home or local offices for the majority of the time. It may be the case that even more roles could become permanent home working roles.

In the discussion with teams, managers will want to think about the types of roles they deliver. Broadly these can be broken down into four categories:

- Mobile Working: roles which by their nature require colleagues to be out and about to deliver services;
- Hybrid Working: roles which can be undertaken from a mixture of locations including home or other locations on the Council estate;
- Home Working: roles which are contractually home based; and,
- Building Based Working: roles which need to be based in a Council workplace

Case study three: hybrid working in practice

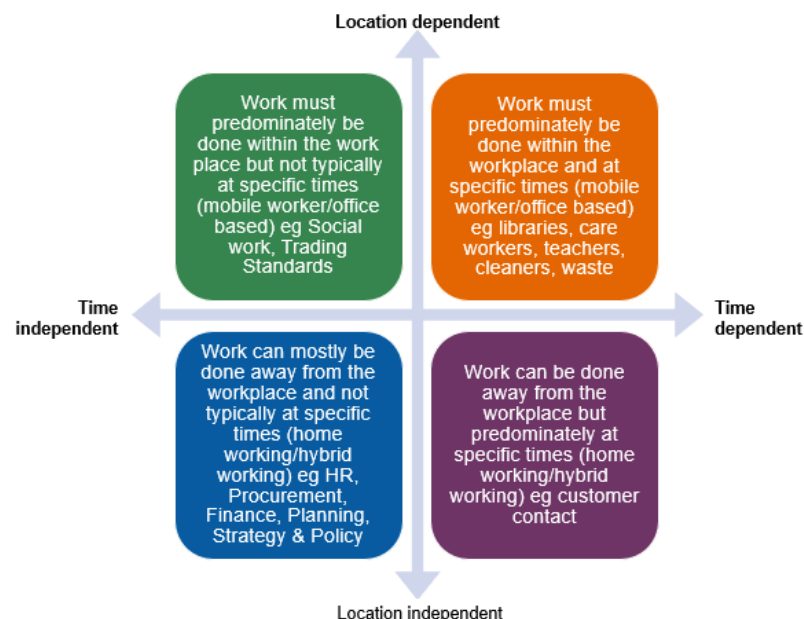
Simone spends two days a week working in the office. She then spends the other three days working from home or in a local coworking space. This enables Simone to have dedicated time working on reports in a quiet environment.

Working this way has also improved Simone's wellbeing as she is able to collect her children from after school club early on the days she is not in the office because she does not have commuting time.

Mindset

Making the leap to flexible working can be hard but that doesn't mean we should shy away from exploring this and just revert to how our working lives were pre-coronavirus. We want to engage and support managers and teams to decide what's best for them. The answer will be different for each team depending on preferences and delivery requirements. We'll provide frequently asked questions

(FAQs) and a toolkit to support discussion over the coming months. We need to challenge ourselves at each step along the way to ensure we're striving to achieve excellence in service delivery while also improving the work-life balance for colleagues. Here is a helpful tool for managers to use with their teams:



I don't work in a building or at a desk. Does Our Future Work apply to me?

We have many different roles in the Council. Some colleagues were previously buildings based, whereas others needed to move around the city. As part of this strategy, we want to explore opportunities to apply the principles of Our Future Work to those services that aren't building, or desk based.

While recognising that some roles are more fixed in nature, we want to work with colleagues to hear ideas on how and where flexibility could be introduced to help improve work-life balance and support wellbeing for all. You'll be invited to complete our survey or take part in a focus group to share your views about what flexible working could mean for you and your role.

“Commuting for over two hours was previously part of my working day. While I did sometimes work from home, it was never regularly. However, since we've all had to change how we work, I've had a much better work-life balance. As a result, I now plan to continue working from home three days a week, where I will use the time to focus on specific issues.

I can also use this extra time to exercise at the end of the day rather than having a long commute. It helps my physical and mental wellbeing, and it's essential we all take the time to focus on ourselves.

Jackie Irvine, Chief Social Work Officer, Service Director of Children's and Criminal Justice Services

“Being able to work flexibly allows me to balance different parts of my role. My personal plan for the future is to be in a work location each week for three days with two days from home.

I recognise that this might need to flex depending upon my commitments, from time to time, but I also think role modelling flexible working is not only good for me, it will hopefully help others feel able to make that shift.

Stephen Moir, Executive Director of Corporate Services



Chapter three: hybrid working, a closer look

Does hybrid work change how I work?

Hybrid working does not change the support that we can expect. Colleagues will have the same access to work, and opportunities for learning, development and progression. No one should miss out on anything because of where they work. While we all have a role to play in creating a positive work culture, the role of line managers remains especially important in ensuring everyone works together collaboratively.

What do teams need to think about when moving to hybrid working?

What works for one person, won't necessarily work for everyone. It's important that teams discuss a work pattern that works for everyone. When having these discussions, managers will need to explore:

- Page.278
- The needs of the service and how this drives work patterns. In particular, if a service user or stakeholder expects meetings or work to be done at specific times.
 - How to welcome and induct new colleagues to the organisation and ensure they develop and build a network.
 - Whether a task needs to be carried out in the workplace or at home.
 - How the team communicates, works together and ensures everyone is included. 'Out of sight' must not mean, 'out of mind'.
 - Any health and safety concerns that need to be addressed.
 - The frequency that teams should meet in person and whether there are core times that everyone needs to be available.
 - How to ensure everyone takes a break from their screen or work on a regular basis.

How will technology support hybrid working?

We're at the start of our journey on exploring hybrid working and know that we'll need to continue to evolve as we learn best practice. However, we have already made huge progress as an organisation over the past 18 months.

We'll need to optimise our technology in rooms to ensure we can smoothly hold meetings where some attendees are dialing in. Investment in technology will be our key to supporting our future way of work. As part of our plans we'll look at the

right technology to support working in our buildings, working remotely and working in a hybrid way.

Our audio-visual equipment will be required to connect colleagues and other stakeholders in both remote and hybrid settings. We will also need to look at meeting etiquette in a hybrid setting.

Case study four: future vision for hybrid working

I start my day at home by having breakfast with my children and I then walk them to school. On my way home I buy a coffee and speak to a colleague about preparing for a meeting later in the week. It's also an informal chance to check in with each other. I then spend a couple of hours working on my report at home and managing my inbox.

In the afternoon I walk to my local office where I've arranged to meet colleagues for a workshop. The hub has been set up with other public sector partners and it's a great place to network and share ideas. I've used a phone app to book a space for five people so we can run a workshop. Two members of the team needs to join us virtually, so I've booked a space with a visual screen to dial them in. Before starting the meeting, everyone familiarises themselves with meeting etiquette which is especially important when there are virtual and in person attendees. The technology works and we have a productive session.

I then head home and have my 1:1 with my manager virtually and then finish my working day. My partner collects the children as they have a different flexible working pattern to me.

Combatting virtual fatigue

Not commuting to and from work, coupled with going from meeting to meeting without a break can be really hard both mentally and physically. While meeting virtually is a good use of time, the lack of physical connection or opportunity to move between meeting rooms means there is no chance to decompress or chat informally.

We need to redefine our home working culture to rediscover these moments again. In effect, we need to recreate time away from the screen.

Practical changes that teams could make could include:

- Ensuring meetings end at a time that will allow colleagues to have a break before the next meeting.
- Encouraging everyone to set their MS Outlook so that meetings start at 5 minutes past the hour and end at ten minutes to the hour.
- Ensuring everyone has the right type of homeworking space and, if this is not possible, agreeing they can return to building based working.
- Using daily connect and finish meetings could help structure work and ensure nobody gets into a habit of working long hours.
- Keeping virtual coffee breaks and holding time in diaries for fresh air and exercise.
- Setting up wellbeing groups or buddy systems for new starters.
- Encouraging face-to-face meetings near you and your colleagues' homes.

Case study five: a day in the life of Heather a Senior Occupational Therapist

To work as a Senior Occupational Therapist in the South East Locality. I live outside the city, and my commute to the office is about 20-30 minutes. More recently, I've returned to the office twice a week to support my role.

This week there was an emergency adult protection situation concerning equipment provision, manual handling and care and support needs. On two consecutive days, I was had to visit the family first with a social worker and with an occupational therapist the following day. On both these days, I chose to base myself in the office. This allowed me to meet with colleagues before the visits and complete the visits when needed rather than having to factor in the commuting time and distance.

As some of the homecare managers were also in the office, I could quickly and more easily discuss the issues with them and other colleagues. This meant they were able to work on the support needed for the client. Being based in the office (rather than home) means if I need to contact someone timelier, it benefits the person I'm working with. It also feels I'm giving a better and more personalised service.



“The last 18 months have undoubtedly brought challenges for us all, but equally it's paved the way for us to think differently about how and where we work. Our expectations and needs have changed.

Consistently colleagues have fed back that they want to be more empowered and trusted – what a great opportunity we have to respond to this and try different ways of working. Let's move where we focus on what colleagues have delivered and not the hours they've spent in the office.

**Katy Miller, Service Director
Human Resources**”

Chapter four: trialing different ways of working

Supporting flexible working, whether digitally or in our buildings, will require investment over a number of years. Any change we make needs to be led by colleague feedback so we're not rushing into immediate changes. Instead, we'll take an agile approach and trial different ways of working across our operational estate. Working in an agile way means we test and evolve plans as we go, based upon feedback.

Our workplace of the future needs to provide spaces where people can come together to interact and connect. We'll need spaces that enable quiet working and rooms that allow for confidentiality. We'll also need space that embraces current and new technology and allows us to connect with our citizens and services users, as well as people working from different locations. Most importantly, the spaces we create must support the mentoring of our new employees or those who are just starting out in their careers. We must ensure new and positive relationships continue to be forged as we embrace a different way of working.

We want to start this journey by investing in three trials that, if successful, could see us make these changes permanent.

Waverley Court

Waverley Court sits in the centre of Edinburgh with excellent transport connections. We'll always want to use this space to come together, collaborate or meet with partner organisations. The changes we make need to support social connection and the other aspects of work we miss. This could include:

- team tables and collaboration rooms to support delivery
- quiet rooms to provide people with space to support thinking and report writing
- individual rooms where colleagues can take confidential calls or have a private meeting with others
- secure environments provided for tasks covered by legislation which require privacy
- space to relax
- space to log into a laptop or contact digital services for support
- space for mentoring and development.

Getting this right will require technology that includes everything from keeping colleagues safe within buildings to apps to book space in buildings and systems which allow up to invite others to attend meetings virtually.

City Chambers

Sitting over ten floors in a grade A Listed Building, the City Chambers is the civic and democratic heart of the Council and is where our elected members are normally based. The chambers are also occupied by a variety of Council services and partners, including social work, registration services and the resilience centre. Additionally, there is a customer hub and several spaces which support numerous civic and public events, including weddings and civil partnership ceremonies.

There are various spaces in the City Chambers that lend themselves to supporting hybrid working. We propose to better use some of the agile space we already have, such as the business centre, and we will create four hybrid meeting rooms with audio visual capabilities for elected members and officers to trial.

“We started flexible working in response to the unprecedented circumstances of the pandemic and teams across Edinburgh have done amazing things to support the most vulnerable while working agilely and flexibly. It's great that we can now extend that flexibility in how we work into the future.

We've been listening to what colleagues have said over the past 18 months and the strategy reflects that. I'm now planning a split between being building based when we need to be and working from home.

**Judith Proctor, Chief Officer, Edinburgh
Integration Joint Board**”

Case study six: waste and services technical team

At the start of Covid-19 we knew that we had to work differently. In particular, we changed our working hours so that we could balance out our roles with caring responsibilities.

We didn't ask colleagues to submit time sheets, instead we worked on the basis of trust. Walking meetings have become part of our culture and a great way to step away from the screen. Some teams' meetings have been held in parks, which helps new starts get to know their new colleagues.

However, we've also found that MS Teams has helped us to have really productive meetings which are more efficient and focused. For our new starters we have also arranged a virtual meeting with the manager of the Technical Team to welcome them to the Service. Going forwards we'll want to maintain this balance of using available technology but also holding face to face meeting locally.

Local 'near me' offices

The 20-Minute Neighborhood Strategy sets out a vision for local areas. This includes enabling people to work locally to reduce the need for commuting. In turn this will also have positive benefits on local economies and reduce traffic congestion. There are three key reasons why now is the right time to make this change:

- investing in local working and 20-Minute Neighbourhoods will contribute to reducing local emissions which is essential if we're to deliver our target to be a net-zero city by 2030;
- supporting local economies and businesses who can provide for the daily needs of communities but also create employment opportunities; and,
- future opportunities to share the space with partners and third-party organisations.

Timelines

The trials will run in parallel with our engagement workstream and we will continue to review and adapt our plans as we develop our understanding of the future needs of our services and colleagues, alongside current public health guidance.

A cross-council project team is working on plans for a phased approach. The initial focus will be City Chambers and Waverley Court. From October, teams will be invited to participate in trials on a gradual basis starting with Human Resources, Committee Services and the Corporate Governance Team. As we're able to rollout more changes in Waverley Court, we will invite more teams to start using the space in the coming months.

In the meantime, a toolkit will be provided to all managers to support them to have discussions with their teams about how they would like to use flexible working going forwards.

The local offices trial is a longer-term plan that will be developed in line with the town centre strand of the 20-Minute Neighbourhood strategy.

“The aftermath of the worst of the pandemic gives us an opportunity to re-evaluate how and where we work.

Let's use this chance to make lasting change for the better.

Paul Lawrence, Executive Director of Place

”

Our Future Work

Flexibility, Trust and Empowerment

Team discussion workbook
November 2021

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Introduction

An opportunity to improve our work/life balance

Coronavirus has impacted our personal and work lives, so we want to learn from it and see what we can do differently.

Our colleagues have told us that they'd like to work more flexibly and have an improved work life balance. So, this gives us a fantastic opportunity to work together and explore how we can reshape how we work to achieve this goal.

As leaders, I need you to help plan and support this as much as possible by focusing on embedding Flexibility, Trust and Empowerment within your teams.

Your essential role - in two steps

1. Read through the Our Future Work Strategy and this workbook closely. Thinking about how you can support your service and team to work differently in the future in line with the key principles of Our Future Work.
2. Then, work through the questions with your teams and share the input with your service leadership team – they will advise how you should do this at your service workshop.

We know that taking a flexible approach will mean that different teams take different approaches – and that's ok. We need to understand what the right balance is for each team, taking account of **service** needs, **team** needs, **individual** needs and accepting the constraints of the role.

This is a learning process for us all, and we expect that we'll continue to evolve as we work through this next period of change. We'll face challenges and may not get things right first time – but by continuing to talk, listen and learn, we can create a culture of flexibility, trust and empowerment. This will help us to achieve our best every day and deliver for our citizens.

If you have any questions about the workbook, please talk through with your service in the first instance. For anything you're unable to answer, please contact OurFutureWork@edinburgh.gov.uk.

Thank you

Andrew Kerr
Chief Executive

Shaping our plans through your feedback

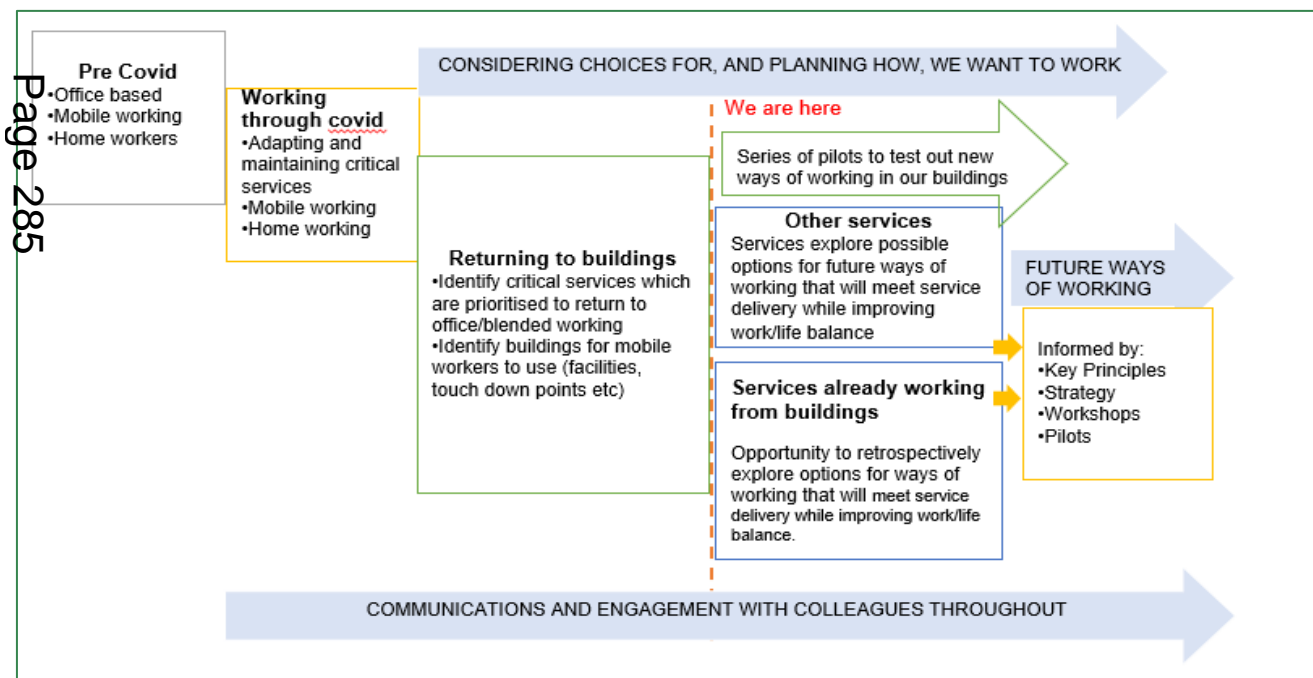
Our journey so far

We're a large and complex organisation (delivering around 700 services) so we need to make sure our approach in creating a more flexible way of working is right for everyone no matter their role. Therefore, we're deliberately taking a phased approach in our planning.

As part of this, we're about to run pilots with a small number of teams who will return to Waverley Court and the City Chambers. We'll use their experiences along with the feedback from your team discussions to help shape what a return to our buildings could look like for colleagues. We'll review what has and has not worked well and build our plans from there.

We'll also speak to those teams who are already working in our buildings to gather their thoughts.

Taking this approach means we may take a little longer to build our final plans, but it will mean that everyone has had an opportunity to contribute to how they'd like to work in the future, so we think it's the right thing to do. With your help, we want to make the most of this opportunity to change the way we work for the better.



Key principles – Yes Check

Flexibility – Trust - Empowerment

As you consider how our teams may work in practice, please check that you are meeting our key principles.

By adhering to them we can be sure that, even though we may be working in different ways in different teams, all colleagues are being treated fairly.

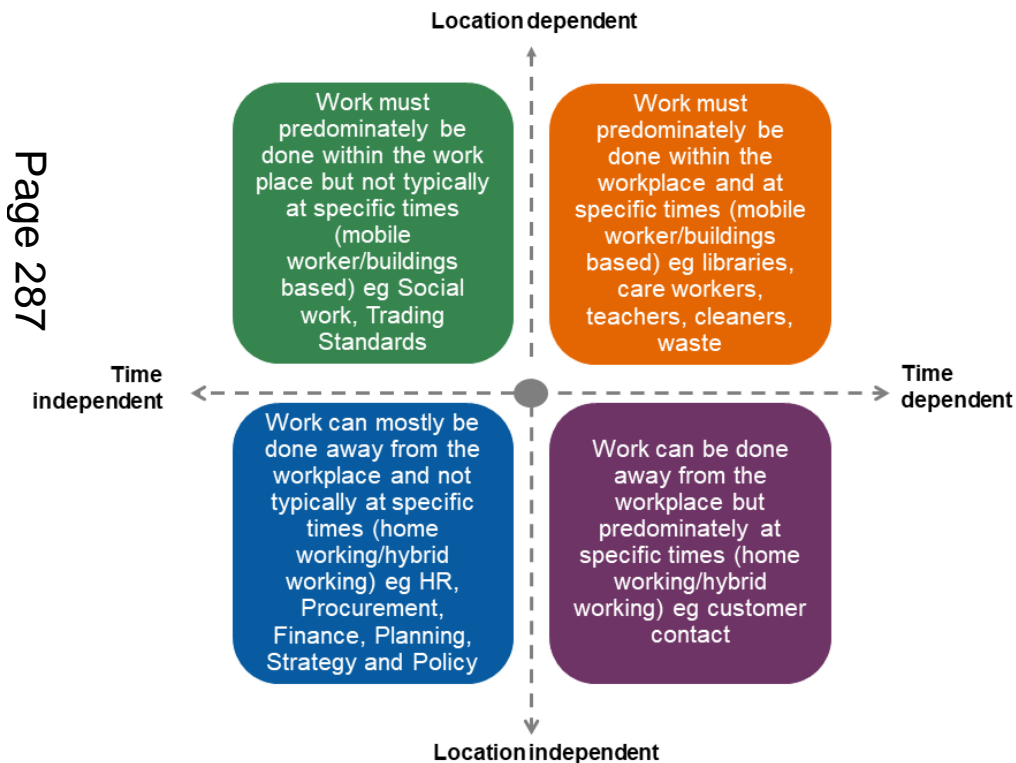
- ✓ **Outcome focused** - maintaining and enhancing service delivery remains our priority but we will focus more on what colleagues achieve (outcomes), rather than where and when they do it (which can lead to presenteeism).
- ✓ **Autonomy and flexibility** – teams can explore what could work for their service delivery, their team members and themselves as individuals.
- ✓ **Not a one size fits all** – different teams will have different needs at different times and the role of our leaders is to continually engage with teams to find the right balance, taking account of service needs, team needs, individual needs, and accepting the constraints of the role.
- ✓ **Trust and transparency** - colleagues are trusted and empowered to manage their working time.
- ✓ **Working flexibly** – where colleagues are working flexibly, leaders are expected to continue to make this possible. Where colleagues are keen to work flexibly, and this can be accommodated, leaders are expected to [explore the options available](#) to make this possible.
- ✓ **Wellbeing** - colleagues' circumstances are all different, and their wellbeing is paramount within any future working arrangement.
- ✓ **Inclusivity** – where we can, we support further inclusivity for our colleagues through enabling better work life balance choices.
- ✓ **Sustainability** – we will consider how we can make changes to the way we work to contribute to the Council's 2030 carbon neutral target.
- ✓ **Technology** – we will ensure colleagues have the technology needed to work in a flexible way where their role allows.

Identifying how we work

To help prepare for your team discussions, take some time to think about how your team could work. Broadly, this can be described in four ways:

- **Mobile Working:** roles which by their nature require colleagues to be out and about to deliver services
- **Hybrid Working:** roles which can be undertaken from a mixture of locations including home (or other permitted locations) or other Council locations
- **Home Working:** roles which are contractually home based
- **Building Based Working:** roles which need to be based in a Council workplace

By categorising our roles in this way, we can begin to see where there are opportunities to be consistent in the flexibility we offer.



Questions to work through individually and with your teams

Before engaging with your teams, reflect on your own experience from the past 18 months and work through these questions on your own so you have a chance to consider how you'll talk your team through them in line with our key principles.

You may also find it helpful to refer to **Appendix A - Supporting your own and your team's wellbeing as you consider future working options** where you'll find information on having good team conversations and looking after your team.

Questions for me as a leader

You may not have all the answers to the questions in this section – that's ok, remember we're all still learning.

If you're not confident about a topic, please discuss with your manager who will help you identify opportunities to develop your skills further and how to help you support your team in the meantime.

- Page 288
- How have I worked differently as a manager throughout the pandemic? Reflecting on this, what are the management tasks I feel strong in and those I am not as confident in?
 - Am I comfortable and confident managing my team from different locations if this is what they would prefer? If not, what can I do to develop myself to achieve this? Would I benefit from training on how to manage a flexible, digital and dispersed team?
 - How can I provide team members with autonomy to structure how they work in a way that suits them?
 - How will I manage performance based on output, rather than presence?
 - How can I help build a culture of trust and transparency in the team?
 - Do I feel confident that I can support the wellbeing of my team remotely?
 - What can I do to facilitate learning opportunities for my team under our new way of working?

Notes:

Once you feel prepared, discuss these questions with your team:

Service

8. What are the outcomes our team needs to deliver to support our service?
9. Have we been able to deliver our outcomes throughout the pandemic? If yes, how have we worked differently to achieve this? If no, what have we been unable to do and why?
10. Are there any elements of our outcomes that don't lend themselves to flexibility that we need to discuss upfront?
11. Are there any parameters that have been agreed by our Service we need to work within?

Notes:

Team

12. How have we traditionally worked in our team – Mobile, Hybrid, Home, Buildings-based?
13. Has the way we've worked through the pandemic changed this mix? Has this created an opportunity for us to continue to work in different ways if we'd like to?

14. What are our parameters as a team? For example, do a certain number of us need to be physically present at any given time? Do we have a rota system, varied working patterns or fixed hours? How do we consider that when exploring flexible options?
15. Do we engage with clients / customers / citizens in person? If so, how often? Are there alternative ways of engaging with these stakeholders?
16. Can we change our working practices and structure to adapt to work in a more flexible way e.g. admin tasks can be done from home?
17. Are there certain activities that we do as a team that we'd like to do in person? How often do we need to do these? What type of space do we need to enable this, e.g. meeting room, collaboration space?
18. Are there any practices we can set up to allow us to work in different locations but still connect regularly? E.g. weekly team meeting on Teams, daily morning check-in through Teams chat, weekly 1:1s, monthly social gathering – either via Teams or in person, as decided by the team each month?
19. Are there things we can do together as a team to support each other's wellbeing?
20. Using Appendix B - Sustainability are there ways we could work more sustainably to contribute to the Council's 2030 carbon neutral target.
21. Given our thoughts on the questions above, how often do we want to be in a Council building, e.g. office? Do we require desks? If so, how many and when for? What equipment do we need in the building? Does it need to be a specific building? (The space and requirement form in the toolkit will help you with this).

Notes:

Individual

22. Has working differently throughout the pandemic had a positive or negative impact on your wellbeing? In what ways?
23. Has homeworking offered you a greater flexibility and improved work-life balance?
24. How do you feel about returning to work in one of our buildings when the opportunity arises?
25. Are there elements of the way you are currently working that you would like to retain to support your wellbeing and work-life balance?
26. Are there elements you would like to change/stop to better support your wellbeing and work-life balance?
27. What role type do you see yourself as? Do you want this to continue?
28. If you want to work at home for some of your time, do you have a suitable workspace? (If the answer to this is no, please reassure your team member that a space will be made for them in the appropriate Council building.)
29. Would you like any training or guidance on how to use systems while working remotely?

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Notes:

Appendix A - Supporting your own and your team's wellbeing as you consider future working options

We know that we are not going to return to working as we did before the Covid pandemic, whether that's in a front-facing or buildings-based role. We're now moving into our next phase of change, where we work together to consider how we might continue to deliver our services differently in the future. There will be a range of views and reactions to this and we want to make sure you have the tools and resources you need to support your own and your team's wellbeing as you lead them through this.

Having Good Conversations

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2020
As you'll already be having regular conversations with your team, individually and collectively, as part of normal performance management including conversations about wellbeing. As we move into a new phase of change, conversations that focus on wellbeing are more important than ever.

As you start to discuss future working options with your team, ask them how they're doing, what they can be doing to look after themselves, and what they need from you. If you can't help with any issues they're having, you can still listen and help them find a way forward.

Make sure they're aware of the different support options available, especially from [PAM Assist](#), who provide help and support on a huge range of subjects. Familiarise yourself with what they offer and signpost that support if you think it would benefit any of your team. In addition, encourage them to make time for themselves. Simple things such as encouraging breaks and offering a level of flexibility in how they do their work can also make a big difference.

You can use our [Team wellbeing check-in tool](#), which guides you through the sort of questions you should be asking in terms of wellbeing. If you want a refresher course on how to have good conversations, book yourself on to the [Conversation Spotlight workshop](#) which is now a one day online workshop.

We recognise that having conversations around health and wellbeing can be daunting, then you may find our [coaching and mentoring support](#) helpful.

While having good conversations about wellbeing is part of your ongoing conversations with your team members the pandemic has obviously brought many additional challenges to colleagues. We have [wellbeing advice specific for this](#) too, which you may find useful.

Looking After Yourself

We know that you've been supporting colleagues through the pandemic and we're very grateful for that. Making time to look after your own wellbeing means you'll be in a better position to help others.

You can find out more about ways to promote your own wellbeing by booking yourself onto our [Be Well to Lead Well workshop](#), which can help you find the energy and headspace to be at your best.

Some of our people managers who've been on the workshop have shared how it's helped them:

“ I think that was the first time in weeks I've actually stopped, breathed properly and considered where I'm at ”

“ I think one thing I'll do differently is not feel guilty about looking after me ”

“ Just knowing I'm not alone is the most helpful ”

Looking After Your Team

You've been supporting your team and their wellbeing throughout the pandemic and before then, as part of the regular conversations you've been having. To get yourself into the best position possible to give advice and support to your team as future working changes, make sure you're familiar with these tools:

- [Our Occupational Health Service](#)
- [PAM Assist \(our Employee Assistance Programme\)](#) - you can call PAM Assist to get advice on how to support your people if they're dealing with health and wellbeing related issues and you're feeling out of your depth.

- [Our stress related policies and toolkit](#) – read up on your responsibilities in relation to managing stress in your team(s), including when to carry out individual and team risk assessments.
- Our fantastic selection of [online learning](#) covering mental health, wellbeing and stress-management, which you or your team can access.

Look out for our two new wellbeing resources launched on MyLearningHub recently:

- [Keeping Well through Change](#) – an interactive PDF with sources of help on a wide range of health and wellbeing matters
- [Energy MOT](#) – a learning resource to help you understand and optimise your energy at work



Having Good Team Conversations

To help you think through how to get the team thinking about their own wellbeing, work through our [Leadership Wellbeing Plan](#), which will help guide you through team meetings keeping the focus on wellbeing and the support that's available to both you and the team.

Another tool we have is our [Team Wellbeing Check-In Tool](#), which can be used as part of your team meetings, as well as for one-to-one meetings.

You should also encourage everyone in your team to create a [My wellbeing plan](#), which can help them to think about what things they find most helpful in managing their own wellbeing.

Appendix B - Sustainability

As you consider returning to working from different locations, it's a good time to think about your travel to and from work and work out ways in which this could become better for your health, save you money and cut emissions.

- **Walking and cycling** to work for all or part of a journey can help you arrive awake and ready for work. Find out more about [walking and cycling](#) on our website, including Edinburgh [walking groups](#) and [safer routes to schools](#). We also run a [Ride to Work scheme](#) to help encourage employees to cycle to and from work
 - We offer a **salary advance for bus and train season tickets**. [These are like an interest free loan and can reduce travel costs](#).
 - **Car sharing** supports our sustainable travel policy objectives by reducing single car occupancy car journeys. It also helps to reduce carbon emissions, air pollution, road congestion and can help save money. [Register with the Council's trip share group](#).
- If you're thinking of getting back on a bike but feel a little daunted by the idea, **using an e-bike** maybe a good option for you. [You can cover a lot of ground easily and quickly and there's loans which help make them more affordable](#).

Whether working from home or in a Council building there are several small changes we can make to be more sustainable and improve our health and wellbeing.



- Consider **meeting up with colleagues for a walking meeting**. This works best with up to five people. Simply walk and talk. You can stop at the end to recap and note actions.
- Try putting in a **'commute' time at the start or end of your day and spend time outside**. Not only does it help separate work and home life but is a great stress buster and will help you feel alert and positive.

- Make sure to look after yourself:

- ✓ **Take regular breaks** – if you have a day of back to back meetings, arrange for them to finish five minutes early so you can get time away from your screen
- ✓ **Get some fresh air** when you can by getting out for a quick walk
- ✓ **Have a clear time at which you finish work**, so you literally and mentally switch off

- A **walking meeting by phone** can keep you alert and getting exercise and fresh air at the same time. You might get inspired.
- **Adjusting your home thermostat by two degrees** can help reduce your energy use at home – saving you money on bills and helping the environment. [Did you know you can still claim tax relief for working from home? Claim today.](#)
- **Unplug whenever you can:** Electronic devices use energy when they are plugged in but aren't being used. Unplugging electronic devices that aren't in use like your phone, laptop, coffee machine, microwave or television when you aren't using them, will help save energy and bills.
- Look at your daily habits and see what you could do differently by **calculating your carbon footprint and working out which changes you can make to decrease it**. There are hundreds of free calculators out there including [PawPrint](#) , [WWF](#) and [Carbon Footprint](#)

Helpful travel links

Plan a journey by bike: <https://www.cyclestreets.net/>, which lets you plan routes from A to B by bike. It is designed by cyclists, for cyclists, and caters for the needs of both confident and less confident cyclists. Or use Google maps

[Discover your nearest EV charger:](#)

Appendix C

Frequently Asked Questions (FAQs)

Some questions that your team may ask you will fall under our **working flexibly guidance** – please make sure you have read this before you have your conversations as it will also be very useful.

FAQ contents – click on each title to go to that location:

1. [Caring responsibilities](#)
2. [Health, Safety and Legal](#)
3. [Hybrid Working](#)
4. [Office/Building Working](#)
5. [Permanent Home Working](#)
6. [Technology and equipment](#)
7. [Wellbeing](#)
8. [Working from other locations](#)
9. [Working patterns and recording hours](#)
10. [Is working from home better or worse for the environment?](#)

Caring responsibilities

Can team members undertake caring responsibilities while working from home?

Whilst working from home may make caring responsibilities easier, it's not a substitute for suitable care arrangements. Dependents need to be looked after by someone else while colleagues are working. Care arrangements should be in place to cover the time when colleagues are working.

Health, Safety and Legal

What are the Health and Safety requirements and responsibilities when working at home?

The [Working from Home Guidance](#) will guide you and colleagues through the Health and Safety assessments for working at home.

What Data Protection and confidentiality issues should I consider?

All the normal Data Protection and security of information requirements will apply to any work that is undertaken away from an office. Your assessment of flexible working should take into account the storage and disposal of information in a flexible or hybrid working environment.

Hybrid Working

What do you mean by the term "Hybrid working"?

Hybrid working is a type of flexible working where an office based colleague can request to work from a mix of locations e.g. home (or other permitted location), or Council workplace, in a way that works for the delivery of the service and the individual.

If we want to put in place hybrid working, can I go ahead and agree that with the team now?

Once you've discussed what options are best with your team, you'll feed this back to your service leadership team. Your service will then put a collective plan in place that considers the feedback from all teams and establishes what space they need in an office/building to accommodate colleague's desired ways of working. They will then work with our Facilities Management and Property colleagues who will manage the holistic plan and be able to agree a date for when the office/building will be ready. From that point can commence working as outlined in the service plan. This will not be before the one metre distancing rule is lifted.

If we choose to put in place hybrid working, is there a limit on the split between office/building and home working I should consider?

No, you should agree this with your team, based on what works and agree how service delivery will be achieved. Think about the type of work being done and individual circumstances, and what working styles might work best for each of those tasks. Any solution will be focussed on outcomes and service requirements. You might agree a framework where there are a set number of days of the week where a colleague is working in the office, or you may agree a more fluid arrangement.

How do I ensure that my team are available when I need them under a hybrid model?

This can be achieved through meaningful conversations with your team. If you propose to implement a hybrid model, you need to be clear on the types of tasks that can be carried out from a mix of locations including the office/building and set clear expectations around when you might need individuals to be available or to attend an office/building.

Remember to follow the principles set out in the [working flexibly guidance](#) around empowering your team to manage their time and duties and focus on output rather than time at a desk.

Many of my team want to work in a hybrid model, but what if my service can't support this?

There are some roles that won't be suitable for any degree of working away from the office/building. You need to include this in the conversations you have with your team. Ensure that they understand the needs of the service and why this might constrain the opportunity for hybrid working. Remember to be flexible and open to new ideas and suggestions. If the opportunity for hybrid working is limited, you should discuss other options for working flexibly with those who are asking for it, including permanent changes available through the [flexible work options policy](#).

If I agree hybrid working with my team, does this need a change to terms and conditions?

No, as long as your team aren't expected to work from home permanently then all existing terms and conditions would continue to apply for those team members, including their designated office/building location. You do need to consider the home working environment and ensure that risk assessments have been carried out and are reviewed on a regular basis.

Do I already have members of my team working a Hybrid model. Can they continue with this?

The arrangements currently in place should be reviewed in line with this guidance. However, if, after a review, the working arrangements in place are suitable to the delivery of the service and continue to meet the individual needs, then any existing arrangements can continue.

If a team member travels for work, will they claim mileage from their home or an office base?

There is no change to the way travel allowance work - [car mileage, travel and allowance claims information on Orb](#). If the individual works outside of the city or abroad, travel would also be at their expense.

Office/Building Working

I have some team members who want to be back in the office/building permanently.

There'll be colleagues who don't have, for whatever reason, the desire or suitable set up to work from home. An office/building base must be made available for these colleagues.

Will my team have a designated area in an office that we can use?

This will form part of your service's plan based on your team feedback.

Permanent Home Working

I have team members who want to work permanently from home, which the service can accommodate.

We've a contractual framework in place for permanent homeworkers – this would become a permanent change to their terms and conditions. Those interested in permanent homeworking should apply under the flexible work options policy, which would require approval by your Service Director.

We'd like to offer more homeworking, but we don't have the technology needed to support this.

You should discuss this with your Service Director in the first instance. We understand that there may be some investment required to enable aspects of Our Future Work for some teams. We're collecting this information during our workshops so we understand what technology would be needed.

Technology and equipment

Will colleagues have the necessary equipment to work at home?

Getting the technology and equipment in the right places for colleagues will form part of the discussions that you have with team members. Workspaces in an office will be set up for collaborative working and, through conversations, you can determine what any one individual needs to support their way of working.

Will hybrid workers be able to claim for any additional costs of working from home, for example upgrading their broadband?

The [Working from Home Guidance](#) outlines the rules and allowances available from HMRC if you're working from home.

Wellbeing

How do I support my and my team's wellbeing as we consider future working options?

We know there will be a range of views and reactions as you begin to talk with your team about how they'd like to work in the future, and we want to make sure you have the tools and resources you need to support your own and your team's wellbeing as you lead them through this.

We have created a [wellbeing conversations guide](#) to support you as you do this. This is a brief reminder to signpost the wellbeing support that is available to help you look after yourself and your team.

Working from other locations

Can my team members work from any location / somewhere other than their home?

We recognise that many people have been unable to connect with friends and family throughout the pandemic and being able to work from another location temporarily may be a huge benefit to them. If you agree they can successfully undertake their role in this way, you can capture it as part of your feedback and feed into your service area plan for your Service Director to review.

Please note: temporary working from another location [or from abroad for up to six months in a tax year] is subject to approval of the Service Director and requires full compliance with our ICT Acceptable Use Policy.

Can my team members work permanently from abroad?

Working from abroad for more than six months in a tax year will not be possible due to tax implications of changes to UK tax residency status.

Can team members hold work meetings in their home?

If your team wants to meet at home, all parties will need to agree and provided it's safe to do so under current Covid guidance.

Working patterns and recording hours

Working patterns are for you as a manager to agree based on the needs of your service, team and individual. All services will have operating hours that it will need to be available to deliver the service. Adequate resources need to be available to deliver this service during these hours. Colleagues are likely to be able to work flexibly within these hours providing there is sufficient cover to deliver the service required at the right time.

The [Working Flexibly Guidance](#) will help you to have these conversations with your team and reach a good outcome for each individual.

We know some services have fixed hours of work and all colleagues will need to be available. However, any extra hours worked will need to be taken back or paid as authorised overtime.

How can I keep a record of the hours my team is working if the flexitime clock is not going to be available?

We appreciate that flexible working is already a part of daily life within some teams, without the need to record hours formally. However, we also know that some individuals, teams and service areas might need to track extra hours and time taken back to ensure wellbeing and balance is achieved.

Where there's an agreement to work flexibly, managers and colleagues should simply have a conversation about the best way to manage these hours and, if needed, record it using the [excel template](#).

When would colleagues be expected to take time back if they work additional hours?

Typically, colleagues would be expected to take time back within a month. If this isn't possible, you should agree with the individual when the time will be taken, which should be within a reasonable timescale.

There should be no circumstances where colleagues have agreed to work additional hours and don't get that time back. As a manager, you should take the needs of the service into account and agree when time can be taken.

Is working from home better or worse for the environment?

The answer to this question depends on your circumstances. The way your home is heated, how many other people are at home with you whilst you work and how you used to travel to work will all help to shape the environmental impact that homeworking has for you.

The following table, by Climate XChange, gives you an overview of the impact that working from home may have on your greenhouse gas emissions. The green squares show emissions savings made from working at home, the red squares signify an increase in emissions from home working and the white squares show no change in emissions.

<div> <div></div> <div>↑</div> <div>Increased building emissions</div> </div>	Working at home along in a large house with oil heating					
	Working at home alone in a mid-sized house with gas heating					
	Sharing a mid-sized gas heating home with another worker					
	Sharing a home with electric heating with another worker					
	Working at home when the house is already occupied					
		Walking and cycling	Public transport	Shared car (2+ people)	Lone car driving	Long distance lone car driver
	Increased commuting emissions					

Policy and Sustainability Committee

10.00am, Tuesday, 29 March 2022

Consultation on NHS Scotland Climate Emergency and Sustainability Strategy – Council response

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the response to the [draft Climate Emergency and Sustainability Strategy 2022 to 2026](#) consultation (attached at appendix A), approved by the Executive Director of Corporate Services 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 deadlines

Richard Carr

Interim Executive Director of Corporate Services

Contact: Andrea Mackie, Senior Policy and Insight Officer

Policy and Insight Team, Corporate Services Directorate

E-mail: andrea.mackie@edinburgh.gov.uk

Consultation on NHS Scotland Climate Emergency and Sustainability Strategy – Council response

2. Executive Summary

- 2.1 The Scottish Government and NHS Assure have developed a [draft Climate Emergency and Sustainability Strategy 2022 to 2026](#) (the NHS Strategy) public consultation. The consultation closed on 10 March 2022 and it was not possible for Committee to consider the response prior to submission.
- 2.2 The Council's submission to the consultation is provided in appendix A and has been agreed by the Executive Director of Corporate Services 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 deadlines.
- 2.3 In preparing the response, officers have drawn on the 'calls to Government' set out in the [Edinburgh 2030 Climate Strategy](#) and ensured the consultation response is consistent with the core messages communicated in relevant [recent consultation submissions by Council related to sustainability](#). These messages include greater use of place-based policy and funding approaches; innovative finance models; and supporting local empowerment and decision making to deliver net zero.

3. Background

- 3.1 The draft Climate Emergency and Sustainability Strategy 2022 to 2026 (the NHS Strategy) sets out a five-year plan for NHS Scotland and its boards to cut greenhouse gas emissions and become environmentally stable. It identifies five priority areas that will be delivered by Health Boards working in partnership with Integrated Joint Boards, Community Planning Partnerships and Regional and Local Resilience Partnerships:
 - 3.1.1 Sustainable Buildings and Land
 - 3.1.2 Sustainable Travel
 - 3.1.3 Sustainable Goods and Services
 - 3.1.4 Sustainable Care
 - 3.1.5 Sustainable Communities

- 3.2 The NHS Strategy brings forward its net zero target from 2045 to 2040 and sets out the clear and pressing need to act to address the climate emergency and loss of biodiversity. It recognises that many of the actions needed in response to the climate emergency and the environmental crisis have positive health impacts and that climate emergency, loss of biodiversity, sustainability, health and health inequalities are inextricably linked.
- 3.3 The NHS Strategy's sets a series of aims for the service and identifies just transition and delivery of the United Nations Sustainable Development Goals as core principles for the strategy's delivery. Delivery is focussed on partnership working including with local communities, local authorities and other public bodies, third sector organisations and suppliers and with Integrated Joint Boards, Community Planning Partnerships, and Regional and Local Resilience Partnerships.
- 3.4 The NHS Strategy also recognises the NHS as a having a role as an anchor organisation where it can offer greater community benefit through working more closely with our local partners to use our buildings and spaces for social benefit, providing opportunities for recreation and physical activity, improving access to high quality outdoor space, making local sourcing possible, and reducing environmental impact.
- 3.5 NHS Lothian has made a substantial positive contribution to the development of the [Edinburgh 2030 Climate Strategy](#). This contribution has included committing to strategic partnerships (such as the Energy Efficient Public Buildings Partnership and the City Heat and Energy Partnership) and taking city leadership on strategic actions (including working with other public sector partners to help them coordinate and enhance natural assets across operational estates).

4. Main report

- 4.1 The response to the consultation welcomes the Strategy and supports the ambition and focus on relationships between climate change and human health. The response acknowledges and supports the NHS Strategy's comprehensive approach that addresses key emissions challenges while responding to wider needs such as biodiversity, a just transition, and health inequalities.
- 4.2 Key areas of feedback raised in the Council's response to the consultation are summarised below
- 4.2.1 Net Zero targets - The NHS Strategy has brought its net zero target forward to 2040 from 2045. The Council response encourages the NHS Strategy to consider how it can go further and work in partnership with cities to meet the critical need for accelerated action by cities if Scotland as a whole is to meet its emissions reduction target.
- 4.2.2 Local board empowerment – the consultation response welcomes discussions between the Council, NHS Scotland, NHS Lothian and Scottish Government on how funding and policy decisions can be aligned to better support empowered local decision making.

- 4.2.3 Joint estates retrofit – the Council response recommends strengthened actions in the NHS Strategy to make stronger commitments about working in partnership with other local authorities and public sector partners to plan, deliver, and fund joint retrofit programmes.
- 4.2.4 20-minute neighbourhoods – The Council response encourages a bolder and more citizen focussed approach to 20-minute neighbourhoods. Greater recognition that 20-minute neighbourhoods offer an opportunity to ensure our services meet the holistic needs of citizens and communities and to jointly redesign our services to meet net zero.
- 4.2.5 City heat and energy partnership – the Council response finds that the NHS Strategy needs to provide greater support for NHS boards to fully participate in co-development and co-delivery of local heat and energy solutions.
- 4.2.6 Co-ordinated approached to drawing down national funding streams – the Council response identifies the NHS Strategy’s reliance on existing funding sources and approaches. The Council response highlights a gap in the NHS Strategy where stronger actions across it are needed to explore the potential for more collaborative approaches to place-based and local-led capital investment.
- 4.2.7 Developing new finance models – the Council response urges further consideration of how the strategy incorporates the development of new finance models and investment approaches into the NHS Strategy.
- 4.2.8 Offsetting – the Council response welcomes future engagement with NHS Scotland and Lothian to on a developing a citywide approach to offsetting

5. Next Steps

- 5.1 Council officers will continue to work with Scottish Government, NHS Scotland and NHS Lothian on the issues raised through the consultation processes and will report to committee on relevant progress as necessary.

6. Financial impact

- 6.1 There are no financial impacts arising as a result of this report.

7. Stakeholder/Community impact

- 7.1 There are no direct stakeholder/community impacts arising as a result of this report.
- 7.2 The Council response raises issues about ensuring public sector services are designed around meeting the needs of local citizens and communities (summarised in the main section of this report). The Council response raises relevant concerns related to carbon impacts, adaptation, climate change, and sustainable development.
- 7.3 Through continued engagement with Scottish Government, NHS Scotland and local boards, officers will continue to raise any community impacts, equalities, health and safety, governance, compliance or regulatory implications; and carbon impacts, adaptation to climate change and sustainable development.

8. Background reading/external references

- 8.1 Scottish Government and NHS Assure, [draft Climate Emergency and Sustainability Strategy 2022 to 2026](#), November 2021.

9. Appendices

- 9.1 Appendix a – Council response to NHS Scotland Climate Emergency & Sustainability Strategy 2022- 2026 Scottish Government consultation.

NHS Scotland Climate Emergency & Sustainability Strategy 2022- 2026

Scottish Government consultation

City of Edinburgh Council response
10 March 2022

1. Introduction and summary

- 1.1 In December 2021 the Council published the Edinburgh [2030 Climate Strategy](#) which sets out a city-wide approach to deliver a net zero, climate ready Edinburgh. The 2030 Climate Strategy has been developed with 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.
- 1.2 NHS Lothian has made a substantial positive contribution to the development of the Edinburgh 2030 Climate Strategy. This contribution has included committing to participation in strategic partnerships (such as the Energy Efficient Public Buildings Partnership and the City Heat and Energy Partnership) and taking city leadership on strategic actions (including sharing learning with other public sector partners to help them coordinate and enhance natural assets across operational estates). NHS Lothian's collaborative approach with the Council and other city partners has resulted in a comprehensive 2030 Climate Strategy that focuses on the connections between climate change and human health, including the opportunity for improvement to population health and wellbeing that climate change action can provide.
- 1.3 The Council welcomes the NHS Climate Emergency and Sustainability Strategy (NHS Strategy) and supports the NHS Strategy's ambition and approaches, particularly the focus on the impact of climate change on human health and the need to rapidly reduce global emissions. The Council acknowledges and supports the NHS Strategy's comprehensive approach to key emissions challenges while responding to wider needs such as biodiversity, a just transition, and health inequalities.
- 1.4 The NHS Strategy is well aligned with the thinking and approaches that have been established through the Edinburgh 2030 Climate Strategy, and its focus on the importance of partnership working is particularly welcomed.

2. Strengthening the NHS Scotland Climate Emergency & Sustainability Strategy

Net zero targets

- 2.1 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. This means Scottish

Government needs to do more to support councils and public sector bodies that are playing their part by progressing bold and ambitious actions.

- 2.2 The NHS Strategy has brought its net zero target forward from 2045 to 2040, which is an important and welcome step. The Council encourages the NHS, at national and board levels, to consider how it build on its net zero target and deepen partnership working with cities to help meet the critical need for accelerated action.

Local board empowerment

- 2.3 For local partnerships to have the most impact, they need to be empowered in terms of financial, policy, and governance, with devolved budgets and decision-making capability at the very local level. Local empowerment is a necessary requirement for effective collaboration on place-based approaches that will help meet the net zero challenge. Support is required from both NHS Scotland and Scottish Government to enable territorial NHS Boards to increase their participation in place-based collaboration. The Council would welcome discussions with Scottish Government, NHS Scotland, and NHS Lothian on how funding and policy can be designed more flexibly to better support empowered local decision making.
- 2.4 There is scope to consider how actions identified across the five priority areas in the NHS Strategy can be taken forward in a way that offers greater support for local decision making. The Council has a number of areas (set out in the rest of this submission) where it would like to work more closely with the NHS, which will require local boards to be empowered to make joint decisions with the Council.

Joint estates retrofit

- 2.5 The Edinburgh 2030 Climate Strategy identifies a need to collaborate strategically and align investment in estates across the public sector to ensure it supports improved service delivery, improved energy efficiency, and reduced emissions. This will be progressed through 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.
- 2.6 The NHS Strategy includes actions under the section 'sustainable buildings and land', that are designed to reduce emissions, build climate resilience and realise co-benefits for citizens. The Council would support the strengthening of these actions to create an enabling framework for aligning NHS, Council, and wider public sector partner budgets in these areas as part of a joint approach to sustainable buildings and land. Strengthened actions could include enhanced commitments to working in partnership with other local authorities and public sector partners to plan, deliver, and fund joint retrofit programmes.

20-minute neighbourhoods

- 2.7 Both the NHS Strategy and Edinburgh 2030 Climate Strategy include references to the 20-minute neighbourhood approach. Delivering 20-minute neighbourhoods will

require ensuring easy access to local services, helping to reduce the demand for travel.

- 2.8 20-minute neighbourhoods offer an opportunity to ensure our services meet the needs of citizens and communities in a holistic way, and to jointly redesign our services to meet net zero. The NHS Strategy refers to planning new facilities in the community using the principles of 20-minute neighbourhoods. There is scope to work together and with other public sector bodies to develop a bolder and more citizen focussed approach, as part of wider-reaching whole-system redesign.

- 2.9 Bolder actions should include:

- 2.9.1 Ensuring partnership working at local levels with citizens, communities, businesses, and local authorities.
- 2.9.2 Taking joint decisions on both existing and new estates and buildings and how they are best managed and used
- 2.9.3 Creating opportunities for co-location of services, and joint approaches to re-purposing our estates.
- 2.9.4 Aligning budgets and decision making to deliver the above.

City heat and energy partnership

- 2.10 City growth, low levels of local renewable electricity generation, and existing energy infrastructure limits are driving the need for city-wide heat and energy generation and distribution solutions.
- 2.11 The 2030 Climate Strategy establishes a new City Heat and Energy Partnership with key public and private sector organisations which 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 future grid development to the city's energy needs.
- 2.12 To support success of the City Heat and Energy Partnership and decarbonised heat energy, the Council considers that the NHS strategy needs to provide greater support for NHS boards to fully participate in co-development and co-delivery of local heat and energy solutions. The NHS Strategy could do this by making clearer the roles and responsibilities and specific actions for decarbonising heat within NHS estates and the towns and cities they operate in.

Co-ordinated approach to drawing down national funding streams

- 2.13 The NHS Strategy identifies the significant capital cost to redesigning estates and services to meet net zero and points to Scottish Government funding, NHS Scotland and local board funding as sources. The challenge of capital funding is shared across the public sector and, 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 presented by decarbonisation and adaptation programs.
- 2.14 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 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.
- 2.15 By establishing new Climate Strategy Investment Programme Board, Edinburgh aims to 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.
- 2.16 For the NHS Strategy to be able to deliver the aims sought across communities and assets and activities, the NHS Strategy needs stronger actions to explore the potential for more collaborative approaches to place-based and local-led capital investment. This needs to include the ability to devolve budgets to the very local level and to work more closely on joint approaches to procurement.

Developing new finance models

- 2.17 The key issue the City of Edinburgh Council faces is not the availability of capital (public or private) to support net zero delivery; it is a lack of revenue to create and maintain the capacity required to develop a pipeline of investible projects to the stage and scale required to attract capital investment. In addition, collaborative planning, funding, and investment is required across public sector budgets to maximise efficiency and opportunity for approaches that deliver city-based net zero targets.
- 2.18 The Council would encourage the NHS Scotland and Scottish Government to consider how they will support working in partnership across the public sector and beyond to fund net zero transition.
- 2.19 The 2030 Climate Strategy sets plans to foster the investment potential of Edinburgh by working with partners to develop ambitious and attractive projects and proposals, and to test innovative finance models, including blended finance, and new approaches to sharing risk and reward. The creation of a Green Investment Prospectus will enable the matching of 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.

Offsetting

- 2.20 The Council welcomes the approach of bringing emissions as close to zero as possible, as soon as possible. However, it also acknowledges that absolute zero emissions are not possible with current technology and so some residual emissions are likely to remain. This will require some degree of off-setting in order to reach net zero.
- 2.21 The 2030 Climate Strategy sets out various potential approaches to offsetting and highlights a number of key principles which will be further explored with city partners, including:
- 2.21.1 reducing emissions as close to zero as practicable should be the main priority,
 - 2.21.2 where it is necessary to offset residual emissions, there is a need to ensure offsetting schemes have robust and transparent standards of verification and meet accredited quality principles
 - 2.21.3 consideration of the geographic location of offsets (e.g local or global) and therefore of where wider co-benefits such as improved air quality are realised.
- 2.22 Getting an approach to offsetting right for the city is important. Through the Edinburgh 2030 Climate Strategy, the City of Edinburgh Council will work with city partners, including Scottish Government, to consider and agree the best approach. The Council would welcome input from NHS Scotland and NHS Lothian to these discussions.

Deliverability

- 2.23 The NHS strategy sets out clear actions to make progress within each of the priority areas. However, it could be strengthened by including detail about who will be responsible for delivering the action including where and how territorial Boards will be empowered to collaborate on delivery with local partners. In addition, a supporting implementation plan setting out greater detail about delivery timeframes, the resource requirements to deliver the strategy, and a framework for monitoring performance would help ensure clarity on how its aims will be met and where opportunities for collaboration on delivery might be realised.

3. Contact details

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Policy and Sustainability Committee

10.00am, Tuesday, 29 March 2022

Forever Edinburgh Update

Executive/routine
Wards
Council Commitments

Executive
All

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee note the:
 - 1.1.1 Progress report for Forever Edinburgh's *The Story Never Ends* campaign; and
 - 1.1.2 Summary of the Forever Edinburgh Leisure Tourism Marketing Plan 2022.

Paul Lawrence

Executive Director of Place

Contact: Fiona Hunter, Destination Marketing and Contracts Manager

E-mail: fiona.hunter@edinburgh.gov.uk

Forever Edinburgh Update

2. Executive Summary

- 2.1 This report outlines the results of Forever Edinburgh's *The Story Never Ends* campaign. The report also provides a summary overview of the Marketing Plan for targeting Inbound Leisure Visitors in 2022.

3. Background

Forever Edinburgh

- 3.1 As reported to Policy and Sustainability Committee on [11 June 2020](#), in the early stages of the Covid-19 pandemic, the Edinburgh Tourism and Action Group (ETAG) developed a city and tourism/hospitality recovery plan '*Resilience, Reboot, Recover*' (RRR). Forever Edinburgh is part of this plan and is the brand which activity now operates under.
- 3.2 As agreed by Committee, www.edinburgh.org and other digital assets have been used to support the recovery plan and Forever Edinburgh replaced *This is Edinburgh* as the main destination brand in April 2021.
- 3.3 After Forever Edinburgh's successful funding applications to the Regional Recovery Fund and VisitScotland's Market Readiness Fund, securing £85,000 and £50,000 respectively, phase 1 of a new visitor campaign *The Story Never Ends* was developed in collaboration by the Council, ETAG, VisitScotland and private sector partners. The campaign went live in April 2021, targeting domestic inbound visitors in Scotland and England.
- 3.4 In October 2021, Forever Edinburgh successfully secured a further £90,000 in funding from VisitScotland's *Destination and Sector Marketing Fund*, providing funding to extend the campaign over winter to March 2022, as well as the creation and launch of the new *Resident Rewards Edinburgh* initiative.
- 3.5 In October 2021, the winter extension of *The Story Never Ends* went live followed by *Resident Rewards Edinburgh* in December 2021.

- 3.6 On [30 November 2021](#) Committee requested a report in two cycles to detail the city's marketing strategy for 2022, including an evaluation of the 'Forever Edinburgh' campaign, acknowledging that any information that may be commercially sensitive be reported via a members briefing instead of contained in the report.

4. Main report

Forever Edinburgh *The Story Never Ends* campaign update

- 4.1 The objectives of the summer campaign were to position Edinburgh as the United Kingdom's (UKs) top city break destination to target segments, convert rural and coastal intenders using Edinburgh's outdoor visitor products, support regional recovery, and reassure visitors that Edinburgh was open and safe to visit. The campaign also aimed to follow the initial Forever Edinburgh ethos to remind visitors and residents alike about their favourite parts of the city and share their experiences using #ForeverEdinburgh.
- 4.2 The summer campaign successfully reached target audiences in Scotland and England and produced shareable content for city marketing and industry partners to use as a legacy, delivering:
- 4.2.1 Six themed promotional films (of varying lengths) showcasing Edinburgh's broad product offer and unique stories. These were served to target audiences on YouTube and social media (Facebook and Instagram);
 - 4.2.2 Visitors to edinburgh.org were re-targeted on key booking websites and other popular lifestyle websites using programmatic display advertising;
 - 4.2.3 A consumer PR campaign delivered three social media influencer visits to Edinburgh and three press trips converted coverage in gold-tier media titles;
 - 4.2.4 A pay-per-click (PPC) campaign targeted users searching specific and generic travel search terms in Google, serving Edinburgh top in the search results;
 - 4.2.5 Radio ads promoted *Story Never Ends* messaging to listeners across Scotland;
 - 4.2.6 An industry toolkit with campaign assets was made available to businesses on the ETAG's Forever Edinburgh content hub;
 - 4.2.7 To amplify paid activity, content was served organically on Forever Edinburgh's channels including social media, consumer newsletter and edinburgh.org;
 - 4.2.8 A new city+ section was added to edinburgh.org to promote regional products and support regional recovery;
 - 4.2.9 A rebranded press pack was created and updated with fresh content, including a new Regions section to support regional recovery; and

4.2.10 New city-wide and regional photography was commissioned to improve Forever Edinburgh channels and provide assets for industry and travel buyers to use in their promotion of Edinburgh.

4.3 The winter campaign is building on the momentum of the summer campaign, with additional focus on converting bookings and engaging residents. As at 31 December 2021, the winter campaign has delivered the following:

4.3.1 Two winter films were commissioned and served on YouTube, Social Media (Facebook, Twitter and Instagram) and embedded in native articles as part of a media partnership with Reach PLC;

4.3.2 Consumer Public Relations (PR) deliverables have attracted global media coverage and attention from activities delivered to date: a new video promoting dog-friendly Edinburgh, a competition prize package with multi award-winning author, Ian Rankin OBE, with further celebrity endorsement, live music and sustainability inspired themed activity still to go live. Participating businesses have reported a rise in bookings as result of media coverage;

4.3.3 The new resident focused initiative *Resident Rewards Edinburgh*, launched in December 2021, with promotion on social and YouTube as well as a partnership with The List and ForthFM. Working in partnership with the city's tourism businesses, residents of Edinburgh can enjoy high-value rewards and discounts with a new business every month. Participating businesses have confirmed positive resident engagement and ticket conversions, an audience they don't normally attract;

4.3.4 Fresh seasonal blog content has been curated and served to target audiences on social media, with referrals from edinburgh.org to bookable visitor products being tracked;

4.3.5 Three seasonal articles have been created and published nationally as part of Forever Edinburgh's partnership with media partner Reach PLC;

4.3.6 A media partnership with The List has served Edinburgh messaging to their audience via solus newsletters, display advertising and social support; and

4.3.7 A partnership with ForthFM has delivered campaign messaging via a schedule of radio ads, presenter endorsement spotlights, website coverage and social support.

4.4 Interim campaign results are outlined in Appendix 1.

#ShopHereThisYear

4.5 In July 2020, the Council secured £40,000 from Scottish Towns' Partnership to support local businesses during lockdown. This funded the #ShopHereThisYear campaign.

- 4.6 From November 2020 – September 2021, Forever Edinburgh’s delivered the #ShopHereThisYear campaign, targeting Edinburgh residents with a ‘Shop Local’ message. Despite a modest campaign budget, the campaign successfully delivered:
- 4.6.1 A new neighbourhood microsite on www.edinburgh.org featuring top things to see and do in the city’s 11 town centres. To date, this section has had 1.06m pageviews with users demonstrating an interest in content across all neighbourhoods;
 - 4.6.2 Eleven (11) new neighbourhood videos were commissioned and served to residents via YouTube and social media. These are now live on Forever Edinburgh’s YouTube channel and feature on each neighbourhood’s landing page;
 - 4.6.3 Eleven (11) Spotlight Weeks were programmed and served, honing focus and raising awareness of each neighbourhood’s unique offer;
 - 4.6.4 Six (6) bespoke neighbourhood competitions and one hero competition generated new local data leads;
 - 4.6.5 The campaign delivered 4.07m impressions, 38,700 website referrals from social media, and 49,100 video views at 100%; and
 - 4.6.6 A new Business Champion Network was created, bringing together representatives from each town centre and Council officers, enabling enhanced communications and support between business networks as well as the Council.

2022 Marketing Plan to inbound leisure visitors

- 4.7 Funding for paid activity will come to an end on 31 March 2022. There have been no new announcements on future funding opportunities, however officers will continue to scope out opportunities and apply for funding accordingly. In addition, private sector partners have expressed an interest in supporting campaign activity and dialogue is ongoing.
- 4.8 The *Forever Edinburgh Leisure Tourism Marketing Plan 2022* is therefore based primarily on organic activity with further consideration to potential paid activity should funding be made available. The 2022 marketing plan comprises the following key elements:
- 4.8.1 Situational Analysis: key findings from an audit of the macro and micro external environment and internal environment, including actions Forever Edinburgh will take in response to these findings;
 - 4.8.2 From the perspective of leisure tourism marketing, a stakeholder map of Forever Edinburgh’s key internal and external stakeholders’ identifies who the team will engage throughout 2022, with an ambition to develop and execute a new business-to-business (b2b) Stakeholder Engagement and Communications Plan 2022;

- 4.8.3 Audience targeting: the plan identifies two key visitor segments and valuable markets for Forever Edinburgh to target from the inbound domestic market, and the proposed route-to-market for targeting inbound international visitors;
- 4.8.4 Five SMART marketing objectives have been set, and activity outputs will be measured and monitored on Forever Edinburgh's digital dashboard throughout 2022. These are written in direct alignment with the Council's mission statement and the 2030 Edinburgh Tourism Strategy;
- 4.8.5 The marketing strategy explores four strategic options available to Edinburgh, with rationale given for the proposed strategic route Forever Edinburgh will take;
- 4.8.6 Visitor targeting and positioning outlines how Forever Edinburgh will tailor its messaging and content to align with the specific needs, interests and holiday motivations of the target segments;
- 4.8.7 A series of tactics will be used to deliver the plan, utilising city partners to amplify organic activity;
- 4.8.8 The marketing mix has been applied to four Edinburgh destination product brands including: High-Season City Breaks, Winter Breaks, Touring+ and Residents;
- 4.8.9 To measure the success of the marketing plan and using previous year data as the benchmark, digital marketing metrics and KPIs have been set with monitoring mentioned above; and
- 4.8.10 In partnership with ETAG and VisitScotland, Forever Edinburgh will report results to key stakeholders and provide progress updates and forward plans on activity so tourism partners can participate and collaborate.

5. Next Steps

- 5.1 Officers will continue to deliver the winter phase of *The Story Never Ends* campaign until the end March 2022 and, in parallel, develop campaign ideas in preparation for potential external funding that will align with the national themed year '*Year of Stories*'.
- 5.2 There is an ambition to maintain Resident Rewards Edinburgh throughout 2022 so feeding the pipeline of Rewards partners will commence shortly.
- 5.3 Officers will, in partnership with ETAG, develop new campaign partner funding propositions.
- 5.4 The website, www.edinburgh.org, is also under pressure due to its age and the Council approved funding of £0.05m in 2022/23 to upgrade and support the website. Officers are developing plans for this.

6. Financial impact

- 6.1 The Council has no dedicated budget for *The Story Never Ends*, and the activities set out above have been met by external funding.
- 6.2 As noted above, the Council approved funding of £0.05m in 2022/23 to support the upgrade of the www.edinburgh.org website, which hosts the Forever Edinburgh brand.

7. Stakeholder/Community Impact

- 7.1 Resident engagement is one of the key focus areas for the Edinburgh 2030 Tourism Strategy and has been the foundation for two of the campaigns Forever Edinburgh have focussed on in 2020 and 2021, #ShopHereThisYear and Resident Rewards. Both have been hugely successful and there is an ambition to continue to run the latter throughout 2022.
- 7.2 Officers are exploring the possibility and feasibility of building a Resident Sentiment Tracker that will help monitor sentiment as the city reopens to international and domestic inbound visitors. Initial exploration has commenced to identify whether this is feasible with the resources available.

8. Background reading/external references

- 8.1 [2030 Edinburgh Tourism Strategy.](#)

9. Appendices

- 9.1 Appendix 1 - The Story Never Ends and Resident Rewards Edinburgh interim results.

Appendix 1 – The Story Never Ends and Resident Rewards Edinburgh interim results

Website

Edinburgh.org (campaign period):

- Pageviews: +460% increase in pageviews during campaign period April-February (2021 v 2020) and up 87% on 2019/20.
- Users: up 174% on 2020/21 and up 5% on 2019/20.
- 345,000 total external link clicks | 131,000 external links (winter campaign).

Campaign Microsite

- *The Story Never Ends* Microsite – 198,000 pageviews
- Sponsored blog pageviews:
 - 42,000 sponsored blog page views.

Resident Rewards

- 2nd most popular page on edinburgh.org since it launched (December-February).
- 33,000 page views.
- 2279 referral clicks.
- 6225 external link clicks.

Digital

	Impressions	Clicks
Display	7,991,000	21,505
Social	5,289,300	43,201
Google	422,517	32,688
YouTube	12,248,000	77,485
	25,950,817	174,879

Consumer PR

Dog-friendly Edinburgh:

- 1.09B readership
- 922,000 coverage views
- Nine pieces of media coverage
- 39,000 views on EEN Facebook channel

Tour Edinburgh with Ian Rankin competition:

- 247m online readership reach
- 170 pieces of media coverage
- 819,000 estimated coverage views

Policy and Sustainability Committee

10.00am, Tuesday 29 March 2022

Petition for Consideration: Twinning Edinburgh with Gaza City

Executive/routine	Executive
Wards	All
Council Commitments	

1. Recommendations

- 1.1 To consider the terms of the petition ‘Twinning Edinburgh with Gaza City’ as set out in Appendix one.

Richard Carr
Interim Executive Director Corporate Services

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Report

Petition for Consideration: Twinning Edinburgh with Gaza City

2. Executive Summary

- 2.1 The Policy and Sustainability Committee is asked to consider a petition - Twinning Edinburgh with Gaza City.

3. Background

- 3.1 The City of Edinburgh Council at its meeting on 22 June 2017 agreed the Petitions Committee be discontinued and that petitions would be considered by the responsible executive committees.
- 3.2 At the meeting, the committee can:
- a) request a report on the issues raised by the petitioner and the committee;
 - b) agree that the issues raised do not merit further action; and/or
 - c) agree to take any other appropriate action.
- 3.3 The petition set out at appendix 1 was due to be considered at the Policy and Sustainability Committee in June 2020 but was paused due to the Covid-19 pandemic. The petitioner would now like the petition considered by committee.

4. Main report

- 4.1 A valid petition entitled 'Twinning Edinburgh with Gaza City' has been received. The petition received 362 signatures.
- 4.2 In June 2021, the Policy and Sustainability Committee agreed the [Edinburgh International Framework](#) setting out a refreshed approach for international collaboration between Edinburgh partners.
- 4.3 The framework articulates joint aims and objectives for Edinburgh city partners in international relations, and five core themes for delivery of actions:
- 4.3.1 Take a Team Edinburgh approach to encouraging international trade and investment;
 - 4.3.2 Support the recovery and resilience of Edinburgh's visitor economy;

- 4.3.3 Promote Edinburgh as a destination for international talent, students, and skilled workers;
- 4.3.4 Enhance Edinburgh's status as an international capital for research and innovation;
- 4.3.5 Protect and support Edinburgh's unique assets and heritage to promote the global sharing of ideas, arts, and culture.
- 4.4 This framework built on the [2019 Edinburgh International Framework](#) which was clear that 'no more new twinning activity should take place' and resources should focus on collaboration with our international partners based on tangible activity and projects that are mutually beneficial.
- 4.5 The Council has not entered into any formal twinning arrangements since 1995.

5. Next Steps

- 5.1 The committee will determine next steps at this meeting.

6. Financial impact

- 6.1 Any proposals would be required to be fully costed, including any legal implications and agreed through the annual budget process.

7. Stakeholder/Community Impact

- 7.1 Any proposals would require full community consultation.

8. Background reading/external references

- 8.1 [Minute of the City of Edinburgh Council 22 June 2017](#)
- 8.2 [Edinburgh International Activity Report](#), Policy and Sustainability Committee, 6 August 2019
- 8.3 [Edinburgh International Framework](#), Policy and Sustainability Committee, 10 June 2021

9. Appendices

- 9.1 Appendix 1 – Petition – Twinning Edinburgh with Gaza City

Appendix 1 - Twinning Edinburgh with Gaza City

Date made available for signatures	Date closed for signatures	Petitions Title and Petitions Statement	Wards affected
30 April 2019	31 January 2020	<p>We call upon Edinburgh to twin with Gaza City in the same way we are currently twinned with Munich, Xi'an, Vancouver, Santiago, Nice, Krakow, etc. Twinning could give joint economic development arrangements which Gaza City, in its current impoverished state, would clearly benefit from. At present Gaza City is twinned with Tel Aviv, Israel; Dunkirk, France; Turin, Italy; Tabriz, Iran; Tromsø, Norway; Cascais, Portugal; Barcelona, Spain; the most recent being Cáceres, Spain in 2010. However, Britain, having been to some extent the architect of the Palestinian's misfortune by having gifted the beginnings of what is now Israel to Zionists through the 1917 Balfour Declaration, surely owes the Palestinians some recompense. Edinburgh, as the home university of Arthur Balfour, can play its part in helping acknowledge Britain's historical responsibilities in the Holy Land. For Edinburgh Council to take this step to help the refugees of Gaza City could be the beginning of the UK beginning to take responsibility for the situation it helped create in the Middle East. The majority of Palestinians living in Gaza City are refugees who had to leave their homes when Israel was established. All they want is to be able to live in freedom and to return to the land their families came from. We can offer joint civil undertakings to help develop opportunities for the people living through terrible conditions there. By twinning, the City of Edinburgh can show the people of Gaza City they are not alone, and that Scottish people see their pain and care for their future wellbeing.</p>	All

Policy and Sustainability Committee

10.00am, Tuesday 29 March 2022

Review of Effectiveness of Scrutiny of the Policy and Sustainability Committee – Self-Evaluation and Lessons Learnt

1. Recommendations

The Committee is recommended to:

- 1.1 Note the outputs from self-evaluation workshop undertaken by the Policy and Sustainability Committee members on 10 March 2022 to assess current political management arrangements, committee effectiveness and lessons learnt from this Council term.
- 1.2 Note the outputs from the self-evaluation workshop will be used to inform the design of political management arrangement proposals and support provided to elected members around the local government election 2022 and following council term.

Richard Carr

Interim Executive Director of Corporate Services

Contact: Hayley Barnett, Corporate Governance Manager

Legal and Assurance Division, Corporate Services Directorate

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Review of Effectiveness of Scrutiny of the Policy and Sustainability Committee – Self-Evaluation and Lessons Learnt

2. Executive Summary

- 2.1 This report provides a summary of a self-evaluation workshop undertaken by Policy and Sustainability Committee (PS) members on 10 March 2022 to assess current political management arrangements (PMAs), committee effectiveness and lessons learnt from this Council term.

3. Background

- 3.1 As part of the Council's preparations for the May 2022 Local Government election, the Corporate Governance Team is conducting a review of the Council's PMAs. A key part of this review is the evaluation of current arrangements. Facilitated self-evaluation sessions by committee members have been scheduled with all executive committees and the outcomes will be used to inform the design of proposed post-election PMAs and the support provided to councillors for the 2022-2027 term.

4. Main report

- 4.1 All PS members were invited to attend a workshop on 10 March 2022. The workshop evaluated current PMAs relevant to the PS Committee followed by an evaluation of effectiveness in key areas of responsibility.

Political Management Arrangement Assessment

- 4.2 Workshop attendees evaluated six key PMA areas against the scoring criteria set out in figure 1.1 below. The six key areas were: terms of reference, remit and purpose of committee; balance of reporting; number of reports and time spent on each report/meeting frequency; composition of committee and number of committee members; ALEOs, and training.

Figure 1.1 – Scoring Criteria	
5	PMAs work well in this area and there is no need for change.
4	PMAs are working well but there are small changes that could be made to improve effectiveness.
3	PMAs are sufficient but there is improvement required.

2	PMA's provide some value but significant improvement is required.
1	PMA's are not effective in their purpose/there is a need for complete redesign.

4.3 Terms of Reference (TORs), Remit and Purpose of Committee - the score agreed by members in this section was **4**.

4.4 Elected members were asked the following questions:

4.4.1 Are the Committee's TORs appropriate?

4.4.2 Is there anything that you think should sit elsewhere/currently sits elsewhere and would work well as part of the Committee's remit?

4.4.3 Are you clear on the overall purpose of the Committee?

4.5 Points made during discussion included:

4.5.1 The Committee works well and the TORs are, for the most part, clear.

4.5.2 There is a benefit to having all the Convenors on a single committee.

4.5.3 However, there was still scope for improvement. For example, relationship between full Council and PS should be explored to determine how the workload could be reduced.

4.5.4 The committee is resource intensive, particularly felt by opposition political groups as they did not have Convenors on the committee, their members often needed briefings from colleagues to be able to contribute in a positive and meaningful way to reports at the committee.

4.6 Balance of Reporting - the score agreed by members in this section was **3**.

4.7 Elected members were asked the following questions:

4.7.1 Are you happy with the balance of reporting?

4.7.2 Is there anything that you'd like to see more/less dedicated reports on?

4.8 Points made during discussion included:

4.8.1 There was agreement that there was a high workload for PS due to the scope of the remit and size and quantity of reports received, this can lead to debate and scrutiny being focussed on less strategic matters. Additionally, there was a concern that reports were often unnecessarily referred to PS.

4.8.2 It was noted that the opportunity should be taken to review arrangements for Police reporting.

4.8.3 Further clarification of the remit and relationship between Council and PS, could create a potential reduction in reports and would assist in addressing the workload of the committee.

4.8.4 There was a belief that the business bulletin (or alternative mechanism) could be used to improve the sharing of information from the Edinburgh Partnership and City Deal etc.

- 4.9 Number of reports and time spent on each report/meeting frequency - the score agreed by members in this section was **3**.
- 4.10 Elected members were asked the following questions:
- 4.10.1 Do you feel the committee spends an appropriate amount of time on each report?
- 4.10.2 Are 8 weekly meetings appropriate?
- 4.11 Points made during discussion included:
- 4.11.1 There was agreement that PS has a high volume of reports which can impact on the time spent on each report.
- 4.11.2 That the standard 8 weekly meeting cycle remained appropriate for the committee but there was a suggestion that it could move quarterly.
- 4.12 Composition of Committee and Number of Committee Members - the score agreed by members in this section was **2/3**.
- 4.13 Elected members were asked the following question:
- 4.13.1 Does the composition of the committee allow it to fulfil its purpose?
- 4.14 Points made during discussion included:
- 4.14.1 There was agreement that the current composition of seventeen members is too large. However, it was recognised that any amendments to the committee's composition would be impacted by the political composition post-election.
- 4.14.2 There was debate on the benefits and drawbacks of executive committee conveners sitting on PS.
- 4.15 ALEOs – the score agreed by members in this section was **N/A**.
- 4.16 Elected members were asked:
- 4.16.1 Assess the Committee's role in regard to assurance, scrutiny and support of service delivery of ALEOs.
- 4.17 Points made during discussion included:
- 4.17.1 There were different positions regarding the benefits of Councillors sitting on boards of ALEOs and the assurance and scrutiny they can gain from doing so, and the changes in the Councillors' Code of Conduct in December 2021 regarding conflicts of interest were noted.
- 4.18 Training – the score agreed by members in this section was **N/A**.
- 4.19 Elected members were asked:
- 4.19.1 Would you benefit from specific training or briefing to assist your work on this committee?
- 4.19.2 How would this best be delivered?
- 4.20 Points made during discussion included:

- 4.20.1 During induction, new Councillors should be made aware of the availability of officers to aid in the understanding of reports before committee meetings. This could allow them to have a better understanding of the report, avoids unnecessary questions and more efficient committees
- 4.20.2 Training focussing on the practicalities of Council and Committee meetings should be provided to assist Councillors in providing positive and effective contributions in decision-making and scrutiny.
- 4.20.3 The format, accessibility and ongoing delivery of training sessions should be reviewed to find an improved way of delivering the content and ensuring Councillors gained the maximum benefit. This should include the exploration of ongoing subject matter training for Councillors.

Conclusion

- 4.21 Attendees raised extensive feedback throughout the workshop which was noted by officers leading on the preparations for Council 2022. Outputs would inform the design of PMA options, guidance and training.

5. Next Steps

- 5.1 Equivalent self-evaluation workshops are being held with all executive committees. The outputs from these session alongside findings from an elected member survey and exit interviews with those members standing down will inform the design of PMA proposals, guidance and training for elected members following the 2022 election.

6. Financial impact

- 6.1 Political management arrangements and elected member training during this period will be contained within existing revenue budgets.

7. Stakeholder/Community Impact

- 7.1 The outputs of this session will be shared with PS Committee members in advance of consideration at the final Committee.

8. Background reading/external references

- 8.1 [Review of the Effectiveness of Scrutiny of Governance, Risk and Best Value Committee – self-evaluation and lessons learnt](#) – Governance Risk and Best Value Committee, 18 January 2022

9. Appendices

- 9.1 None.

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Policy and Sustainability Committee

10:00am, Tuesday, 29 March 2022

Domestic Abuse Policy

Executive/routine Wards Council Commitments	Routine All
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1. Recommendations

The Committee is recommended to:

- 1.1 Consider and approve the recommendations in the report in respect of the Council's revised Domestic Abuse Policy and approach to training.
- 1.2 Note that the proposed Domestic Abuse Policy, Training Matrix and Guidance has been formally endorsed by Edinburgh's Equally Safe Committee.

Richard Carr

Interim Executive Director, Corporate Services

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Domestic Abuse Policy

2. Executive Summary

- 2.1 To approve the revised Council's Domestic Abuse Policy.
- 2.2 To note the content of the Manager Guidance and Training Matrix and approve the development of a pathway for awareness raising, education, on-going learning and a culture shift in how we address domestic abuse as a workplace issue.
- 2.3 To approve the development of a reporting and recording system that meets our Data Protection (GDPR), Child and Adult Protection responsibilities and ensures effective records management.

3. Background

- 3.1 Council implemented a Domestic Abuse Policy in February 2011.
- 3.2 In 2015, the Council approved a multi-agency Domestic Abuse Policy for supporting both victims/survivors and perpetrators in the city. The Domestic Abuse Strategy and Improvement Plan, was agreed by Council in 2017. This improvement plan highlighted the need for the employer's response to be proportionate and in line with the strategy including:
 - a common purpose and approach to domestic abuse;
 - written policies and procedures covering responses to domestic abuse and engaging with multi-agency systems;
 - policies and procedures which hold perpetrators to account;
 - a clear definition of the additional needs of the LGBT+; BAME community and male victims;
 - regular training at every level of the organisation; and
 - the accreditation of domestic abuse trainers by Safe Lives
- 3.4 In 2019 the Scottish Government implemented the Domestic Abuse Scotland Act 2018 and the 2019 Domestic Abuse Policy was implemented.
- 3.5 In May 2021 Service Director HR commissioned a review of the current Domestic Abuse Policy to ensure we meet our employer commitments under the Equally Safe Strategy; the Domestic Abuse Strategy and Improvement Plan and which addressed the full recommendations of the Independent Inquiry and Culture Review.

4. Main report

- 4.1 We are committed to developing a workplace culture that recognises that some employees will be experiencing domestic abuse and that the workplace should be a place of safety and one that recognises that perpetrators of domestic abuse are responsible for their behaviour and for addressing this.
- 4.2 Through this Domestic Abuse Policy and associated learning options we aim to create a safer workplace and send out a strong message that domestic abuse is never acceptable, is not a private matter and that perpetrators will be held accountable and responsible for their actions either within or out with work.
- 4.3 This new Policy ensures that every employee who is experiencing or has experienced domestic abuse can raise the issue knowing that we will treat the matter effectively, sympathetically and confidentially as appropriate.
- 4.4 The Policy also covers the approach we will take where there are concerns that an employee may be the perpetrator of domestic abuse.
- 4.5 This Policy and toolkit has been endorsed by the Equally Safe Edinburgh Committee, which is a partnership between organisations which work to put into practice the Scottish Government's and the Conventions of Scottish Local Authorities (CoSLA) Equally Safe Strategy across Edinburgh.
- 4.6 In addition to the development of the Policy a pathway for learning is being created to ensure the right people have the right training to support and deal with domestic abuse effectively and in line with best practice. This includes the requirement for mandatory training for all colleagues and elected members.
- 4.7 The training matrix is attached at Appendix 2.
- 4.8 The Policy addresses related recommendations from the Independent Inquiry

9.1.3 - all allegations in relation to CEC employees of a sexual nature, domestic abuse, physical violence, harassment or stalking (whether occurring during the course of work hours or on CEC premises or not) must be escalated to the CEC's Monitoring Officer prior to the appointment of any investigator, whether internal or external; and a record should be kept of all such allegations for an appropriate period of time, subject to GDPR considerations, to allow for identification of patterns of behaviour ;

9.1.6 – (the Inquiry) staff training and understanding within the CF Department and the wider-CEC surrounding domestic abuse, coercive control, the 2019 PDA, the 2019 WBP and other employee and service user welfare policies needs to be improved. Appropriate training and education are paramount in ensuring an effective safeguarding culture for employees and service user.

9.1.7 - all employees of the CEC with line management responsibilities should be required to partake in mandatory training on domestic abuse, Line manager training will be designed and delivered post Committee approval of the revised Domestic Abuse Policy. Cost implications to design/deliver the training. See 9.1.6. City of Edinburgh Council – 10 February 2022 coercive control and how to appropriately deal with those individuals making complaints of a potentially criminal nature; and such training should be refreshed annually, with records kept of such training. The CEC should look to an external service provider with appropriate expertise to design and / or deliver the training

9.1.10 - a CEC policy should be created which stipulates that relationships between CEC staff members must be disclosed if they involve an individual with line management responsibilities. This policy should also include the steps to be taken if a situation involving allegations of a sexual nature, domestic abuse or those relating to physical violence, harassment, or stalking, within or outwith the working day or CEC workplace, arises between employees who are, or were, involved in a relationship

9.1.11 - the current CEC domestic abuse policy, the 2019 PDA, requires to be revised to state explicitly that it covers situations with CEC employees The Council's current Domestic Abuse Policy has been revised to address all recommendations. This will be taken to Policy & Sustainability Committee in March 2022. City of Edinburgh Council – 10 February 2022 which arise outside the workplace and / or outwith work hours.

9.1.12 - (the Inquiry) there must be a formal system in place at the CEC for recording disclosures by employees, service users or others relating to allegations of sexual or physical violence, harassment or stalking by CEC employees (whether occurring during the course of work hours or on CEC premises or not).

5. Next Steps

- 5.1 The Policy will be launched in June 2022 with a communications campaign.
- 5.2 Level 1 Domestic Abuse Training for all staff is now available on MyLearningHub, alternative arrangements will be made to ensure staff with no intranet access can receive level one training from our accredited Domestic Abuse Trainers.
- 5.3 A Pathway for learning covering all the training needs identified in the Training Matrix at Appendix 2.
- 5.4 The triaging of cases with clear guidance on when to involve the Monitoring Officer is in development, in the interim the HR Case Team will engage with our subject matter experts for specific guidance on any cases which arise.

- 5.5 Cases will be recorded by the Human Resources Case Team who will hold records in line with our current GDPR and Records Management responsibilities.

6. Financial impact

- 6.1 The financial impact in respect of the implementation and roll out of the Policy will be related to internal resource time/cost to deliver the learning modules, including facilitated workshops and for all colleagues to complete the training. It is proposed that these can be delivered by the accredited internal domestic abuse trainers.

7. Stakeholder/Community Impact

- 7.1 Extensive stakeholder engagement with external (subject matter expert) organisations, trade unions and colleagues.
- 7.2 The undernoted external organisations and internal stakeholders were engaged:
- Scottish Women's Aid
 - Shakti Women's Aid
 - AMINA
 - LGBT Youth Scotland
 - Stonewall
 - CEC Domestic Abuse Services Team
 - CEC Quality Assurance and Compliance Team
 - CEC Domestic Abuse Accredited Trainers
 - Equally Safe,
 - NHS
 - The Scottish Government
 - Employers Initiative on Domestic Abuse
 - Safe Lives – Department of Health
 - CIPD
 - Equality and Human Rights Commission
 - Galop LGBT Consortium
 - TUC Education
 - UNISON UK
- 7.3 The trade unions have been consulted on the policy and the learning pathway and have confirmed the policy as a Local Collective Agreement.
- 7.4 Equally Safe have written to the Chief Executive and formally endorsed the policy

8. Background reading/external references

- 8.1 [Independent Inquiry Report Arising Out of Allegations Concerning the Conduct of the Late Sean Bell](#)
- 8.2 [Independent Review into Whistleblowing and Organisational](#)

9. Appendices

Appendix 1. Workplace Domestic Abuse Policy

Appendix 2. Training Matrix

Appendix 3. Equally Safe Endorsement

Domestic Abuse Policy

The Council (we) recognise that domestic abuse is a cruel and complex human rights issue which can affect anyone, leaving physical and emotional scars that can last a lifetime. Every case of domestic abuse disclosure will be taken seriously, and all individuals will be assisted to access the support that they need.

Domestic Abuse is gender-based abuse. The majority of domestic murder victims are women, killed by men. However, men also experience domestic abuse and domestic abuse also occurs in same-sex relationships. Disabled women are almost twice as likely as non-disabled women to be affected by domestic abuse, and some people in ethnic minority groups can be at additional risk. Furthermore, evidence suggests that transgender people may also be at particularly high risk of domestic abuse.

Throughout this policy and within the Guidance and Toolkit we refer to 'women', please note that this includes both cis and trans women.

All colleagues who experience abuse will be offered support, regardless of their sex/gender identity and the type of abuse. We will not make assumptions about what someone might be experiencing or the sex/ gender identity of the perpetrator.

By increasing awareness of the signs of domestic abuse, and providing a safe and supportive working environment, we can help individuals experiencing domestic abuse to increase their safety and to make changes in their home or work life to help them to adjust positively to their circumstances and construct lives free from abuse, violence and fear.

We will attempt to assist perpetrators to address the consequences of their violence on others, although this will be dependent on their cooperation and consent and make them aware of the potential impact on their employment within the Council.

Author	Review	Scope
Human Resources	The policy will be reviewed primarily as a result of changes to legislation or statute; Government Policy; COSLA policy; or as a result of changes agreed through Trade Union Consultation.	The Domestic Abuse Policy applies to all Council colleagues, agency workers, consultants and contractors working for the Council.
Purpose	Local collective agreement	
<p>We have a duty of care to all colleagues and this extends to those who experience domestic abuse, and also to perpetrators. The purpose of this policy is to:</p> <ul style="list-style-type: none"> • provide information, support, and guidance for you if you approach us for help if you're a victim or a survivor of domestic abuse; • provide managers with essential learning about domestic abuse; • provide guidance and training for managers on how to engage appropriately with victims and perpetrators; • enable our managers and HR colleagues to use trauma informed responses and how to appropriately engage with domestic abuse cases; • ensure our employment practices do not position us in a category where we indirectly support the abuser or the impact on the victim/survivor • ensure our employers response reflects our Equally Safe commitments; <p>https://www.equallysafeatwork.scot/resources/ESAW-standards-framework.pdf</p> <ul style="list-style-type: none"> • help all colleagues understand the signs of domestic abuse and what help and support is available; • encourage perpetrators to address their behaviour and acknowledge the impact of their actions on others; • support perpetrators who want to address their behaviour; and • consider the impact on the contract of employment if you are a perpetrator. 		<p>This policy is a local collective agreement between the Council and the recognised trades unions.</p> <p>Both parties have agreed to work together to make sure that this policy continues as a local collective agreement.</p> <p>Any changes to this statement will be made by agreement. If we cannot reach agreement on changes, then both parties reserve the right to end this local collective agreement by giving four months' notice in writing. If this happens, then the terms of the local agreement will cease to apply to existing and future colleagues.</p>

1. What is domestic abuse

The City of Edinburgh Council, COSLA, The Scottish Government, and the United Nations define domestic abuse as:

"Domestic abuse (as gender-based abuse), can be perpetrated by partners or ex-partners and can include physical abuse (assault and physical attack involving a range of behaviour), sexual abuse (acts which degrade and humiliate women and are perpetrated against their will, including rape) and mental and emotional abuse (such as threats, verbal abuse, racial abuse, withholding money and other types of controlling behaviour such as isolation from family or friends)."

Domestic abuse forms a pattern of abusive and controlling behaviour. It is rarely confined to a one-off incident and it usually escalates in frequency and severity over time, particularly if the victim tries to exercise their independence, leave and/or challenge the perpetrator's control. Women are at the greatest risk of murder when they leave or attempt to leave their abusive partner. Over two women a week are murdered in the UK by their current or ex-partner.

Gendered Based Abuse (GBA)

When considering domestic abuse as Gendered Based Abuse (GBA), it's important to recognise that it's abuse and violence that is directed at an 'individual' based on their biological sex or gender identity.

In the context of domestic abuse, GBA is abuse and violence used against women, men, and the LGBT+ community to assert and reproduce gender roles and norms. Basically, meaning that GBA can happen equally to a person of either sex or gender identity, and is used to reinforce conformity to gendered roles.

Domestic abuse is intentional and purposeful. Anyone can be affected by domestic abuse irrespective of their sex, gender identity, sexuality, ethnicity or social standing.

"Gender-based abuse and violence is deeply rooted in gender inequality and continues to be one of the most notable human rights violations within all societies." (Equally Safe)

We recognise that colleagues from marginalised groups will face additional issues that relate specifically to them, particularly colleagues from the LGBT+, BAME, disabled, and older adults' groups.

2. Recognise and understand domestic abuse

The most effective response we can have to domestic abuse is to be aware and to be proactive.

It's not always easy to detect when an employee is experiencing domestic abuse. Domestic abuse is often associated with physical and sexual violence, but it will also be emotional and/or psychological, i.e. coercive control.

As an aware and proactive employer, we will create a supportive atmosphere for colleagues enabling them to feel comfortable disclosing domestic abuse.

The domestic abuse managers' guidance and toolkit gives more detail in how to recognise the possible signs of domestic abuse and how to respond appropriately (as inappropriate intervention can contribute to the cycle of abuse continuing). It will help managers become confident in asking the right questions in the right way and therefore ensure our managers and leaders are comfortable speaking to someone in the organisation who can help them access the right supports for you and your circumstances.

Key messages

- No victim of domestic abuse is ever responsible for the abuse they experience.
- An abuser's behaviour will only change if they recognise that they have a problem and are prepared to take responsibility for addressing their abusive behaviour.
- Domestic abuse is everyone's responsibility.
- Doing nothing is not an option for managers when a team member discloses domestic abuse.
- Taking appropriate action in respect of perpetrators is essential and must always involve HR Domestic Abuse Specialists.

Details on how to respond appropriately to disclosures and when to engage professional agencies can be found in the managers guidance and toolkit.

It's important to note that inappropriate intervention can contribute to continuing the cycle of abuse, and as an employer our response must be proportionate and in line with The Council's Domestic Abuse Strategy and Improvement Plan.

3. Why domestic abuse is a workplace issue

We have a duty of care for the health, safety and wellbeing of our colleagues, and strive to create a safe and supportive workplace environment.

A domestic abuse policy is important for all of us.

- Domestic abuse has an impact at work and on the work we do. (Research shows that 75% of those enduring domestic abuse are targeted at work.)
- Domestic abuse can negatively affect those abused as well as workplace colleagues.
- Domestic abuse can impact on an employee's performance, attendance, career prospects, and job security.
- It helps save lives and helps keep colleagues safe – and also helps keep vulnerable children safe
- It increases productivity and morale.
- It helps women sustain and retain employment which is important for creating economic independence.
- It reinforces that issues that matter to colleagues and the wider community are also important to us.

An employee can experience domestic abuse in a number of ways relating to work:

- threatening phone calls and emails;
- when they travel to and from work;
- the abuser might call the victim or colleagues to check up on the victim (e.g. pretending to care);
- the abuser might interfere with the victim's ability to work at home;
- an employee's performance, attendance, career prospects and job security might be affected;
- colleagues can also experience threatening or intimidating behaviour from the perpetrator.

Importantly, the workplace can be one of the few places that a person experiencing domestic abuse can be separate from their abuser. Consequently, it may be the one place where someone can safely ask for help.

The working environment

When considering domestic abuse and the workplace we must consider all aspects of the working environment:

- the physical workplace (including when the home is the workplace);
- the commute to and from work;

- attendance at a training or a work-related social event;
- the digital world that connects all people in the world of work;
- anywhere that a worker takes a break or uses facilities, e.g. toilet, touch-down areas;
- employer-provided accommodation.

4. How we'll support you if you're a victim or survivor of domestic abuse

The '4-Rs' response

We'll ensure our colleagues have access to the same help that is available to the citizens of Edinburgh. We'll do this by using the universally recognised 4 R's Response: **Recognise, Respond, Refer, and Record.**

The aim of any intervention around domestic abuse is to increase the safety of those at risk of harm, this includes our responses to you as your employer. Details of how to use the '4-Rs' response as a victim and/or survivor of domestic abuse is in the managers' guidance and toolkit.

Paid time-off

If you experience domestic abuse, there's advice and support available from any of the key stakeholders and specialist agencies – they offer tailored support specific to your own needs.

The Council will give you paid time-off to:

- access and engage with external agencies offering professional help,
- access housing support,
- access counselling,
- attend legal appointments,
- make workplace adjustments.

Special paid leave and other support

Once you have disclosed domestic abuse, we will treat unplanned absences or impact on your flexibility around timekeeping as special paid leave.

We will offer you a broad range of support (this may include but is not limited to the following).

- Special paid leave for relevant appointments, e.g. meeting support agencies, solicitors, rearrange housing or childcare, and court appointments.
- Undertaking specialist risk assessments.
- Temporary or permanent changes to working times and patterns, consideration of flexible working arrangements.
- Changes to specific duties, for example to avoid potential contact with an abuser in a customer-facing role.
- Relocating the perpetrator (if both the victim and the perpetrator work in the same location).
- Redeployment or relocation (if appropriate to individual circumstances).

- Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls.
- Access to counselling/support services, occupational health referral and/or specialist agencies.
- An advance of pay.

Line manager information

Colleagues who experience domestic abuse may choose to tell, report to or ask for support from a line manager, a colleague, or trade union representative.

Line managers and union representatives will not counsel victims or survivors, but will offer information, workplace support, and signpost other organisations that can help. Line managers must always follow the 4-R's process.

In line with recognised best practice (when working with victims and survivors of domestic abuse), line managers will respect the right of colleagues to make their own decision on the course of action at every stage and should never be judgemental. It must be recognised that colleagues may need some time to decide what to do and may try many different options during this process.

Other existing provisions (including occupational health and independent counselling services) will be discussed with colleagues as a means of appropriate help and support.

5. How we will respond to perpetrators/alleged perpetrators

Domestic abuse perpetrated by colleagues will not be condoned under any circumstances nor will it be treated as a purely private matter. Perpetrators who want to address their behaviour will be supported to do this via the appropriate agencies.

We have a duty of care towards all our colleagues, this includes perpetrators of abuse who, through their actions, may be harming their own lives as well as the lives of their partner, ex-partner, and children.

If you have any convictions, cautions, or pending court appearances We will engage with you in appropriately depending on the details of your involvement with the criminal justice system. This does not mean that we are excusing the abuse, our aim is to help to increase safety and save lives.

If you have any convictions, cautions, or pending court appearances regarding domestic abuse you must disclose these to your line manager. This obligation is also part of our Code of Conduct.

Support to address and change your behaviour

We recognise that perpetrators will need help to change their behaviour and we will support and encourage them to address violent and abusive behaviours of all kinds.

We will keep a confidential record of a disclosure and any actions or decisions that have been taken. These records may subsequently be used in any legal proceedings or disciplinary hearing involving you as a perpetrator or alleged perpetrator.

Our intention is to support perpetrators to address their abusive behaviour. We will:

- provide advice, information and support to help you change;
- allow appropriate time-off to attend perpetrator programmes, either voluntary or court-mandated;

- make workplace adjustments (where required);
- provide advice, information and support to change;
- allow time off to attend perpetrator programmes, either voluntary or court mandated;
- take disciplinary action as appropriate, considering:
 - the nature of your conduct and the nature of your work,
 - the extent to which your role involves contact with, or poses a risk to, other colleagues and the general public,
 - whether you have broken professional codes of conduct.

Training will also be available for managers in how to engage appropriately with perpetrators.

6. Confidentiality

All information will be kept strictly confidential, this will include any referral to professional agencies. There will be no adverse impact on your employment records where you have disclosed domestic abuse to us either as a victim or survivor. Any information held will be treated as strictly personal and confidential, and this will include any referral to professional agencies. All time-off for victims and survivors will be recorded as special paid leave. Leave for perpetrators will also be recorded on our HR systems, as special paid leave other.

In certain circumstances the Council's Monitoring Officer will be informed of any disciplinary or police action required. Should we need to inform the Council's Monitoring officer then you will be formally advised.

Child Protection

Information will only be disclosed with the express permission of the individual, unless there are legal requirements to the contrary.

Domestic abuse is frequently linked to child abuse and neglect. Where a risk to children or vulnerable adults is identified our responsibility for public protection may require us to notify the relevant social work office. If this is required, then the individual colleague will be informed accordingly.

7. Where you can go for support

- Line manager
- askHR
- Trade Union Representatives
- Employee Assistance Programme

- NHS Partnership
- Health and Safety
- Specialist Agencies (including Social Care Direct).

Appendix two – Training Matrix for all colleagues and elected members

Job Role	Tasks	Frequency	Learning	LEARNING INTERVENTION
All staff	1) Recognise domestic abuse 2) Flag it with managers 3) Act if a colleague confides in me	Difficult to determine	1) Being aware of what domestic abuse is and its definition 2) Why it's a workplace issue, How to flag domestic abuse at work 3) Doing nothing is not an option What to do if a colleague confides in me	1, 2 & 3) DAART eLearning module
Ask HR	1) Recognise domestic abuse 2) Advice managers on where to get support 3) Advice managers on options available to them: i.e. do they need a case advisor – do they need professional support – do they need HR guidance – where to get specialist HR guidance and support 4) Advice managers on recording of case	At any given time as required – will fluctuate as cases arise.	1) Being aware of what domestic abuse is and its definition Why it's a workplace issue 2) Doing nothing is not an option Knowing when and whom to refer to 3) Domestic Abuse Policy knowledge Guidance on engaging with internal and external agencies (checklist, flowchart e.g.) 4) Understanding the importance of GDPR and Records Management	1) DAART eLearning module 2) Job Aid e.g. (checklist, flowchart, decision tree) 3) Domestic Abuse Policy Job Aid 4) Job Aid – Orb pages
All reporting managers	1) Recognise domestic abuse 2) Raise concerns directly with victims/perpetrators 3) Support victims/survivors. Get a DASH Report Engage with perpetrators. 4) Invoke additional procedures e.g. discipline Involve the police 5) Refer for statutory support e.g. child protection 6) Record actions Keep records 7) Make a safety plan	At any given time as required – will fluctuate as cases arise.	1) Being aware of what domestic abuse is and its definition Understand gender-based violence Why it's a workplace issue Doing nothing is not an option 2) How to talk and approach victims and perpetrators Trauma informed conversations 3) Where to get support When to take HR advice 4) When to involve the case team 5) When to invoke professional agency involvement How and when to refer to social work services 6) Understanding the importance of GDPR and Records management 7) How to write a safety plan	1) DAART eLearning module and other resources hosted on myLearningHub 2) Peer-to-peer practice Video with actor's role modelling conversation 3) Job Aid 4) Job Aid 5) Job Aid; Domestic Abuse Policy 6) Refer to Orb pages, Job Aid 7) Job aid
Investigating Officers	1) Recognise domestic abuse 2) Interview victims/survivors/ Get a DASH Risk Assessment 3) Engage with perpetrators Invoke disciplinary Refer to the police 4) Record investigation papers and documents	Frequency at any given time as required – will fluctuate as cases arise	1) Being aware of what domestic abuse is and its definition Understand gender-based violence 2) Where to get support and a DASH Risk Assessment Trauma informed conversation 3) When and how to invoke disciplinary When and how to refer to the police 4) Understanding the importance of GDPR and Records management	1) DAART eLearning module 2) Peer-to-peer practice Video with actors role modelling conversation 3) Same as 2, job aids, Domestic Abuse Policy developed from toolkit 4) Job aid, Orb pages

HR Case Team	<ol style="list-style-type: none"> 1) Recognise Domestic Abuse 2) Engage with victims/survivors/ <p>Get a DASH Risk Assessment</p> <ol style="list-style-type: none"> 3) Engage with perpetrators 4) Invoke disciplinary 5) Refer to the police 6) Advice managers on how to make a safety plan 7) Store and maintain case records 	Frequency at any given time as required – will fluctuate as cases arise	<ol style="list-style-type: none"> 1) Being aware of what domestic abuse is and its definition <p>Understand gender-based violence</p> <p>Why it's a workplace issue</p> <p>Doing nothing is not an option</p> <ol style="list-style-type: none"> 2) Where to get support <p>Where to get a DASH Risk Assessment</p> <p>Trauma informed conversation</p> <ol style="list-style-type: none"> 3) Trauma informed conversation 4) How and when to invoke disciplinary procedure 5) How and when to refer to the police 6) Know about safety planning 7) Understanding the importance of GDPR and Records management 	<ol style="list-style-type: none"> 1) DAART eLearning module 2) Job aid; peer-to-peer practice, video with actors 3) Same as 2 4) Job aids from toolkit 5) Job Aids, Domestic Abuse Policy 6) Job Aids 7) Orb Pages, Job Aid from toolkit
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Appendix 3 Equally Safe Endorsement

From: Equally Safe Edinburgh Committee

Edinburgh, 2 March 2022

To: Andrew Kerr
Chief Executive
The City of Edinburgh Council

Dear Andrew,

Re: Endorsement of the City of Edinburgh Council's Domestic Abuse Policy and Toolkit

The purpose of this letter is to formally endorse the City of Edinburgh Council's new Domestic Abuse Policy and Domestic Abuse Toolkit by the Equally Safe Edinburgh Committee. The [Equally Safe Edinburgh Committee](#) is a partnership between organisations which work to put into practice the Scottish Government's and the Conventions of Scottish Local Authorities' (COSLA) Equally Safe Strategy across Edinburgh.

We make sure services are always learning about how best to support and protect women and girls from abuse, violence and inequality, and provide public information on how to uphold the rights of women and girls. The committee consists of senior staff members from the City of Edinburgh Council, Police Scotland, the voluntary sector and partner agencies.

We have had the opportunity to review the City of Edinburgh Council's Domestic Abuse Policy and Domestic Abuse Toolkit and would like to state our support for both documents. They provide best practice guidance on identifying, risk assessing and responding to the risk of domestic abuse, in line with Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls. We believe that this is a significant step for the Council in implementing the principles of the strategy.

We therefore hereby endorse the new Domestic Abuse Policy and associated toolkit and support its ratification by the Policy and Sustainability Committee.

Yours sincerely,

Sarah Taylor
Chair of the Equally Safe Edinburgh Committee
Chief Inspector
North West Edinburgh
Drylaw Police Station

Linda Rodgers
Vice-Chair of the Equally Safe
Edinburgh Committee
Chief Executive Officer
Edinburgh Women's Aid

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Policy and Sustainability Committee

10.00am, Tuesday 29 March 2022

Internal Audit: Overdue Findings and Key Performance Indicators as at 26 January 2022 – referral from the Governance, Risk and Best Value Committee

Executive/routine Wards Council Commitments	Executive
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1. For Decision/Action

- 1.1 The Governance, Risk and Best Value Committee has referred the attached report to the Policy and Sustainability Committee for ongoing scrutiny of relevant overdue management actions.

Richard Carr
Interim Executive Director of Corporate Services

Contact: Rachel Gentleman, Committee Officer
Legal and Assurance Division, Corporate Services
E-mail: rachel.gentleman@edinburgh.gov.uk

Referral Report

Internal Audit: Overdue Findings and Key Performance Indicators as at 26 January 2022 – referral from the Governance, Risk and Best Value Committee

2. Terms of Referral

- 2.1 On 8 March 2022, the Governance, Risk and Best Value Committee considered a report on Internal Audit Overdue Findings and Key Performance Indicators as at 26 January 2022.
- 2.2 The Governance, Risk and Best Value Committee agreed:
 - 2.2.1 To note the status of the overdue Internal Audit findings as at 26 January 2022;
 - 2.2.2 To note the status of IA Key Performance Indicators for audits that were either completed or in progress as at 26 January 2022;
 - 2.2.3 To refer the report to the relevant Council committees for ongoing scrutiny of their relevant overdue management actions;
 - 2.2.4 To refer the report to the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.
- 2.3 Following requests for clarification on the specific Internal Audit overdue findings that parent executive committees should focus on, an exercise has been completed that maps the findings included in this report to the specific committee based on their responsibilities detailed in the Council's committee terms of reference.
- 2.4 This exercise has identified an anomaly as there is currently no linear relationship between individual audit reports and committees, as it is possible for scrutiny of the actions in one Internal Audit report to be allocated across a number of Committees. For example, a review of Planning or Licensing could potentially result in operational service delivery actions being allocated to the Planning Committee and/or Regulatory Committee, with actions that relate to the ICT arrangements that these teams use being allocated to the Finance and Resources Committee.
- 2.5 As part of preparations for the new Council following the May 2022 Local Government elections, we will complete further work on this area to determine

whether there is a more effective way of ensuring a more linear allocation of responsibility for executive committee and oversight of overdue IA actions.

- 2.6 In the meantime, the information provided to each committee is based upon the allocation of agreed management actions in line with each committee's current terms of reference. A copy of the full report is also available online, with a link include in the background section of this referred report for reference.

3. Background Reading/ External References

- 3.1 Minute of the Governance, Risk and Best Value Committee – 8 March 2022
- 3.2 [Governance, Risk and Best Value Committee – 8 March 2022 webcast](#)
- 3.3 [Internal Audit: Overdue Findings and Key Performance Indicators as at 26 January 2023 – full report to GRBV Committee](#)

4. Appendices

Appendix 1 – report by the Chief Internal Auditor

Governance, Risk and Best Value Committee

10:00am, Tuesday, 8 March 2022

Internal Audit: Overdue Findings and Key Performance Indicators as at 26 January 2022

Item number

Executive/routine

Executive

Wards

Council Commitments

1. Recommendations

1.1 It is recommended that the Committee:

- 1.1.1 notes the status of the overdue Internal Audit (IA) findings as at 26 January 2022;
- 1.1.2 notes the status of IA Key Performance Indicators (KPIs) for audits that are either completed or in progress as at 26 January 2022;
- 1.1.3 refers this paper to the relevant Council Executive committees for ongoing scrutiny of their relevant overdue management actions; and,
- 1.1.4 refers this paper to the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.

Lesley Newdall

Chief Internal Auditor

Legal and Assurance Division, Corporate Services Directorate

E-mail: lesley.newdall@edinburgh.gov.uk | Tel: 0131 469 3216



Internal Audit: Overdue Findings and Key Performance Indicators as at 26 January 2022

2. Executive Summary

Progress with Closure of Open and overdue Internal Audit findings

- 2.1 The overall progress status for closure of overdue IA findings is currently red (adverse trend with action required) as at 26 January 2022, based on the average position across the last three months.
- 2.2 Whilst the total number of open and overdue IA findings and associated management actions is decreasing (which is mainly attributable to delayed completion of the 2021/22 IA annual plan), increasing trends in the proportion of open IA findings that are overdue (KPI 3 in Appendix 1); the proportion of high rated overdue findings (KPI 7); and the proportion of findings that are less than 90 days overdue (KPI 8) are evident across the last three months, together with an increase in the number of overdue management actions (KPI 14).
- 2.3 These increasing trends in the last month are partially offset by improvement in the proportion of IA findings that are between three and six months overdue (KPI 10).
- 2.4 These outcomes confirm that further sustained focus is required on closure of overdue findings, with action required to ensure that open findings that are not overdue are closed by their originally agreed implementation dates.
- 2.5 Increased focus on closure of agreed management actions is evident following the secondment of two IA team members into the Place Directorate and Health and Social Care Partnership in October 2021. This is evident from increased levels of discussion and engagement on both open and overdue actions, and an increase in the volume of actions proposed for closure. However, as a number of the actions are historic and also complex to resolve, the full impact should be more apparent in the position at the end of February, with further progress evident by March 2022. Both secondments are currently scheduled to complete by 31 March 2022.
- 2.6 A reallocation of open and overdue findings and associated management actions has been performed across directorates and services to ensure alignment with the Council's refreshed organisational structure. This has resulted in an increased number of findings and actions for the Place Directorate.

- 2.7 Further detail on the monthly trends in open and overdue findings is included at Appendix 1.

Current position as at 26 January 2022

- 2.8 A total of 91 open IA findings remain to be addressed across the Council as 26 January 2022. This excludes open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.
- 2.9 Of the 91 currently open IA findings:
- 2.9.1 a total of 42 (46%) are open, but not yet overdue;
 - 2.9.2 49 (54%) are currently reported as overdue as they have missed the final agreed implementation dates. This reflects an increase of 3% in comparison to the November 2021 position (51%).
 - 2.9.3 69% of the overdue findings are more than six months overdue, which remains aligned with the November 2021 position (69%), with 18% aged between six months and one year, and 51% more than one year overdue.
 - 2.9.4 evidence in relation to 5 of the 49 overdue findings is currently being reviewed by IA to confirm that it is sufficient to support closure; and,
 - 2.9.5 44 overdue findings still require to be addressed.
- 2.10 The number of overdue management actions associated with open and overdue findings where completion dates have been revised more than once since July 2018 is 39, reflecting a decrease of 5 when compared to the November 2021 position (44). This excludes the two completion date extensions applied to reflect ongoing Covid-19 impacts across the Council.

Annual Plan Delivery and Key Performance Indicators

- 2.11 IA Key Performance Indicators (KPIs) to support effective delivery of the 2021/22 IA annual plan confirm that action is required to ensure that services have greater awareness of the KPIs that apply to the audit process (these are included as an Appendix with each terms of reference) and engage proactively with IA to ensure that any potential impacts that could cause delays are identified and effectively managed. Four IA training sessions were delivered during December that covered these areas.
- 2.12 The KPIs also highlight areas where IA has not achieved their delivery timeframes. Some delays have been experienced, and these are mainly attributable to the time required to establish backfill support for IA secondments into Directorates, and unplanned sickness absence within the team.

3. Background

Open and Overdue IA Findings and Agreed Management Actions

- 3.1 Overdue findings arising from IA reports are reported monthly to the Corporate Leadership Team (CLT) and quarterly to the GRBV Committee.
- 3.2 This report specifically excludes open and overdue findings that relate to the Edinburgh Integration Joint Board (EIJB) and the Lothian Pension Fund (LPF). These are reported separately to the EIJB Audit and Assurance Committee and the Pensions Audit Sub-Committee respectively.
- 3.3 Findings raised by IA in audit reports typically include more than one agreed management action to address the risks identified. IA methodology requires all agreed management actions to be closed in order to close the finding.
- 3.4 The IA definition of an overdue finding is any finding where all agreed management actions have not been evidenced as implemented by management and validated as closed by IA by the date agreed by management and IA and recorded in relevant IA reports.
- 3.5 The IA definition of an overdue management action is any agreed management action supporting an open IA finding that is either open or overdue, where the individual action has not been evidenced as implemented by management and validated as closed by IA by the agreed date.
- 3.6 Where management considers that actions are complete and sufficient evidence is available to support IA review and confirm closure, the action is marked as 'implemented' by management on the IA follow-up system. When IA has reviewed the evidence provided, the management action will either be 'closed' or will remain open and returned to the relevant owner with supporting rationale provided to explain what further evidence is required to enable closure.
- 3.7 A 'started' status recorded by management confirms that the agreed management action remains open and that implementation progress ongoing.
- 3.8 A 'pending' status recorded by management confirms that the agreed management action remains open with no implementation progress evident to date.
- 3.9 An operational dashboard has been designed to track progress against the key performance indicators included in the IA Journey Map and Key Performance Indicators document that was designed to monitor progress of both management and Internal Audit with delivery of the Internal Audit annual plan. The dashboard is provided monthly to the Corporate Leadership Team and quarterly to the Committee to highlight any significant delays that could potentially impact on delivery of the annual plan.

Key Performance Indicator Dashboard

- 3.10 The IA key performance indicator dashboard has been reinstated for 2021/22 to support delivery of the annual plan by both services and the IA team; and prevent delays in completion of audits and finalisation of the IA annual opinion.
- 3.11 Reintroduction of the KPIs supported by monthly reporting to the Corporate Leadership Team and quarterly to the Committee will highlight any significant

delays that could potentially impact on delivery of the annual plan, and is aligned with the requirements of both the motion and addendum agreed at Committee in August 2021 requesting that audits will be carried out in line with the timescales set out in the agreed audit plan.

4. Main report

- 4.1 As at 26 January 2022, there are a total of 91 open IA findings across the Council with 49 findings (54%) now overdue.
- 4.2 The movement in open and overdue IA findings during the period 5 November 2021 to 26 January 2022 is as follows:

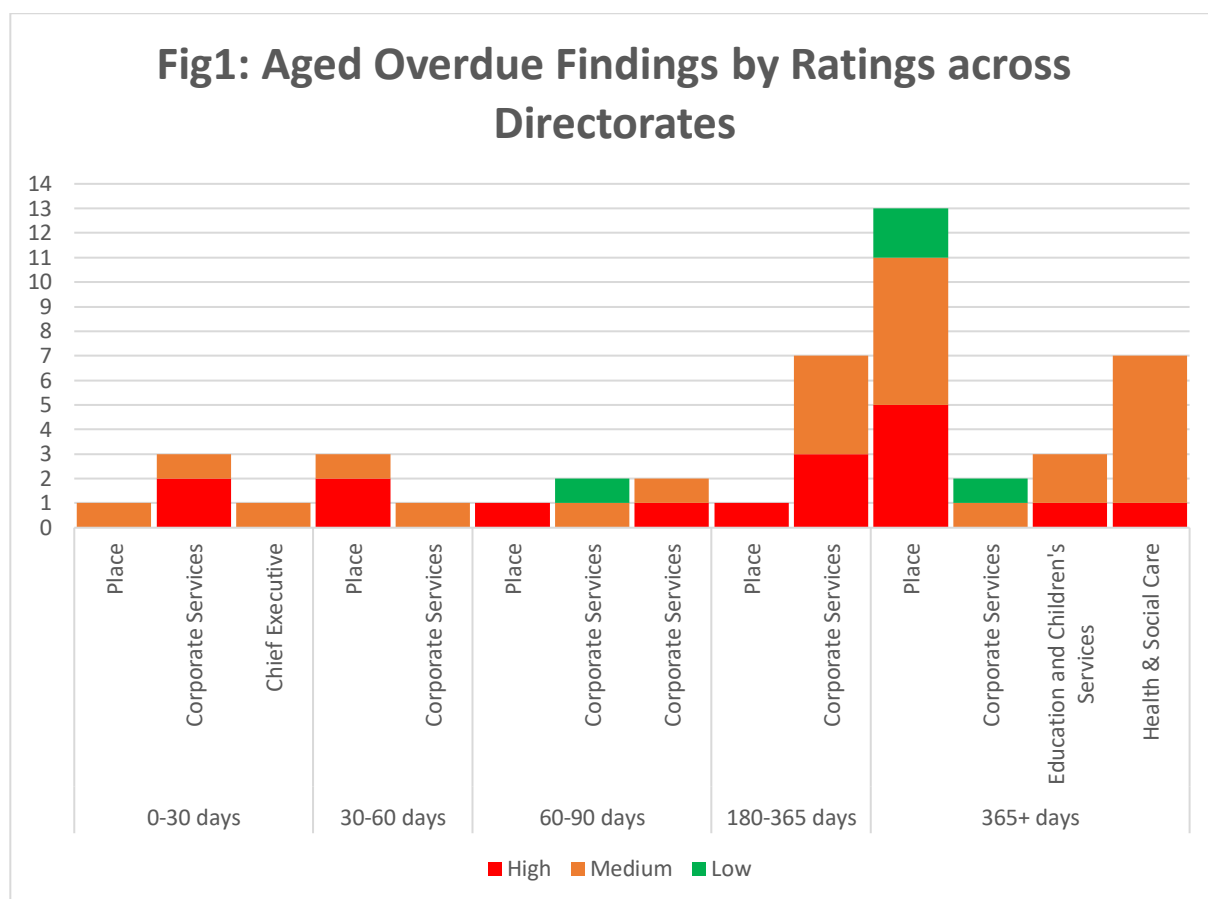
Analysis of changes between 11/08/2021 and 05/11/2021				
	Position at 05/11/21	Added	Closed	Position at 26/01/22
Open	108	0	17	91
Overdue	55	9	15	49

Overdue Findings

- 4.3 The 49 overdue findings comprise 18 High; 27 Medium; and 4 Low rated findings.
- 4.4 However, IA is currently reviewing evidence to support closure of 5 of these findings (2 High; 2 Medium; and 1 Low), leaving a balance of 44 overdue findings (16 High; 25 Medium; and 3 Low) still to be addressed.

Overdue findings ageing analysis

- 4.5 Figure 1 illustrates the ageing profile of all 49 overdue findings by rating across directorates as at 26 January 2022.



4.6 The analysis of the ageing of the 49 overdue findings outlined below highlights that Directorates made good progress last quarter with resolving findings between three and six months overdue, as the proportion of these findings has decreased. However, this is offset by limited improvement in the proportion of findings that are more than six months overdue; and a significant increase in the proportion of findings that are less than three months overdue.

- 13 (27%) are less than 3 months (90 days) overdue, in comparison to 13% as at November 2021;
- 2 (4%) are between 3 and 6 months (90 and 180 days) overdue, in comparison to 18% as at November 2021;
- 9 (18%) are between 6 months and one year (180 and 365 days) overdue, in comparison to 16% as at November 2021; and
- 25 (51%) are more than one year overdue, in comparison to 53% as at November 2021.

Agreed Management Actions Closed Based on Management's Risk Acceptance

4.7 During the period 6 November 2021 to 26 January 2022, three medium rated management actions were closed on the basis that management has retrospectively accepted either the full or residual elements of the risks highlighted by IA in the original audit report.

4.7.1 Council Wide Brexit Impacts Supply Chain Management – Divisional and Directorate Supply Chain Management Risks (medium) – whilst evidence has been provided confirming that work to identify critical suppliers and supply chain risks and implement alternative supplier arrangements (where required) has been completed for the majority of the Education and Children’s Services directorate, the Estates and Operational Support division has been unable to provide evidence to support implementation due to operational constraints. This service area has now transitioned from Education and Children’s Services into the Place Sustainable Development division, who have confirmed that they are comfortable with this approach.

4.7.2 Cyber Security – Pubic Sector Action Plan – Cyber Essentials Accreditation (medium) - management has accepted the risk that whilst vulnerability scanning has now been implemented across all three Council networks, it is not currently possible to confirm that vulnerabilities identified are being effectively addressed by CGI.

Digital Services has not yet been able to provide evidence from CGI of actions taken to address a sample of vulnerabilities identified, and is currently relying on CGI updates included in reports provided to the Security Working Group that vulnerabilities identified are being effectively remediated.

Management is also comfortable that the independent testing performed to achieve Cyber Essentials plus accreditation provides adequate assurance on network security, however this provides only ‘point in time’ assurance and currently covers only the Corporate, and not the Learning and Teaching or Peoples networks.

This remaining point will now be carried forward into the Technology and Vulnerability Management audit included in the 2021/22 IA annual plan that is currently in progress.

4.7.3 First Line Project Governance – Directorate Project Portfolio Governance (medium) – this action included four points and three have been fully completed.

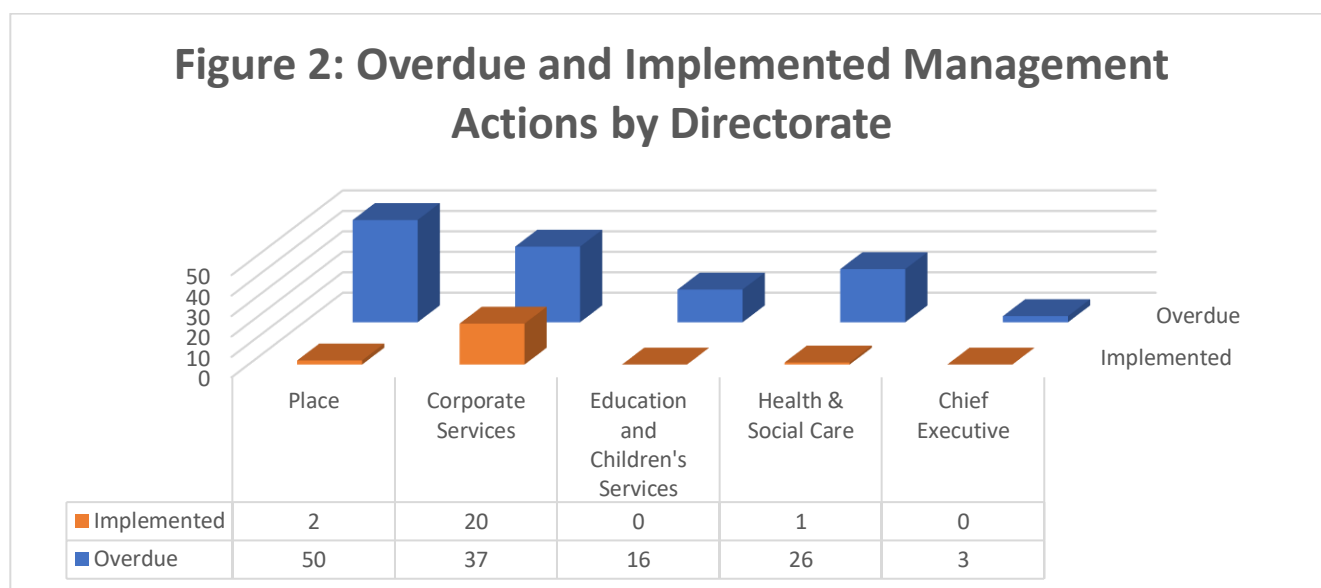
Whilst a tiered governance approach that is proportionate to project values and/or risks will be introduced across Directorates, with high profile projects that do not meet the criteria for inclusion in the major projects portfolio subject to governance at Directorate level; mid-tier projects by Heads of Divisions; and low tier projects by Service Managers level; management has risk accepted the risks associated with not establishing formal governance forums to support ongoing oversight of these projects.

Agreed Management Actions Analysis

4.8 The 91 open IA findings are supported by a total of 218 agreed management actions. Of these, 132 (61%) are overdue as the completion timeframe agreed with

management when the report was finalised has not been achieved. This reflects a 7% decrease from the November 2021 position (54%).

- 4.9 Of the 132 overdue management actions, 23 have a status of 'implemented' and are currently with IA for review to confirm whether they can be closed, leaving a balance of 109 to be addressed.
- 4.10 Appendix 2 provides an analysis of the 132 overdue management actions highlighting their current status as at 26 January 2022 with:
- 23 implemented actions where management believe the action has been completed and it is now with IA for validation;
 - 94 started where the action is open, and implementation is ongoing; and
 - 15 pending where the action is open with no implementation progress evident to date.
 - 31 instances (23%) where the latest implementation date has been missed and not revised; and,
 - 39 instances (30%) where the implementation date has been revised more than once.
- 4.11 Figure 2 illustrates the allocation of the 132 overdue management actions across Directorates, and the 23 that have been passed to IA for review to confirm whether they can be closed.



IA Review of Agreed Management Actions

- 4.12 A total of five findings supported by 23 agreed management actions had been proposed for closure as at 26 January 2022 and are currently with IA for review to confirm whether they can be closed. Of these:
- 4 were proposed for closure in January 2022 and are currently being reviewed;
 - 4 were proposed for closure between 14 and 31 December and are currently being reviewed by IA following return from Christmas leave.

- 6 relate to either the Risk Management audit (completed by Azets) and the GRBV Committee Effectiveness review (completed by the Institute of Internal Auditors), and closure will be confirmed by these external organisations.
- Of the remaining 8, there are 2 where further action is required by IA. One requires final IA management review and, an update to the service is due for the remaining action.

4.13 With these two exceptions, IA has continued to achieve its established KPI for reviewing all implemented management actions within four weeks of the date they are proposed for closure by management. Consequently, this KPI has been assessed as green (refer KPI18 in Appendix 1).

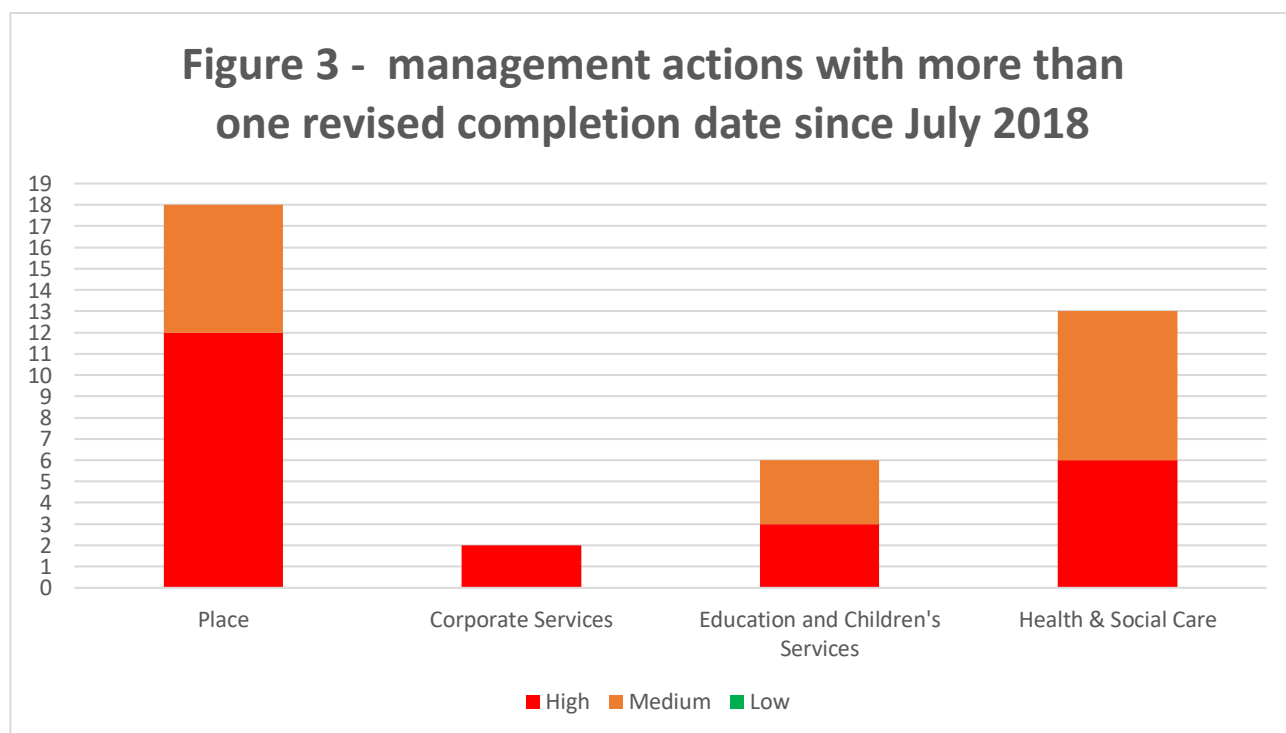
4.14 Where implementation dates longer than four weeks occur, these are supported by feedback to management requesting either additional evidence or a discussion to explain the context of the evidence provided. Where this is not provided by services within a further four weeks, the status of the action is reverted to 'started' until the further information requested is provided.

More Than One Revised Implementation Date

4.15 Figure 3 illustrates that there are currently 39 open management actions (including those that are overdue) across directorates where completion dates have been revised between two and six times since July 2018. This number excludes the two automatic extensions applied by IA to reflect the impact of Covid-19.

4.16 This reflects a decrease of 9 in comparison to the position at November 2021 (48).

4.17 Of these 39 management actions, 23 are associated with High rated findings, and 16 Medium, with the majority of date revisions in the Place directorate.



Key Performance Themes Identified from the IA Dashboard

- 4.18 The dashboard included at Appendix 3 reflects the current status for the 2 completed audits and the 20 audits in progress where terms of reference detailing the scope of the planned reviews have been issued. This highlights that:
- 4.18.1 Services are consistently taking longer than the 5-day KPI for feedback on draft IA terms of reference, with feedback received within the 5 days for only 7 of the 22 audits.
 - 4.18.2 Executive Directors are generally providing feedback on draft terms of reference within the agreed 5-day response times. For Council wide audits responses are not consistently received from all Executive Directors.
 - 4.18.3 Delays with final agreement on terms of reference often result in audit work commencing before the final terms of reference has been agreed and issued to ensure ongoing plan delivery.
 - 4.18.4 Internal Audit reporting delays for the Planning and Performance Framework and Health and Safety audits were highlighted in the report presented to Committee in September.
 - 4.18.5 There have been significant delays in agreeing management responses for the Planning and Performance Framework Design; Implementation of Asbestos Recommendations; and Parking and Traffic Regulations draft audit reports. IA engaging with management to finalise these responses is ongoing. It is acknowledged that some of these delays have been attributable to handovers within the IA team following the secondment of IA team members into directorates, and unplanned sickness absence within the IA team.
 - 4.18.6 Completion of the Council Tax and Business Rates and Management and Allocation of Covid-19 grant funding has been delayed reflecting service capacity challenges caused by the introduction of new Scottish Government Covid business grants.

5. Next Steps

- 5.1 IA will continue to monitor the open and overdue findings position and delivery against key performance indicators, providing monthly updates to the CLT and quarterly updates to the GRBV Committee.

6. Financial impact

- 6.1 There are no direct financial impacts arising from this report, although failure to close findings and address the associated risks in a timely manner may have some inherent financial impact.

7. Stakeholder/Community Impact

- 7.1 If agreed management actions supporting closure of Internal Audit findings are not implemented, the Council will be exposed to the service delivery risks set out in the relevant Internal Audit reports. Internal Audit findings are raised as a result of control gaps or deficiencies identified during reviews therefore overdue items inherently impact upon effective risk management, compliance and governance.

8. Background reading/external references

- 8.1 [Internal Audit Overdue Findings and Key Performance Indicators as at 11 August 2021 – Paper 8.1](#)
- 8.2 [Capacity to Deliver the 2021/22 IA Annual Plan – Paper 8.3](#)
- 8.3 [Internal Audit Journey Map and Key Performance Indicators - Paper 7.6 Appendix 3](#)

9. Appendices

- 9.1 Appendix 1 – Monthly Trend Analysis of IA Overdue Findings and Management Actions
- 9.2 Appendix 2 – Internal Audit Overdue Management Actions as at 26 January 2022
- 9.3 Appendix 3 – Internal Audit Key Performance Indicators as at 26 January 2021

Appendix 1 - Monthly Trend Analysis of IA Overdue Findings and Management Actions

Key Performance Indicator (KPI)		07/07/2021		11/08/2021		23/09/2021		05/11/2021		06/12/2021		26/01/2022		Trend	
IA Findings															
1	Open findings	85	100%	96	100%	113	100%	108	100%	104	100%	91	100%	Not applicable	
2	Not yet due	32	38%	45	47%	64	57%	53	49%	53	51%	42	46%	Not applicable	
3	Overdue findings	53	62%	51	53%	49	43%	55	51%	51	49%	49	54%		
4	Overdue - IA reviewing	8	15%	3	6%	9	18%	5	9%	6	12%	5	10%		
5	High Overdue	18	34%	17	33%	16	33%	17	31%	16	31%	18	37%		
6	Medium Overdue	29	55%	28	55%	29	59%	31	56%	29	57%	27	55%		
7	Low Overdue	6	11%	6	12%	4	8%	7	13%	6	12%	4	8%		
8	<90 days overdue	9	17%	9	18%	6	12%	7	13%	8	16%	13	27%		
9	90-180 days overdue	3	6%	2	4%	6	12%	10	18%	5	10%	2	4%		
10	180-365 days overdue	15	28%	13	25%	11	22%	9	16%	12	24%	9	18%		
11	>365 days overdue	26	49%	27	53%	26	53%	29	53%	26	51%	25	51%		

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Management Actions		07/07/2021		11/08/2021		23/09/2021		05/11/2021		06/12/2021		26/01/2022		Trend	
12	Open actions	218	100%	233	100%	277	100%	259	100%	245	100%	218	100%	Not applicable	
13	Not yet due	83	38%	103	44%	154	56%	118	46%	117	48%	86	39%	Not applicable	
14	Overdue actions	135	62%	130	56%	123	44%	141	54%	128	52%	132	61%		
15	Overdue - IA reviewing	28	21%	17	13%	35	28%	28	20%	18	14%	23	17%		
16	Latest date missed	43	32%	70	54%	52	42%	34	24%	35	27%	31	23%		
17	Date revised > once	51	38%	48	37%	46	37%	44	31%	45	35%	39	30%		
18	IA 4 week response time	N/A		N/A		N/A		N/A		N/A					

Trend Analysis - key

	Adverse trend - action required
	Stable with limited change
	Positive trend with progress evident

No trend analysis is performed on open findings and findings not yet due as these numbers will naturally increase when new IA reports are finalised.

- Glossary of Terms**
- Executive Committee – This is the relevant Executive Committee that should have oversight of completion of agreed management actions
 - Project Name – This is the name of the audit report.
 - Issue Type – This is the priority of the audit finding, categorised as Critical; High; Medium; or Low
 - Issue Title - this is the titel of the issue in the Origina IA Report
 - Owner – The Executive Director responsible for implementation of the action.
 - Recommendation Title - this is the title of the recommendation in the original IA report
 - Agreed Management action – This is the action agreed between Internal Audit and Management to address the finding.
 - Status – This is the current status of the management action. These are categorised as:
 - Pending (the action is open and there has been no progress towards implementation),
 - Started (the action is open, and work is ongoing to implement the management action), and
 - Implemented (the service area believes the action has been Implemented and this is with Internal Audit for validation).
 - Estimated date – the original agreed implementation date.
 - Revised date – the current revised date. **Red** formatting in the dates field indicates the last revised date is overdue.
 - Number of revisions – the number of times the date has been revised since July 2018. **Amber** formatting in this field highlights where the date has been revised more than once.
 - Contributor – Officers involved in implementation of an agreed management action.

Ref	Executive Committee	Project Name	Issue Type	Issue Title	Owner	Recommendation Title	Agreed Management Action	Status	Esitimated Impement Date	No of Revisions	Revised Impl Date	Contributor
5	Policy and Sustainability	COVID-19 Lessons Learned	High	CW2007 - Issue 1. Lessons learned processes and supporting documentation	Stephen Moir, Executive Director, Corporate Services	CW2007 - Rec 1.1 Corporate lessons learned guidance	It is proposed to create guidance and a standard template for lessons learnt exercises across directorates taking into account the recommendations above. The guidance and template will be taken through the Council Resilience Group to ensure its effectiveness, aid understanding and ensure buy-in from service areas. This guidance will also reflect that other public sector organisations will be conducting lessons learnt and the City of Edinburgh Council will be contributors to this.	Implemented	31/12/21	0	31/03/22	Emma Baker Gavin King Gavin Sharp Kimberley Campbell Layla Smith Michelle Vanhegan Nick Smith Paul Young Prarthana Lasure Russell McLauchlan
12	Policy and Sustainability	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management	Medium	Key Person Dependency and Process Documentation	Judith Proctor, Chief Officer - HSCP	Rec 5 - Records Management Policy	Records retention policy: Direction will be requested from the Information Governance team in relation to Records Management Policy requirements and how they should be applied to retention, archiving and destruction of contract management information. Any lessons learned will be shared with the Health and Social Care contracts management team.	Started	30/03/18	6	28/02/22	Angela Ritchie David Williams Rachael McLean Tony Duncan
13	Policy and Sustainability	Emergency Prioritisation & Complaints	Medium	CW1806 Issue 1: ATEC 24 Operational Framework	Judith Proctor, Chief Officer - HSCP	CW1806 Issue 1.4(3): ATEC 24 Quality Assurance - Outcomes, supervision and key themes/improvements	1) Quality assurance outcomes will be linked to supervision and training and performance objectives, with regular one to ones scheduled to ensure action is taken to address any competence issues or gaps identified.2)Where systemic themes or trends are identified from quality assurance reviews, management will consider whether existing operational processes should be revisited.	Started	30/04/20	2	31/03/22	Angela Ritchie Mike Massaro-Mallinson Rachael McLean Sylvia Latona Zac Dean
14	Policy and Sustainability	Emergency Prioritisation & Complaints	Medium	CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership	Judith Proctor, Chief Officer - HSCP	CW1806: Issue 2(1): SLAs - Third Party Service Provision	A review of the SLA for the ESCS is underway. It is likely the detail of the arrangements will differ considerably from what is currently included within the SLA. The review will, however, take into consideration the points noted above. The review of the SLA will include contributions from City of Edinburgh Council, Midlothian Council and East Lothian Council, and will be presented to the Edinburgh Health and Social Care Partnership Executive Management Team for review and approval.	Started	30/11/19	4	30/11/21	Angela Ritchie Brian Henderson Colin Beck Jackie Irvine Nichola Dadds Rachael McLean Tony Duncan
15	Policy and Sustainability	Emergency Prioritisation & Complaints	Medium	CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership	Judith Proctor, Chief Officer - HSCP	CW1806: Issue 2(2): Partnership Protocol HSCP/Contact Centre	Agreed, once the SLA is finalised, a Partnership Protocol will be developed in conjunction with Customer Contact Centre colleagues.	Started	28/02/20	3	30/12/21	Alison Roarty Angela Ritchie Brian Henderson Colin Beck Lisa Hastie Michelle Vanhegan Mike Massaro-Mallinson Neil Jamieson Nicola Harvey Prarthana Lasure Rachael McLean Stephen Moir
22	Policy and Sustainability	H&SC Care Homes - Corporate Report	Medium	A3.1: Training	Judith Proctor, Chief Officer - HSCP	A3.1(1) Manager review of training	As per audit recommendation:- Care home managers should perform a six-monthly review to confirm that all employees have completed mandatory, induction and refresher training and that completion has been recorded on the Learning Hub system/supporting registers for other training. Where training has not been completed, this should be discussed with employees and reflected (where appropriate) in their annual performance discussions.	Started	30/06/19	4	31/03/22	Angela Ritchie Jacqui Macrae Jane Brown Rachael McLean
23	Policy and Sustainability	H&SC Care Homes - Corporate Report	Medium	A3.3: Performance & Attendance Management	Judith Proctor, Chief Officer - HSCP	A3.3(4) Health & Social Care Teams - quarterly review of absence and performance management	This is the responsibility of the Unit manager for their direct reports. The Business Support Officer will ensure that the Unit Manager is aware on a monthly basis for Domestic and Handymen reporting to them The Business Support Officer is required to monitor and report through the Customer process on a monthly basis. The staff nurse / charge nurse to be appointed at Gylemuir will ensure that this is performed for all NHS staff. (No longer relevant as Gylemuir is now closed).	Started	30/06/18	4	31/10/22	Angela Ritchie Jacqui Macrae Rachael McLean
24	Policy and Sustainability	H&SC Care Homes - Corporate Report	Medium	A3.4: Agency Staffing	Judith Proctor, Chief Officer - HSCP	A3.4(2) Analysis of the agency staff and hours worked charges	The BSO will assist the UM (See A2.1). A paper is being presented to the Health and Social Care Senior Management Team week commencing 15th January 2018 that proposes a solution where information will be provided to Locality Managers who will prepare reports for Care Homes. If this solution is agreed, it will be implemented immediately.	Started	31/03/18	5	31/03/22	Angela Ritchie Jacqui Macrae Rachael McLean

Ref	Executive Committee	Project Name	Issue Type	Issue Title	Owner	Recommendation Title	Agreed Management Action	Status	Esitimated Impement Date	No of Revisions	Revised Impl Date	Contributor
29	Policy and Sustainability	HSC Localities	High	HSC1901 Issue 1: Locality and Workforce Planning	Judith Proctor, Chief Officer - HSCP	HSC1901 Issue 1.1: Locality Operational Plans	The Partnership is currently developing a template and detailed action plan to support creation of Locality Operational Plans. Following this, development and delivery of the Locality Operational Plans will be overseen by the Partnership's newly established Strategic and Operational Planning Forum. This forum will ensure there is alignment and synergy between the Strategic Plan and the Local Operational Plans. The draft Locality Operational Plans will be presented to the EIJB Strategic Planning Group when this is re established. It would be intended to do this by end of July 2021.	Pending	31/10/21	0	01/06/22	Angela Lindsay Angela Ritchie Mike Massaro-Mallinson Nikki Conway Rachael McLean
30	Policy and Sustainability	HSC Localities	High	HSC1901 Issue 1: Locality and Workforce Planning	Judith Proctor, Chief Officer - HSCP	HSC1901 Issue 1.2: Development of Locality Workforce Plans	The Partnership's Workforce Strategy is currently being developed and will be submitted to the Scottish Government for review in line with their timescales (31st March 2021 at the time of writing). This will include consideration of locality workforce requirements which will be incorporated into the Locality Operational Plans.	Pending	30/09/21	0	01/05/22	Angela Ritchie Moira Pringle Neil Wilson Rachael McLean
31	Policy and Sustainability	HSC Localities	High	HSC1901 Issue 2: Locality Performance and Risk Management Frameworks	Judith Proctor, Chief Officer - HSCP	HSC1901 Issue 2.1: Locality Performance Framework	A Locality Performance Framework aligned to the Locality Operational Plans will be established. The framework will be developed with assistance from the Partnership Quality Hub and will take into consideration the points set out in the recommendation.	Pending	31/12/21	0	01/08/22	Angela Ritchie Rachael McLean Tony Duncan
32	Policy and Sustainability	Life Safety	Low	CW1910 - Life safety: Issue 5 Corporate Health and Safety	Stephen Moir, Executive Director, Corporate Services	CW1910 Rec. 5.1 Review of life safety policies and procedures	Corporate Health and Safety will consider the need for additional policies (including any requirement for recommendations in relation to competence and assurance re gas and electricity compliance) covering Gas and Electricity or whether this should continue to reside as procedures within the appropriate directorate. CHS will ensure that H&S audits cover these areas.	Implemented	30/07/21	0	30/10/21	Chris Lawson Layla Smith Michelle Vanhegan Nick Smith Prarthana Lasure
33	Policy and Sustainability	Life Safety	Low	CW1910 - Life safety: Issue 5 Corporate Health and Safety	Stephen Moir, Executive Director, Corporate Services	CW1910 Rec. 5.2 Technical guidance and support	1. The preparation of the skills matrix is currently underway and will be finalised. 2. The issue of capacity will be considered as recruitment increases the size of the team and, recognising that capacity will change from time to time within the team, will plan in capacity for providing technical advice to services. 3. CHS will endeavour to provide support where requested by services. 4. Where this is not possible, CHS will advise teams to engage external consultants.	Implemented	30/06/21	0	30/09/21	Chris Lawson Layla Smith Michelle Vanhegan Nick Smith Prarthana Lasure
34	Policy and Sustainability	Life Safety	Low	CW1910 - Life safety: Issue 5 Corporate Health and Safety	Stephen Moir, Executive Director, Corporate Services	CW1910 Rec. 5.3 Safety Health and Environment (SHE) portal user and licence management	The processes supporting ongoing use of the Safety Health and Environment (SHE) system will be reviewed and the issues noted above addressed as part of this process.	Implemented	29/10/21	0	29/01/22	Chris Lawson Layla Smith Michelle Vanhegan Nick Smith Prarthana Lasure
35	Policy and Sustainability	Life Safety	High	CW1910 - Life safety: Issue 2 Operational estate – fire, gas, electricity, and water risk management	Paul Lawrence, Executive Director of Place	CW1910 Rec 2.1.1 Responsibility for completion and ongoing review of fire risk assessments	The appropriateness of current support arrangements for duty holders who are responsible for completion and ongoing review of Fire Risk Assessments (FRAs) across the operational and investment property estates, and multi-let buildings with common parts leased by the Council was considered by the Corporate Leadership Team (CLT) and the following actions agreed: 1. External resources will be procured by Property and Facilities Management (P&FM) on behalf of Council divisions to assess the completeness and adequacy of fire risk assessments (FRAs) across the remainder of the Council's operational property estate; refresh FRAs where required; and enhance the current baseline position. The costs associated with this exercise will be advised to divisions for inclusion in relevant divisional / directorate budgets. 2. First line duty holders will remain responsible for ensuring that FRAs are reviewed and updated as required in line with the Council's fire policy.3. Property and Facilities Management will ensure that duty holders update their FRAs (where required) as part of their ongoing capital works programme across the operational property estate.4. Following consolidation of the second line Housing and Operational Property teams and resources that have life safety responsibilities, the compliance team responsible for assessing the completeness and quality of FRAs will be strengthened, to ensure adequate ongoing coverage across the operational estate. 5. The revised processes supporting completion and review of FRAs will be implemented and communicated across the Council, ensuring that duty holders in operational properties, and property and facilities management teams responsible for completion of capital works and oversight of fire risk compliance are clear on their respective roles and responsibilities.	Started	30/09/21	0	30/12/21	Alison Coburn Andrew Field Brendan Tate Gareth Barwell Gohar Khan Mark Stenhouse Matthew MacArthur Peter Watton Ross Murray
36	Policy and Sustainability	Life Safety	High	CW1910 - Life safety: Issue 3 Life safety – training, competence and assurance	Stephen Moir, Executive Director, Corporate Services	CW1910 Rec. 3.1 Training and competence – Corporate Health and Safety	1. Relevant Council policies will be revised to include first line (divisional and directorate) and second line (Corporate Health and Safety) responsibilities for assessing and confirming the ongoing competence of duty holders; facility technicians; and third party external contractors (where these activities are outsourced) in relation to completion of their life safety responsibilities.2. Corporate Health and Safety will provide guidance to support completion of a training needs analysis by first line managers for all relevant staff that will reflect the direct role responsibilities of duty holders in the context of Property and Facilities Management support3. Following the training needs analysis being completed for relevant roles, consideration will be given to whether any changes are required to existing training programmes.4. All duty holders and facilities technicians requiring training on the SHE portal will be required to register and attend a training session.	Started	17/12/21	0	17/03/22	Chris Lawson Layla Smith Michelle Vanhegan Nick Smith Prarthana Lasure
37	Policy and Sustainability	Life Safety	Low	CW1910 - Life safety: Issue 4 Housing Property Services – fire and water safety processes	Paul Lawrence, Executive Director of Place	CW1910 Rec. 4.1.1 Housing Property Services – water risk assessments	1. The Scientific Services team have reviewed the comment above against current legislation and will implement the following refreshed approach: Rather than a rolling programme covering all 20,000 Housing Property Services (HPS) properties equally, different types of property are classed in different priority risk categories. The Council has responsibility for 44 multi storey blocks and 33 Sheltered Housing complexes. These properties are all classed as high risk and assessments will be carried out within the stated two year period currently specified in the Council's water policy, and then every two years going forward. The remaining properties on the Housing estate are considered low level priority and legislation states that these surveys should be undertaken over a five year period. Risk assessments will be carried out on sample properties for these low risk properties. For example, in a street of 100 homes with 20 different house types, only 20 surveys would be required. 2. Providing that Housing Property Services as the risk owner allocate sufficient budget resource, Scientific Services are comfortable that this work will not put a strain on their current resources and as the approach adopted is in line with the Council's Water Safety Policy and applicable regulations, there is no need to record completion in relevant divisional and directorate risk registers.	Started	31/12/20	1	31/03/23	Alison Coburn Gareth Barwell Jemma Tennant Mark Stenhouse Matthew MacArthur Nicky Brown Ross Murray Willie Gilhooly

Ref	Executive Committee	Project Name	Issue Type	Issue Title	Owner	Recommendation Title	Agreed Management Action	Status	Esitimated Impement Date	No of Revisions	Revised Impl Date	Contributor
46	Policy and Sustainability	Physical Distancing & Employee Protection (PDEP)	Medium	CW2008: Physical Distancing and Employee Protection - Issue 1: Process Design	Andrew Kerr, Chief Executive	CW2008: Rec 1.1 - Confirmation of roles and responsibilities	The role and responsibilities of the Data Working Group and Service Resumption Group will be reviewed and reported to Council Incident Management Team by end October 2021. Should the groups continue to be required, the representation on the groups will be reviewed and recommendations for future representation made.	Started	31/12/21	0	31/03/22	Alison Coburn Gareth Barwell Gavin King Gavin Sharp Kimberley Campbell Matthew MacArthur Michelle Vanhegan Nick Smith Paul Young Ross Murray Russell McLauchlan
47	Policy and Sustainability	Physical Distancing & Employee Protection (PDEP)	Medium	CW2008: Physical Distancing and Employee Protection - Issue 3: Assurance and Oversight of Processes	Andrew Kerr, Chief Executive	CW2008: Recommendation 3.2(a) - Monitoring Processes	The Service Resumption Group will consider this and will report the outcome of this discussion to the Council Incident Management Team.	Started	31/12/21	0	31/03/22	Alison Coburn Gareth Barwell Gavin King Gavin Sharp Kimberley Campbell Matthew MacArthur Michelle Vanhegan Nick Smith Paul Young Ross Murray Russell McLauchlan
48	Policy and Sustainability	Physical Distancing & Employee Protection (PDEP)	Medium	CW2008: Physical Distancing and Employee Protection - Issue 3: Assurance and Oversight of Processes	Andrew Kerr, Chief Executive	CW2008: Recommendation 3.2(b) - Staying Covid-Secure Signs	The Service Resumption Group will consider this and will report the outcome of this discussion to the Council Incident Management Team.	Started	31/12/21	0	31/03/22	Alison Coburn Gareth Barwell Matthew MacArthur Ross Murray
49	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register	Stephen Moir, Executive Director, Corporate Services	CE1902 - 1.2d Policy Register review: Full Policy review – Corporate Services	Following Corporate Leadership Team approval of revised definitions of policies; procedures; guidance and templates (as per recommendations at 3.1), all Directorates will review their existing policies, procedures and guidance and reclassify as appropriate. A risk-based approach will be adopted across Directorates to determine how regularly individual policies will be reviewed, based on the expected frequency of changes in applicable legislation, regulations and statutory requirements. The agreed frequency for review will be recorded on the policy template and included in the published policy register. (All policies will be then be reviewed regularly in line with the agreed frequency. Human Resources policies are exempt from this requirement as the review frequency has been agreed by Committee). Policy documents on individual Orb pages for Divisions will be removed and links included to the Council's published policy register which will be the single source of truth for all Council policies. (With the exception of Human Resources and Health and Safety policies which are Council wide and are included with content specific webpages).	Implemented	31/10/21	0	31/01/22	Alison Roarty Annette Smith Hugh Dunn Jenny Robertson Katy Miller Layla Smith Michelle Vanhegan Nick Smith Nicola Harvey Prarthana Lasure
50	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 2: Completion of Integrated Impact Assessments (IIAs)	Stephen Moir, Executive Director, Corporate Services	CE1902 - 2.2 Completion and publication of Integrated Impact Assessments - Corporate Services	Directorates will review all new and revised policies prior to submission for approval by Committee to confirm that all IIA requirements outlined in the recommendation above have been completed, with evidence of review and approval by the Service Director retained. Responsibility for monitoring progress with implementation of IIA action plans will be allocated to an appropriate senior responsible officer within each division to confirm that known gaps are being effectively addressed.	Implemented	31/10/21	0	31/01/22	Alison Roarty Annette Smith Gavin King Hugh Dunn Jenny Robertson Katy Miller Layla Smith Michelle Vanhegan Nick Smith Nicola Harvey Prarthana Lasure
51	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 2: Completion of Integrated Impact Assessments (IIAs)	Judith Proctor, Chief Officer - HSCP	CE1902 - 2.2 Completion and publication of Integrated Impact Assessments - Edinburgh Health & Social Care Partnership	Directorates will review all new and revised policies prior to submission for approval by Committee to confirm that all IIA requirements outlined in the recommendation above have been completed, with evidence of review and approval by the Head of Division retained. Responsibility for monitoring progress with implementation of IIA action plans will be allocated to an appropriate senior responsible officer within each division to confirm that known gaps are being effectively addressed.	Pending	31/07/21	0	31/01/22	Angela Ritchie Mike Massaro-Mallinson Moira Pringle Rachael McLean Tony Duncan
52	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register	Amanda Hatton, Executive Director of Education and Children's Services	CE1902 - 1.2e Policy Register review: Review of Communities and Families directories within the Orb	The Communities and Families and Health and Social Care policy and procedures directories on the Orb will be reviewed and linked to policies within the approved policy register. All other policies will be reclassified in line with the definitions provided at recommendation 3.1a.	Started	30/06/21	1	31/03/22	Crawford McGhie Jackie Irvine Liz Harrison Lorna French Nichola Dadds Nickey Boyle
53	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register	Paul Lawrence, Executive Director of Place	CE1902 - 1.2d Policy Register review: Full Policy review – Place	Following Corporate Leadership Team approval of revised definitions of policies; procedures; guidance and templates (as per recommendations at 3.1), all Directorates will review their existing policies, procedures and guidance and reclassify as appropriate. A risk-based approach will be adopted across Directorates to determine how regularly individual policies will be reviewed, based on the expected frequency of changes in applicable legislation, regulations and statutory requirements. The agreed frequency for review will be recorded on the policy template and included in the published policy register. All policies will be then be reviewed regularly in line with the agreed frequency. Policy documents on individual Orb pages for Divisions will be removed and links included to the Council's published policy register which will be the single source of truth for all Council policies.	Started	31/10/21	0	31/01/22	Alison Coburn Audrey Dutton David Givan Dorothy Gray Gareth Barwell George Gaunt Karl Chapman Lindsay Robertson Matthew MacArthur Nicole Fraser Peter Watton Ross Murray Veronica Wishart

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54	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register	Amanda Hatton, Executive Director of Education and Children's Services	CE1902 - 1.2d Policy Register review: Full Policy review – Education and Children's Services	Following Corporate Leadership Team approval of revised definitions of policies; procedures; guidance and templates (as per recommendations at 3.1), all Directorates will review their existing policies, procedures and guidance and reclassify as appropriate.A risk-based approach will be adopted across Directorates to determine how regularly individual policies will be reviewed, based on the expected frequency of changes in applicable legislation, regulations and statutory requirements. The agreed frequency for review will be recorded on the policy template and included in the published policy register.All policies will be then be reviewed regularly in line with the agreed frequency. Policy documents on individual Orb pages for Divisions will be removed and links included to the Council's published policy register which will be the single source of truth for all Council policies.	Started	31/12/21	0	31/03/22	Crawford McGhie Jackie Irvine Jenny Robertson Liz Harrison Lorna French Nichola Dadds Nickey Boyle
55	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register	Judith Proctor, Chief Officer - HSCP	CE1902 - 1.2d Policy Register review: Full Policy review – Edinburgh Health & Social Care Partnership	Following Corporate Leadership Team approval of revised definitions of policies; procedures; guidance and templates (as per recommendations at 3.1), all Directorates will review their existing policies, procedures and guidance and reclassify as appropriate. A risk-based approach will be adopted across Directorates to determine how regularly individual policies will be reviewed, based on the expected frequency of changes in applicable legislation, regulations and statutory requirements. The agreed frequency for review will be recorded on the policy template and included in the published policy register. All policies will be then be reviewed regularly in line with the agreed frequency. Policy documents on individual Orb pages for Divisions will be removed and links included to the Council's published policy register which will be the single source of truth for all Council policies.For the HSCP - this action includes updating the HSCP policy directory on the Orb to ensure the policies and documents identified via gap analysis at action 1.2e have also been reviewed and updated as required.	Started	31/07/21	1	31/01/22	Angela Ritchie Mike Massaro-Mallinson Moira Pringle Rachael McLean Tony Duncan
56	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 2: Completion of Integrated Impact Assessments (IIAs)	Paul Lawrence, Executive Director of Place	CE1902 - 2.2 Completion and publication of Integrated Impact Assessments - Place	Directorates will review all new and revised policies prior to submission for approval by Committee to confirm that all IIA requirements outlined in the recommendation above have been completed, with evidence of review and approval by the Head of Division retained. Responsibility for monitoring progress with implementation of IIA action plans will be allocated to an appropriate senior responsible officer within each division to confirm that known gaps are being effectively addressed.	Started	31/10/21	0	31/01/22	Alison Coburn Audrey Dutton David Givan Dorothy Gray Gareth Barwell George Gaunt Karl Chapman Lindsay Robertson Matthew MacArthur Nicole Fraser Peter Watton Ross Murray
57	Policy and Sustainability	Policy Management Framework	High	CE1902 Policy Management Framework Issue 2: Completion of Integrated Impact Assessments (IIAs)	Amanda Hatton, Executive Director of Education and Children's Services	CE1902 - 2.2 Completion and publication of Integrated Impact Assessments - Education and Children's Services	Directorates will review all new and revised policies prior to submission for approval by Committee to confirm that all IIA requirements outlined in the recommendation above have been completed, with evidence of review and approval by the Service Director retained. Responsibility for monitoring progress with implementation of IIA action plans will be allocated to an appropriate senior responsible officer within each division to confirm that known gaps are being effectively addressed.	Started	31/12/21	0	31/03/22	Crawford McGhie Jackie Irvine Jenny Robertson Liz Harrison Lorna French Nichola Dadds Nickey Boyle
64	Policy and Sustainability	Resilience BC	High	Review of resilience templates and approach	Stephen Moir, Executive Director, Corporate Services	CW1702 Rec 1.c - Review and communication of revised resilience templates and approach	Resilience will review Business Impact Assessment (BIA) templates and Business Area Resilience Plan / Protocol templates and approach, incorporating concurrent risk planning. These will be communicated to Directorates who will then be required to complete refreshed BIAs, followed by resilience plans/protocols.	Implemented	31/05/21	0	31/08/21	Eileen Cossar Gavin King Gavin Sharp Kimberley Campbell Layla Smith Michelle Vanhegan Paul Young Prarthana Lasure Russell McLauchlan
65	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Paul Lawrence, Executive Director of Place	Rec 3.1 a) Place - Development of resilience protocols for statutory and critical services	Inline with the approach agreed by the Council's Policy and Sustainability Committee in October 2020, the Council has shifted from a plan based resilience approach to a protocol based approach. Resilience protocols will be developed for high risk services as required, with support from Corporate Resilience. All Directorates will aim to have this complete by 31 December 2022.	Started	19/06/20	1	31/03/23	Alison Coburn Audrey Dutton Claire Duchart David Givan Eileen Cossar Gareth Barwell Gavin King Gavin Sharp George Gaunt Karl Chapman Kimberley Campbell Lindsay Robertson Matthew MacArthur Paul Young Peter Watton Ross Murray Russell McLauchlan

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66	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Stephen Moir, Executive Director, Corporate Services	Rec 3.1b Corporate Services - Development of Resilience Plans/protocols for statutory and critical services	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	Started	19/06/20	1	31/03/23	Annette Smith Eileen Cossar Gavin King Gavin Sharp Hugh Dunn Katy Miller Kimberley Campbell Layla Smith Michelle Vanhegan Nick Smith Nicola Harvey Paul Young Prarthana Lasure Russell McLauchlan
67	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Judith Proctor, Chief Officer - HSCP	Rec 3.1c H&SC - Development of Resilience Plans/protocols for statutory and critical services	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	Started	19/06/20	1	31/03/23	Angela Ritchie Eileen Cossar Gavin Sharp Jacqui Macrae Kimberley Campbell Paul Young Rachael McLean Russell McLauchlan
68	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Amanda Hatton, Executive Director of Education and Children's Services	Rec 3.1d Education and Children's Services - Development of Resilience Plans/protocols for statutory and critical services	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	Started	19/06/20	1	31/03/23	Eileen Cossar Gavin King Gavin Sharp Jackie Irvine Kimberley Campbell Laura Zanotti Liz Harrison Lorna French Michelle McMillan Nichola Dadds Nickey Boyle Paul Young Russell McLauchlan
69	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Paul Lawrence, Executive Director of Place	Rec 6.1a Place - Review of third party contracts to confirm appropriate resilience arrangements	Existing third party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.	Started	20/12/19	4	31/01/22	Alison Coburn Annette Smith Audrey Dutton Claire Duchart David Givan Eileen Cossar Gareth Barwell Gavin Sharp George Gaunt Hugh Dunn Karl Chapman Kimberley Campbell Lindsay Robertson Lynette Robertson Matthew MacArthur Mollie Kerr Paul Young Peter Watton Prarthana Lasure Ross Murray Russell McLauchlan
70	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Judith Proctor, Chief Officer - HSCP	Rec 6.1c H&SC - Review of third party contracts to confirm appropriate resilience arrangements	Existing third party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.	Started	20/12/19	3	28/02/22	Angela Ritchie Eileen Cossar Gavin Sharp Jacqui Macrae Kimberley Campbell Paul Young Prarthana Lasure Rachael McLean Russell McLauchlan

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71	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Paul Lawrence, Executive Director of Place	Rec 2.1a Place - Update of business impact assessments (BIAs) using refreshed template	Rebased action October 2020Following roll-out of the refreshed BIA template, all Directorates will complete an update of BIAs by 31 May 2022. Following this Directorates will input BIA data on Continuity2. These will be checked by Resilience for accuracy and completeness.An annual review of BIAs and update of Continuity2 will then be completed.Date revised to 31 May 2022.Update Jul 2021 as part of RES2006 Technology Resilience - finding 1 - Corporate Resilience and Directorates - Critical Systems Recovery Timeframes and Council Service Continuity PlansInclude the requirement for directorates to ensure that the 14 Priority 1 services system recovery times are either aligned with the existing CGI service levels; change requests initiated to request faster CGI recovery times; or alternative resilience arrangements established for these systems.	Started	21/12/21	2	31/03/23	Alison Coburn Audrey Dutton Claire Duchart David Givan Eileen Cossar Gareth Barwell Gavin King Gavin Sharp George Gaunt Karl Chapman Kimberley Campbell Lindsay Robertson Matthew MacArthur Paul Young Peter Watton Ross Murray Russell McLauchlan
72	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Stephen Moir, Executive Director, Corporate Services	Rec 2.1b Corporate Services - Update of business impact assessments (BIAs) using refreshed template	Rebased action October 2020Following roll-out of the refreshed BIA template, all Directorates will complete an update of BIAs by 31 May 2022. Following this Directorates will input BIA data on Continuity2. These will be checked by Resilience for accuracy and completeness.An annual review of BIAs and update of Continuity2 will then be completed.Date revised to 31 May 2022 Update Jul 2021 as part of RES2006 Technology Resilience - finding 1 - Corporate Resilience and Directorates - Critical Systems Recovery Timeframes and Council Service Continuity PlansInclude the requirement for directorates to ensure that the 14 Priority 1 services system recovery times are either aligned with the existing CGI service levels; change requests initiated to request faster CGI recovery times; or alternative resilience arrangements established for these systems.	Started	21/12/21	2	31/03/23	Annette Smith Eileen Cossar Gavin King Gavin Sharp Hugh Dunn Katy Miller Kimberley Campbell Layla Smith Michelle Vanhegan Nick Smith Nicola Harvey Paul Young Prarthana Lasure Russell McLauchlan
73	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Judith Proctor, Chief Officer - HSCP	Rec 2c H&SC - Update of business impact assessments (BIAs) using refreshed template	Rebased action October 2020Following roll-out of the refreshed BIA template, all Directorates will complete an update of BIAs by 31 May 2022. Following this Directorates will input BIA data on Continuity2. These will be checked by Resilience for accuracy and completeness.An annual review of BIAs and update of Continuity2 will then be completed.Date revised to 31 May 2022Update Jul 2021 as part of RES2006 Technology Resilience - finding 1 - Corporate Resilience and Directorates - Critical Systems Recovery Timeframes and Council Service Continuity PlansInclude the requirement for directorates to ensure that the 14 Priority 1 services system recovery times are either aligned with the existing CGI service levels; change requests initiated to request faster CGI recovery times; or alternative resilience arrangements established for these systems.	Started	21/12/21	2	31/03/23	Angela Ritchie Eileen Cossar Gavin Sharp Jacqui Macrae Kimberley Campbell Moir Pringle Paul Young Rachael McLean Russell McLauchlan
74	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Amanda Hatton, Executive Director of Education and Children's Services	Rec 2d Education and Children's Services - Update of business impact assessments (BIAs) using refreshed template	Rebased action October 2020Following roll-out of the refreshed BIA template, all Directorates will complete an update of BIAs by 31 May 2022. Following this Directorates will input BIA data on Continuity2. These will be checked by Resilience for accuracy and completeness.An annual review of BIAs and update of Continuity2 will then be completed.Date revised to 31 May 2022 Update Jul 2021 as part of RES2006 Technology Resilience - finding 1 - Corporate Resilience and Directorates - Critical Systems Recovery Timeframes and Council Service Continuity PlansInclude the requirement for directorates to ensure that the 14 Priority 1 services system recovery times are either aligned with the existing CGI service levels; change requests initiated to request faster CGI recovery times; or alternative resilience arrangements established for these systems.	Started	21/12/21	2	31/03/23	Anna Gray Eileen Cossar Gavin King Gavin Sharp Jackie Irvine Kimberley Campbell Laura Zanotti Liz Harrison Lorna French Michelle McMillan Nichola Dadds Nickey Boyle Paul Young Russell McLauchlan
75	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Paul Lawrence, Executive Director of Place	Rec 6.2a Place - Annual assurance from Third Party Providers	Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements.Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.	Started	28/06/19	3	30/06/22	Alison Coburn Audrey Dutton Claire Duchart David Givan Eileen Cossar Gareth Barwell Gavin Sharp George Gaunt Karl Chapman Kimberley Campbell Lindsay Robertson Matthew MacArthur Paul Young Peter Watton Ross Murray Russell McLauchlan

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76	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Stephen Moir, Executive Director, Corporate Services	Rec 6.2b Corporate Services - Annual assurance from Third Party Providers	<p>Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved.</p> <p>It is recommended that contract managers include this requirement as part on ongoing contract management arrangements.</p> <p>Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers.</p> <p>Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.</p>	Started	28/06/19	2	30/06/22	Annette Smith Eileen Cossar Gavin King Gavin Sharp Gillie Severin Hugh Dunn Katy Miller Kimberley Campbell Layla Smith Lynette Robertson Michelle Vanhegan Mollie Kerr Nick Smith Nicola Harvey Paul Young Paula McLeay Prarthana Lasure Russell McLauchlan
77	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Judith Proctor, Chief Officer - HSCP	Rec 6.2c H&SC - Annual assurance from Third Party Providers	<p>Assurance will be obtained annually for statutory and critical services from third party service providers that their resilience plans remain adequate and effective; and have been tested to confirm that the recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. Where this assurance cannot be provided, this will be recorded in Service Area and Directorate risk registers.</p>	Started	21/06/19	2	30/06/22	Angela Ritchie Eileen Cossar Gavin Sharp Jacqui Macrae Kimberley Campbell Paul Young Rachael McLean Russell McLauchlan
78	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Amanda Hatton, Executive Director of Education and Children's Services	Rec 6.2d Education and Children's Services - Annual assurance from Third Party Providers	<p>Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved.</p> <p>It is recommended that contract managers include this requirement as part on ongoing contract management arrangements.</p> <p>Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers.</p> <p>Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.</p>	Started	28/06/19	2	30/06/22	Anna Gray Eileen Cossar Gavin Sharp Jackie Irvine Kimberley Campbell Laura Zanotti Liz Harrison Lorna French Michelle McMillan Nichola Dadds Nickey Boyle Paul Young Russell McLauchlan
79	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Stephen Moir, Executive Director, Corporate Services	Rec 3.2b Corporate Services - Completion of Resilience plans/protocols for essential activities	<p>Rebased action October 2020Following completion of resilience plans/protocols for high-risk essential services, plans/protocols will be developed for remaining essential activities, with support and training from Resilience.These will be checked by Resilience to ensure alignment with corporate plans and protocols.Date revised to 31 December 2023</p>	Started	20/12/21	1	31/03/24	Annette Smith Eileen Cossar Gavin King Gavin Sharp Gillie Severin Hugh Dunn Katy Miller Kimberley Campbell Layla Smith Michelle Vanhegan Nick Smith Nicola Harvey Paul Young Paula McLeay Prarthana Lasure Russell McLauchlan

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80	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Paul Lawrence, Executive Director of Place	Rec 3.2a Place - Completion of Resilience plans/protocols for essential activities	<p>Rebased action October 2020Following completion of resilience plans/protocols for high-risk essential services, plans/protocols will be developed for remaining essential activities, with support and training from Resilience.</p> <p>These will be checked by Resilience to ensure alignment with corporate plans and protocols.</p> <p>Date revised to 31 December 2023.</p>	Started	20/12/21	1	31/03/24	<p>Alison Coburn</p> <p>Audrey Dutton</p> <p>Claire Duchart</p> <p>David Givan</p> <p>Eileen Cossar</p> <p>Gareth Barwell</p> <p>Gavin King</p> <p>Gavin Sharp</p> <p>George Gaunt</p> <p>Karl Chapman</p> <p>Kimberley Campbell</p> <p>Lindsay Robertson</p> <p>Matthew MacArthur</p> <p>Nicky Brown</p> <p>Paul Young</p> <p>Peter Watton</p> <p>Ross Murray</p> <p>Russell McLauchlan</p>
81	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Judith Proctor, Chief Officer - HSCP	Rec 3.2c H&SC - Completion of Resilience plans/protocols for essential activities	<p>Rebased action October 2020Following completion of resilience plans/protocols for high-risk essential services, plans/protocols will be developed for remaining essential activities, with support and training from Resilience.These will be checked by Resilience to ensure alignment with corporate plans and protocols.Date revised to 31 December 2023</p>	Started	20/12/21	1	31/03/24	<p>Angela Ritchie</p> <p>Eileen Cossar</p> <p>Gavin Sharp</p> <p>Jacqui Macrae</p> <p>Kimberley Campbell</p> <p>Paul Young</p> <p>Rachael McLean</p> <p>Russell McLauchlan</p>
82	Policy and Sustainability	Resilience BC	High	Completion and adequacy of service area business impact assessments and resilience arrangements	Amanda Hatton, Executive Director of Education and Children's Services	Rec 3.2d Education and Children's Services - Completion of resilience plans/protocols for essential activities	<p>Rebased action October 2020Following completion of resilience plans/protocols for high-risk essential services, plans/protocols will be developed for remaining essential activities, with support and training from Resilience.These will be checked by Resilience to ensure alignment with corporate plans and protocols.Date revised to 31 December 2023</p>	Started	20/12/21	1	31/03/24	<p>Anna Gray</p> <p>Eileen Cossar</p> <p>Gavin King</p> <p>Gavin Sharp</p> <p>Jackie Irvine</p> <p>Kimberley Campbell</p> <p>Laura Zanotti</p> <p>Liz Harrison</p> <p>Lorna French</p> <p>Michelle McMillan</p> <p>Nichola Dadds</p> <p>Nickey Boyle</p> <p>Paul Young</p> <p>Russell McLauchlan</p>
83	Policy and Sustainability	Resilience BC	Medium	Adequacy, maintenance and approval of Council wide resilience plans	Stephen Moir, Executive Director, Corporate Services	Rec 4) Update of Council Business Continuity Plan to include key elements from resilience protocols	<p>The Council Business Continuity Plan (BCP) was developed and signed off the Chief Executive in May 2019.Following Directorate review and update of resilience protocols, the Council BCP will be updated to include key elements of Directorate plans.</p>	Started	18/12/20	1	30/06/24	<p>Eileen Cossar</p> <p>Gavin King</p> <p>Gavin Sharp</p> <p>Kimberley Campbell</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Paul Young</p> <p>Prarthana Lasure</p> <p>Russell McLauchlan</p>
108	Policy and Sustainability	Social Work Centre Bank Account Reconciliations	High	Corporate Appointee Client Fund Management	Judith Proctor, Chief Officer - HSCP	Recommendation 1a - Health & Social Care	<p>1. Health and Social Care: Given the considerable business support and social worker resources implications, the above recommendations will take time to design, implement and maintain. Business Support is resolving problem appointee arrangements as we go along, however, the backlog of reviews will need a programme management approach to rectify errors and support the governance required. In the meantime, associated risks will be added to the Partnership's risk register to monitor controls and progress on a monthly basis, given its high finding rating. Following the Care Home Assurance Review, the Partnership is developing a self-assurance control framework. Locality Managers have agreed for corporate appointee arrangements to be included in the assurance framework – which if found to be successful and useful, can be mirrored by the other applicable services in this report. Business Support is working on new guidelines for the administration of Corporate Appointeeship (e.g. new procedures, monthly checklists, etc.), which will support the effective delivery of the framework.</p>	Started	28/06/19	3	01/02/22	<p>Alison Roarty</p> <p>Angela Ritchie</p> <p>Colin Beck</p> <p>Louise McRae</p> <p>Rachael McLean</p> <p>Tony Duncan</p>
109	Policy and Sustainability	Social Work Centre Bank Account Reconciliations	High	Corporate Appointee Client Fund Management	Judith Proctor, Chief Officer - HSCP	2.2. Updating procedures to include an annual review of Corporate Appointee contracts	<p>2. New guidelines will be written to ensure clarity of responsibilities. Sections will be included detailing Social Work; Business Support; and Transactions team responsibilities. The objective is to create and implement an end to end process that includes eligibility criteria, DWP processes and a full administrative process that will be applied centrally and across Locality offices; clusters; and hubs.</p>	Started	30/04/18	3	18/02/22	<p>Alison Roarty</p> <p>Angela Ritchie</p> <p>Colin Beck</p> <p>Louise McRae</p> <p>Rachael McLean</p> <p>Tony Duncan</p>
110	Policy and Sustainability	Social Work Centre Bank Account Reconciliations	High	Corporate Appointee Client Fund Management	Judith Proctor, Chief Officer - HSCP	Rec 1b - Business Support - review of Corporate Appointee processes	<p>1. Business Support: Business Support will enable the review of current processes and guidelines in conjunction with Hub and Cluster Managers with sign off at the Locality Managers Forum. Business support will review all Corporate Appointee accounts and contact the relevant social worker, support worker or hub where the funds are over £16K for immediate review. Business support will advise social work when the funds exceed £16K where there is not a valid reason (for example, client deceased and social worker discussing estate with solicitor). Clarity on contact with DWP is being progressed and will be written into the new guidelines. Regular reporting will be introduced from the revised systems being implemented. This will be provided monthly at Senior Social Work level and annually for H&SC management</p>	Started	31/05/18	3	18/02/22	<p>Alison Roarty</p> <p>Angela Ritchie</p> <p>Colin Beck</p> <p>Louise McRae</p> <p>Rachael McLean</p> <p>Tony Duncan</p>

Ref	Executive Committee	Project Name	Issue Type	Issue Title	Owner	Recommendation Title	Agreed Management Action	Status	Esitimated Impement Date	No of Revisions	Revised Impl Date	Contributor
125	Policy and Sustainability	Unsupported Technology (Shadow IT) and End User Computing	Medium	CW1914 Issue 1: Digital strategy and governance	Judith Proctor, Chief Officer - HSCP	CW1914 Rec 1.4e - Review of existing shadow IT contracts (Health and Social Care)	The following actions were discussed and agreed by the Council's Corporate Leadership Team and will be applied by all Directorates following receipt of guidance from Commercial and Procurement Services as per recommendation 1.4a above. 1. The Directorate will complete a review of all contracts supporting the ongoing use of shadow IT / cloud based applications used within divisions in comparison to the guidance provided by Commercial and Procurement Services (CPS) to ensure identify any contracts that need to be refreshed or procured, with support from CPS and Digital Services. 2. Where inadequate contracts are identified, and the supplier is unable to support an immediate contract refresh, the criticality of the system and the service it supports will be assessed to determine whether the system is required, or whether an alternative system solution can be procured. 3. Where inadequate contracts support critical systems that cannot be immediately re-procured, the risks associated with ongoing use of these systems and their contracts will be recorded in divisional and directorate risk registers, and the contract re-procured at the earliest possible date.	Implemented	30/09/21	0	30/12/21	Angela Ritchie Mike Massaro-Mallinson Moira Pringle Rachael McLean Tony Duncan
131	Policy and Sustainability	Unsupported Technology (Shadow IT) and End User Computing	High	CW1914 Issue 2: Ongoing shadow IT and end user computing management	Judith Proctor, Chief Officer - HSCP	CW1914 Rec 2.1d - Second line assurance and oversight (Health and Social Care)	The following actions were discussed and agreed by the Council's Corporate Leadership Team and will be applied by all first line divisions and directorates. 1. divisions and directorates will confirm whether they are consistently applying shadow IT framework and meet the requirements of the Council's externally hosted ICT services protocol in their annual assurance statements, and with any gaps or instances of non-compliance disclosed; 2. reliance will be placed on third line oversight by Internal Audit (IA), acknowledging that the assurance provided in relation to the ongoing management of shadow IT technology applications across the Council will be considered as part of IA's ongoing risk based assurance proposals, with assurance unlikely to be provided on an ongoing basis.	Started	30/07/21	0	30/10/21	Angela Ritchie Mike Massaro-Mallinson Moira Pringle Rachael McLean Tony Duncan

Appendix 3 - Internal Audit Key Performance Indicators as at 26 January 2022

Directorate	Audit Title	Audit Progress	Terms of Reference Service Response <= 5 days post issue	Terms of Reference Director Response <= 5 days post issue	Close out meeting <= 5 days after fieldwork completed	Report issued by IA <= 10 days post close out meeting	Date		Final Draft to Directors <= 5 days post management response	Director approval <= 3 days from receipt	Final report issued by IA <= 5 days post director approval	Team Central updated by IA <= 5 days of final report	Comments
							Workshop <= 5 days after report issued	Mgt responses agreed <= 5 days post workshop					
Corporate Services	Elections in Covid Environment - design review	Complete	3	2	1	10	0	0	2	n/a	n/a	7	Final report issued 31.5.21
Corporate Services	Design of the Scottish Local Government Living Wage Requirements	Complete	17	1	8	9	4	1	1	2	5	1	Final report issued on 28.10.21.
Corporate Services	Council Tax and Business Rates	Fieldwork	7	5	0	0	0	0	0	0	0	0	Fieldwork extended reflecting current resourcing impacts on the Customer team
Corporate Services	Cyber Security - technology vulnerability management	Planning	7	0	0	0	0	0	0	0	0	0	
Corporate Services	CGI performance reporting	Planning	7	0	0	0	0	0	0	0	0	0	
Corporate Services	Capital Budget Setting and Management	Planning	3	3	0	0	0	0	0	0	0	0	
Corporate Services	Payment Card Industry Data Security Standard Compliance	Planning	12	6	0	0	0	0	0	0	0	0	
Corporate Services	Employee Lifecycle Data and Compensation and Benefits Processes	Reporting	13	2	0	0	0	0	0	0	0	0	Delayed response on ToR was due to Christmas leave
Corporate Services	Planning and Performance Framework design review	Reporting	26	2	3	35	15	13	9	0	0	0	Fieldwork ongoing - awaiting information from HR
Corporate Services	Digital and Smart City Strategy	Reporting	49	80	-2	5	14	0	0	0	0	0	Ongoing Engagement with Head of Service and Exec Direct on management responses.
Council Wide	Fraud and Serious Organised Crime	Fieldwork	74	64	0	0	0	0	0	0	0	0	Currently finalising management responses with the service.
Council Wide	Implementation of Whistleblowing and Child Protection Recommendations	Fieldwork	7	4	0	0	0	0	0	0	0	0	Not all areas responded on draft ToR. Fieldwork delayed due to sickness absence in key team.
Council Wide	Employee wellbeing	Planning	2	0	0	0	0	0	0	0	0	0	In fieldwork
Council Wide	Complaints Management	Planning	6	5	0	0	0	0	0	0	0	0	
Council Wide	Management and Allocation of Covid-19 grant funding	Planning	7	34	0	0	0	0	0	0	0	0	Fieldwork completion will be delayed reflecting pressures on Customer with Business Grants
Council Wide	Health and Safety - Implementation of asbestos recommendations	Reporting	6	6	34	17	4	0	0	0	0	0	No response received from Exec Direct Place on ToR. Ongoing engagement with services on mgt responses.
Education & Childrens Svcs	Criminal Justice	Fieldwork	12	1	0	0	0	0	0	0	0	0	In fieldwork
Education & Childrens Svcs	Early Years Education and Alignment with End Poverty Delivery Plan	Planning	No response	0	0	0	0	0	0	0	0	0	Reminder sent 17/1/22 for ToR issued 7 December
Place	Planning - householder applications and use of Uniform system	Fieldwork	5	14	0	0	0	0	0	0	0	0	
Place	The Management of Development Funding	Fieldwork	10	16	0	0	0	0	0	0	0	0	Final ToR issued on 13.01.22. Delays with receipt of information from service due to sickness absence.
Place	Housing Property Services Repairs Management	Planning	Not yet due	0	0	0	0	0	0	0	0	0	Responses on Terms of Reference due 28/1/22
Place	Parking and Traffic Regulations	Reporting	4	2	3	24	2	0	0	0	0	0	Ongoing engagement with service re management responses

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