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Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 21st March, 2023

Dean of Guild Court Room - City Chambers

This is a public meeting and members of the public are welcome to attend or watch the webcast live on the Council's website.

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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

3.1 If any

4. Minutes

4.1	Minute of Policy and Sustainability Committee of 17 January 2023 – submitted for approval as a correct record	11 - 36

5. Forward Planning

5.1	Work Programme – 21 March 2023	37 - 46
5.2	Rolling Actions Log	47 - 80

6. Business Bulletin

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7. Executive Decisions

7.1	Police Scotland - Local Police Plan 2023-2026 and City of Edinburgh Division Update – Report by the Executive Director of Corporate Services	91 - 148
7.2	Independent Inquiry and Whistleblowing Culture Review	149 - 190
	(a) Update – by the Chief Executive	
	(b) Referral from the City of Edinburgh Council	
7.3	Stonewall Diversity Champions Programme – Report by the Executive Director of Corporate Services	191 - 196
7.4	Equality and Diversity Framework 2021-2025: Equality Outcomes and Mainstreaming Interim Progress Report – Report by the Executive Director of Corporate Services	197 - 222
7.5	The City of Edinburgh Council Gaelic Language Plans: 2017-22 and 2023-27 – Report by the Executive Director of Corporate Services	223 - 264
7.6	Updated Planning and Performance Framework 2023-2027 – Report by the Executive Director of Corporate Services	265 - 308
7.7	Internal Audit: Swift System - Application Technology Controls Internal Audit Report – Report by the Executive Director of Corporate Services	309 - 324
7.8	McCrae's Battalion Trust: Commemorative Service at Contalmaison Cairn - 1 July 3023 – Report by the Chief Executive	325 - 328
7.9	Risk Management Policy – Report by the Executive Director of Corporate Services	329 - 338
7.10	Multi-agency Domestic Abuse Policy – Report by the Executive Director of Children, Education and Justice Services	339 - 362

7.11	Carbon Impact of International Travel – Report by the Executive Director of Corporate Services	363 - 368
7.12	Extreme Heat, Climate Adaptation and Resilience – Report by the Executive Director of Corporate Services	369 - 376
7.13	Driving For the Council – Telematics Policy – Report by the Executive Director of Place	377 - 392
7.14	City Strategic Investment Fund - Allocations – Report by the Executive Director of Place	393 - 398
7.15	Edinburgh Slavery and Colonialism Legacy Review Implementation Group – Report by the Executive Director of Place	399 - 406
7.16	Health and Social Care Contracts – Report by the Chief Officer, Edinburgh Health and Social Care Partnership (**Note:** Councillor Miller has been called for this item.)	407 - 420
7.17	Edinburgh Health and Social Care Partnership – System Pressures Update – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	421 - 428
7.18	Assessing the Feasibility of an Edinburgh Drug Checking Project – Report by the Chief Officer, Edinburgh Health and Social Care Partnership (**Note:** Councillor McFarlane has been called for this item.)	429 - 434

8. Routine Decisions

8.1	Response to Motion by Councillor Day - Ukraine Support – Report by the Executive Director of Place	435 - 442
8.2	Employment Policies - HR Assurance Statement – Report by the Executive Director of Corporate Services	443 - 450

8.3	Policy for the Transition from Children to Adult Support – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	451 - 480
8.4	Best Value Assurance Audit - Update – Report by the Executive Director of Corporate Services	481 - 504

9. Motions

9.1 By Councillor Day - Re-deployment

"Notes: The advice circulated by Head of Democracy, Governance and Resilience on 03/03/2023, stating that a budget proposal does not change the council's Managing Change Policy nor the commitment to no compulsory redundancies; and

Further notes: That employees with redeployment status are often doing useful work within the council; and that there is an expectation they should be receiving support towards finding a new role.

Therefore, asks for a report to this Committee in two cycles providing information about the current redeployment arrangements and how they could be made more effective in transitioning employees into appropriate permanent roles."

9.2 By Councillor Parker - Urban Wildlife Management

"1) Notes that under the Prevention of Damage by Pests Act (1949) and Environmental Protection Act (1990), local authorities have a statutory obligation to manage "pests" on their own land and buildings, including rats, mice, and insects.

2) Recognises that in order to meet these statutory obligations, appropriate wildlife management is required, and that this is important for public health and safety.

3) Also recognises that there can be a diversity of opinion about what constitutes appropriate wildlife management and for what species, and that some practices can have a significant negative impact on ecosystems, exacerbating

the effects of the climate and nature emergencies.

4) Notes that wildlife management is important for a large number of council departments, services and workstreams including waste, facilities management, environmental protection, parks / greenspace and biodiversity, amongst others, and that a joined-up approach to wildlife management is therefore important.

5) Further notes with concern the large-scale avian flu outbreak and the threat this poses to bird populations including urban gulls, as well as mammals such as otters and foxes who can contract the virus too.

6) Therefore, requests a report to Policy & Sustainability committee in 3 cycles which should outline:

   a) Current council practices in relation to wildlife management, including a list of species the Council actively manages in the interests of public health and safety, as well as a list of those it does not but which other, private “pest” control firms may well do;

   b) Details about how the Council adopts an integrated wildlife management approach in this work, including information about how this is managed cross-service / departmentally, also noting how consideration of the impact of wildlife management on biodiversity is considered, and ideas about how all of this could be strengthened;

   c) Information about how the Council approach aligns with the 7 principles of ethical wildlife management, CRRU code and other relevant standards;

   d) Information about how the Council is adapting its approach to urban gull management to reflect the severity of the avian flu outbreak.”

9.3 By Councillor Mumford - Edinburgh Community Climate Fund

“1) Welcomes the many applications submitted by community groups to the Edinburgh Community Climate Fund;

2) Notes that the fund has been significantly oversubscribed and considers this a testament to its success, and commends the hard work of officers to publicise it and community groups for getting involved;

3) Requests a report from officers after applications have been judged and awards made outlining:

a) The total amount of funding applied for by groups;

b) The total amount of funding available from the fund, and therefore the level of oversubscription;

c) The key themes emerging from project applications and successfully funded projects;

d) A geographical break down of the submitted and awarded projects;

e) Consideration of how unsuccessful projects could continue to receive support from the Council to further their community action to tackle climate change;

f) Proposals for how the fund could be continued and expanded in future years to meet demand."

9.4 By Councillor Parker - Budget Setting Process and Climate Impact Statement

"1) Notes that on 17th November 2022, Committee unanimously approved an amendment to item 7.3 "Public Bodies Climate Change Duties Report 2021/2022" requesting that "officers provide high level guidance for political groups to complete a climate impact assessment of proposed budgets in the run up to the Council's budget setting process in February", and agreed the recommendation that "all budget motions should include an accompanying statement to their proposals which sets out how their spending plans align with the Council's climate strategies, including this as an appendix";

2) Further notes that, despite the guidance and template document being received in December 2022, only one

budget put forward at the Council's budget meeting on 23rd February included a climate impact statement as an Appendix;

3) Therefore, requests that, as part of the post-budget review processes undertaken by officers, feedback is sought from groups on their experience of using the climate impact statement template. For those groups who did use the impact statement template, officers should explore what was helpful about it and what could be improved about it for future years. For those groups who chose not to use the impact statement template, officers should explore what barriers groups experienced to using it and how they could be supported in future years to make use of the template."

10. Resolution to Consider in Private

10.1 The Sub-Committee, is requested under Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the public from the meeting for the following items of business on the grounds that they would involve the disclosure of exempt information as defined in Paragraphs 8 and 9 of Part 1 of Schedule 7A of the Act.

11. Private Reports

11.1	Four Seasons Healthcare – North Merchiston and Castlegreen Care Homes – referral from the Finance and Resources Committee	505 - 512

Nick Smith

Service Director, Legal and Assurance

Committee Members

Councillor Cammy Day (Convener), Councillor Danny Aston, Councillor Alan Beal, Councillor Marco Biagi, Councillor Kate Campbell, Councillor Sanne Dijkstra-Downie, Councillor Phil Doggart, Councillor Joan Griffiths, Councillor Kevin Lang, Councillor Lesley Macinnes, Councillor Adam McVey, Councillor Jane Meagher, Councillor Alys Mumford, Councillor Ben Parker, Councillor Alex Staniforth, Councillor Mandy Watt 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 City Chambers, High Street, Edinburgh.

Further information

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

A copy of the agenda and papers for this meeting will be available for inspection prior to the meeting at the main reception office, City Chambers, High Street, Edinburgh.

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Minutes

Policy and Sustainability Committee

10.00 am, Tuesday 17 January 2023

Present

Councillors Day (Convener), Aston (substitute for SNP Vacancy), Beal, Biagi, Campbell, Dijkstra-Downie, Doggart, Griffiths, Lang, Macinnes, McVey, Meagher, Mumford, Parker, Staniforth, Walker (substitute for Councillor Watt), and Whyte.

Also present : Councillor Burgess (item 10)

1. Police Scotland - Edinburgh City Division Scrutiny Report April-September 2022

An update was provided for April to September 2022June 2022 on Police Scotland's Edinburgh City Division city-wide plans, policies and performance.

Chief Superintendent Sean Scott and Superintendent Sam Ainslie spoke to the report, and responded to members' questions.

Decision

To note the update.

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

2. Scottish Fire and Rescue Service – Local Plan Performance Report

An update was provided on the Scottish Fire and Rescue Service prevention, protection and operational response activities within the City of Edinburgh area during the reporting period of 2021-22 (1 April 2021 – 31 March 2022).

Matt Acton, Scottish Fire and Rescue Service spoke to the report, and responded to members' questions.

Decision

To note the update.

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

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3. Minutes

Decision

1) To approve the minute of the Policy and Sustainability Committee of 1 November 2022 as a correct record.

2) To approve the minute of the Policy and Sustainability Committee of 17 November 2022 as a correct record

4. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 17 January 2023 was presented.

Decision

To note the Work Programme.

(Reference – Work Programme 30 August 2022, submitted.)

5 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 1 – In-house Service Provision - Response to a motion by Councillor Day

Action 2 – Barriers to Elected Office – Motion by Councillor Main

Action 5 – COVID-19 and Council Services – Motion by Councillor Lang

Action 6(1) – Air Quality in Primary Schools – Motion by Councillor Caldwell

Action 9 – Response to composite motion – Warm and Welcoming Spaces and Cost of Energy Crisis

Action 10 – Assessing the Feasibility of an Edinburgh Drug Consumption Room

Action 12 – Edinburgh Biodiversity Action Plan 2022-2027 and Scottish Biodiversity Strategy Consultation

Action 13 – Edinburgh and South East Scotland City Region Deal Annual Report 2021/22

Action 17 – Public Bodies Climate Change Duties Report 2021/22

Action 18 - Council Emissions Reduction Plan – Annual Progress Report

Action 22 – Performance Update Report

Action 24 – Forth Green Freeport

2) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

6. Business Bulletin

The Policy and Sustainability Committee Business Bulletin for 17 January 2023 was submitted.

Decision

1) To ask for a further update on the use of Edinburgh Leisure facilities.

2) To note the Business Bulletin.

(Reference – Business Bulletin 17 January 2023 August 2022, submitted.)

7. LOVE Gorgie Farm – Emergency Motion by Councillor Day

The Convener ruled that the following item, notice of which had been given at the start of the meeting, be considered as a matter of urgency to allow the Committee to give early consideration to this matter.

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

"Committee is asked to:

- Note that LOVE Learning have walked away from running Gorgie Farm.
- Recognise the importance of the Farm to volunteers, mental health and vulnerable families, and for staff and volunteers, to care for the animals temporarily on site while a way forward is investigated.
- Note a public meeting was held on 9th January 2023.
- Note the Cross-Party Meeting with MSPs, Group Leaders and Local Members with the Executive Director of Education and Children's Services, and the Service Director for Sustainable Development, to discuss options for a sustainable future for the Farm took place on 11th January 2023.
- Note the Council Leader will continue discussions with the Steering Group from the Save Gorgie Farm Campaign.
- Request an update to the next Education, Children and Families Committee on 31st January 2023 on the current situation and any ongoing discussion/opportunities to support a new sustainable model for Gorgie Farm which is fit for the future."

Motion

To approve the motion by Councillor Day

- moved by Councillor Day, seconded by Councillor Walker

Amendment

To insert after the second bullet point in the motion by Councillor Day:

- Recognises that the last 40 years Gorgie City Farm has been the jewel in the crown in terms of attractions in an urban setting.

- Recognises it has been a lifeline for residents and volunteers in terms of their social activity and isolation and has provided an exceptional training service for those with additional support needs.
- Appreciates the Farm attracts groups of school children who have often never had contact with live animals. It also hosts tens of thousands of visitors from within and outwith Edinburgh.

Committee is asked to commit to an ongoing Farm and its social and community benefit on the existing site.

To insert after the last paragraph in the motion:

- Committee delegates power to the chief executive to TUPE 2 full time equivalent staff *subject to consideration of the costs of running the facility,* who will take responsibility for the essential upkeep of the Farm, the care of the animals, maintaining the links with volunteers and public until a new operator is in place. The remaining discretionary grant fund should be utilised to cover any additional costs until the staff can be TUPE'd to a new operator, subject to confirmation that the costs can be covered by the funding within the discretionary grant fund and that legal checks are in place.

- moved by Councillor Campbell, seconded by Councillor Mumford

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

Voting

The voting was as follows:

For the motion (as adjusted)	-	6 votes
For the amendment	-	11 votes

(For the motion: Councillors Day, Doggart, Griffiths, Meagher, Walker and Whyte.

For the amendment: Councillors Aston, Beal, Biagi, Campbell, Dijkstra-Downie, Lang, Macinnes, McVey, Mumford, Parker and Staniforth.)

Decision

To approve the following amendment by Councillor Campbell:

1) To note that LOVE Learning had walked away from running Gorgie Farm.

2) To recognise the importance of the Farm to volunteers, mental health and vulnerable families, and for staff and volunteers, to care for the animals temporarily on site while a way forward was investigated.

3) To recognise that the last 40 years Gorgie City Farm had been the jewel in the crown in terms of attractions in an urban setting.

4) To recognise it had been a lifeline for residents and volunteers in terms of their social activity and isolation and had provided an exceptional training service for those with additional support needs.

5) To appreciate the Farm attracted groups of school children who had often never had contact with live animals. It also hosted tens of thousands of visitors from within and outwith Edinburgh.

6) To commit to an ongoing Farm and its social and community benefit on the existing site.

7) To note a public meeting was held on 9th January 2023.

8) To note the Cross-Party Meeting with MSPs, Group Leaders and Local Members with the Executive Director of Education and Children's Services, and the Service Director for Sustainable Development, to discuss options for a sustainable future for the Farm took place on 11th January 2023.

9) To note the Council Leader would continue discussions with the Steering Group from the Save Gorgie Farm Campaign.

10) To request an update to the next Education, Children and Families Committee on 31st January 2023 on the current situation and any ongoing discussion/opportunities to support a new sustainable model for Gorgie Farm which was fit for the future.

11) To delegate power to the Chief Executive to TUPE 2 full time equivalent staff *subject to consideration of the costs of running the facility,* who would take responsibility for the essential upkeep of the Farm, the care of the animals, maintaining the links with volunteers and public until a new operator was in place. The remaining discretionary grant fund should be utilised to cover any additional costs until the staff could be TUPE'd to a new operator, subject to confirmation that the costs could be covered by the funding within the discretionary grant fund and that legal checks were in place.

8. Time off for Trade Union Representatives Policy

The Council had an Agreement on Time Off and Provision of Facilities for Trade Union Representatives, which supported a partnership approach to working with recognised trade unions and provided support for them in the form of reasonable time off and the provision of a reasonable number of facilities which had last been updated in 2015.

Details were provided on a refreshed policy now renamed the Time off for Trade Union Representatives.

Motion

To approve the new Time Off for Trade Union Representatives policy.

- moved by Councillor Day, seconded by Councillor Walker

Amendment

1) To approve the new Time Off for Trade Union Representatives policy.

2) To further agree that:

   a) spending on Time off for Trade Union Representatives should be limited to not more than 0.1 per cent of the total Council pay (in line with

maximum Guide figures used by Whitehall departments in the past and where the current civil service average is 0.05 per cent).

b) no trade union representative should spend more than 50 per cent of their time carrying out union duties and activities

- moved by Councillor Whyte, seconded by Councillor Doggart

Voting

The voting was as follows:

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

(For the motion: Councillors Aston, Beal, Biagi, Campbell, Day, Dijkstra-Downie, Griffiths, Lang, Macinnes, McVey, Meagher, Mumford, Parker, Staniforth and Walker.

For the amendment: Councillors Doggart and Whyte.)

Decision

To approve the motion by Councillor Day

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

9. Employee Code of Conduct

As part of the findings from the Independent Inquiry and Whistleblowing Culture Review in 2021 (“Inquiry and Review”), several employment policy recommendations were made including the recommendation to review all conduct related employment policies and, where appropriate to revise.

Details were provided on the Employee Code of Conduct which had been reviewed and refreshed taking into considerations the recommendations of the Inquiry and Review.

Motion

1) To note that this Code had been reviewed and revised to address the recommendations agreed following the Independent Inquiry and Whistleblowing Culture Review by Susan Tanner QC, with Pinsent Mason in 2021.

2) To approve the revised Employee Code of Conduct.

- moved by Councillor Day, seconded by Councillor Walker.

Amendment

1) To note that this Code had been reviewed and revised to address the recommendations agreed following the Independent Inquiry and Whistleblowing Culture Review by Susan Tanner QC, with Pinsent Mason in 2021.

2) To approve the revised Employee Code of Conduct.

3) To request a report within 2 cycles on Council progress towards development of robust harassment prevention and action policies which address sexual and

sexist harassment, racial harassment, homophobia, biphobia and transphobia, harassment towards disabled people, and other forms of harassment.

- moved by Councillor Mumford, seconded by Councillor Staniforth

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 Day:

1) To note that this Code had been reviewed and revised to address the recommendations agreed following the Independent Inquiry and Whistleblowing Culture Review by Susan Tanner QC, with Pinsent Mason in 2021.

2) To approve the revised Employee Code of Conduct.

3) To request a report within 2 cycles on Council progress towards development of robust harassment prevention and action policies which addressed sexual and sexist harassment, racial harassment, homophobia, biphobia and transphobia, harassment towards disabled people, and other forms of harassment.

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

10. Endorsement of Plant-based Treaty – Response to Motion by Councillor Burgess

a) Deputation – Plant-based Treaty

The deputation indicated that they were a global campaign launched at COP25 in Glasgow with the aim of negotiating a global treaty which encouraged a global shift towards healthy plant based diets. They felt that one way of achieving this was for cities to endorse the Plant-based Treaty.

The deputation welcomed the report which they felt had positive high levels of detail and analysis which were above expectations and were happy that the report acknowledged the impact of food on the climate crisis and the mitigation potential of a shift towards plant-based diets. They indicated that they were using the Council's report as best practice to inspire changes and had circulated it to a number of other Councils.

Assurance was given that endorsing the treaty was akin to a pledge, was not binding and that the Council would not be agreeing to apply the principle of the treaty in its entirety.

b) Report by the Interim Executive Director of Corporate Services

In response to a motion by Councillor Burgess, details were provided on the potential implications for the City of Edinburgh Council of endorsing the call for a Plant-based treaty and integrating its principles and relevant actions, including for cities and education, into Council strategies and action plans.

Motion

1) To note the greenhouse gas emissions reductions associated with a shift to plant-based diets outlined within the report by the Interim Executive Director of Corporate Services.

2) To note the potential implications of the proposed plant-based treaty for City of Edinburgh Council.

3) To note that there are actions within the treaty that cannot be implemented as they are outside the Council's control and endorsement of the treaty is not legally binding.

4) To note that although plant-based options will be promoted in schools, young people will still have choice in their meals.

5) To request an update report on progress of the treaty.

6) To request the Council Leader write to the Scottish Government to confirm Edinburgh has signed up to the treaty.

- moved by Councillor Day, seconded by Councillor Walker

Amendment 1

1) To note the greenhouse gas emissions reductions associated with a shift to plant-based diets outlined within the report by the Interim Executive Director of Corporate Services.

2) To note the potential implications of the proposed plant-based treaty for City of Edinburgh Council.

3) To agree to refer a decision on whether to endorse the call for a Plant Based Treaty to full Council.

- moved by Councillor Lang, seconded by Councillor Beal

Amendment 2

1) To note the greenhouse gas emissions reductions associated with a shift to plant-based diets outlined within the report by the Interim Executive Director of Corporate Services.

2) To note the potential implications of the proposed plant-based treaty for City of Edinburgh Council.

3) To note that to endorse the Plant Based Treaty is to acknowledge that food systems are a main driver of the Climate Emergency and that a shift towards plant-based diets can go a huge way in reducing emissions, and that this is a key ambition of the Council as set out in the Council Business Plan and 2030 Climate Strategy.

4) To note that action to reduce meat and dairy consumption in Edinburgh will help to mitigate and adapt the city to the effects of climate change, improve social justice and economic wellbeing, and support the Council as it responds to

forthcoming changes to the Public Bodies Climate Change Duties which will require the Council to set targets for reducing consumption-based emissions.

5) To further note that endorsing the Plant Based Treaty is non-binding, carries no legal risk, and does not commit the Council to fulfil every demand set out within it.

Therefore, Committee:

6) Agrees to endorse the Plant Based Treaty.

7) Requests that the Council Leader writes to the First Minister and relevant Cabinet Secretary / Ministers outlining that the Council has endorsed the Treaty, and encouraging the Scottish Government to do so too.

8) Requests an action plan and timescale for implementing possible changes to Council activities following the endorsement of the treaty to be presented to Committee for decision within 3 cycles.

- moved by Councillor Parker, seconded by Councillor Mumford

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

Voting

The voting was as follows:

For the Motion (as adjusted) - 12 votes
For Amendment 1 - 5 votes

(For the Motion (as adjusted): Councillors Aston, Campbell, Biagi, Day, Griffiths, Macinnes, McVey, Meagher, Mumford, Parker, Staniforth and Walker.

For Amendment 1: Councillors Beal, Dijkstra-Downie, Doggart, Lang and Whyte.)

Decision

To approve the following adjusted motion by Councillor Day:

1) To note the greenhouse gas emissions reductions associated with a shift to plant-based diets outlined within the report by the Interim Executive Director of Corporate Services.

2) To note the potential implications of the proposed plant-based treaty for City of Edinburgh Council.

3) To note that there were actions within the treaty that could not be implemented as they were outside the Council's control and endorsement of the treaty was not legally binding.

4) To note that although plant-based options would be promoted in schools, young people would still have choice in their meals.

5) To request an update report on progress of the treaty.

6) To request the Council Leader write to the Scottish Government to confirm Edinburgh had signed up to the treaty.

7) To agree to refer a decision on whether to endorse the call for a Plant Based Treaty to full Council.

8) To note that to endorse the Plant Based Treaty was to acknowledge that food systems were a main driver of the Climate Emergency and that a shift towards plant-based diets could go a huge way in reducing emissions, and that this was a key ambition of the Council as set out in the Council Business Plan and 2030 Climate Strategy.

9) To note that action to reduce meat and dairy consumption in Edinburgh would help to mitigate and adapt the city to the effects of climate change, improve social justice and economic wellbeing, and support the Council as it responded to forthcoming changes to the Public Bodies Climate Change Duties which would require the Council to set targets for reducing consumption-based emissions.

10) To further note that endorsing the Plant Based Treaty was non-binding, carried no legal risk, and did not commit the Council to fulfil every demand set out within it.

11) To agree to endorse the Plant Based Treaty.

12) To request that the Council Leader write to the First Minister and relevant Cabinet Secretary / Ministers outlining that the Council had endorsed the Treaty, and encourage the Scottish Government to do so too.

13) To request an action plan and timescale for implementing possible changes to Council activities following the endorsement of the treaty to be presented to Committee for decision within 3 cycles.

(References report by the Interim Executive Director of Corporate Services, submitted.)

Declaration of Interests

Councillor Biagi made a transparency statement in respect of the above item as a vegan of 13 years.

Councillor Parker made a transparency statement in respect of the above item as a vegan of 6 years.

11. Performance – 17 November Policy and Strategy Committee addendum report; Key Service KPI's and KPI's covering our responsibilities as an employer -

The Committee had a agreed to a further report to this Committee in one cycle that ensured the measurement of all service provision within KPIs.

Details were provided on the development of the Council's performance monitoring arrangements.

Motion

1) To note the response to the Performance Update report addendum by the Interim Executive Director of Corporate Services including; the KPI's for key services and KPIs covering our Employer responsibilities.

2) To agree that officers progress the work necessary for updating the Planning and Performance Framework, including the Business Plan and the Public KPI's Dashboard, culminating in a report to Policy and Sustainability in March 2023.

- moved by Councillor Day, seconded by Councillor Meagher

Amendment

1) To note the response to the Performance Update report addendum by the Interim Executive Director of Corporate Services including; the KPI's for key services and KPIs covering our Employer responsibilities.

2) To agree that officers progress the work necessary for updating the Planning and Performance Framework, including the Business Plan and the Public KPI's Dashboard, culminating in a report to Policy and Sustainability in March 2023

3) To note the request to have KPIs for all service provision has not been met, so further requests, detailed KPIs will be included in the March 2023 report to this Committee.

- moved by Councillor Doggart, seconded by Councillor Whyte

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 Day:

1) To note the response to the Performance Update report addendum by the Interim Executive Director of Corporate Services including; the KPI's for key services and KPIs covering the Employer responsibilities.

2) To agree that officers progress the work necessary for updating the Planning and Performance Framework, including the Business Plan and the Public KPI's Dashboard, culminating in a report to Policy and Sustainability in March 2023

3) To note the request to have KPIs for all service provision had not been met, so further request, detailed KPIs would be included in the March 2023 report to this Committee.

(References – Policy and Sustainability Committee of 17 November 2022 (item 10); report by the Interim Executive Director of Corporate Services, submitted.)

12 In-house Service Provision (Hard Facilities Management)

In response to a motion by Councillor Day, details were provided on opportunities to bring services in house from the hard FM contract during 2021/22 financial year.

Motion

1) To note disappointment that the report does not reflect the Council Business Plan nor does it address the original motion.

2) To request a report back in 2 cycles which addresses the above concerns.

- moved by Councillor Day, seconded by Councillor Griffiths

Amendment 1

1) To note the report by the Executive Director of Place and discharge the motion by Councillor Day in respect of in-house service provision for Hard Facilities Management (FM) services.

2) To note the commitment to ongoing liaison between senior officers in Operational Services and the Trade Unions to examine any further opportunities for insourcing.

3) Agrees to receive a further report in three cycles which examines the case for the establishment of a Direct Service Organisation (DSO) within the council covering all facilities management, long term capital investment and repairs on all council owned buildings including those within the HRA. This report should establish the feasibility of managing 'peaks and troughs' demand across the entire council estate including the high volume of work on the schools estate during holiday periods, and whether this could be balanced with long term planning against other areas of the estate such as council housing.

- moved by Councillor Campbell, seconded by Councillor McVey

Amendment 2

1) To note the report by the Executive Director of Place and discharge the motion by Councillor Day in respect of in-house service provision for Hard Facilities Management (FM) services.

2) To note the commitment to ongoing liaison between senior officers in Operational Services and the Trade Unions to examine any further opportunities for insourcing.

3) Requests a briefing note setting out the timetable for continuing work around in-sourcing of hard facilities management including:

   - integration of the Council's AIMS;

   - completion of the organisational review of the current service;

   - janitorial upskilling programme

   - BEMS monitoring and helpdesk in-house transfer

   - Review of fleet services support capacity

and plans for updating Committee on progress made towards this work.

- moved by Councillor Mumford, seconded by Councillor Staniforth

In accordance with Standing Order 22(12), Amendments 1 and 2 were adjusted and accepted as addendums to the motion.

At this point in the meeting the following Amendment 3 was proposed:

Amendment 3

To approve Amendment 2 by Councillor Mumford as originally submitted.

- moved by Councillor Lang, seconded by Councillor Dijkstra-Downie

Voting

The voting was as follows:

For the motion (as adjusted)	-	12 votes
For Amendment 3 (Amendment 2 as originally submitted)	-	5 votes

(For the Motion (as adjusted): Councillors Aston, Campbell, Biagi, Day, Griffiths, Macinnes, McVey, Meagher, Mumford, Parker, Staniforth and Walker.

For Amendment 3 (Amendment 2 as originally submitted): Councillors Beal, Dijkstra-Downie, Doggart, Lang and Whyte.)

Decision

To approve the following adjusted motion by Councillor Day:

1) To note disappointment that the report did not reflect the Council Business Plan nor did it address the original motion.

2) To request a report back in 2 cycles which addressed the above concerns.

3) To agree receive a further report in three cycles which examined the case for the establishment of a Direct Service Organisation (DSO) within the council covering all facilities management, long term capital investment and repairs on all council owned buildings including those within the HRA. This report should establish the feasibility of managing ‘peaks and troughs’ demand across the entire council estate including the high volume of work on the schools estate during holiday periods, and whether this could be balanced with long term planning against other areas of the estate such as council housing.

4) To request a briefing note setting out the timetable for continuing work around in-sourcing of hard facilities management including:

   - integration of the Council’s AIMS;

   - completion of the organisational review of the current service;

   - janitorial upskilling programme

   - BEMS monitoring and helpdesk in-house transfer

   - Review of fleet services support capacity

and plans for updating Committee on progress made towards this work.

(References – Policy and Sustainability Committee of 5 October 2021 (item 10); report by the Executive Director of Place, submitted.)

13 Energy Management Policy for Operational Buildings – Update Report

Details were provided on the current version of the Council's Energy Management Policy for Operational Buildings for approval which had moved from an annual to a two-yearly reporting cycle together with an overview of energy management activity, including steps taken to reduce Council energy consumption and associated carbon emissions, and an update on progress on policy aims and objectives.

Motion

1) To approve the revised Energy Management Policy Statement, detailed in Appendix 1 to the report by the Executive Director of Place.

2) To note the Council's reaccreditation to ISO 50001 and continued progress on implementing the Energy Management Policy and Energy Management System for Operational Buildings.

- moved by Councillor Day, seconded by Councillor Meagher

Amendment

1) To approve the revised Energy Management Policy Statement, detailed in Appendix 1 to the report by the Executive Director of Place.

2) To note the Council's reaccreditation to ISO 50001 and continued progress on implementing the Energy Management Policy and Energy Management System for Operational Buildings.

3) Notes that the current "Energy Management System" sets a year-on-year target for energy reduction but that this is not currently aligned to targets in the Council Emissions Reduction Plan (CERP).

4) Notes that, as part of its aims and objectives, the "Energy Management Policy for Operational Buildings" does not reference the importance of renewable energy in the context of the climate emergency or the ambitions of the CERP.

Therefore:

5) Requests that year-on-year energy reduction targets set by the "Energy Management System" are aligned to those within the CERP, and that the policy aims and objectives of the "Energy Management Policy for Operational Buildings" are revised to include a broad commitment to renewable energy as part of management plans, with the updated policy and targets circulated to Committee when complete.

6) Further requests that an annual reporting cycle is maintained until the policy is aligned to, and meets, targets set out in the CERP, and that data on how any energy reduction realised maps onto CERP targets is included in future reports.

- moved by Councillor Parker, seconded by Councillor Mumford

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 Day:

1) To approve the revised Energy Management Policy Statement, detailed in Appendix 1 to the report by the Executive Director of Place.

2) To note the Council's reaccreditation to ISO 50001 and continued progress on implementing the Energy Management Policy and Energy Management System for Operational Buildings.

3) To note that the current "Energy Management System" set a year-on-year target for energy reduction but that this was not currently aligned to targets in the Council Emissions Reduction Plan (CERP).

4) To note that, as part of its aims and objectives, the "Energy Management Policy for Operational Buildings" did not reference the importance of renewable energy in the context of the climate emergency or the ambitions of the CERP.

5) To therefore request that year-on-year energy reduction targets set by the "Energy Management System" be aligned to those within the CERP, and that the policy aims and objectives of the "Energy Management Policy for Operational Buildings" be revised to include a broad commitment to renewable energy as part of management plans, with the updated policy and targets circulated to Committee when complete.

6) To further request that an annual reporting cycle be maintained until the policy was aligned to, and met, targets set out in the CERP, and that data on how any energy reduction realised maps onto CERP targets was included in future reports.

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

14. Update on Air Quality Monitoring and the Suitability of HEPA Air Filters in Primary Schools

An update was provided on the air quality in schools works carried out since November 2021 and, in particular, the use of the funding provided by Scottish Government as part of its COVID-19 response.

Decision

To note the update by the Executive Director of Place and that a further update would be provided in three cycles.

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

15. Driving for the Council – Telematics Policy

Details were provided on the draft Driving for the Council – Telematics Policy which defined how telematics would be managed and used in Council operated fleet assets.

Motion

1) To note concerns regarding paragraph 5.1.2 of the report by the Executive Director of Place which agrees to install a telematic system on all Council fleet operated assets by the end of 2023.

2) To agree to continue consultation with the relevant Trade Unions.

3) To pause any further action and request a report back in 2 cycles with more information.

- moved by Councillor Day, seconded by Councillor Meagher

Amendment 1

1) To approve the Driving for the Council - Telematics Policy as an interim policy.

2) To note that there are currently a number of systems providing telemetry data for fleet assets being used across the Council however there is no policy in place for management of these systems.

3) To note the key risks associated with the proposed objectives of rolling out telematics across all Council fleet assets as set out in Appendix 2 to the report by the Executive Director of Place.

4) To note concerns regarding paragraph 5.1.2 of the report by the Executive Director of Place which agrees to install a telematic system on all Council fleet operated assets by the end of 2023.

5) To agree to continue consultation with the relevant Trade Unions.

6) To request a report back in 2 cycles with more information.

- moved by Councillor Lang, seconded by Councillor Dijkstra-Downie

Amendment 2

To adjust paragraph 3 of the motion by Councillor Day to read:

“3) To pause any further action and request a report back in 1 cycle with more information.”

- moved by Councillor Mumford, seconded by Councillor Staniforth

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

Voting

The voting was as follows:

For the Motion (as adjusted)	-	12 votes
For Amendment 1	-	5 votes

(For the Motion (as adjusted): Councillors Aston, Biagi, Campbell, Day, Griffiths, Macinnes, McVey, Meagher, Mumford, Parker, Staniforth and Walker.

For Amendment 1: Councillors Beal, Dijkstra-Downie, Doggart, Lang and Whyte.)

Decision

To approve the following adjusted Motion by Councillor Day:

1) To note concerns regarding paragraph 5.1.2 of the report by the Executive Director of Place which agreed to install a telematic system on all Council fleet operated assets by the end of 2023.

2) To agree to continue consultation with the relevant Trade Unions.

3) To pause any further action and request a report back in 1 cycle with more information.

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

16. Energy for Edinburgh

Details were provided on the approach to utilising £0.2m of funding which had been allocated to Energy for Edinburgh by the Council in 2022/23.

Motion

1) To note the background to establishing Energy for Edinburgh in 2016 and the changing context of the energy market.

2) To agree to utilise up to £0.05m of funding to begin to develop an options appraisal for the future of Energy for Edinburgh and to take forward a feasibility assessment on the potential for Energy for Edinburgh to provide a platform for the Council to lever additional funding, as set out in paragraph 4.6 of the report by the Executive Director of Place.

3) To agree to the distribution of up to £0.15m to local partners and stakeholders to deliver advice, guidance, support and small-scale energy improvements for residents and businesses.

4) To delegate authority to the Executive Director of Place, in consultation with the Board of Energy for Edinburgh, to award grant funding totalling up to the value of £0.15m in accordance with the Council's grant standing orders.

- moved by Councillor Day, seconded by Councillor Walker

Amendment 1

1) Notes the motion agreed at Policy and Sustainability Committee in November 2022 which sets out a path for developing a strategic approach to supporting Energy for Edinburgh to becoming an active enterprise, including the forthcoming report which will include "a thorough options appraisal for opportunities for energy generation partnerships in the city [...] with an evaluation of how best to make Energy for Edinburgh an active enterprise,

including consideration of options for alternative and joint ventures for Committee to consider, and with learning from other ESCOs and Local Authorities.

2) Regrets that this report on Energy for Edinburgh was not included in the Committee work programme historically and risks pre-empting outstanding reports and stymying action on the topic, as agreed by Committee previously.

3) Agrees to retain the £0.2m for future work of Energy for Edinburgh, with spending to be determined and directed by the results of the options appraisal, to ensure it is embedded into the wider strategic context which includes consideration of the Local Heat and Energy Efficiency Strategy, Energy Efficiency Taskforce and 2030 Climate Strategy.

4) Agrees to another report in one cycle with an appraisal of at least 3 options for the future of Energy for Edinburgh.

5) Agrees one of the options in the report will set out securing a delivery partner to purchase 50% shares in the company for a price of at least £0.2m which will also be made available to the company- following the Midlothian Energy approach. Other options should also explore the feasibility of Energy for Edinburgh to provide a platform for the Council to lever additional funding.

- moved by Councillor McVey, seconded by Councillor Parker

Amendment 2

1) To note the background to establishing Energy for Edinburgh in 2016 and the changing context of the energy market.

2) To agree to utilise up to £0.05m of funding to begin to develop an options appraisal for the future of Energy for Edinburgh and to take forward a feasibility assessment on the potential for Energy for Edinburgh to provide a platform for the Council to lever additional funding, as set out in paragraph 4.6 of the report by the Executive Director of Place.

3) To agree to the distribution of up to £0.15m to local partners and stakeholders to deliver advice, guidance, support and small scale energy improvements for residents and businesses.

4) To delegate authority to the Executive Director of Place, in consultation with the Board of Energy for Edinburgh, to award grant funding totalling up to the value of £0.15m in accordance with the Council's grant standing orders.

5) Ensures that any of this funding does not duplicate existing funding streams and services such as the CARES scheme and Home Energy Scotland.

- moved by Councillor Beal, seconded by Councillor Dijkstra-Downie

Amendment 3

That no action be taken on the matter.

- moved by Councillor Whyte, seconded by Councillor Doggart

In accordance with Standing Order 22(12), Amendment 1 was adjusted and accepted in place of the motion and Amendment 2 was accepted as an addendum to the motion.

Voting

The voting was as follows:

For the Motion (as adjusted)	-	15 votes
For Amendment 3	-	2 votes

(For the Motion (as adjusted): Councillors Aston, Beal, Biagi, Campbell, Day, Dijkstra-Downie, Griffiths, Lang, Macinnes, McVey, Meagher, Mumford, Parker, Staniforth and Walker.

For Amendment 3: Councillors Doggart and Whyte.)

Decision

1) To note the motion agreed at Policy and Sustainability Committee in November 2022 which set out a path for developing a strategic approach to supporting Energy for Edinburgh to becoming an active enterprise, including the forthcoming report which would include "a thorough options appraisal for opportunities for energy generation partnerships in the city [...] with an evaluation of how best to make Energy for Edinburgh an active enterprise, including consideration of options for alternative and joint ventures for Committee to consider, and with learning from other ESCOs and Local Authorities.

2) To regret that this report on Energy for Edinburgh was not included in the Committee work programme historically and risked pre-empting outstanding reports and stymying action on the topic, as agreed by Committee previously.

3) To agree to retain the £0.2m for future work of Energy for Edinburgh, with spending to be determined and directed by the results of the options appraisal, to ensure it was embedded into the wider strategic context which included consideration of the Local Heat and Energy Efficiency Strategy, Energy Efficiency Taskforce and 2030 Climate Strategy.

4) To agree to another report in two cycles with an appraisal of at least 3 options for the future of Energy for Edinburgh.

5) To agree one of the options in the report would set out securing a delivery partner to purchase 50% shares in the company for a price of at least £0.2m which would also be made available to the company- following the Midlothian Energy approach. Other options should also explore the feasibility of Energy for Edinburgh to provide a platform for the Council to lever additional funding.

6) To ensure that any of this funding did not duplicate existing funding streams and services such as the CARES scheme and Home Energy Scotland.

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

17. Regional Prosperity Framework Delivery Plan

Details were provided on the Regional Prosperity Framework Delivery Plan to be considered by the Edinburgh and South East Scotland City Region (ESESCR) Joint Committee.

Motion

1) To approve the Regional Prosperity Framework Delivery Plan.

2) To note the Delivery Plan would be considered by the other five constituent Local Authorities in the Edinburgh and South East Scotland City Region (ESESCR) ahead of the ESESCR Joint Committee meeting on 3 March 2023.

- moved by Councillor Day, seconded by Councillor Meagher

Amendment 1

1) To approve the Regional Prosperity Framework Delivery Plan, with the removal of all mentions relating to the Forth Green Port. To further agree that work on the Green Freeport is separated and contained separately to this plan to better enable scrutiny, transparency and accountability of the Green Freeports impacts to the City and region.

2) To note that the Delivery Plan would be considered by the other five constituent Local Authorities in the Edinburgh and South East Scotland City Region (ESESCR) ahead of the ESESCR Joint Committee meeting on 3 March 2023.

- moved by Councillor McVey, seconded by Councillor Campbell

Amendment 2

1) To approve the Regional Prosperity Framework Delivery Plan.

2) To note the Delivery Plan would be considered by the other five constituent Local Authorities in the Edinburgh and South East Scotland City Region (ESESCR) ahead of the ESESCR Joint Committee meeting on 3 March 2023.

3) To further note with regret the lack of diversity on the Edinburgh and South East Scotland Joint Committee and instructs Edinburgh's Council Leader to raise this point at their next meeting and report back to members of the Policy and Sustainability Committee via the Business Bulletin any actions that arise from this discussion.

- moved by Councillor Mumford, seconded by Councillor Staniforth

Amendment 3

1) To approve the Regional Prosperity Framework Delivery Plan.

2) To note the Delivery Plan would be considered by the other five constituent Local Authorities in the Edinburgh and South East Scotland City Region (ESESCR) ahead of the ESESCR Joint Committee meeting on 3 March 2023.

3) To note that the Forth Port freeport bid has now been selected by the Scottish Government and will be going ahead, and duly instructs CEC's representatives

on the Joint Committee to ensure that the priorities passed by Council in December 2022 - around fair work, unionisation, community benefits, job and employability opportunities, affordable local housing allocation, and health & safety and environmental protection - are reflected in all future discussions about the freeport in relation to the Regional Prosperity Framework, with updates provided in the Business Bulletin.

4) To further note with regret the lack of diversity on the Edinburgh and South East Scotland Joint Committee and instructs Edinburgh's Council Leader to raise this point at their next meeting and report back to members of the Policy and Sustainability Committee via the Business Bulletin any actions that arise from this discussion.

- moved by Councillor Lang, seconded by Councillor Beal

In accordance with Standing Order 22(12) Amendment 3 was adjusted and accepted as an addendum to the Motion.

In accordance with Standing Order 22(12) Paragraph 3 of Amendment 2 was accepted as an addendum to Amendment 1.

Voting

The voting was as follows:

For the motion (as adjusted) - 9 votes
For Amendment 1 (as adjusted) - 8 votes

(For the motion (as adjusted): Councillors Beal, Day, Dijkstra-Downie, Doggart, Griffiths, Lang, Meagher, Walker and Whyte.

For Amendment 1 (as adjusted): Councillors Aston, Biagi, Campbell, Macinnes, McVey, Mumford, Parker and Staniforth.)

Decision

To approve the following adjusted motion by Councillor Day:

1) To approve the Regional Prosperity Framework Delivery Plan.

2) To note the Delivery Plan would be considered by the other five constituent Local Authorities in the Edinburgh and South East Scotland City Region (ESESCR) ahead of the ESESCR Joint Committee meeting on 3 March 2023.

3) To note that the Forth Port freeport bid had now been selected by the UK and Scottish Governments and would be going ahead, and duly instruct CEC's representatives on the Joint Committee to ensure that the priorities passed by Council in December 2022 - around fair work, unionisation, community benefits, job and employability opportunities, affordable local housing allocation, and health & safety and environmental protection - were reflected in all future discussions about the freeport in relation to the Regional Prosperity Framework, with updates provided in the Business Bulletin.

4) To further note with regret the lack of diversity on the Edinburgh and South East Scotland Joint Committee and instruct Edinburgh's Council Leader to raise this point at their next meeting and report back to members of the Policy and Sustainability Committee via the Business Bulletin any actions that arose from this discussion.

In terms of Standing Order 30.1 the requisite number of members required that the decision be referred to the Council for approval.

(References – Policy and Sustainability Committee of 5 October 2021 (18); report by the Executive Director of Place, submitted.)

18. Barriers to Elected Office

In response to a motion by former Councillor Main, details were provided on a breakdown of the numbers of candidates and elected members by gender and underrepresented groups to inform discussions around further action to be taken at a Council level to increase the diversity of the councillor group. Limited data was available and work was underway nationally with proposals for the establishment of facilitated cross party workshops for elected members to consider further actions in areas within the control of the Council that could be taken in preparation for the next Council election in 2027 to promote diversity of representation and to promote full involvement of current councillors.

Motion

1) To note the limited diversity/demographic data that was available on candidates and elected members.

2) To commission a voluntary survey of elected members to provide data on the status of current councillors with respect to protected characteristics.

3) To note the work undertaken nationally by COSLA to address barriers to elected office in local authorities in Scotland.

4) To establish a series of independently facilitated cross party workshops to:

   a) consider actions that could be undertaken at a Council level and within political parties at candidate selection, to increase the diversity of the councillors as a representative democratic body.

   b) propose changes to working practices for councillors to support full involvement and limit barriers to participation.

- moved by Councillor Day, seconded by Councillor Griffiths

Amendment 1

1) To note the limited diversity/demographic data that was available on candidates and elected members.

2) To commission a voluntary survey of elected members to provide data on the status of current councillors with respect to protected characteristics.

3) To note the work undertaken nationally by COSLA to address barriers to elected office in local authorities in Scotland.

4) To establish a series of independently facilitated cross party workshops to:

   a) consider actions that could be undertaken at a Council level, to increase the diversity of the councillors as a representative democratic body.

   b) propose changes to working practices for councillors to support full involvement and limit barriers to participation.

- moved by Councillor Lang, seconded by Councillor Dijkstra-Downie

Amendment 2

1) To note the limited diversity/demographic data that was available on candidates and elected members.

2) To commission a voluntary survey of elected members to provide data on the status of current councillors with respect to protected characteristics.

   a) To, where possible, publish the general results of this survey, taking care to avoid 'jigsaw' identification of individual councillors.

   b) To make recommendations to better integrate data collection of candidates and councillors at future elections including promoting external data gathering initiatives and gathering Edinburgh-specific data.

   c) To identify ways for the ongoing collection of anonymous feedback and recommendations form Councillors outlined at 5.2 in the report by the Interim Executive Director of Corporate Services.

3) To note the work undertaken nationally by COSLA to address barriers to elected office in local authorities in Scotland.

4) To establish a series of independently facilitated cross party workshops to:

   a) consider actions that could be undertaken at a Council level and within political parties at candidate selection, to increase the diversity of the councillors as a representative democratic body.

   b) propose changes to working practices for councillors to support full involvement and limit barriers to participation.

   c) make recommendations for ongoing changes in Council structures, systems and culture to improve inclusion and wellbeing, and improve retention of councillors from underrepresented groups in Edinburgh.

5) Recommends that parties ensure that at least one of their representatives to these workshops is a woman, to reflect the current and historic over-representation of men in local government.

- moved by Councillor Mumford, seconded by Councillor Parker

Amendment 3

1) To note the limited diversity/demographic data that was available on candidates and elected members.

2) To note the work undertaken nationally by COSLA to address barriers to elected office in local authorities in Scotland.

- moved by Councillor Whyte, seconded by Councillor Doggart

In accordance with Standing Order 22(12), Amendments 1 and 2 were accepted as addendums to the motion.

Voting

The voting was as follows:

For the Motion (as adjusted) - 15 votes
For Amendment 3 - 2 votes

(For the Motion (as adjusted): Councillors Aston, Beal, Biagi, Campbell, Day, Dijkstra-Downie, Griffiths, Lang, Macinnes, McVey, Meagher, Mumford, Parker, Staniforth and Walker.

For Amendment 3: Councillors Doggart and Whyte.)

Decision

To approve the following adjusted motion by Councillor Day:

1) To note the limited diversity/demographic data that was available on candidates and elected members.

2) To commission a voluntary survey of elected members to provide data on the status of current councillors with respect to protected characteristics.

    a) To, where possible, publish the general results of this survey, taking care to avoid ‘jigsaw’ identification of individual councillors.

    b) To make recommendations to better integrate data collection of candidates and councillors at future elections including promoting external data gathering initiatives and gathering Edinburgh-specific data.

    c) To identify ways for the ongoing collection of anonymous feedback and recommendations form Councillors outlined at 5.2 in the report by the Interim Executive Director of Corporate Services.

3) To note the work undertaken nationally by COSLA to address barriers to elected office in local authorities in Scotland.

4) To establish a series of independently facilitated cross party workshops to:

    a) consider actions that could be undertaken at a Council level, to increase the diversity of the councillors as a representative democratic body.

    b) propose changes to working practices for councillors to support full involvement and limit barriers to participation.

c) make recommendations for ongoing changes in Council structures, systems and culture to improve inclusion and wellbeing, and improve retention of councillors from underrepresented groups in Edinburgh.

5) To recommend that parties ensured that at least one of their representatives to these workshops was a woman, to reflect the current and historic over-representation of men in local government.

(Reference – Act of Council No 22 of 17 March 2022; report by the Interim Executive Director of Corporate Services, submitted.)

19. Domestic Abuse Policy Correction

Details were provided on a correction to be made to the revised Domestic Abuse Policy and associated training which had been approved by Committee on 29 March 2022. The correction had been made in line with the original intention behind the policy.

Decision

To approve the revision to the current Domestic Abuse Policy.

(References – Policy and Sustainability Committee of 29 March 2022 (item 14); report by the Interim Executive Director of Corporate Services, submitted.)

20. Assessing the Feasibility of an Edinburgh Drug Consumption Room – Update Report

In response to a motion by Councillor McFarlane, an update was provided on progress on the proposal that the council work with partners in health and criminal justice on the feasibility of supporting an official Overdose Prevention Centre trial in the City.

Decision

To note the planned approach to securing a feasibility study of an Edinburgh Drug Consumption Room and agree to receive the study when completed.

(Reference – Act of Council No 2 of 30 June 2022; report by the Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

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Work Programme

Policy and Sustainability Committee

21 March 2023

	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	March 2023
7	Welfare Reform	Annual Update	Routine	Sheila Haig	Corporate Services	Annual	January 2023

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THE CITY OF EDINBURGH COUNCIL

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
8	Edinburgh Integration Joint Board	Progress Report	Executive	Judith Proctor	Chief Officer, Edinburgh Health and Social Care Partnership	Quarterly	May 2023
9	Energy Management Policy for Operational Buildings - Annual Report.	Progress report	Executive	Gareth Barwell	Place	Annual	January 2024
10	Policy Assurance Statement – Customer Services	Annual report	Executive	Nicola Harvey	Corporate Services	Annual	November 2023
11	Policy Assurance Statement - Human Resources (HR)	Annual report	Executive	Margaret-Ann Love	Corporate Services	Annual	November 2023
12	Policy Assurance Statement - Legal and Assurance	Annual report	Executive	Nick Smith	Corporate Services	Annual	November 2023
13	Contact Centre Performance	Update report	Executive	Nicola Harvey	Corporate Services	Annual	January 2023
14	Digital and Smart	Annual report	Executive	Nicola Harvey	Corporate	Annual	January 2023

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	City Strategy				Services		
15	Chief Social Work Officer's Annual Report	Annual report	Executive	Amanda Hatton	Children, Education and Justice Services	Annual	November 2023
16	Diversity and Inclusion Strategy	Annual update	Executive	Margaret-Ann Love	Corporate Services	Annual	October 2023
17	Police Scotland Update	Annual plan	Executive	Jamie Macrae	Corporate Services	Annual	October 2023 **Note:** Responsibility for this will transfer to the Culture and Communities Committee after the Easter recess in April 2023.
18	Police Scotland – City of Edinburgh Division Update	Quarterly Update	Executive	Jamie Macrae	Corporate Services	Quarterly	March 2023 **Note:** Responsibility for this will transfer to the

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
							Culture and Communities Committee after the Easter recess in April 2023.
19	Fire and Rescue Service	Annual plan	Executive	Jamie Macrae	Corporate Services	Annual	January 2024 **Note:** Responsibility for this will transfer to the Culture and Communities Committee after the Easter recess in April 2023.
20	Carbon Impact of the Council's International Travel	Annual Report	Executive	Claire Marion	Corporate Services	Annual	March 2023
21	End Poverty in Edinburgh Delivery Plan 2020-30	Annual Report	Executive	Chris Adams	Corporate Services	Annual	November 2023

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
22	2030 City Target Monitoring Approach	Annual Report	Executive	Claire Marion	Corporate Services	Annual	November 2023
23	Appointments to Working Groups	Annual Report	Executive	Jamie Macrae	Corporate Services	Annual	June 2024
24	Corporate Performance updates	Bi-Annual Update	Executive	Edel McManus	Corporate Services	Bi-annual	March 2023
25	Annual Performance report and LGBF report	Annual	Executive	Edel McManus	Corporate Services	Annual	August 2023
26	Council Emissions Reduction Plan (CERP)	Annual Update	Executive	Claire Marion/Christine Downie	Corporate Services	Annual	November 2023
27	Edinburgh Economy Strategy	Annual Progress	Executive	Chris Adams	Place	Annual	May 2023
28	EIJBs Savings and Recovery Programme	Bi-annual Update	Executive	Judith Proctor	Chief Officer, Edinburgh Health and Social Care Partnership	Bi-annual	August 2023

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
29	20-Minute Neighbourhoods	Annual Update	Executive	Gareth Barwell	Place	Annual	November 2023
30	Improving Accessibility and Inclusion for Edinburgh Citizens	Annual Update	Executive	Gareth Barwell	Place	Annual	June 2023
31	Energy Management System	Annual Update	Executive	Gareth Barwell	Place	Annual	January 2024

Recommendation

It is recommended that the highlighted reports be removed from the Work Programme – updates can be requested by members at any time.

Policy and Sustainability Committee Upcoming Reports Appendix 1

Report Title	Directorate	Lead Officer
MAY 2023		
Substance Misuse	Corporate Services	Margaret-Ann Love
Grievance/AHB Policy	Corporate Services	Margaret-Ann Love
Whistleblowing Policy	Corporate Services	Margaret-Ann Love
Violence at Work/Managing Customer Contact in a fair way	Corporate Services	Margaret-Ann Love
Edinburgh Transient Visitor Levy – supporting proposals for revenue priorities	Place	Chris Adams
Impacts of poverty on women and girls in Edinburgh	Corporate Services	Chris Adams
Edinburgh Economy Strategy Annual Report	Corporate Services	Chris Adams
Adopting Definition of Islamophobia – Response to a motion By Councillor Kumar	Corporate Services	Karl Chapman
Night Time Coordinator – Response to a motion by Councillor Staniforth	Place	Nicky Brown

In-House Service Provision (Hard Facilities Management) - Response to motion by Councillor Day	Place	Mark Stenhouse
16 Days of Activism Against Gender-Based Violence	Chief Executive	Angela Voulgari
Edinburgh and Taiwan Partnership Links	Chief Executive	Nick Langan
Declaring a Nature Emergency – response to a motion by Councillor Parker	Place	David Givan
Edinburgh Integration Joint Board – Progress Report	Chief Officer, EHSCP	Judith Proctor
Risk Appetite Statement	Corporate Services	Chris Lawson
Transient Visitor Levy Progress Update	Corporate Services	Gareth Dixon / Chris Adams
Energy for Edinburgh – Option Appraisal	Place	Kyle Drummond
Local Government Benchmarking Framework 2021/22	Corporate Services	Edel McManus
Elected Members Overseas Travel Guidance	Corporate Services	Nick Langan
Monitoring Officer Report - Adults with Incapacity (following the fact finding investigation)	Chief Executive	Judith Proctor
AUGUST 2023		

Annual Performance Report and LGBF report	Corporate Services	Edel McManus
Endorsement of Plant-based Treaty – Response to Motion by Councillor Burgess	Corporate Services	Claire Marion/Christine Downie
In-House Service Provision (Hard Facilities Management) - Response to motion by Councillor Day	Place	Mark Stenhouse
Edinburgh Drug Consumption Room - Feasibility Study	Edinburgh Health and Social Care Partnership	David Williams
Edinburgh Integration Joint Board Savings and Recovery Programme Update	Edinburgh Health and Social Care Partnership	Judith Proctor
Consultation Policy	Corporate Services	Yvonne Gannon

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Rolling Actions Log

Policy and Sustainability Committee

21 March 2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	25.08.22	City of Edinburgh Council - Independent Review and Whistleblowing Culture Review Update	To request a report from the Interim Executive Director of Corporate Services to Policy and Sustainability Committee by January 2023 at the latest, with an outline roadmap of the route to full implementation.	Executive Director of Corporate Services	February 2023 (Full Council)		**Recommended for Closure** Report submitted to the City of Edinburgh Council on 9 February 2023
2	25.08.22	City of Edinburgh Council - **Keep Safe Spaces** - Motion by Councillor Nicolson	To agree to commission a report to return to Policy and Sustainability Committee in October 2022 on how best to deliver a significant expansion of Keep Safe Spaces, focusing in particular on areas that were currently underserved. The report	Executive Director of Place	23 May 2023		**Update – March 2023** Officers in Place are working with colleagues in Health and Social Care to prepare this update for Committee. **Update – December**

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			should also recommend additional ways to promote and raise awareness of the scheme.				**2022** Deferred to March 2023. **Update – October 2022** The Interim Service Director for Housing and Homelessness has been in touch with Councillor Nicolson and agreed further follow up with other Council services. A report will follow to the next Policy and Sustainability Committee.
3	25.08.22	City of Edinburgh Council: **Air Quality in Primary Schools** – Motion by	To agree to a report to the Policy and Sustainability Committee in three cycles on the feasibility of rolling out suitable HEPA Air	Executive Director of Place	17 January 2023	17 January 2023	**Recommended for Closure** This action was addressed in a report on Air Quality in

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Councillor Caldwell	Purifiers to all primary schools managed by the City of Edinburgh Council. This might be included in the 'Air Quality in Schools update' in point 1) if it was ready by that time.				Primary Schools at Committee on 17 January 2023
4	25.08.22	City of Edinburgh Council: **Extreme Heat, Climate Adaptation and Resilience** – Motion by Councillor Parker	Requests a report to Policy and Sustainability committee within 2 cycles which: a) provides an update to the work of Edinburgh Adapts on climate resilience; and b) outlines measures to accelerate efforts to adapt the city including detail on, but not limited to: • Increasing greenspace and	Executive Director of Place	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting **Update – January 2023** Report will be submitted in March 2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			canopy cover to keep temperatures down • Reviewing management and maintenance of public parks, in particular the frequency of grass cutting and tree watering • Measures to restrict barbequing in parks and open spaces during periods of extreme heat • Reviewing and changing the fabric of buildings in the city, including				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			exploring the possibility of introducing restrictions around material choices for new builds • Provision of water points and public toilets • Provision of benches and other rest points • Measures to limit private vehicle use during periods of extreme heat • Public health messaging and interventions such as sunscreen for				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			children and other vulnerable residents • Guidance around flexibility within the work and school day, and guidance for safe working temperatures for Council employees and others.				
5	01.11.22	Response to motion by Councillor Cameron – Improving Accessibility and Inclusion for Edinburgh Citizens	1) To agree that Councillors would receive a further briefing from Officers to cover: a. Further information about how the Council promoted inclusion in its own work and with partners, including	Executive Director of Place	March 2023		**Recommended for Closure** An update is provided in the Business Bulletin for Committee on 21 March 2023. Due to the link between the actions agreed by Policy and Sustainability Committee and

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			specific information about how the Council supported all groups with protected characteristics under the Equality Act, and in relation to the Public Sector Equality Duty (PSED). b. Further information about how the Council engaged with Disabled People's Organisations; how the Council supported disabled people with different types of disabilities and impairments; and the Council's attitude towards the social model of disability and how / whether this informed its work.				actions for Transport and Environment Committee, it is proposed to keep Committee updated on progress through links to the updates for Transport and Environment Committee.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) To request an officer/member workshop on the wider issues relating to accessibility and a briefing note on the Council's legislative powers in relation to pavement parking				
6	01.11.22	Edinburgh Transient Visitor Levy Update	To note that Council Officers would update and develop the proposed scope and would identify supporting proposals for revenue priorities for consideration by Committee at the end of March 2023.	Executive Director of Place	August 2023		**Update March 2023** An update is included in the Business Bulletin for Committee in March 2023
7	01.11.22	Edinburgh Health and Social Care Partnership – System Pressures Update	To request an update on progress of the Edinburgh Assistance Programme to the Policy and Sustainability Committee within 1 cycle.	Chief Officer, Edinburgh Health and Social Care Partnership	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
8	17.11.22	Education and Children's Services Structure	To request that the full proposed Education and Children's Services structure be circulated to members.	Executive Director, Children, Education and Justice Services	End March 2023		
9	17.11.22	End Poverty in Edinburgh Annual Report 2022	1) To request a report on the impacts of poverty on women and girls in Edinburgh within 3 cycles, containing intersectional analysis of the particular impacts on women and girls who shared other protected characteristics, and how the recommendations in this report would prevent and/or mitigate women's poverty. 2) To further request	Executive Director of Corporate Services	June 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			that proposals be brought forward by officers within 3 cycles on how gender and other protected characteristics and priority groups – including but not limited to lone parents, larger families, families with disabled members, BAME households and unpaid carers – could be mainstreamed into council reports going forward.				
10	17.11.22	City 2030 Net Zero Target Annual Report	To request that all existing information around the likely costs of failing to invest in climate solutions locally be made available to groups as soon as possible, and to request a report to the Policy and Sustainability	Executive Director of Corporate Services	October 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Committee within 2 cycles which outlined how the Council could cost the consequences of inaction vs adaptation in order to support budget setting processes, and the development of the medium-term financial plan				
11	17.11.22	2030 Climate Strategy – Environmental Assessment Consultation and Review	1) To note that on 14th November 2022, the Finance and Resources Committee "reaffirm[ed] the importance of this strategic work to investigate local heat and energy efficiency solutions in helping Edinburgh Council to meet our climate change and energy targets" and requested "a report on progress made	Executive Director of Corporate Services	May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			towards this action at Policy and Sustainability Committee within 3 cycles". 2) To therefore request that in support of the above and as part of this report, a thorough options appraisal for opportunities for energy generation partnerships in the city be undertaken with an evaluation of how best to make Energy for Edinburgh an active enterprise, including consideration of options for alternative and joint ventures for Committee to consider, and with learning from other				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			ESCOs and Local Authorities.				
12	17.11.22	Climate Change Adaptation Update – Response to Motions by Councillors Macinnes and Parker	To request that the development of the Climate Ready Edinburgh plan and risk assessment include specific detail about how measures proposed in the plan – and risks identified in the risk assessment – would affect different demographics differently, and that this be included in the draft version coming to committee in early 2023.	Executive Director of Corporate Services	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting
13	17.11.22	Covid-19: Service Resumption – Response to Motion by Councillor Lang	1) To request a note on the resumption of school foreign visits.	Executive Director of Children, Education and Justice Services	End March 2023		**Update – January 2023** Education and Children's Services are still finalising their policy and guidance on school trips abroad. A Task and Finish Group was set

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							up to review this subject and last met on 9 December 2022. Schools and key colleagues are now being consulted on the outcome and this will inform future policy. **Update – March 2023** Work continues and is ongoing; a fuller updated will be provided in a future Business Bulletin **Update – January 2023** Communications Service has been providing regular information to
			2) To request that the advice provided to Council employees during the Pandemic on physical wellbeing be reissued	Executive Director of Corporate Services	December 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							colleagues including via workshops and articles in NewsBeat since the early days of the pandemic and continue to update guidance regularly. HR colleagues are working on the preparation of a Corporate Well-Being plan.
14	24.11.22	City of Edinburgh Council: **Monitoring Officer Report - Adults with Incapacity**	To note that a further detailed report would be submitted by the Chief Executive to the Policy and Sustainability Committee on completion of the fact-finding investigation. This report should consider ongoing issues related to delayed discharge to give assurance as to no repeat of these incidents due to ongoing pressures with a	Chief Officer, Edinburgh Health and Social Care Partnership	23 May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			particular focus on: a) The impact of court delays in obtaining appropriate orders. b) Assurance around the legal status of interim/step down beds. and thereafter referred to the following meeting of full council.				
15	24.11.22	City of Edinburgh Council: **Adopting Definition of Islamophobia** - Motion By Councillor Kumar	1) To request a report within 3 cycles to the Policy and Sustainability Committee detailing how the APPG definition could be embedded across Council work and consider how Council could raise awareness of crime	Executive Director of Corporate Services	23 May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			motivated by prejudice on the grounds of actual or perceived religion. 2) To agree that the Leader of the Council should write to the Police Scotland Divisional Commander of Edinburgh with the details of this motion and to request an update on work to tackle religious motivated crime at the next quarterly police update to the Policy and Sustainability Committee.				
16	24.11.22	City of Edinburgh Council: **Bringing the Big Hoose Project to**	To agree that Council Officers should engage with the Big Hoose Project and issue a briefing to	Executive Director of Corporate Services	March 2023		**Recommended for Closure** An item is included in

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Edinburgh - Motion by Councillor Arthur	Councillors before then end of 2022, with a view to bringing a report to the next Policy and Sustainability Committee.				the Business Bulletin
17	24.11.22	City of Edinburgh Council: **Social Security Take-Up Strategy** - Motion by Councillor Heap	To request an update report to the next Policy and Sustainability Committee on the current work underway, including the welfare advice services review, to ensure benefit advice and benefit take up was progressing and consider the next steps required	Executive Director of Corporate Services	21 March 2023		**Recommended for Closure** A briefing session has been organised for the 23rd March to cover the Social Security Take-Up Strategy and other questions on benefits
18	24.11.22	City of Edinburgh Council: **Night Time Coordinator** - Motion by Councillor Staniforth	To agree that a report on a potential night time coordinator, describing potential remit and funding for such a post, come to Policy and Sustainability Committee within three cycles	Executive Director of Place	23 May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
19	24.11.22	City of Edinburgh Council: **Transgender Day of Remembrance** - Motion by Councillor Heap	This public statement should also be provided as a business bulletin update to Policy and Sustainability Committee to ensure proper scrutiny of the Council's support for our transgender community	Executive Director of Corporate Services	March 2023		**Recommended for Closure** On the Business Bulletin for this meeting.
20	24.11.22	City of Edinburgh Council: **Employee Volunteering Policy** - Motion by Councillor Bandel	To request officers to develop a proposal for an Employee Volunteering Policy that would give staff paid leave to volunteer with local organisations and initiatives, and report back to Policy and Sustainability Committee by September 2023 including an assessment of any operational and financial impact on the delivery of council services	Executive Director of Corporate Services	September 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
21	15.12.22	City of Edinburgh Council: **Support for Ukrainian Refugees** - Motion by Councillor Day	Calls for an update report to Policy and Sustainability Committee in early 2023 on: • Scottish Government plans for onward housing; • Access to health provision and public health plans on the ship; and • Costs incurred to date and costs reimbursed by the UK and Scottish Governments.	Executive Director of Place	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting
22	15.12.22	City of Edinburgh Council: **Community Drug Checking** - Motion by Councillor **McFarlane**	To request a report to Policy and Sustainability Committee on the publication of findings from the study exploring the implementation of an Edinburgh Drug Checking Service at the earliest possibility.	Chief Officer, Edinburgh Health and Social Care Partnership	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
23	17.01.23	**Employee Code of Conduct**	To request a report within 2 cycles on Council progress towards development of robust harassment prevention and action policies which addressed sexual and sexist harassment, racial harassment, homophobia, biphobia and transphobia, harassment towards disabled people, and other forms of harassment	Executive Director of Corporate Services	23 May 2023		
24	17.01.23	**Endorsement of Plant-based Treaty – Response to Motion by Councillor Burgess**	1) To request an update report on progress of the treaty. 2) To request an action plan and timescale for implementing possible changes to Council activities following the endorsement of the treaty to be	Executive Director of Corporate Services Executive Director of Corporate Services	22 August 2023 22 August 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			presented to Committee for decision within 3 cycles				
25	17.01.23	**Performance – 17 November Policy and Strategy Committee addendum report; Key Service KPI's and KPI's covering our responsibilities as an employer**	To agree that officers progress the work necessary for updating the Planning and Performance Framework, including the Business Plan and the Public KPI's Dashboard, culminating in a report to Policy and Sustainability in March 2023	Executive Director of Corporate Services	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting
26	17.01.23	**In-House Service Provision (Hard Facilities Management) - Response to motion by Councillor Day**	1) To note disappointment that the report did not reflect the Council Business Plan nor did it address the original motion. 2) To request a report back in 2 cycles which addressed the	Executive Director of Place	May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			above concerns. 3) To agree receive a further report in three cycles which examined the case for the establishment of a Direct Service Organisation (DSO) within the council covering all facilities management, long term capital investment and repairs on all council owned buildings including those within the HRA. This report should establish the feasibility of managing 'peaks and troughs' demand across the entire council estate including the high volume of work on the schools estate	Executive Director of Place	August 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			during holiday periods, and whether this could be balanced with long term planning against other areas of the estate such as council housing. 4) To request a briefing note setting out the timetable for continuing work around in-sourcing of hard facilities management including: - integration of the Council's AIMS; - completion of the organisational review of the current service; - janitorial upskilling programme	Executive Director of Place	June 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			- BEMS monitoring and helpdesk in-house transfer - Review of fleet services support capacity and plans for updating Committee on progress made towards this work.				
27	17.01.23 (Council – 09.02,23)	**Regional Prosperity Framework Delivery Plan**	To further note with regret the lack of diversity on the Edinburgh and South East Scotland Joint Committee and instruct Edinburgh's Council Leader to raise this point at their next meeting and report back to members of the Policy and Sustainability Committee via the Business Bulletin any actions that arose from this discussion	Executive Director of Place	May 2023		**February 2023** The report had been referred to the City of Edinburgh Council on 9 February 2023 in terms of Standing Order 30.1 – the Council had approved the recommendations.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
28	17.01.23	**Driving for the Council – Telematics Policy**	To pause any further action and request a report back in 1 cycle with more information	Executive Director of Place	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting
29	17.01.23	**Energy Management Policy for Operational Buildings - Update Report**	To therefore request that year-on-year energy reduction targets set by the "Energy Management System" be aligned to those within the CERP, and that the policy aims and objectives of the "Energy Management Policy for Operational Buildings" be revised to include a broad commitment to renewable energy as part of management plans, with the updated policy and targets circulated to Committee when complete.	Executive Director of Place	End March 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
30	09.02.23	City of Edinburgh Council **Independent Inquiry and Whistleblowing Culture Review**	To note that a significant number of CEC employees do not have their own Council email address. To agree to achieve meaningful, enduring cultural transformation, the provision of an individual Council email address for every employee is given priority. To request that a clear timeline for achieving this be set out in a covering report to this report and submitted to the Policy and Sustainability Committee for consideration at its 21st March meeting.	Chief Executive	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting
31	09.02.23	City of Edinburgh Council **16 Days of Activism Against Gender-Based**	Notes with concern the 'red' status of the first two quality standards under priority one which state that "proactive engagement is very limited	Chief Executive	23 May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Violence	and there are single or no awareness raising campaigns" and that the partnership "did not collect or analyse data in order to understand attitudes towards VAWG." Therefore request a briefing note to the Policy and Sustainability Committee within 2 cycles outlining any plans on how these quality standards will be met, with particular focus on awareness raising campaigns which target groups with particular needs and experiences relating to gender based violence including younger and older women, the LGBT community, BAME women, carers and cared-for people, refugees, disabled people and men and boys				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
32	09.02.23	City of Edinburgh Council **Edinburgh and Taiwan Partnership Links**	To request the guidance on Elected Members Overseas Travel is refreshed and reported to the Policy and Sustainability Committee in 2 cycles and that this considers: • Impact of transport on climate change • Payment of trips • Tangible outcomes for trips	Chief Executive	23 May 2023		
33	09.02.23	City of Edinburgh Council: **Declaring a Nature Emergency** - Motion by Councillor Parker	To request a report to Policy & Sustainability Committee within 2 cycles which: - Explores the possibility of the Council signing up to the Berlin Urban Nature Pact as the next milestone from COP15 after the	Executive Director of Place	23 May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Edinburgh Declaration and Montreal Pledge. - Outlines how existing Council strategies such as the Biodiversity Action Plan, forthcoming Edinburgh Adapts plan and 2030 Climate Strategy, align with the GBF, Scottish Biodiversity Strategy and Berlin Urban Nature Pact, and notes any changes to existing strategies or additional resource required to deliver against these. - Provides an update on the development of the Vision for Nature as outlined in				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			the Biodiversity Action Plan, including specific consideration of how the Vision for Nature will: a) Adopt an ecological coherence approach to effectively identify and target actions required to tackle the nature emergency and deliver against the various strategies listed above, including through the further development of the region's Nature Network; b) Adopt a partnership approach, working with Edinburgh Biodiversity Partnership project				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			partners, including through the Edinburgh Living Landscape, to maximise opportunity for delivery of the strategies listed above, and taking learning from the partnership board model developed as part of the 2030 Climate Strategy work. And asks that detailed costs are provided for the points above in the report to the Policy and Sustainability Committee				
34	09.02.23	City of Edinburgh Council: **Gender Recognition Reform** - Motion by Councillor	To recognise the importance of hearing more about the lived experience of trans people, and therefore agrees that the Council Leader should arrange a	Executive Director of Corporate Services	May 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Mumford	round table meeting in the next five weeks, involving representatives of the trans community, members of political groups and relevant senior officers. This will have the purpose of discussing practical actions which the Council could take within its services to directly help and support trans people. Council agrees the outcome of this event will be reported to the Policy and Sustainability Committee				
35	09.02.23	City of Edinburgh Council: **Care Home Contracts** - Motion by Councillor Miller	To call for a report to Policy and Sustainability Committee in March detailing social care contracts, with details of the procurement procedures the reasons for the delays in resolving the provision of care in the facilities and decision making processes	Chief Officer, Edinburgh Health and Social Care Partnership Executive Director of Children, Education and Justice Services	21 March 2023		**Recommended for Closure** Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			for each contract: a) Which have been procured or extended during the last 12 months. b) Currently going through any stage of procurement, extension or alteration. c) Which are expected to begin procurement or may require extension or alteration within the next 12 months.				

Business Bulletin

Policy and Sustainability Committee

10.00am, Tuesday 21st March 2023

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

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Policy and Sustainability Committee

Convener:	Members:	Contact:
Convener: Councillor Cammy Day 	Councillor Cammy Day (Convener) Councillor Alan Beal Councillor Marco Biagi Councillor Kate Campbell Councillor Sanne Dijkstra-Downie Councillor Phil Doggart Councillor Joan Griffiths Councillor Kevin Lang Councillor Lesley Macinnes Councillor Adam McVey Councillor Jane Meagher Councillor Alys Mumford Councillor Ben Parker Councillor Danny Aston Councillor Alex Staniforth Councillor Mandy Watt Councillor Iain Whyte	Louise P Williamson, Committee Officer

Recent News	Background
Net Zero and Food Growing Budget There was a budget variance in the Net Zero budget of £387,000 from this year's revenue allocation. The total £500,000 was allocated from 2022/23 financial budget as a contribution to Net Zero projects. A budget of approximately £214,300 has been allocated for spend on existing climate projects across the council family to be delivered by the end of March 2023. The spend will include key projects such as: • continuation of the Net Zero Communities Pilot • support EVOC in delivering the community climate forum • development of low carbon heat options for West Edinburgh development areas • replacement of small machinery with electrical alternatives Accrual of approximately £165,000 of this budget has been approved to enable delivery of key studies such as the undertaking of an economic assessment of the cost of adapting the city vs business as usual city as requested by a motion by Councillor Parker at Policy and Sustainability Committee on 17 November 2022. There is budget variance in the allocated food growing budget. A total budget of £130,000 was allocated to implement Edinburgh's Food Growing Strategy and to support the Edible Edinburgh Partnership. A total of almost £50,000 has been allocated from this budget. The remainder will support the continued employment of Edible Edinburgh's Sustainable Food Co-ordinator, along with key projects such as the development of community food growing facilities and programmes at Inch Nursery.	**Contact** Christine Downie Strategy Manager, Climate and Sustainability, Policy and Insight, Corporate Services
2030 Climate Strategy – SEA Post Adoption Statement In Scotland, public bodies and private companies operating in a public character are required to assess, consult on, and monitor the likely impacts their plans, programmes and strategies will have on the environment. This process is known as Strategic Environmental Assessment (SEA).	**Contact** Christine Downie Strategy Manager, Climate and Sustainability, Policy and Insight, Corporate Services

A SEA was undertaken for the 2030 Climate Strategy after a live version of the strategy was agreed by city partners in December 2021. Through the SEA process, an environmental assessment has been undertaken and findings are set out in an environmental report (ER) which was consulted on between August and October 2022 to specifically seek views from the relevant statutory consultation authorities (Scottish Environmental Protection Authority (SEPA), Historic Scotland (HS), and Scottish National Heritage (SNH)).

A Post Adoption Statement (PAS) is required under part 3, Section 18 of the 2005 Strategic Environmental Assessment (SEA) (Scotland) Act. The PAS presents how the ER and the consultation have been considered in the final Strategy, as well as the measures taken to monitor the significant environmental effects of the strategy.
The PAS for the 2030 Climate Strategy has now been completed and published on the SEA Gateway, on the Council's website and consultation hub.

Climate Ready Edinburgh Plan

Edinburgh's 2030 Climate Strategy placed a renewed focus on adaptation. The Edinburgh Adapts Partnership, of which the Council is a lead member, is developing a Draft Climate Ready Edinburgh Plan for Consultation, which will be taken to August's Committee for approval.

The Plan is informed by actions developed through the 2030 Climate Strategy, the outcomes of a citywide climate change risk assessment recently completed, work being undertaken, or planned by the Council and its partners, and new actions being identified by the Council, the partnership, and key stakeholders across the city.

Edinburgh's updated risk assessment has shown a number of key risks and impacts for the city, including flooding and overheating identified. As such, action to alleviate these risks and impacts are prioritised in the draft Plan.

The draft Plan will prioritise action in the following areas:

- Strengthening governance and investment around adaptation
- Delivering climate resilient development, buildings, and infrastructure

Contact

Fiona Macleod,
Senior Policy Officer,
Policy and Insight,
Corporate Services.

• Developing a long-term and sustainable approach to water management across the city, including the coast • Incorporating adaptation into future transport planning and development • Safeguarding and enhancing our natural environment • Working with communities, health providers, businesses and major event providers • Building understanding to inform and update decision-making on climate change adaptation. If approved at August's Committee, a 12-week citywide consultation will be held on the plan. During this period, a number of high level engagement exercises and workshops with key stakeholders will be held. A final version of the Plan will then be brought to Committee following completion of the consultation and engagement activities. .	
Edinburgh Union Canal Update While the Union Canal is managed by Scottish Canals, the Edinburgh stretch is supported through a partnership between City of Edinburgh Council and Scottish Canals. A Development Officer has now been appointed to focus on supporting Union Canal projects. In addition, a refresh of the 2011 Union Canal Strategy is planned. This will include updating the content to reflect the Council's net zero ambitions and actions which have been taken canal side. It will also include consulting the wider community on opportunities surround canal development. Other work will include exploring funding opportunities and continued community engagement.	**Contact:** Rebecca Smith Development Officer, Place **Wards Affected** 1 – Almond 2 – Pentland Hills 9 – Fountainbridge/Craiglockhart 11 – City Centre
Local Heat and Energy Efficiency Strategy (LHEES) Work is ongoing to develop an LHEES for Edinburgh. The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022 requires the Council to publish an LHEES, along with a Delivery Plan, by 31 December 2023. The purpose of the LHEES is to "underpin an area-based approach to heat and energy efficiency planning and delivery" and "set out the long-term plan for decarbonising heat in buildings and improving their energy efficiency across an entire local authority area". It pertains to the Scotland-wide targets of achieving net zero carbon status by 2045 and eradicating fuel poverty by 2040. It is also relevant	**Contact** Kyle Drummond Programme Development Officer, Place **Wards Affected:** All

for the Council's target of making Edinburgh a net zero city by 2030, and the related Climate Strategy. The LHEES will set out the changes needed to each segment of Edinburgh's building stock to achieve decarbonisation; identify "strategic zones" for heat decarbonisation and the principal measures required within each zone; and identify priority areas for delivery. It will also identify areas of Edinburgh assessed as being particularly suitable for the construction and operation of a heat network, in line with the Heat Networks (Scotland) Act 2021. The Delivery Plan will set out how the LHEES is to be implemented, focusing on actions over the first five years of the LHEES.	
Regulation of Investigatory Powers (Scotland) Act 2000 ('RIPSA') **Background** Local authorities in Scotland are included in the list of public bodies which may utilise the relevant provisions of the Regulation of Investigatory Powers (Scotland) Act 2000. That Act provides a framework for carrying out covert surveillance activity to ensure compliance with the Human Rights Act 1998. **Update** Officers have submitted the annual statutory return with respect to RIPSA, confirming that in the past year no authorisations have been made under RIPSA. 211 operational staff have completed a training module providing support for officers who might have cause to use covert surveillance in the course of their duties. A second Authorising Officer was appointed to replace a member of staff who had moved on. Key staff including the Senior Responsible Officer attended a full day's refresher training on 22 December 2022.	**Contact** Andrew Mitchell Head of Regulatory Services, Place **Wards Affected:** All
Transient Visitor Levy (TVL) The Local Visitor Levy (Scotland) Bill is expected in the Scottish Parliament by Spring 2023. This would give Local Authorities in Scotland the power to introduce a local visitor levy for overnight stays in paid accommodation. This Bill could take up to 18 months to pass through Parliament. While details will not be confirmed until the Bill is published, revised revenue estimates show that between £11 million and £36 million could be raised depending on whether it is a	**Contact:** Gareth Dixon Senior Policy and Insight Officer, Corporate Services

fixed rate or a percentage of the room cost. For the estimates above, the level of charge varies from 2% of the room cost to £5 per room per night, if applied to all hotels, self-catering apartments, B&B / Guest house, short-term lets and hostels in Edinburgh. Council officers are continuing to draft spending proposals as well as working with stakeholders to inform how Edinburgh could efficiently manage and operate a local visitor levy and encompass any obligations from the Bill. A Progress update report will be prepared for Policy and Sustainability Committee by Autumn 2023.	
City of Edinburgh Council: Gender Recognition Reform Entry in leader's report from 9 Feb Council – "Earlier this week, I marked the start of LGBT+ History Month, which celebrates lesbian, gay, bisexual, trans and non-binary history annually. It's important to reflect on the past but just as important to acknowledge how the LGBT+ community continues to re-write the history books. I'm proud that Edinburgh is a diverse, welcoming city that embraces all sections of society and celebrates difference. While social acceptance of those who identify as LGBT+ has, thankfully, increased over recent decades, discrimination is sadly all too common. Any kind of attack on anyone because of their sexual orientation or transgender identity, or their race, religion or disability, is abhorrent, and, on behalf of the whole Council, I repeat my call for tolerance, understanding and respect right across our city." There was also a statement put on the CEC twitter account as well as a video shared as part of LGBT History Month. Cllr Day has also written to the UK and Scottish Governments and in is the process of organising the roundtable event.	**Contact:** Laura Millar Governance Officer, Corporate Services
City of Edinburgh Council: Transgender Day of Remembrance On 28 February, we published a statement of support on the front page of our website, where it remains, and on social media. The Council Leader marked the beginning of LGBT+ History Month on social media and included information on this in his Leaders Report to February's Council meeting. We work in partnership with our STRIDE colleague network to promote LGBT+ awareness days throughout the year,	**Contact:** Layla Smith, Operations Managers, Corporate Services

including International Transgender Day of Remembrance. We signposted to our guidance on how to support colleagues who have undergone, be in the process of, or about to undertake the process of transition, and will continue to do so. In November, we will provide a report to Committee detailing what we have done throughout the year to promote the safety and wellbeing of our trans residents and colleagues. And, on Transgender Day of Remembrance itself, we will fly the flag above the City Chambers and promote widely across the Council's communications channels.	
Accessibility and Inclusion for Edinburgh Citizens On 1 November 2022, Committee considered a report on accessibility and inclusion for Edinburgh citizens in response to a motion by Councillor Cameron. Committee agreed that a further briefing would be provided to cover: • Information on how the Council promotes its own work with partners, including information on how the Council supports all groups with protected characteristics; and • Further information about how the Council engaged with disabled people's organisations and supports people with different types of disabilities and impairments. Committee also requested a worked on the wider issues relating to accessibility and a briefing note on the Council's powers in relation to pavement parking. On 2 March 2023, Transport and Environment Committee considered an update on the progress made through collaborative working with external partners on accessible streets, with a roundtable discussion with partners proposed to take place by Summer 2023 to help ensure that accessibility is at the heart of placemaking and transport in Edinburgh. In addition, Transport and Environment Committee also considered an update on the Council's powers in respect of pavement parking.	**Contact** Daisy Narayanan Head of Placemaking and Mobility, Place Gavin Brown Head of Network Management and Enforcement, Place
The Big Hoose Project In November 2022 Council agreed a motion from Councillor Arthur calling for council officers to engage with the Fife	**Contact** Chris Adams Strategy Manager,

based Big Hoose Project to explore options for bringing this project to Edinburgh. The Big Hoose Project is an anti-poverty programme launched in December 2021 by the Cottage Family Centre in Fife. The project operates a warehouse in Lochgelly which collects donations of surplus goods from Amazon, the Coop Scotmid and 12 other companies. These goods – which include essentials such as clothing, crockery, children's toys, cooking equipment, soft furnishings, decorations, personal hygiene items, nappies and other items for young families – are then distributed to individuals and households who are struggling to get by through a network of professional referrals. In the first phase of the project's development the Big Hoose supported 49,000 referrals in Fife and distributed over 320,000 surplus goods. They are working with 500 separate organisations - 66 local charities, 150 schools, local health centres, social work teams, and others - to receive referrals on behalf of their service users. During December 2022 to March 2023 Council officers have facilitated discussions with the Big Hoose Project team and community sector partners in Edinburgh to establish an in-principle agreement for appropriate referral networks across Edinburgh, with access provided through local distribution and collection hubs in three areas of the city, as well as plans for regular transportation of goods to these hubs from the main project warehouse in Lochgelly. As next steps, officers plan to continue to support community sector partners in their work to develop the project, including promotion of the project through internal and partner networks. A full briefing on the project will be provided for elected members when further details are available.	Corporate Services

Forthcoming activities:

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Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Police Scotland - Local Police Plan 2023-2026 and City of Edinburgh Division Update

Executive/routine	**Executive**
Wards	
Council Commitments	

1. Recommendations

1.1 To approve the Local Police Plan 2023-2026.

1.2 To note the update from the divisional commander.

Dr. Deborah Smart
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 - Local Police Plan 2023-2026 and City of Edinburgh Division Update

2. Executive Summary

2.1 Police Scotland has submitted the Local Police Plan 2020-2023 for approval along with the update on the Edinburgh City Division from April – December 2022.

3. Background

3.1 The Police and Fire Reform (Scotland) Act 2012 requires that Divisional Commanders develop a Local Police Plan covering a three year period, and which sets out the main priorities and objectives for the policing of the Local Authority's area, explains the reasons for selecting each of those priorities and objectives, sets out the proposed arrangements for the policing of the Local Authority's area, where reasonably practicable, identifies outcomes by reference to which the achievement of those priorities and objectives may be measured, describes how those priorities, objectives and arrangements are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning, and includes any other information connected with the policing of the Local Authority's area which the Divisional Commander considers relevant.

3.2 In May 2019 the Council agreed that police and fire and rescue service city-wide plans, policies and performance would be considered by the Policy and Sustainability Committee.

3.3 This provides a forum for Police Scotland and the Scottish Fire and Rescue Service to discuss major cross-cutting issues with the Council as well as fulfilling their duty to engage with the local authority.

3.4 The Police and Fire Reform (Scotland) Act 2012 requires the local commander to provide the local authority with:

3.4.1 reports on the carrying out of police functions in its area (including by reference to any local policing plan in force for the area),

3.4.2 statistical information on complaints made about the Police Service in, or the policing of, its area, and

3.4.3 other information about the policing of its area

4. Main report

4.1 The Local Police Plan (at Appendix 1 and 2) reflects the Edinburgh City Division's strategic outcomes and priorities, which have been shaped by views and concerns of the local community, ensuring a responsive policing model.

4.2 The Plan will remain subject of periodic review to ensure that it continues to accurately reflect local priorities throughout its lifespan.

4.3 The scrutiny report at Appendix 3 covers the period 1 April 2022 – 31 December 2022 and is part of a regular update from the divisional commander to the Policy and Sustainability Committee.

4.4 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; and Positive Working Environment.

5. Next Steps

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

6. Financial impact

6.1 Not applicable.

7. Stakeholder/Community Impact

7.1 Not applicable.

8. Background reading/external references

8.1 Policy and Sustainability Committee, 14 May 2020 – Police Scotland – Local Police Plan 2020-2023

8.2 Policy and Sustainability Committee 30 August 2022 – Police Scotland – City of Edinburgh Division Update

8.3 Policy and Sustainability Committee 17 January 2023 – Police Scotland – City of Edinburgh Division Update

9. Appendices

Appendix 1 – Police Scotland Edinburgh Division – Local Police Plan Cover Report

Appendix 2 – Draft Local Police Plan 2023-2026

Appendix 3 – City of Edinburgh Division Update

EDINBURGH CITY DIVISION LOCAL POLICE PLAN 2023 - 2026 -

LOCAL AUTHORITY APPROVAL SOUGHT

1. PURPOSE

1.1 The Police and Fire Reform (Scotland) Act 2012 requires that Divisional Commanders prepare and submit a Local Police Plan, covering a three year period, to their relevant Local Authority for approval.

1.2 Chief Superintendent Sean Scott, Divisional Commander of Edinburgh City Division, now seeks approval of our Local Police Plan 2023 - 2026.

2. BACKGROUND

2.1 The Police and Fire Reform (Scotland) Act 2012 requires that Divisional Commanders develop a Local Police Plan covering a three year period, and which sets out the main priorities and objectives for the policing of the Local Authority's area, explains the reasons for selecting each of those priorities and objectives, sets out the proposed arrangements for the policing of the Local Authority's area, where reasonably practicable, identifies outcomes by reference to which the achievement of those priorities and objectives may be measured, describes how those priorities, objectives and arrangements are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning, and includes any other information connected with the policing of the Local Authority's area which the Divisional Commander considers relevant.

2.2 Cross sector fiscal challenges, and ever evolving demands, remain an operational reality, and as members will note, the inclusions within the plan extend far beyond law enforcement, with our policing priorities demonstrating the breadth and scope of the 'ask' placed on front-line policing on a daily basis. In an Edinburgh context, this includes discharging on the unique demands and profile associated with policing in the Scottish capital.

2.3 We police with and for our diverse communities, and it's imperative that finite policing resources are effectively and efficiently utilised to maximum effect to address key issues and concerns. Reflective of same, our Local Police Plan 2023 - 2026 has been shaped, developed and informed by feedback received during our public engagement and consultation phases.

3. RECOMMENDATIONS

The Policy and Sustainability Committee are asked to note:

3.1 The content of Edinburgh City Division's Local Police Plan 2023 - 2026; and

3.2 Approve same.

Samantha Ainslie

Superintendent Partnerships

Edinburgh Division

Edinburgh Local Policing Plan

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Foreword

The Police and Fire Reform (Scotland) Act 2012 requires Divisional Commanders to produce a Local Police Plan covering a three year period.

The 2021 tri-partite review of Local Police Plans, undertaken by COSLA, the Scottish Police Authority and Police Scotland, identified national best practice, with the plan acknowledging and incorporating relevant recommendations.

As Divisional Commander for Edinburgh City Division, I have the great pleasure and privilege of sharing this plan, which outlines our policing priorities for 2023 – 2026.

Whilst the plan reflects our strategic outcomes and priorities, there is obvious and direct connectivity to our vision, our purpose and our values.

In practical terms, this means that our visible and accessible policing response seeks to ensure a safe and resilient city, with the overarching purpose of improving the safety and wellbeing of people, places and communities across Edinburgh, doing so, with integrity, fairness and respect, whilst upholding human rights.

Ultimately, we police for and with you.

Your views and concerns, as individuals, within and across the capital's diverse communities, have been integral in shaping our priorities and ensuring a responsive local policing model. The plan will remain subject of periodic review to ensure that it continues to accurately reflect local priorities throughout its lifespan.

To ensure the widest possible representation, in addition to our network of partners, public consultation focused on capturing the views of less-engaged and seldom-heard communities.

Extending far beyond law enforcement, our policing priorities demonstrate the breadth and scope of the 'ask' placed on front-line policing on a daily basis, which in an Edinburgh context, also includes discharging the unique demands and profile associated with policing in the Scottish capital.

In no way exhaustive, this includes key political and heritage sites, a significant visitor footprint, events, protests, demonstrations and a significant foreign consulate profile, all undertaken alongside the real and ongoing challenges presented by protecting communities across public, private and digital domains.

My officers and staff are critical to delivering a relevant and professional policing response, underpinned by our values and human rights, and my personal commitment to assuring their safety and welfare, which includes an inclusive and supportive working environment, remains integral to my personal responsibilities as Divisional Commander.

We will always strive to meet expectations, however, I acknowledge that we may not do so on every occasion. Policing legitimacy is built on trust and confidence, and, in such circumstances, you have my absolute assurance that concerns will be listened to, and where we have not got things right, we will apologise and take proportionate and timely action to redress.

Cross sector fiscal challenges, and ever evolving demands, remain an operational reality, necessitating that finite policing resources are effectively and efficiently utilised to deliver maximum effect.

It's widely accepted that policing cannot, nor could be expected, to tackle the root causes of offending and/or other complex inter-generational social issues in autonomy.

I both welcome and value the professionalism, skills, experience and contribution of statutory and non-statutory partners in developing sustainable solutions to address these challenges. Embodied by our Public Health Policing approach, and informed by professional experience, holistic approaches which are focused on prevention and early intervention, often prove more effective in delivering positive outcomes than traditional police led enforcement activities alone.

As an advocate of The Christie Principles, I firmly believe that Edinburgh's communities will be best served by the development and delivery of placed-based integrated public service provision.

These collaborative tenets are also enshrined within the Community Empowerment (Scotland) Act 2015, which creates a statutory duty for community planning partners, like ourselves, to play a full and active role in delivering services to reduce inequalities and improve the lives of those most in need of support.

As a strategic lead, I form part of the membership of the Edinburgh Partnership Board, the city's Community Planning Partnership, which oversees and monitors delivery across the three shared priorities, outlined within the 10 year Local Outcome Improvement Plan.

This established multi-agency framework, demonstrates the efficacy of what can and should be achieved in partnership, and I remain committed to working with colleagues across the city, to realise my ambition, wherein our locally tailored policing response forms part of a wider multi-faceted public service offer.

This integrated approach will undoubtedly ensure that those in need have ready access to a suite of services, led and delivered by the agencies and practitioners best skilled and equipped to do so.

As ever, I thank you for your continued support, and in closing, I wish to reaffirm that officers and staff in Edinburgh, and indeed, across Police Scotland, will continue to do their utmost to keep Edinburgh's communities safe from harm.

Chief Superintendent Sean Scott

Divisional Commander, Edinburgh City Division

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Introduction

Local policing arrangements

Edinburgh City Division covers a large geographic area in the East of Scotland from Leith in the north to the Pentland Hills in the south, with a resident population of approximately 530,000, almost doubling during the summer months when tourism, and most notably, the internationally renowned Edinburgh Festival, attracts thousands of additional visitors to the city.

The local policing structure aligns with City of Edinburgh Council's locality boundaries, with day to day policing within each of the four areas being led by a dedicated Local Area Commander.

South East locality comprises the city centre and south of the city. This area faces a unique set of challenges and pressures, commensurate with the status and profile of Scotland's capital city. More specifically, the city centre footprint encompasses the Scottish Parliament, Edinburgh Castle and the Palace of Holyroodhouse, allied with a variety of cultural attractions, including festivals, events and celebrations. Owing to this heightened profile, the city centre attracts a significant number of protests and demonstrations, whilst remaining a preferred, and consistently popular, destination for millions of visitors, both national and international. The area has a vibrant and diverse population, and accommodates major healthcare, academic, religious and cultural facilities spread across a broad range of residential areas and various green spaces. It also boasts a significant number of small-scale commercial enterprises supporting the local community.

North West locality incorporates a diverse range of communities, from the historic villages of Cramond and South Queensferry in the semi-rural west, to the residential areas of Corstorphine and Ravelston, and the wards of Almond, Forth and Inverleith. Housing throughout is a blend of social and privately owned properties, characterised by areas of relative affluence juxtaposed with those of significant levels of social need, resulting in higher than average levels of unemployment and poverty. The area also includes a scenic coastline, Scotland's busiest airport, two large shopping centres and Murrayfield Stadium, the home of our National rugby team.

North East locality includes an historic castle, parks and beaches. Various community and social housing projects, backed by local Government funding, continue to rejuvenate a number of the more socially deprived areas, offering improved access to services and challenging inequalities to enhance community wellbeing. The area also accommodates large retail developments at Fort Kinnaird, and Ocean Terminal, attracting commerce from across the region.

South West locality encompasses a diverse area, comprising a range of residential housing, in addition to a varied footprint of commercial, light industrial, retail, leisure facilities and green spaces, including the Pentland Hills. Residential areas include those of relative affluence, with higher levels of educational attainment and employment levels, alongside areas with significant levels of social need, relating to higher than average unemployment and poverty.

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National strategic alignment

Our strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including the Justice Strategy, through Police Scotland's strategies, plans and performance reporting mechanisms, enabling us to demonstrate alignment and clearly articulate our ambitions and progress as demonstrated below. In addition to the Annual Police Plan, Police Scotland's thirteen local policing divisions produce these Local Police Plans which reference distinct local priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development.

- Scottish Government National Outcomes/Strategic Priorities/Justice Vision
- SPA/Police Scotland Strategic Outcomes
- Long Term Policing Strategy: Policing for a Safe, Protected and Resilient Scotland
- Enabler strategies including People, Fleet, Estates, Public Contact and Engagement, Enabling Policing for the Future, Digital Data and ICT, Cyber, Environmental, Procurement, Violence against Women and Girls, Equality Diversity and Inclusion

These are underpinned by plans including the Annual
Police Plan, Local Police Plans, Local Outcome Improvement Plans, and Financial Plans.

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Policing in Edinburgh

Uniformed policing in the Division is delivered within localities, comprising response and community policing complements, supported by locally based initiative teams, addressing specific priorities and emerging crime trends.

Our vibrant weekend night-time economy is policed by Operation NightGuard, which sees police officers work in partnership with Taxi Marshalls, Licensing Standards Officers, Street Assist, Street Pastors, and other partners to ensure that residents and visitors enjoy a safe night out.

Specialist departments within the Division include the Criminal Investigation Department (CID) and the Public Protection (PPU), responsible for the investigation and oversight of serious crime, sexual crime and domestic abuse respectively. This complement also incorporates bespoke units focused on investigating housebreakings, violent offending, offending targeted at high profile figures, including those in elected office and iconic / high profile locations, and County Lines and Cuckooing activity.

With a broad prevention led portfolio spanning, cyber enabled crime, equality, diversity and inclusion, youth justice and missing persons, our Prevention, Interventions and Partnerships (PIP) team provide specialist support across the Division. Unique to Edinburgh City Division, this team also includes the VOW, where mentors with lived experience of the criminal justice system, work alongside officers to provide targeted interventions to support 16-25 year olds, already known to criminal justice partners and/or individuals at high risk of drug related harm, to achieve long term positive trajectories.

Reflective of the city's capital status, Edinburgh encompasses high profile political and heritage sites, allied with a diverse range of sporting venues, international and local festivals, concerts, royalty/VIP visits, parades and protests. In any given year, Police officers from across Scotland, support Edinburgh City Division in ensuring the safety of visitors, spectators and participants.

Whilst not always as visible to local communities, Edinburgh City Division also has access to skills, expertise and resource drawn from across the suite of national specialist Divisions.

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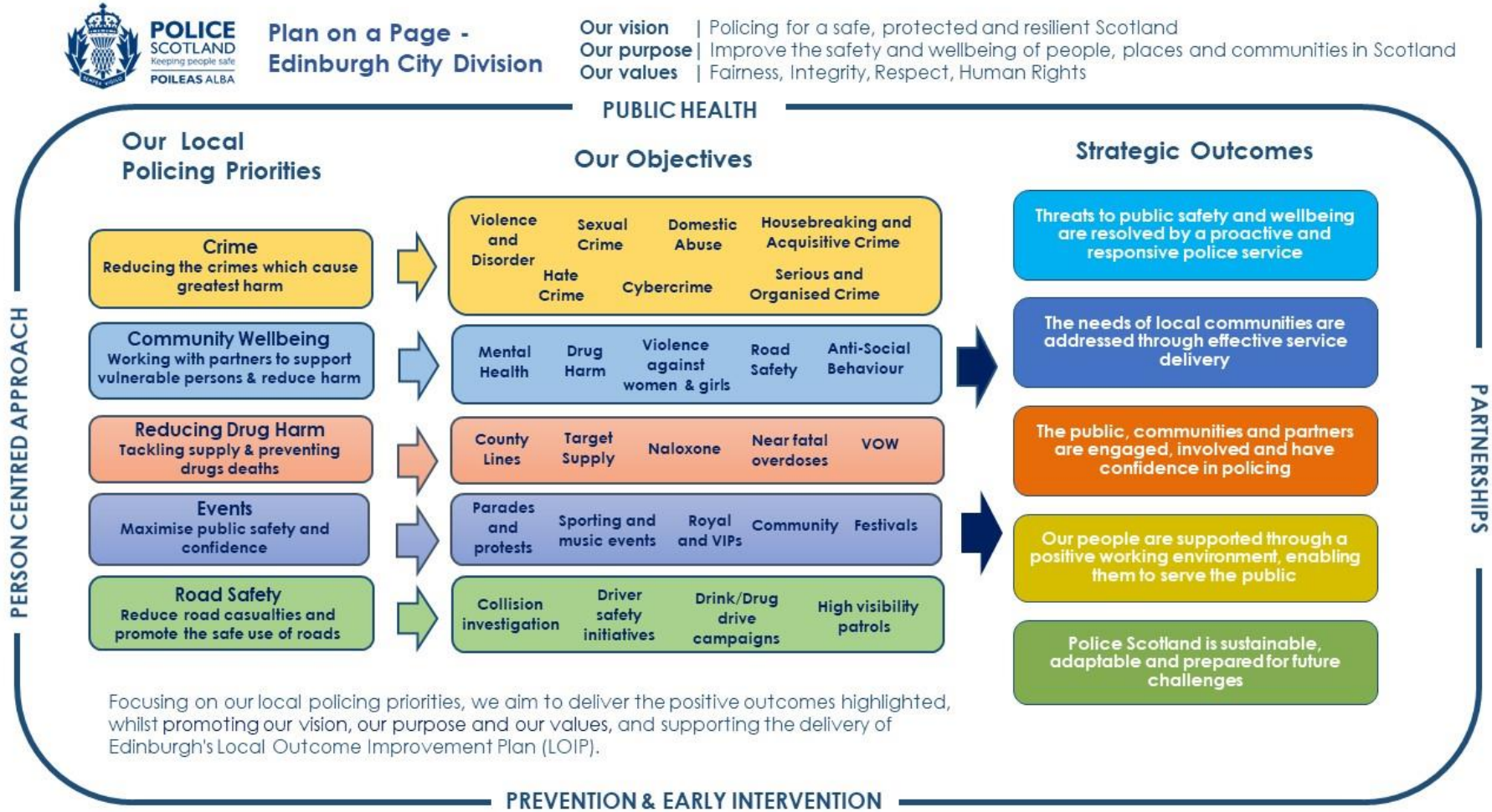
Local priorities – Our plan on a page



Local objectives and activities

Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Objective: Keep people safe in the physical and digital world

Activity: Work with partners to prevent and investigate serious crime, violence, domestic abuse, online crime and sexual crime.

Key milestones:

- Regularly review investigative processes to ensure efficient and effective investigation of these crime types.
- Implement the Partnership Intelligence Portal between key agencies and third sector organisations to identify and reduce harm to individuals.
- Identify, target and manage high tariff and repeat domestic abuse offenders through Multi-Agency Tasking and Co-ordination (MATAC).
- Reduce harm and improve safeguarding for victims of domestic abuse by continual improvement of Multi-Agency Risk Assessment Conferences (MARAC).
- Utilise the Equally Safe Multi-Agency Centre (ESMAC) to provide comprehensive and collaborative investigative support and aftercare for children and adult victims of serious sexual offences and gender based abuse.
- Continued enhancement of our local Multi-Agency Public Protection Arrangements (MAPPA), working in partnership to design and implement comprehensive risk management plans for offenders in the community.
- Continue to complete robust investigation of Hate Crimes, supported by specialist Equality, Diversity and Inclusion officers.

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Update expected: Y1-3 Quarterly

Performance measures and insights:

How does Edinburgh City Division work effectively with partners to prevent and respond to domestic abuse?

How well does Edinburgh City Division identify and support adults and children at risk from harm within the physical and digital domains?

How effectively does Edinburgh City Division manage offenders in collaboration with MAPPA partners?

Activity: Maintain and strengthen relationships with partners to mitigate the risk of violence and improve safety whilst holding perpetrators to account.

Key milestones:

- Raise internal and external awareness of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS).
- Work with partner agencies to deliver these disclosures in a way that is meaningful and cognisant of an individual's needs and vulnerabilities, ensuring that a comprehensive package of support is provided.
- Promote cultural change within the workplace, and across our wider society, and supported by partners, highlight the national #ThatGuy campaign.
- Work with colleagues from national Partnerships, Prevention and Community Wellbeing (PPCW) to ensure that Edinburgh City Division contributes to, and is aware of, national updates and initiatives.
- Our Domestic Abuse Investigation Unit (DAIU) provides specialist safety planning and investigative support to victims and survivors. Working collectively with partners, provide access to locally based specialist resources and deliver a holistic package of aftercare to the victims of domestic abuse.
- Ensure a victim centred approach whilst providing a professional and effective response to all reports of domestic abuse.
- Support and promote Equally Safe campaigns targeting violence against women, raising internal awareness of honour based violence, forced marriage, domestic abuse services and avenues of local support.

- Work with the City of Edinburgh Council to maximise the use of public space CCTV to increase feelings of safety within the public domain, deter crime, and detect and pursue offenders.
- In collaboration with our local Prevention, Interventions and Partnerships team, deliver comprehensive safety advice and guidance to victims of crime, improving awareness of personal safety and security, to build confidence and reduce risk of harm.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How does Edinburgh City Division incorporate feedback from the #ThatGuy campaign?

How does Edinburgh City Division review the performance of the DSDAS scheme?

How does Edinburgh City Division incorporate feedback from workplace and public focused surveys?
How effectively does Edinburgh City Division support victims and survivors of domestic abuse?

Objective: Design services jointly to tackle complex public safety and wellbeing challenges

Activity: Continue to improve our child and adult protection programmes.

Key milestones:

- Where we assess that an individual (adult or child) may be at risk, we will continue to utilise our Vulnerable Persons Database (VPD) to record concerns, and thereafter liaise with partners to agree appropriate safeguarding and support measures.
- We will initiate and contribute to Interagency Referral Discussions (IRD) for an individual (adult or child) at risk of harm.
- To support compassionate, non-judgemental and informed engagement, we will deliver stigma-aware and trauma-informed training to all officers and staff.

- We will maximise opportunities to utilise the Equally Safe Multi-Agency Centre (ESMAC) to support and safeguard children who have been abused or neglected.
- We will work with Edinburgh City Council Young Persons' Services and third sector partners, including Barnardos and Alzheimers Scotland, to effectively conduct interviews when a young person / vulnerable individual returns from a missing episode.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How effectively does Edinburgh City Division respond to reports of adults and children who go missing?

How well does Edinburgh City Division work with partners to provide joined up and cohesive support to mitigate and reduce the risk to vulnerable adults and children?

How will Edinburgh City Division respond to feedback from the ongoing Adult Support and Protection Review?

Activity: Using a collaborative approach, engage and support those experiencing mental ill-health.

Key milestones:

- We will review our ongoing pilot with Alzheimers Scotland, wherein specialist staff complete bespoke 'return' interviews and individual / family support visits following a missing episode.
- We will continue to meet regularly with health colleagues to improve our joint response to mental health detentions.
- Working with health partners, we will refresh our Psychiatric Emergency Plan (PEP) to support shared understanding of single agency accountabilities and multi -agency responses to incidents involving mental ill-health and persons in crisis.

Update expected: Y1-3 Quarterly

DRAFT

Performance measures and insights:
Has the Alzheimers Scotland pilot delivered positive outcomes?
How effective is Edinburgh City Division in signposting those experiencing mental ill-health crisis to the appropriate specialist practitioners / agencies?

Objective: Support policing through proactive prevention

Activity: Informed by our Public Health Policing Approach, we will work with partners to address the negative impact of problem drug use within Edinburgh.

Key milestones:

- We will train our staff in the use of Naloxone sprays and provide them with this capability to intervene / treat those experiencing an opoid overdose.
- We will utilise our Divisional Drugs Oversight Board to maximise prevention, intelligence and enforcement opportunities, share best practice and contribute to wider local and national work to reduce drugs deaths.
- We will proactively and professionally investigate all drugs deaths within Edinburgh.
- We will continue to monitor drug related non-fatal overdose (NFO) incidents, and to enable expedient access to treatment and support, we will share information in respect of those most at risk of harm, with health and other partners.
- We will proactively target organised crime and drugs supply.
- We will actively participate in the Edinburgh Drug and Alcohol Partnership.
- We are committed to securing ongoing funding to support the continuation of VOW's assertive outreach capability.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How effective has the divisional roll-out of Naloxone proven to be?

Have our investigative approaches positively impacted on the identification of drugs supply cases?

How effective is the VOW's assertive outreach capability?

Strategic Outcome 2: The needs of local communities are addressed through effective service delivery

Objective: Understand our communities and deliver the right mix of services to meet their needs

Activity: Through preventative and enforcement measures tackle housebreaking and acquisitive crime.

Key milestones:

- Our Prevention, Interventions and Partnerships team will continue to provide targeted crime prevention advice to individuals and businesses.
- We will work with police colleagues throughout Scotland to share intelligence and jointly tackle cross-divisional offending.
- We will maximise the use of social and traditional media, Neighbourhood Watch and other community and interest groups, to raise awareness of notable crimes, crime trends and crime prevention opportunities.
- We will continue to target and pursue housebreakers and known offenders through our dedicated investigation teams.
- We will work with recidivist offenders to offer support and preventative interventions.
- We will monitor financial crime trends, work alongside partners in Trading Standards and Financial Institutions, and provide fraud prevention advice to our communities.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How effective is Edinburgh City Division's approach in preventing and deterring housebreakings?

Has Edinburgh City Division reduced reports of motorcycle thefts and anti-social behaviour related calls in the city?

How well does Edinburgh City Division work with local businesses to design out opportunities for crime?

How safe do local residents feel?

Activity: We will target serious and organised crime by maximising preventative and investigative opportunities.

Key milestones:

- We will work in partnership with other agencies to dismantle Serious and Organised Crime Groups (SOCG) in communities, rendering them ineffective and unable to profit from criminality.
- Through targeted local campaigns, we will promote awareness of the threat and harm that SOCGs present to individuals, businesses and communities.
- We will collaborate with stakeholders across education, social services and health to maximise awareness, prevention, information sharing and support and protect those most at risk from SOCG activity.
- We will utilise new, emerging and innovative technologies, to enhance our approach and response to priority crime, threats and harm.
- We will maximise preventative opportunities for vulnerable individuals, groups and communities who may be targeted for trafficking.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How effectively does Edinburgh City Division investigate Serious and Organised Crime?

How safe do local residents feel?

DRAFT

Activity: Through a proactive and collaborative approach, prevent and respond to serious violence, disorder and antisocial behaviour.

Key milestones:

- As exemplified by Operation NightGuard, we will address disorder and antisocial behaviour though a comprehensive package of measures, including police led and partnership activity.
- We will promote the 'Think Twice' partnership initiative and utilise all available Criminal Justice options to hold offenders to account.
- Address violence through preventative programmes including "no knives better lives" and robust collaborative investigations led by our Violence Reduction Unit.
- The VOW will continue to engage with repeat offenders and those at risk of substance related harm, to support them to address their behaviour.
- We will support seasonal activities such as Operation Crackle and Moonbeam, to robustly tackle instances of violence, disorder and anti-social behaviour.
- We will utilise local and thematic Community Improvement Partnerships (CIPs) as mechanisms to support collaboration and develop and deliver joint plans to prevent and address violence, disorder and anti-social behaviour.
- We will work with the City of Edinburgh Council to maximise the use of public space CCTV to increase feelings of safety within the public domain, deter crime, and detect and pursue offenders.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How well does Edinburgh City Division collaborate with partners to prevent and address violence, disorder and antisocial behaviour?

Review reduction in offending by individuals managed by the VOW, and the consequent cost saving to the Criminal Justice system.

DRAFT

To effectively respond to violent offenders, has Edinburgh Division maximised all available opportunities to expand our Specially Trained Officer (STO) cadre and equip officers with Conducted Energy Devices (CED / Tasers)?

How safe do local residents feel?

Objective: Support our communities through a blend of local and national expertise

Activity: Make our roads safer through the delivery of a suite of multi-agency activity co-ordinated by the Divisional Road Safety Partnership.

Key milestones:

- We will actively contribute to national Road Policing campaigns, including festive and summer initiatives.
- We will detect and deter criminal use of the roads network, utilising high visibility patrols allied with the effective use of intelligence and proactive local road traffic interventions and initiatives.
- We will support training and education activities aimed at less experienced drivers, and those promoting road safety, such as the ‘Close Pass’ cycling safety initiative.
- We will develop and share our management information, to better understand trends and hotspots, in order to focus enforcement activity effectively.

Update expected: Q4 Annually

Performance measures and insights:

How effectively does Edinburgh City Division support the Road Policing Division in positively influencing pedestrian and road user behaviour to improve road safety?

How well does Edinburgh City Division utilise driver education and enforcement activities to reduce road casualties?

DRAFT

Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing

Objective: Protect the public and promote wellbeing throughout Edinburgh City Division by providing services that are relevant, accessible and effective

Activity: Harness opportunities for engagement across Edinburgh's communities and support public confidence by promoting successful investigations, operations and events and delivery of outcomes. Maximise insights from the 'Your Police' and user experience surveys.

Key milestones:

- Assuring visibility and accessibility, our locality based Community Policing teams will continue to work with and extend their reach across our local diverse communities.
- Our Prevention, Interventions and Partnerships team will maintain their commitment to broaden our city-wide partnership networks, to include less engaged and seldom–heard communities.
- We will continue to maximise opportunities for community engagement at a citywide and locality level, including attendance at Community and Strategic Partnership forums.
- Reflecting the differing needs of communities, we will continue to develop the role and contribution of our Special Constables, Police Scotland's Youth Volunteers and Peer Mentors in community engagement activities.
- We will continue to develop the role of our Divisional Media Officer, exploring and exploiting digital technology, to extend our reach, promote our activities and build public trust and confidence.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How well does Edinburgh City Division utilise feedback to support and inform service delivery?

How effectively does Edinburgh City Division promote our activities and outcomes?
How can Edinburgh City Division further develop our partnership networks?

Activity: Maintain and maximise public safety and confidence during events, including protests, demonstrations, sporting events, concerts, Hogmanay and the Edinburgh Festival. Work with event organisers and partner agencies to deliver safe and secure events and operations, including parades, protests, Royal and VIP visits, religious, community, sporting, music and seasonal festival events.

Key milestones:

- We will work with event organisers and partner agencies to plan and deliver safe and secure events.
- We will balance the rights of those attending events against the rights of the wider community and work to minimise disruption.
- We will continually review our policing response to events to ensure that learning is incorporated into future plans.
- We will actively seek to improve and enhance our joint approach to safety and security, making use of the most appropriate resources, equipment and available technology.

Update expected: Q4 Annually

Performance measures and insights:
Can Edinburgh City Division provide specific examples of how collaborative working has improved public safety at events within Edinburgh?

DRAFT

Strategic Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public

Objective: Create a positive environment for our people to achieve their potential

Activity: Effectively engage with and support our people through local delivery of the East People Strategy.

Key milestones:

- Review and seek feedback from our officers and staff on the implementation of the 2-2-2 shift pattern within the Division.
- Conduct regular meetings of our 'Enhance Edinburgh' officer and staff forum, to capture views on a range of divisional developments, including staff wellbeing initiatives.
- We will develop and maintain a series of supervisor toolkits to share best practice, ensure consistency across teams and upskill and develop newly promoted officers.
- We will review the findings and recommendations of Police Scotland's consultation around sexism and misogyny within the workplace and embed any learning within Edinburgh City Division.
- The Senior Management Team will continue to provide opportunities for officers / staff to table questions, provide feedback and suggestions for improvements, which includes meeting regularly with local Police Federation and staff representatives.

Update expected: Y1-3 Quarterly

Performance measures and insights:

How well does Edinburgh City Division support officers and staff to effectively perform their roles?

How is officer / staff feedback and survey data acknowledged, considered by the Senior Management Team and embedded to support positive change?

Strategic Outcome 5: Police Scotland is sustainable, adaptable and prepared for future challenges

Ongoing political, technological, economic and societal changes as well as unforeseeable emergencies on a local and global scale require the police service to adapt and respond to future challenges in order to maximise the benefits of future opportunities.

This includes working to reduce the impact of our activity, estates and fleet on the environment. Police Scotland aims to make a significant contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target.

Everyone has a role to play in improving financial sustainability, making efficient use of resources and eliminating waste to deliver best value.

Procurement of and demand for goods and services will remain under scrutiny, ensuring resources are used in the most efficient way possible to meet the greatest need.

Objective: Ensure that we are meeting and adapting to the increasing and changing demands on policing

Activity: Consider the environmental impact of local policing and adapt working practices accordingly.

Key milestones:

- We will continue to promote workplace initiatives aimed at reducing our carbon footprint.
- We will support officers and staff by encouraging uptake of the cycle to work scheme.
- Community Policing activities will incorporate foot patrols and the deployment of cycle trained officers, where appropriate to do so.
- We will continue to support the move to Ultra Low Emission Vehicles (ULEVs) and commit to evolving our Divisional fleet as the roll-out of charging points progresses across our local estate.

Update expected: Y1-3 Quarterly

Performance measures and insights:
How effectively does Edinburgh City Division contribute to reducing carbon emissions and the environmental impact of its collective activities?

Governance and performance

Policing by consent is the bedrock of our approach. Public trust and confidence can only be maintained through the legitimacy provided by effective governance, transparency and accountability.

Our Performance Framework links to our local and national plans, enabling monitoring and measurement of progress on our policing priorities and strategic outcomes. Further, as referenced, our collaborative work in support of Edinburgh's Community Planning Partnership, is also key to delivering excellence in service provision.

Our Local Police Plan reflects the priorities that local communities, businesses and organisations have told us matter most to them. Throughout the lifetime of the plan, we will continue to work with our communities and partners to listen to concerns and ensure we respond effectively to emerging issues.

An overview of divisional performance against our strategic outcomes and shared objectives is provided by the Divisional Commander, and comes under scrutiny at the City of Edinburgh Council's Culture and Communities Committee, with key themes reported and accessible via https://www.scotland.police.uk/about-us/what-we-do/how-we-are-performing/.

Local Area Commanders regularly liaise with and provide updates to the community and elected representatives at various forums and, to complement this, Community Policing officers provide local policing updates at Community Council meetings and across a suite of community specific and interest groups.

Equality, Diversity and Inclusion

Our work is underpinned by our commitment to equality and diversity, which includes interactions with the public we serve and our own officers and staff. We promote the core policing values of human rights, integrity, fairness, and respect within our organisation and the communities we police.

We are committed to developing and advancing best practice as outlined within the most recent refresh of our Equality Outcomes. These can be found along with our commitment and duties to equality, diversity and inclusion at: https://www.scotland.police.uk/spa-media/oa5nurw5/joint-equality-outcomes-for-policing-2021.pdf

Engaging with us

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for the public to shape our services and influence our decisions. These insights thereafter inform practical solutions and ultimately ensure that our policing services meet the needs of the diverse communities we serve.

Should you wish to contact us, please do so utilising the following means:

1. Edinburgh City Division, St Leonard's Police Station, 14 St Leonard's Street, Edinburgh. EH8 9QW.
2. Should you have information about crime in your area, and wish to provide it anonymously, call CRIMESTOPPERS on 0800 555111.
3. Service users who are deaf or have a hearing impairment can contact Police Scotland via TextRelay on 18001 101 for non-emergency requirements, or 18000 in an emergency.
4. More detailed information on how to contact your Local Policing Team is available on our website.

As a learning organisation, Police Scotland is committed to continuous improvement. We actively welcome feedback on our services, please submit via https://www.scotland.police.uk/contact-us/

Further information about our wider engagement activities can be found in our consultation and engagement hub at: https://consult.scotland.police.uk/

Police Scotland also has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on our website.

Edinburgh City Division's local channels can be found at:

https://twitter.com/EdinburghPolice

https://en-gb.facebook.com/EdinburghPoliceDivision

Please note that our social media channels are not monitored 24/7, and should not be used for reporting crime. Please dial 999 in an emergency, and 101 in a non-emergency situation.

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into all of our services. This Local Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA). A summary of the EqHRIA has been published alongside this document at

This Local Police Plan can be made available in various alternative formats. For more information, please contact us via our online form: https://www.scotland.police.uk/contact-us/

POLICING FOR A SAFE, PROTECTED AND RESILIENT SCOTLAND

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

EDINBURGH CITY DIVISION SCRUTINY REPORT

April - December 2022

OFFICIAL

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Introduction by the Divisional Commander

It is my pleasure to present the Q3 Edinburgh City Division scrutiny report for April to December 2022. This period has seen a number of large-scale and unique policing operations, bringing significant attention to the capital and Police Scotland.

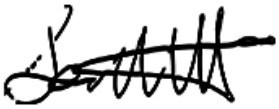
The capital's 2022 events calendar concluded on 31st December, when we once again supported event organisers to deliver Edinburgh's world famous and sold-out Hogmanay street party. Around 45,000 revellers defied the cold and rain to bring in the bells in the city centre once again. Significant planning and preparation was undertaken ahead of the city's first street party since 2019, and I am pleased to say that it passed without serious incident and with no arrests.

In response to the significant disorder we saw across the city on Bonfire Night, during which 2 officers were injured, a divisional post-incident response and investigation was launched. Our dedicated post-incident investigation has resulted in 14 individuals being charged for their part in the disorder, with enquiries continuing unabated to bring further offenders to justice. I thank Edinburgh's communities for their support and assistance and will continue to work for them and with them, alongside stakeholders, to protect the public.

I wrote to elected members recently regarding increased incidents of targeted organised crime violence involving known criminal gangs who have been in a feud for a number of years. These gang members predominantly reside in the Liberton, Gilmerton, Craigmillar, Niddrie, West Pilton and Wester Drylaw areas. A dedicated investigative team has been working for the past few weeks, with a parallel operational disruption plan, resulting in significant arrests with more to come. We continue to carry out regular checks at addresses of gang members who we believe may be under threat or have been the victims of crime or attempted attacks. I want to reassure the public and reiterate the fact that the violence is targeted with no wider community threat.

In relation to the recent Scottish Government budget settlement for policing and the resource implications therein, work is still ongoing to assess the effect this will have on police numbers across Local Policing and particularly in Edinburgh.

It was a pleasure to see so many people attending the recent Six Nations Rugby internationals at Murrayfield and I look forward to seeing similar crowds at the forthcoming summer rugby tests. We have the usual eclectic mix of other upcoming events including the 2023 UCI Cycling World Championships, a variety of music and dance events, The Royal Edinburgh Military Tattoo, the Royal Highland Show, the King's Coronation and Royal Week itself, all of which contribute to Edinburgh's rich culture and we look forward to working with our partners to ensure these are safe and enjoyable experiences for all involved.



Chief Superintendent Sean Scott
Divisional Commander

Summary of Local Policing Priorities

For the reporting period of 1st April 2022 to 31st December 2022, a total of 35534 crimes were recorded by Edinburgh Division. This is a reduction of 8.0% (3070 fewer crimes) against the five year average. Solvency has reduced by 1.8% over the same five year period to 51.2%. 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. The 5 year average remains the primary comparator for analysing performance, however it contains and is influenced by the performance data of the 2020/21 Covid-19 pandemic.

Addressing Violence

Overall violent crime has reduced by 7.1% (368 fewer crimes) against the 5 year average.
There have been 5 recorded murders, which is 2 more than the 5 year average.
Attempted murder has increased by 25.0% (4 more crimes) against the 5 year average.
Serious assaults have reduced by 12.6% (32 fewer crimes) against the 5 year average.
Common assault (including emergency workers) has reduced by 6.3% (300 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 those that are exploited. Proactive enforcement has resulted in positive recoveries of illegal drugs, cash, related paraphernalia and the seizure of vehicles. Total drug crime has increased by 4.5% (83 more crimes) against the 5 year average.

Targeting Housebreaking and Acquisitive Crime

Acquisitive crime has reduced by 12.2% (1544 fewer crimes) against the 5 year average.
Domestic housebreaking has reduced by 35.3% (273 fewer crimes) against the 5 year average.
Motor vehicle crime has reduced by 7.2% (123 fewer crimes) against the 5 year average.
Theft shoplifting has reduced by 9.8% (280 fewer crimes), and common theft has reduced by 1.8% (37 fewer crimes).
Fraud has increased by 32.7% (382 more crimes), which is reflective of the wider national picture.

Dealing with Disorder and Antisocial Behaviour

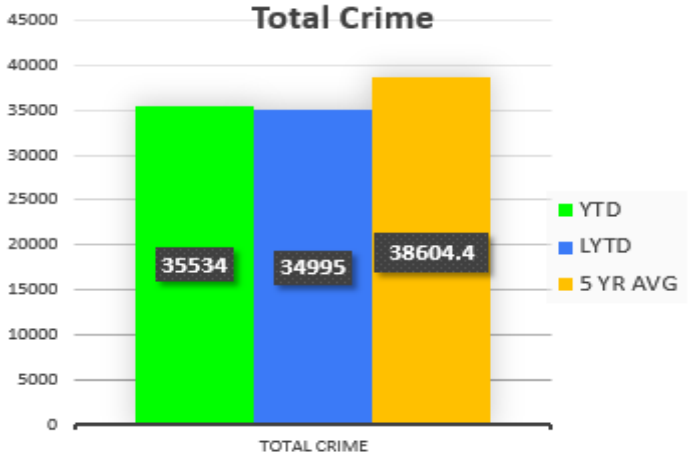
Antisocial behaviour incidents have reduced by 20.3% (5753 fewer incidents) against the 5 year average.
Overall Group 4 crimes (including vandalism, malicious mischief and fire-raising) have reduced by 10.4% (406 fewer crimes) against the 5 year average. Vandalism has reduced by 16.0 % (544 fewer crimes) over the same period.

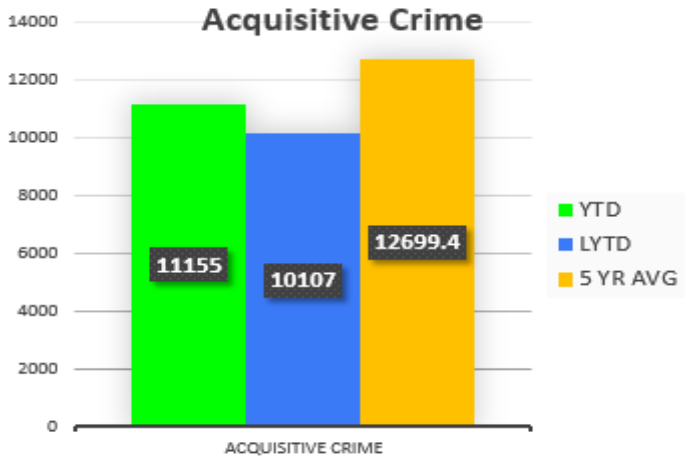
Making Our Roads Safe

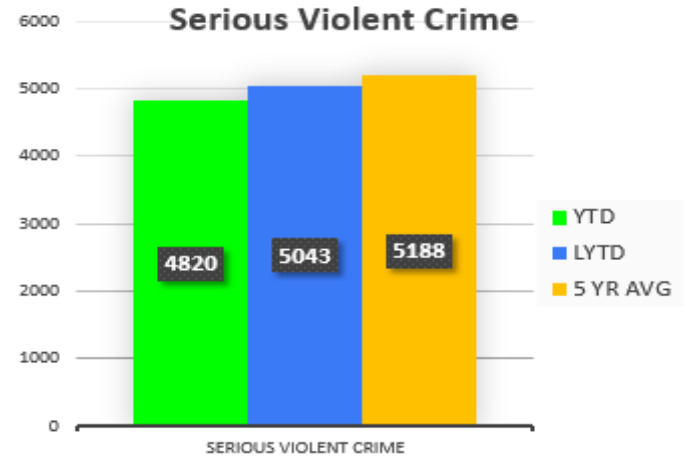
Offences in relation to driving and the use of motor vehicles have reduced by 0.2% (17 fewer crimes) compared to the 5 year average.
There have been six fatal collisions this year to date, compared to three LYTD. There has been a reduction of 19.9% (27 fewer collisions) in serious injury collisions and a reduction of 11.3% (39 fewer collisions) in those resulting in slight injury against LYTD.

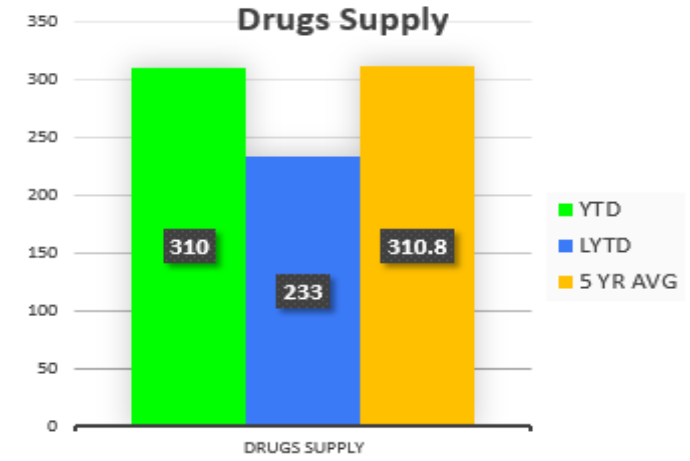
Edinburgh City Division at a glance

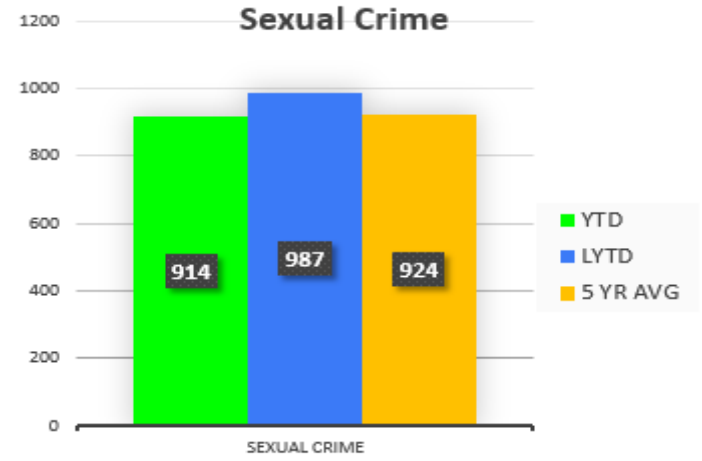
The charts below represent year to date incident and crime demand throughout the division, compared with last year to date and the 5 year average.

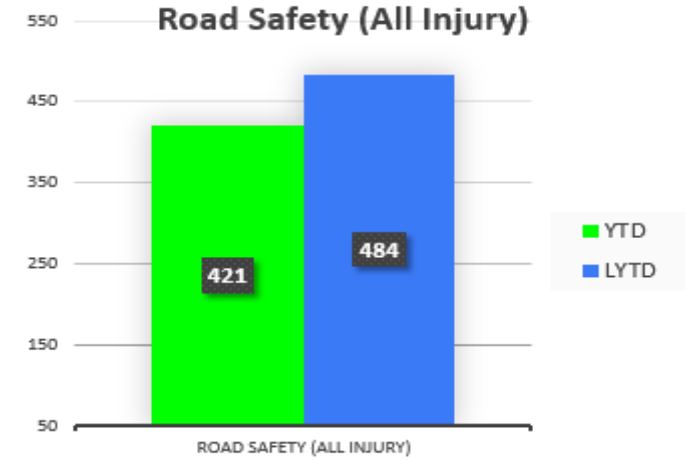












OFFICIAL

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
- Serious assault
- Robbery

	Group 1 Recorded Crime	Group 1 Solvency
April – December 2022	786	59.0%
April – December 5 year average	711	67.0%
% change from 5 year average	+10.6%	-7.9%

- Group 1 crime has increased by 10.6% (75 more crimes) against the 5 year average. The increase in 'sextortion' and drugging offences has significantly contributed to the increase in Group 1 offences and the reduction in Group 1 solvency. When excluding these offences from the crime statistics, Group 1 crime has reduced by 8.2% (58 fewer crimes) and solvency has increased by 4.2% to 77.2% against the 5 year average.
- S.1 Domestic Abuse Scotland Act (DASA) offences have reduced by 23.6% (30 fewer crimes) against LYTD. DASA offences continue to affect the overall Group 1 picture since its introduction on 1st April 2019.
- 5 murders have been recorded this year, an increase of 2 murders against the 5 year average.
- 21 attempted murders have been recorded this year, which is 4 more than the 5 year average. This increase is a result of targeted acts of violence, with no significant wider risk to members of our communities.
- Serious assaults have reduced by 12.6% (32 fewer crimes) against the 5 year average. Solvency has increased by 5.1%.
- Robbery has reduced against the 5 year average by 21.8% (42 fewer crimes).
- Threats & Extortion has increased by 158.0% (99 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 29 Druggings reported this year to date, compared to a 5 year average of 18. The large rise in reported offences is a result of considerable media and social media attention given to 'spiking' during the last 18 months.

QUOTE

Detective Inspector Kevin Tait:

"I am pleased to report the continued trend in reduction for the most common group 1 crimes of serious assaults and robberies. Whilst the overall category of group 1 recorded crimes has increased, this is as a direct result of crime recording for specific offences, namely online extortions, commonly referred to as 'sextortion'. The focus of these crimes is prevention, as the perpetrators are typically overseas. Our Preventions, Interventions and Partnerships department continue to work closely with a number of our partners and communities in this regard, with a view to reducing this crime type and offering future safeguarding principles.

We have seen a slight increase in attempted murder crimes over the reporting period. These have been targeted attacks, as referenced in the Divisional Commander's introduction.

As we move into the last quarter of the year, addressing violence remains a priority. Through our continued partnership working and community engagement, I expect that we will see a downward trend in violent and associated crime across the city."

Sexual Crime

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 2022	914	53.1%
April – December 5 year average	924	56.6%
% change from 5 year average	-1.1%	-3.5%

- Overall Group 2 crime has reduced by 1.1% (10 fewer crimes) against the 5 year average.
- Solvency has reduced by 3.5% against the 5 year average.
- Rape has increased by 2.8% (5 more crimes) against the 5 year average. Solvency has increased by 2.4% to 57.6%.
- Sexual assaults have increased by 10.2% (29 more crimes) against the 5 year average, however have reduced by 12.0% (42 fewer crimes) when compared to LYTD. The 5 year average has been impacted by a significant decrease in offences committed in 2020.
- Indecent Communication Offences have reduced by 24.5% (21 fewer crimes) compared to the 5 year average.
- Lewd & Libidinous practices have increased by 28.5% (22 more crimes) against the 5 year average. These are non-recent offences, and the rise can be attributed to a number of investigations relating to historical abuse against children.

SEXUAL OFFENCES

DCI Adam Brown, Public Protection Unit (PPU):

"Women's Safety in Public Places (WSPP) continues to be a priority and the Edinburgh PPU work closely internally with other policing departments and externally with partners to prevent offending and promote positive practice to deter harmful behaviours. The recent public consultation on WSPP highlighted that there are behaviours, both criminal and non-criminal, that impact the quality of life for women in public spaces, including public transport. PPU and Preventions, Interventions & Partnerships officers are represented at the WSPP Community Improvement Partnership which also includes representatives from the City of Edinburgh Council and transport companies such as Lothian Buses.

PPU are also supporting a review of Operation NightGuard, the policing of the night-time economy in Edinburgh City Centre. WSPP is prominent on the agenda. Plans are in the formative stage but will include proactive intervention in harmful and predatory behaviours that are recognised as contributing factors to sexual offending and violence against women and girls."

Case Against Kevin Hood:

Kevin Hood (34yrs) reported by the PPU in 2021 was recently sentenced at the High Court by Lord Arthurson to an extended sentence of 25 years after he was convicted of abduction, assault and rape to injury and endangerment of life. The custodial term was set at 15 years, which is a welcome outcome not only for the victim but the wider public. During the sentencing, Lord Arthurson went onto comment that "The crime libelled in the charge of abduction, assault and rape to injury and danger of life was one of the very worst crimes of this nature that I have required to deal with in my judicial career, and comprised the use of a knife, limb restraints and sexual torture in addition to the libelled multiple penetrative acts committed by you against your victim." The courage of the victim, supported by the effectiveness of the initial response from the attending officers and specialist PPU officers, has secured a lengthy period in prison for an extremely dangerous individual.

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 2022	1910	94.5
April – December 5 year average	1827	92.0
% change from 5 year average	+4.5%	+2.5%

- Total drug crime has increased by 4.5% (83 more crimes) and solvency has increased by 2.5% to 94.5% against the 5 year average.
- Production, manufacture or cultivation of drugs has reduced by 35.7% (12 fewer crimes).
- Supply of drugs remains constant and solvency has reduced by 9.4% to 77.7% 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 increased by 5.7% (86 more crimes) and solvency has increased by 4.8% to 98.1% against the 5 year average. The increase in possession offences has driven the rise in overall drug crime, and is due to a high volume of crimes recorded at a dance event.
- Bringing drugs into prison has reduced by 63.0% (14 fewer crimes) against the 5 year average. This reduction is a consequence of reduced visitor numbers to the prison and improved prevention mechanisms.
- Partnership work with the National County Lines Co-ordination Centre continues, with the aim of reducing the opportunities for external Serious and Organised Crime Groups to supply controlled substances in Edinburgh, whilst also providing safeguards for exploited children.

Targeting Supply

COUNTY LINES

A focus to identify and target those involved in County Lines-linked Serious and Organised Crime within Edinburgh, resulted in the conviction of three men on 13th January 2023 at Glasgow High Court. Michael Orguns, Harrison Kimpembe and Kalil Nuur, all from London, had previously pleaded guilty to drug supply offences in connection with £130,000 worth of heroin and crack cocaine recovered in Edinburgh between the 6th April and 6th October 2021.

Orguns was recognised by the court as being in control of the drug line and as the principal member of the group. He was sentenced to five years and three months imprisonment. Harrison Kimpembe was sentenced to five years, whilst Kalil Nuur was sentenced to three years and nine months.

Detective Sergeant David Wright:

"*We welcome the conviction of these three men and this significant recovery of controlled drugs. We are committed to identifying and disrupting the supply chains that bring drugs into Edinburgh and we worked closely with our colleagues in the Metropolitan Police to identify those involved. The County Lines model shows crime does not respect borders, and we continue to ensure we bring offenders such as Kimpembe, Orguns, and Nuur to justice, wherever they may be based. Intelligence is the lifeblood of investigations such as this. Communities should not have to tolerate the damage caused by drugs, and I urge anyone with information that can help us deal with those responsible to come forward.*"

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 2022	11155	19.9%
April – December 5 year average	12699	24.9%
% change from 5 year average	-12.2%	-5.1%

- Acquisitive crime has reduced by 12.2% (1544 fewer crimes) against the 5 year average.
- Housebreaking, which includes domestic premises, businesses, sheds and garages, has reduced by 36.2% (599 fewer crimes) against the 5 year average.
- Domestic housebreaking has reduced by 35.3% (273 fewer crimes) against the 5 year average. Solvency has reduced by 4.6% to 23.6%.
- Motor vehicle crime has reduced by 7.2% (123 fewer crimes) against the 5 year average.
- Shoplifting has reduced by 9.8% (280 fewer crimes) against the 5 year average, whilst common theft has reduced by 1.9% (59 fewer crimes) against the 5 year average.
- Fraud has increased by 32.7% (382 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

Case against Gordon Williamson

Throughout the latter part of 2021, Gordon Williamson committed a series of housebreakings to domestic dwellings in the Drylaw area of Edinburgh, as well as a business premise in Marchmont. Extensive enquiries were undertaken resulting in him being arrested and charged with a number of housebreakings, for which he subsequently pleaded guilty.

Detective Inspector Gordon Couper

"Gordon Williamson is a career criminal who has persisted to offend throughout his adult life. He has an extensive list of previous convictions for acquisitive crimes, primarily targeting domestic and business premises. Edinburgh's Community Investigation Unit (CIU) targeted Williamson following a spree of housebreakings, and following a thorough inquiry, officers traced him along with three other associates. He was remanded into custody and pleaded guilty to six previous housebreakings resulting in a 13-month custodial sentence.

Edinburgh continues to see Housebreakings committed in order to target high value motor vehicles, which are thereafter used to commit further crimes or sold for financial gain. Organised teams of criminals are travelling across divisional boundaries, adding complexity to already challenging investigations.

Edinburgh CIU chair a daily meeting for the East Command during which trends, nominals and intelligence can be quickly and effectively shared. Keyless car theft by the use of sophisticated technology has also risen over recent months. This trend has been seen predominantly across the central belt, with Edinburgh having in excess of £800,000 of vehicles stolen since October through this method alone."

Dealing with Disorder and Antisocial Behaviour

Group 4 crime includes:

- Culpable and reckless conduct
- Vandalism
- Fireraising

	ASB Group Recorded Incidents	Group 4 Crime
April – December 2022	22569	3,500
April – December 5 year average	28322	3,906
% change from 5 year average	-20.3%	-10.4%

- Anti-Social Behaviour (ASB) incidents have reduced by 20.3% (5753 fewer incidents). The 5 year average has been heavily influenced by a substantial increase in Covid-19 related calls recorded in 2020 and 2021.
- Group 4 crime has reduced by 10.4% (406 fewer crimes) against the 5 year average.
- Fireraising has increased by 17.9% (32 more crimes) against the 5 year average. This increase is the consequence of a significant reduction in recorded offences during the Covid-19 pandemic.
- Vandalism has reduced by 16.0% (544 fewer crimes) against the 5 year average.
- Public nuisance incidents have reduced by 29.3% (2340 fewer incidents) against LYTD, whilst noise complaints have reduced by 26.2% (1636 fewer incidents) against LYTD.

Antisocial Behaviour in the South West

CASE STUDY

The South West Community Policing Team (CPT) were made aware of concerns raised by members of the Indian community in Stenhouse regarding several instances of antisocial behaviour (ASB) and vandalism to their properties committed by young people. Police and elected representatives attended a meeting with residents from the Indian Community at Carrickvale Community Centre. The residents cited several incidents from 2017-2022, where they perceived the motive to be a targeting of the Indian community.

A Community Impact Assessment was raised and further analytical work commissioned, which showed a number of reports of ASB in the local area that affected a wide range of members of the community. The issue was discussed with partners via the Community Improvement Partnership in order to ensure a multi-agency approach was adopted, resulting in a thorough plan being established, including:

- Providing support to the victims through our Partnerships, Interventions & Preventions department, and via partner agency referrals.
- Ongoing engagement with key stakeholders.
- Attending Community Council meetings to provide relevant updates.
- Use of analytical data to identify hotspots and key times for disorder.
- Increased police patrols to reassure the community and trace perpetrators.
- Employing diversionary tactics, sidestep programmes, and support from local youth providers.
- Support from CEC Family and Housing Support for further diversionary tactics, and also infrastructure improvement opportunities, such as street lighting and CCTV.
- Social Media messaging to raise awareness of hate crime and encourage reporting.

The result of this collaborative approach has been a reduction in reported ASB incidents within the community.

We have implemented plans with the Edinburgh Inter-Faith Association (EIFA) to run 'Faith Roadshows' at local primary and secondary schools, as well as at the Carrickvale Community centre for adults. We are also seeking to widen the number of third party reporting centres in the South West, to encourage confidence in reporting hate crime.

Making Our Roads Safe

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 2022	6916	80.1%
April – December 5 year average	6933	82.4%
% change from 5 year average	-0.2%	-2.3%

- Group 7 crime has reduced by 0.2% (17 fewer crimes) and solvency has reduced by 2.3% to 80.1% against the 5 year average.
- Dangerous driving offences have increased by 13.1% (25 more crimes) against the 5 year average.
- Driving without a licence offences have increased by 16.0% (67 more crimes) against the 5 year average.
- Driving without insurance offences have increased by 7.5% (85 more crimes) against the 5 year average. Increases in licence and insurance offences have been apparent in the last 3 years, since the distribution of mobile devices to officers, allowing them to check vehicles in higher numbers and without the need for radio transmissions.
- There have been 6 fatal collisions, which is an increase of 3 collisions against LYTD. These collisions continue to be investigated, with no single factor linking all of them. The Edinburgh Road Safety Partnership continues to work collaboratively in an effort to identify at an early stage opportunities to improve safety for all road users.
- There has been a decrease of 19.9% (27 fewer collisions) in serious injury collisions and a decrease of 11.3% (38 fewer collisions) in those resulting in slight injury.

Roads Policing in Edinburgh

QUOTE

Inspector Roger Park, Roads Policing:

"As part of the National Road Safety Calendar, Roads Policing have throughout Oct – Dec focused on speed enforcement, uninsured drivers and the drink/drug drive campaign, working closely with local policing and other partner agencies to carry out mobile and static checks. As we move into February and March, the focus will shift to mobile phone, vulnerable road users and speeding offences.

On 11th January a Roads Policing Officer on a motorcycle was struck by a vehicle after signalling for it to stop at Bathfield, Edinburgh. The car drove at two officers, with one managing to dive out of the way, before colliding with the police motorcycle, resulting in injuries to the officer.

An 18-year old male was later apprehended and charged with attempted murder.

We are incredibly thankful that none of the officers involved in this incident were seriously injured as a result of this individual's unacceptable and dangerous actions. We in Roads Policing are grateful for both the outpouring of support from the public and the thorough investigation by our colleagues in Crime Management."

Domestic Abuse

	All Domestic Abuse Incidents	Domestic Crimes	Domestic Abuse Solvency
April – December 2022	4084	2037	69.6%
April – December 5 year average	4327	2696	67.3%
% change from 5 year average	-5.6%	-24.4%	+3.3%

- Domestic abuse incidents have reduced by 5.6% (243 fewer incidents) against the 5 year average.
- Domestic crimes have reduced by 24.4% (659 fewer crimes) against the 5 year average.
- Solvency has increased by 3.3% to 69.6% against the 5 year average.
- Domestic Bail offences have reduced by 23.6% (59 fewer crimes) against the 5 year average.
- Disclosure 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

UPDATE

DI Mhairi Cooper, Edinburgh Public Protection Unit:

E Division's Domestic Abuse Investigation Unit (DAIU) continue to investigate reports of serious and protracted domestic abuse, whilst providing extensive safeguarding support to those survivors of domestic abuse. The DAIU enquiry team have recently brought a number of rape investigations to a conclusion and several more rape investigations have been instigated over the last reporting period.

Whilst the number of domestic incidents have fallen by 5.6%, fewer domestic incidents are resulting in crimes being recorded by Police, with crime falling by 24.4%. There is no clear explanation for this, however given the daily scrutiny of domestic incidents by first line managers, local area commanders and specialist domestic abuse investigation units, both divisionally and at a national level, the risk of under-reporting is low. It should also be highlighted that extensive preventative activity is ongoing in the form of the Domestic Abuse Local Action Group (DALAG), which aims to address low risk and low threshold cases of domestic abuse, along with adopting a proactive approach to the delivery of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS), scrutinising domestic incidents and liaising with partner agencies for opportunities to intervene in potentially abusive relationships.

E Division took part in joint messaging with partner agencies during the international #16Daysofactivism campaign to challenge violence against women and girls. An intensification period was initiated whereby additional resources were deployed to target men who had been reported to Police for domestic offences, resulting in a number of arrests and reports to the Crown Office and Procurator Fiscal for a wide range of offences. Officers were also involved in an event exploring the history of the women's movement in Scotland, changes in the law and policing, and the future of equality, as well as organising additional training with our partners EDDACS and Bethany Trust.

OFFICIAL

Hate Crime

	Hate Incidents	Hate Crimes	Hate Crime Solvency
April – December 2022	980	742	56.3%
April – December 5 year average	961	925	60.1%
% change from 5 year average	+2.0%	-19.8%	-3.8%

- Hate crimes have reduced by 19.8% (183 fewer crimes), while hate incidents have increased by 2.0% (19 more incidents) compared to the 5 year average.
- Solvency for hate crime has reduced by 3.8% against the 5 year average to 56.3%.
- Racially aggravated crimes have reduced by 14.1% (82 fewer crimes) compared to LYTD, and crimes aggravated by sexual orientation have increased by 1.9% (3 more crimes) compared to LYTD.

Keep Safe

QUOTE

Keep Safe is a Police Scotland led, award winning initiative which began in response to feedback from the disabled community that there were times when people did not feel safe travelling independently. The initiative is a partnership between I Am Me and Police Scotland, and was originally developed to support people with disabilities to participate in their communities free from fear of harassment and abuse. The scheme is available for anyone to use if they feel lost, scared, vulnerable, or simply need some space.

PC Lynsay Claxton:

"*I have responsibility for the delivery of Keep Safe Training in Edinburgh. I am delighted to say we have over 40 premises throughout the city that are designated Keep Safe places. This provides a network of places where people can seek support if they require it, whether that be to tell someone they have been the victim of a crime or if they simply need some time out and a cup of tea. During the delivery of hate crime awareness sessions by the Preventions, Interventions & Partnerships team, the Keep Safe scheme and its role in supporting people living independently in our communities is discussed. We have recently delivered training to Lothian Buses, supermarkets, banks and museums amongst many others. We were also delighted to be invited to the Scottish Parliament to raise awareness of the scheme amongst MSPs and staff members.*

During the training, staff are provided information on disability awareness, disability related hate crime and how to help someone who requires Keep Safe assistance. This is enhanced by using lived experiences, and we are extremely grateful to the people who provide their invaluable personal input during our training. All premises are provided with stickers to display in their windows and are listed on the Keep Safe app and on the I Am Me website.

We are committed to continually increasing the number of Keep Safe premises in Edinburgh to ensure support for people with disabilities to live independently in our communities and to raise awareness of disability related hate crime and instil confidence amongst people with disabilities to report hate crime and know how to seek support when it is needed."

Needs of Local Community

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

Preventative Approaches and Local Partnerships

FOCUS ON SOUTH-WEST

Week of Action – Westerhailes Park, Harvesters, Clovenstone and Westside Plaza

The South West Community Policing Team (CPT) worked with partner agencies, including CEC, Places for People Housing, Prospect Housing, SFRS, plus local community and businesses during a 'week of action' between 17-21 October 2022. The purpose of the week was to make the area a safer, cleaner and attractive place to stay, work and visit.

Partner agencies were visible and engaged with local communities, carrying out litter picking, bulky refuse collections, stair cleaning, fire safety checks, removal of graffiti, repainting communal areas, etc. The week coincided with the school holiday, so a range of ages from the local community joined the partners to assist and get involved in cleaning up their local area.

In addition to this, police officers conducted high visibility uniformed patrols and joint patrols with partners, door stepping repeat victims for housing and ASB issues, conducting stair checks with SFRS, street to street vehicle checks, and speed enforcement checks. Further general foot patrols were conducted, including stop and searches being carried out, along with warrant enquires.

Police officers also set up a stall within the Westside Plaza advertising the 'Fearless' campaign, housing support, and leaflets on how to deal with and report ASB. Reassurance patrols were carried out around Wester Hailes Library following recent reports of increased ASB in the area.

South West Road Safety

The South West CPT and School Link Officers participated in several 'Bike Buses' to Juniper Green Primary School and George Watson's College, liaising with the organisers to discuss new routes and provide support by joining the cycle.

During December, Response Officers and CPT undertook a number of proactive Road Checks on the numerous arterial routes within the South West. On a couple of occasions these were conducted jointly with the Roads Policing Motorcycle Unit. Over 160 vehicles were stopped, with four people arrested for drink-driving and one for drug-driving. Four vehicles were seized under due to being uninsured, three stolen vehicles were recovered, and thirty-two Road Traffic and Misuse of Drugs Act offences were libelled against drivers and passengers.

CPT officers conducted several patrols outside the local schools following contact from residents, parents and the schools themselves. These are default taskings for officers, with our activities promoted on Twitter to maximise community awareness and reassure the public.

Sighthill Park Working Group

Sighthill Park Working Party Group was joined by new partner members from Council FAHS and 'Places For People' housing towards the end of 2022.

During October and November there were a number of incidents in the Sighthill Park area, followed by a seasonal lull during December. Due to the continued support from SFRS and Lifelong Learning, a commitment was made to run a 'Fireskills Course' at the end of March 2023, as they have proven to be highly effective at reducing fire-related ASB in other parts of the city. South West CPT will be supporting this course, and at this time 12 young people are being engaged with by SFRS and Lifelong Learning, from which 8 will be identified to take part on the course. The SFRS plan to run 4 courses across the year.

OFFICIAL

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 April - December 2022 are provided below:

	Appropriate Response	Adequately Updated	Overall Satisfaction
E Division	60.8%	47.3%	68.3%
Force	62.2%	47.1%	69.5%

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 PSYV

Police Scotland Youth Volunteers (PSYV)

The PSYV are groups of young people based across Scotland, supported by adult volunteers and led by a Police Constable. They volunteer at community and national events across Scotland.

The programme gives young people aged 10 – 18, an insight into policing in Scotland and inspires them to participate positively in their communities. PSYV in Scotland aims to:

- Promote a practical understanding of policing amongst all young people.
- Encourage the spirit of adventure and good citizenship.
- Support local policing priorities through volunteering.
- Give young people a chance to be heard.
- Inspire young people to participate positively in their communities.

During 2022 the Edinburgh PSYV assisted during the Edinburgh Fringe Festival, particularly at the Tattoo, where they assist audience members up the Royal Mile by wheelchair. They also provided support during the Men's Health 10k, and attended other national events such as the Open Golf Championship.

They receive fortnightly training, with inputs provided by officers and partner agencies, helping them develop new skills and present new ideas to tackle offending and support their communities.

Lately the Edinburgh PSYV have been supporting Holocaust Memorial Day (as pictured), by providing anti-hate crime information supplied by Fearlees.org at Waverley Train Station. In addition, they have supported Fearless.org in disseminating information highlighting issues around County Lines. Volunteers have also attended Edinburgh High Schools to talk about volunteering opportunities within the police, either as members of PSYV or as a Special Constable.

OFFICIAL

Positive Working Environment

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

Positive Working Environment

RECENT EVENTS

Scottish Ambulance Service Direct Contact

Our colleagues at the Scottish Ambulance Service (SAS) are experiencing unprecedented levels of demand that have a significant impact upon their ability to respond timeously to emergency calls, or results in lengthy turnaround times at hospital.

The previous process of contacting the SAS via the Area Control Room caused delays with medical information being missed or not passed to the SAS, as the controller is not the best person to confirm the casualty's condition. Requests could be inaccurately triaged, leading to longer delays and increased risk to the casualty.

A pilot was recently undertaken in Q Division (Lanarkshire), where officers in attendance would contact the SAS direct from the scene on a dedicated number using their mobile devices. This process has now been rolled out nationally.

The national rollout of this process, which commenced on 20th February, aims to ensure that vital information is passed directly to the SAS in order to identify the appropriate medical response in a timeous manner. Officers can gain access to a call handler who is able to provide additional medical advice, and paramedics can in turn directly contact officers by mobile phone if required. Officers have a direct contact number for the SAS, allowing them to bypass the 999 operator.

PC Christopher Wilton

The Chief Constable's Bravery and Excellence Awards 2022 took place at Police Scotland Headquarters on 10th February 2023. The awards seek to illustrate the bravery and professionalism demonstrated by officers across Scotland.

PC Christopher Wilton won the award for Probationary Constable of the Year. He has served his probationary period in the North-West of Edinburgh, demonstrating time and again dedication and excellence in his work. When nominating PC Wilton, his line manager described him as follows:

"*Constable Wilton is an outstanding officer, whose enthusiasm for his role is infectious. A highly regarded and well liked individual, he receives positive feedback from others following incidents or events he is deployed to.*

Christopher demonstrates Police Scotland's values in everything he does. He is hard working, manages an exceptionally high workload, generates his own work as well as allocated tasks, and supports and enthuses his colleagues. He is due to confirm in September 2022, but demonstrates a consistent level of performance that belies someone with such little service. He is an excellent candidate for probationer of the year."

Crime Statistics

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

Overall Recorded Crime					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Group 1-5	18,980	20,342	7.2	22,070.2	-7.8
Group 1-7	34,995	35,534	1.5	38,604.4	-8.0
Group 1	795	786	-1.1	710.8	10.6
Group 2	987	914	-7.4	924.0	-1.1
Group 3	10,107	11,155	10.4	12,699.4	-12.2
Group 4	3,539	3,500	-1.1	3,906.0	-10.4
Group 5	3,552	3,987	12.2	3,830.0	4.1
Group 6	9,014	8,276	-8.2	9,601.6	-13.8
Group 7	7,001	6,916	-1.2	6,932.6	-0.2

Overall Solvency Rates					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Group 1-5	38.7	37.0	-1.7	38.6	-1.6
Group 1-7	53.6	51.2	-2.4	52.9	-1.8
Group 1	58.4	59.0	0.7	67.0	-7.9
Group 2	58.2	53.1	-5.1	56.6	-3.5
Group 3	20.6	19.9	-0.7	24.9	-5.1
Group 4	22.2	19.5	-2.7	20.1	-0.6
Group 5	96.7	92.3	-4.4	93.3	-1.1
Group 6	62.3	61.9	-0.5	64.6	-2.7
Group 7	82.9	80.1	-2.8	82.4	-2.3

OFFICIAL

Group 1 – Non Sexual Crimes of Violence - Recorded					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Group 1 Total	795	786	-1.1	710.8	10.6
Murder	1	5	400.0	3.0	66.7
Culpable Homicide	1	0	-100.0	3.0	-100.0
S1 Domestic Abuse	127	97	-23.6	x	x
Att Murder	10	21	110.0	16.8	25.0
Serious Assault	206	220	6.8	251.8	-12.6
Robbery	186	151	-18.8	193.0	-21.8

Group 1 – Non Sexual Crimes of Violence – Solvency					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Grp 1 Total	58.4	59.0	0.7	67.0	-7.9
Murder	100.0	100.0	-	106.7	-6.7
Culpable Homicide	100.0	x	x	80.0	x
S1 Domestic Abuse	75.6	73.2	-2.4	x	x
Att Murder	130.0	95.2	-34.8	102.4	-7.1
Serious Assault	73.3	79.1	5.8	72.5	6.6
Robbery	65.1	68.9	3.8	69.6	-0.8

Group 2 – Sexual Crimes – Recorded					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 2	987	914	-7.4	924.0	-1.1
Rape	173	170	-1.7	165.4	2.8
Sexual Assault	350	308	-12.0	279.4	10.2
Lewd & Libidinous	76	101	32.9	78.6	28.5
Indecent Communications	77	66	-14.3	87.4	-24.5
Threat/Disclose Intimate Image	49	41	-16.3	40.2	2.0

Group 2 – Sexual Crimes – Solvency					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 2	58.2	53.1	-5.1	56.6	-3.5
Rape	68.2	57.6	-10.6	55.3	2.4
Sexual Assault	52.9	45.5	-7.4	44.0	1.5
Lewd & Libidinous	73.7	52.5	-21.2	71.5	-19.0
Indecent Communications	49.4	54.5	5.2	62.2	-7.7
Threat/Disclose Intimate Image	28.6	46.3	17.8	42.3	4.1

Group 3 – Acquisitive Crime - Recorded					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 3	10,107	11,155	10.4	12,699.4	-12.2
Housebreaking Dwelling	524	501	-4.4	774.2	-35.3
Housebreaking Non-Dwelling	332	337	1.5	516.4	-34.7
Housebreaking other	242	220	-9.1	366.8	-40.0
Total Housebreaking	1,098	1,058	-3.6	1,657.4	-36.2
OLP Motor Vehicle	296	399	34.8	489.6	-18.5
Theft of Motor Vehicle	400	553	38.3	507.0	9.1
Theft from Motor Vehicle	480	504	5.0	601.2	-16.2
Total Motor Vehicle	1,245	1,577	26.7	1,699.6	-7.2
Theft Shoplifting	2,250	2,587	15.0	2,867.0	-9.8
Common Theft	2,427	3,146	29.6	3,205.4	-1.9

Group 3 – Acquisitive Crime – Solvency					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 3	20.6	19.9	-0.7	24.9	-5.1
Housebreaking Dwelling	27.1	23.6	-3.5	28.2	-4.6
Housebreaking Non-Dwelling	5.7	3.0	-2.8	8.2	-5.3
Housebreaking other	38.0	35.5	-2.6	35.9	-0.4
Total Housebreaking	23.0	19.5	-3.6	23.7	-4.2
OLP Motor Vehicle	12.5	7.5	-5.0	7.9	-0.4
Theft of Motor Vehicle	26.8	19.0	-7.8	29.1	-10.1
Theft from Motor Vehicle	10.0	6.7	-3.3	8.5	-1.8
Total Motor Vehicle	16.2	11.3	-4.9	14.7	-3.4
Theft Shoplifting	37.1	40.2	3.1	49.3	-9.0
Common Theft	13.9	13.3	-0.6	14.7	-1.4

Group 4 – Fire-raising, Vandalism etc. - Recorded					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 4	3,539	3,500	-1.1	3,906.0	-10.4
Fire-raising	178	213	19.7	180.6	17.9
Vandalism	2,937	2,848	-3.0	3,392.4	-16.0
Culpable & Reckless	408	427	4.7	321.2	32.9

Group 4 – Fire-raising, Vandalism etc. – Solvency					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 4	22.2	19.5	-2.7	20.1	-0.6
Fire-raising	27.5	22.5	-5.0	20.9	1.6
Vandalism	20.5	18.3	-2.1	18.5	-0.2
Culpable & Reckless	33.1	26.5	-6.6	36.0	-9.5

Group 5 – Other Crimes – Recorded					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 5	3,552	3,987	12.2	3,830.0	4.1
Carry offensive weapon	102	94	-7.8	98.4	-4.5
Handling bladed/pointed weapon	210	247	17.6	184.8	33.7
Bladed/pointed used in other criminality	138	138	-	116.4	18.6
Total offensive weapon	610	687	12.6	549.4	25.0
Supply of drugs	233	310	33.0	310.8	-0.3
Possession of drugs	1,145	1,592	39.0	1,506.4	5.7

Group 5 – Other Crimes – Solvency					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 5	96.7	92.3	-4.4	93.3	-1.1
Carry offensive weapon	80.4	80.9	0.5	88.2	-7.4
Handling bladed/pointed weapon	86.7	87.0	0.4	90.3	-3.2
Bladed/pointed used in other criminality	79.0	71.7	-7.2	76.3	-4.5
Total offensive weapon	80.3	78.5	-1.9	83.6	-5.1
Supply of drugs	82.0	77.7	-4.2	87.1	-9.4
Possession of drugs	104.1	98.1	-6.0	93.3	4.8

OFFICIAL

Group 6 Recorded Crime					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Grp 6	9,014	8,276	-8.2	9,601.6	-13.8
Common assault	4,149	3,964	-4.5	4,265.4	-7.1
Common assault - emergency workers	491	459	-6.5	457.4	0.3
Total Common assault	4,640	4,423	-4.7	4,722.8	-6.3

Group 6 Solvency Rates					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Grp 6	62.3	61.9	-0.5	64.6	-2.7
Common assault	52.4	53.5	1.1	53.2	0.3
Common assault - emergency workers	97.1	97.8	0.7	96.7	1.1
Total Common assault	57.1	58.1	1.0	57.4	0.7

Group 7 – Offences Related to motor Vehicles					
	21/22	22/23	% change from 21/22	5 year mean	% change from 5 year mean
Total Group 7	7,001	6,916	-1.2	6,932.6	-0.2
Dangerous Driving	231	220	-4.8	194.6	13.1
Drink / Drug Driving	361	389	7.8	316.8	22.8
Speeding Offences	449	317	-29.4	460.6	-31.2
Driving whilst Disqualified	94	82	-12.8	110.0	-25.5
Driving without a Licence	495	488	-1.4	420.8	16.0
Insurance Offences	1,111	1,208	8.7	1,123.4	7.5
Seat Belt Offences	168	110	-34.5	176.2	-37.6
Mobile Phone Offences	118	277	134.7	239.0	15.9
Driving Carelessly	745	562	-24.6	555.6	1.2
Using a MV without MOT	983	774	-21.3	911.8	-15.1

Police Scotland's Quarter 2 Performance Report for the Scottish Police Authority can be found here. At the time of writing, the Quarter 3 Performance Report has not yet been published, but will be available to view here once done so.

Police Scotland quarterly performance statistics by council and policing division are available here. If reviewing Divisional figures, Edinburgh's performance data can be found on the 'Data Div6' tabs. If reviewing Council figures, Edinburgh's performance data can be found on the 'Data CA (12)' tabs.

Recorded and detected crime data at MMW level, Road Traffic Collision (RTC) data (casualties and circumstances), and Stop/Search data can be found at the links below:

https://www.scotland.police.uk/about-us/how-we-do-it/road-traffic-collision-data/

https://www.scotland.police.uk/about-us/how-we-do-it/crime-data/

https://www.scotland.police.uk/about-us/how-we-do-it/stop-and-search/data-publication/

The data found via these links is the raw data covering RTCs, Crime and Stop/Search across Scotland. This raw data does not provide easily read statistics, but can be filtered accordingly in order to provide said information.

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

POLICE SCOTLAND
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Policy & Sustainability Committee

21 March 2023

Independent Inquiry and Whistleblowing Culture Review Update – referral from The City of Edinburgh Council Committee

Executive/routine
Wards
Council Commitments

Recommendations

1.1 The City of Edinburgh Council Committee has referred a report on The Independent Inquiry and Whistleblowing Culture Review to the Policy & Sustainability Committee for noting.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Deborah Smart, Executive Director of Corporate Services

E-mail: Deborah.Smart@edinburgh.gov.uk

Referral Report

Independent Inquiry and Whistleblowing Culture Review Update – referral from The City of Edinburgh Council Committee

2. Terms of Referral

2.1 On 9 February 2023, The City of Edinburgh Council considered the Independent Inquiry and Whistleblowing Culture Review Update report. It was agreed that the report would be passed to Policy & Sustainability Committee for noting.

2.2 The report provided an update on the programme of work underway to address the recommendations and observations agreed by Council and the progress against timelines made across all five themes – Policy, Investigations, Learning, Systems & Processes, and the Redress Scheme.

2.3 In addition, The City of Edinburgh Council agreed the following motions:

Motion by Cllr Day

To note that a significant number of CEC employees do not have their own Council email address

To agree to achieve meaningful, enduring cultural transformation, the provision of an individual Council email address for every employee given priority

To request that a clear timeline for achieving this be set out in a covering report submitted to the Policy & Sustainability Committee for consideration

Motion 2 by Cllr Miller

To include an additional appendix providing a progress update and expected completion date against every recommendation made by the Inquiry and Review

For the circa 5000 colleagues who do not have a corporate email address/device, requests officers to provide the same information about the new Investigation Team which has been provided digitally.

2.4 Appendix 1 contains the report referred on by The City of Edinburgh Council on 9 February 2023

3. Report Referred on from Council

3.1 7.1 (b) contains the report referred on by The City of Edinburgh Council on 9 February 2023

4. Motion 1 – Cllr Day

4.1 Appendix 1 contains provides the update requested in the motion from Cllr Day.

5. Motion 2 – Cllr Miller

5.1 In line with the motion appendix 2 providing a progress update and expected completion date against every recommendation made by the Inquiry and Review is attached to this report.

5.2 For those colleagues without system access a communication detailing the new Investigation Team was issued in December 2022 via Colleague News to frontline colleagues who have signed up to receive this.

5.3 Work will continue with Communication Services to ensure that further briefings on the purpose of the Investigation Team and how to contact them is made readily available to those colleagues without system access.

Appendices

Appendix 1 Briefing on all colleague access to email and systems

Appendix 2 Update on expected completion date against every recommendation made by the Inquiry and Review

Appendix 2

Customer & Digital Services
Corporate Services Directorate
16th February 2023

1. Introduction

1.1 The purpose of this briefing is to update on the work already in place, underway and planned to enable colleagues currently without access to systems to access information, undertake eLearning and access Employee Self Service options for HR and payroll-related activities.

2. Background

2.1 The Council currently has around 5000 employees who do not use technology as part of their day-to-day job and who do not have a Council e-mail address.

2.2 The current Social Care Rostering System programme (TotalMobile) will deliver devices, e-mail addresses and systems access to around 15% of the employees who have not historically had access. This work is well underway and will complete later in 2023.

3. Main Points

Collection of E-mail Addresses and Access to myLearningHub

3.1 The Council now collects employees' personal e-mail addresses as a mandatory part of the recruitment process.

3.2 Existing employees have also been encouraged to provide personal e-mail addresses to enable access to e-payslips, systems (where cloud-hosted) and colleague communications.

3.3 This has enabled all employees (who have provided an e-mail address) to access our learning experience platform, myLearningHub, enabling them to access the same learning experience as employees with a Council e-mail address:

- Access to learning resources. This includes learning tailored on your likes or interests. Also, a development now underway will provision role-specific / essential learning, meaning that this can be monitored for job roles across departments – allowing compliance to be tracked.
- Employees can connect and share and develop ideas for learning.
- myLearningHub is also available to access on a personal device via an App or a home computer.

3.4 Colleague News, through the Newsbeat platform, is also currently available externally to all employees who have signed up for this (c4500) providing up to date news for and about the Council from an employee perspective.

Access to the Council Intranet

3.5 The business case for the development of an external gateway to the Council Intranet was approved in January 2023.

3.6 Work is already underway with partners CGI, Jadu, HR, Digital Services, and Communications to kick-off the project and mobilise delivery activities.

3.7 The gateway will enable the 5000 employees without Council email addresses to connect to the ORB (our intranet) using their personal email accounts - providing secure access to vital information such as:

- All employee communications
- Council policies, and policy-related guidance and support
- Wellbeing guidance and initiatives
- General updates relating to pay and benefits.

3.8 This work will complete by summer 2023. It will:

- remove the need for Newsbeat – allowing a small cost saving of approx.
- remove the duplication required for important colleague communications, for example, Covid-19 updates, strike information. This guidance was duplicated on our external facing citizen website, Edinburgh.gov.uk.

3.9 Once completed, we will review how we ensure that:

- all employees who may not have their own devices, or
- have connectivity issues accessing the Orb and myLearningHub

are aware of resources available to enable access including using the People's Network in libraries. We will also explore options for access at depots or other Council buildings.

New HR/Payroll System

3.10 The proposal for a new HR/Payroll System will go to Committee for approval on 10th March 2023.

3.11 The critical underpinning drivers for this are to deliver a service that is engaging and inclusive, enables employee and line manager self-service, removes duplication and manual transactions, reduces risk, simplifies processes, allows data driven insight by ensuring our processes are right first time all the time, and supports Council strategies and initiatives.

3.12 A key component of this is employee self-service which will be used by all employees to undertake tasks such as overtime submission, request holidays, and update their own bank or personal details. This will be accessible externally to approved users using their personal e-mail address.

Council E-mail Address Provision

3.13 The provision of a Council e-mail address will provide no real benefit to employees who do not currently have one beyond being able to send an e-mail from 'edinburgh.gov.uk' which they do not need to do in the normal course of their work.

3.14 The real benefits to inclusion and relevant system access comes from enabling access to myLearningHub, the Orb (for all colleague communications and policies, etc.) and to the future vision of employee self-service to the new HR/Payroll system.

3.15 Future new systems will also be reviewed to ensure that access to systems, where appropriate, does not require a Council e-mail address.

3.16 Provision of a Council e-mail address would carry significant and recurring costs.

3.17 The annual costs for provision of a Council e-mail address, based on 5000 employees, would be:

Support	CGI Service Desk only	£	900,000
MS License - F3 option	MS365	£	325,000
Anti-Phishing Tool	Security	£	113,000
Security Training Tool	Security	£	9,000
TOTAL		£	1,347,000

3.18 Note that the costs above would increase annually in line with inflation.

3.19 Additionally, the programme to deliver Council email addresses would require project delivery and management, infrastructure costs from CGI, and ongoing additional staffing required within Digital Services. We estimate, based on other programmes of work, one off project costs of between £2 to £4 million with additional staffing costs of £350k to £700k per annum. We would also estimate at least a 2-year delivery for this programme.

3.20 This would mean a years 1 and 2 cost of c £4million per annum, with year 3 and beyond costs of at least £1.7m (plus inflation).

4. Recommendations

4.1 To note the programme for the collection of personal e-mail addresses and support Human Resources in this work.

4.2 To note the progress to date and future plans for enabling access to relevant Council digital resources to those without a Council e-mail address.

4.3 To note the costs associated with providing a Council e-mail address and the marginal benefits to be gained from these.

4.4 To note the future review of how to best enable colleagues to securely access systems out with the Council network.

5. Contact Details

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

February 2023 Updates

Theme One: Employment Policy

	Recommendation/observation	Council response	Completed	Underway	Not yet Started	Quarter
1	**9.1.9** (the Inquiry) the current CEC HR practices relating to relationships between CEC employees are inadequate and do not reflect the close working and personal relationships between many CEC employees, which are often undisclosed.	The Council's current Code of Conduct policy will be revised & strengthened to include declaration of relationships. This was approved at Policy & Sustainability Committee in January 2023. Policy launch proposed during April 23		Launch April 23		**Q2 2023**
	CURRENT POSITION **New Employee Code of Conduct approved by P&S Committee January 23** **Managing Relationships within the Workplace has now been incorporated within the new Code of Conduct. A supporting user guide for colleagues has also been developed to inform employees of their responsibilities and advising managers on how to manage these situations. The HR system is being updated to allow for a central record to be held of all declared relationships. This will be launched alongside the Code of Conduct during April 23** **A robust communication plan is in place to launch this policy and associated digital learning module. All people leader sessions to launch Behaviours are due to take place in April then live to all colleague's during May 2023. The Code of Conduct policy will launch the following week (w/c 8 May) with communications through Managers' News, News Beat, Colleague News (sent to those who subscribe to receive email to their personal address), updated Orb and candidate portal pages, and a printed 'Our Culture' leaflet which includes key messaging and links to the Code of Conduct, sent to home addresses of offline/frontline colleagues.**					
2	**9.1.10** (the Inquiry) 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.	The Council's current Domestic Abuse Policy has been revised to address all recommendations. This was approved at Policy & Sustainability Committee in March 2022. Digital training for managers launched June 22, revised module for all colleagues due March 23.		Launch April 23		**Q2 2023**
	CURRENT POSITION **New Employee Code of Conduct approved by P&S Committee in January 23** **Managing Relationships within the Workplace has now been incorporated within the new Code of Conduct. A supporting user guide for colleagues has also been developed to inform employees of their responsibilities and advising managers on how to manage these situations as well as links to the appropriate policies regarding allegations of a sexual nature, domestic abuse or other forms of harassment out with and within the workplace. The HR system is being updated to allow for a central record to be held of all declared relationships. This will be launched alongside the Code of Conduct.** **New Domestic Abuse Policy was launched to all colleagues on News Beat on 30 June 2022, followed by a Chief Executive vlog in July 2022. Details of the "DAART" learning module and the "Tackling domestic abuse as a workplace issue" training for managers, was communicated to all managers through Managers' News email on 4 July 2022. Launch of the revised Domestic Abuse Awareness module for all colleagues will be launched in the next few months.**					
3	**9.1.11** (the Inquiry) the current CEC domestic abuse policy, the 2019 PDA, requires to be revised to state explicitly that it covers situations with CEC employees which arise outside the workplace and / or outwith work hours.	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. Digital training for managers launched June 22, revised module for all colleagues, due quarter 2, 2023.				**Q3 2022**
	CURRENT POSITION **Domestic Abuse Policy was approved in March 2022, the digital learning for managers was launched in June 2022.**					
4	**9.1.16** (the Inquiry) familial or former familial relationships of employees within the CEC should be disclosed and logged appropriately on both employees' HR files, to ensure that any actual or potential conflicts which may arise during the course of internal investigations are addressed.	This will require additional functionality to be developed in our HR System. Additionally, not all employees have access to the current HR system so this will need to be addressed (see system/ process)		Launch April 23		**Q2 2023**
	CURRENT POSITION **In line with the expectations set out in the new Code of Conduct, there is now a requirement for all familial and personal relationships to be disclosed and line managers will be required to update an individual's HR record to reflect this.** **Work ongoing with Systems, Operation Excellence and ER & Policy Team to ensure fit for purpose recording and reporting tool to be launched with the new Code.**					
5	**Recommendation 4** (the Review): CEC should put in place a revised disciplinary policy applicable to the Chief Executive, Executive Directors, and Service Directors as a matter of priority.					**Q3 2022/Q2 2023**
	CURRENT POSITION The revised Chief Executive & Chief Officer Disciplinary policy was approved by Council in June 2022 and launched October 2022. A wholly revised Heads of Service Discipline policy is currently being prepared					

6	**Recommendation 8** (the Review): CEC should revise its Whistleblowing Policy to put a greater emphasis on consensual early resolution.	New Whistleblowing Policy to be drafted and approved.				**Q2 2023**
	CURRENT POSITION **Included in policy, toolkit and digital learning module and will be highlighted in communications to all colleagues** **The revised Whistleblowing Policy is nearly in final form. Comments from Trade Union colleagues and Safecall have been incorporated and GRBV committee have indicated that they wish to discuss the policy with Union colleagues prior to approval. This will be facilitated in early course prior to the new policy being sent to Policy and Sustainability Committee for approval by no later than May 2023.**					
7	**Recommendation 28** (the Review): The whistleblowing process should be periodically audited by internal audit and, perhaps once every five years, reviewed by an external provider.	This will be incorporated into IA planning cycle.				**Q2 2022**
	CURRENT POSITION This will be evidenced through copy of the Committee Report that indicates it is in the relevant Internal Audit Plan.					
8	**Recommendation 33** (the Review): CEC should include the Draft Whistleblowing Principles set out in Appendix 9 in the Whistleblowing Policy and apply them to all whistleblowing matters.	New Whistleblowing Policy to be drafted and approved to include the principles.				**Q2 2023**
	CURRENT POSITION **Included in the new Whistleblowing policy and toolkit which have finished consultation and will be presented to Policy and Sustainability Committee for approval not later than May 2023.**					
9	**Recommendation 38** (the Review): CEC should establish a policy which stipulates that relationships between Colleagues must be disclosed if one person has line management responsibility for the other.	See recommendations 9.1.9 & 9.1.10.		Launch April 23		**Q2 2023**
	CURRENT POSITION **Included in Code of Conduct** **Communications scheduled to launch the Code of Conduct alongside our new Key Behaviours in April 2023 to people leaders and then to all colleagues in May 2023. This will highlight the disclosure of relationships should be discussed with managers and that managers must record this information on the current HR system. A new field has been created on the system to allow managers to do this themselves.**					
10	**Recommendation 42** (the Review): The Whistleblowing Policy should be updated to specifically address "500 Reports" and all such reports should be taken forward with a target date of being completed within three months.	Policy update required. Need to consider confidentiality when required.				**Q2 2023**
	CURRENT POSITION **Included in the new Whistleblowing policy and toolkit which have finished consultation and will be presented to Policy and Sustainability Committee for approval not later than May 2023.**					
11	**Further Council recommendation** (the Inquiry): Without prejudice to any further specific recommendations from the Independent Inquiry on Council's wider culture that a full review of all Council policies relating to staff conduct is undertaken to determine how these could be consolidated and clarified to aid compliance and investigation in future. Notes discussions have already begun to improve effectiveness of staff conduct policies as a holistic suite to improve compliance and understanding of the policies as well as access for staff to use policies to be able to more effectively raise issues and get access to support.	This means a review of: Code of conduct Violence at work; Alcohol, drugs & substance; Avoidance of B&H Grievance (plus Personnel Appeals Committee) Local Government Employees; Avoidance of Bullying & Harassment (plus Personnel Appeals Committee) Teachers; Disciplinary (plus Personnel Appeals Committee) Local Government Employees; Disciplinary (plus Personnel Appeals Committee) Teachers; Disciplinary (Chief Executive & Chief Officers) (plus appeal) – in progress.				**Q2 2022 – Q2 2023**
	CURRENT POSITION **A timeline for the review of policies has been developed, along with supporting project documentation** **Domestic Abuse Policy launched June 2022** **Teaching Staff and LGE Disciplinary Policies and PAC for Disciplinary agreed at Committee in August 22, launched in October 2022. All policies are in line with SNCT, ACAS good practice and now include requirements for NOs and IOs to complete a Declaration of independence from the outset.** **Revised Disciplinary for CEO/Executive Directors now in place** **Code of Conduct approved Jan 2023 and will be launched directly after the Behaviours in May 2023** **Remaining policies for review include:** **Alcohol, Drugs & Substance Misuse – policy is complete and out for consultation with Trade Union's then for approval to Policy & Sustainability committee in June 2023** **ABH & Grievance policy is in the final format and will be available for consultation with Trade Union's by April 2023** **Revised Heads of Service Disciplinary currently being prepared.** **Violence at work and Managing Customer Contact in a Fair and Positive Way – proposal to consolidate into a new Protecting our Workforce Policy. As part of this work, a dedicated Dignity at Work toolkit which will further strengthen our commitment as an organisation to develop an inclusive culture and workplace; one which recognises and values the contribution that a diverse workforce makes. And, specifically to further support colleagues with protected characteristics and demonstrate our commitment to preventing bullying & harassment of all forms. This policy is currently being reviewed.**					

Theme Two: Investigations

	Recommendation / Observation	Council Response	Completed	Underway	Not yet started	Quarter
1	**9.1.1** (the Inquiry) the system of investigation within the CEC relating to sexual allegations, domestic abuse, physical violence, stalking, or harassment needs to be reformed to ensure that it is independent and impartial, and seen to be as such, both within and outwith CEC.	The creation of an internal Investigatory Unit and new "front door" for HR matters and WB.				**Q3 2022**
	CURRENT POSITION **The Investigations Team has been operational since October 2022.** **The investigation unit was introduced to colleagues by Andrew Kerr vlog, Managers News email, News Beat and Colleague News email to personal email addresses in December 2022. All relevant matters are referred externally to the Police and other agencies (eg SSSC) as required.**					
2	**9.1.2** (the Inquiry) the CEC should consider the implementation of an independent investigation unit of appropriately experienced and properly trained investigators, to investigate 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). The CEC should either procure an independent external firm to establish an independent team of investigators to take on this role; or create an internal unit of investigators whose sole role is to carry out such investigations. If internal, any such unit should be regularly audited by an independent body.	See 9.1.1.				**Q3 2022**
	CURRENT POSITION **See 9.1.1**					
3	**9.1.3** (the Inquiry) 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.	This will be included in relevant Policies & processes.				**Q2 2023**
	CURRENT POSITION **All such matters are already referred to the Monitoring Officer for information prior to an investigation commencing. The Monitoring Officer's team are also addressing this element of the Process Development as part of their Whistleblowing Project Plan to ensure further requirements are in place by June 23. The participants in the triage process will addressing this recommendation as part of the process and will maintain records and analyse trends. The Monitoring Officer's Team, the Investigation Team and the Human Resources Team meet regularly, with the Service Provider when required, to discuss patterns and concerns and agree how these should be dealt with.**					
4	**9.1.4** (the Inquiry) if the system of investigation for such matters remains internal, all CEC employees tasked with conducting investigations must be properly trained to ensure, amongst other things, that: (a) they are alive to the possibility of potential conflicts of interest arising from personal / work related relationships with those subject to investigation, or witnesses, and decline to act where there is an actual or apparent conflict prior to, or during, the investigation, as required; and (b) they understand how to properly conduct interviews with alleged survivors of various kinds of abuse and will make referrals to support services for survivors, where necessary.	Not applicable. See 9.1.1.				**Q3 2022**
	CURRENT POSITION **Declaration of independence form completed by all IO's for all investigations** **Signposting guidance shared with team in relation to support services** **Team have completed bespoke specialist training with external experts on trauma informed interviewing** **Team Leader allocates cases with considered approach**					
5	**Recommendation 10** (the Review): CEC should consider the implementation of an independent investigation unit of appropriately experienced and properly trained Investigating Officers to work with Safecall on the conduct of "major/significant" (external) investigations; to support any other whistleblowing investigations where **the 3-month target date** for completion is not met; and to conduct other investigations, including disciplinary, bullying and harassment and complaints investigations which are complex or sensitive.	See 9.1.1 for Investigatory Officers.				**Q3 2022**
	CURRENT POSITION **Already implemented**					

6	**Recommendation 35** (the Review): CEC whistleblowing team and the HR team should check in with whistleblowers for a period of 12 months after a whistleblow disclosure to check that no detriment is being suffered; and that if allegations of detriment are made by the whistleblower the alleged detriment should be reviewed and addressed.					**Q2 2022**
	CURRENT POSITION **The new Whistleblowing policy confirms the route to raise any concerns in relation to detrimental treatment or reprisals as a result of whistleblowing.** **The Monitoring Officer's team are addressing this element of the Process Development as part of their Whistleblowing Project Plan to ensure requirements in place by May 2023. Process will be to check in periodically in the 12 month period via Safecall portal following a disclosure is made to ask them whether they consider that they have suffered detrimental treatment as a result of raising a concern**					
7	**Recommendation 36** (the Review): Where an Investigating Officer is from the same service area as the subject of the disclosure, Safecall (or another independent provider) should perform a "critical friend" role to oversee the whistleblowing investigation more closely.	Not applicable. See 9.1.1.				**Q3 2022**
	CURRENT POSITION **The creation of the Investigation Team will ensure allocation of Investigating Officer avoids this happening**					
8	**Recommendation 37** (the Review): Both the Nominated Officer and Investigating Officer should be required to complete a written declaration of independence at the outset of any investigation.	Unlikely to be regularly required for Investigatory Officers (see 9.1.1). Will be included in process for Nominated Officers.				**Q3 2022**
	CURRENT POSITION **Already implemented.**					

	Recommendation / Observation	Council Response	Completed	Underway	Not yet started	Quarter
9	**Recommendation 40** (the Review): An investigation scope for a whistleblowing investigation should be prepared at the outset and, where appropriate, shared with the whistle-blower with an invitation to provide comments. The investigation scope and any limitations on the investigation to be conducted should be included in the whistleblowing investigation report.	Design standard agreed scope documentation. Agree protocol for sharing and timelines. Will be responsibility of Investigatory team.				**Q3 2022**
	CURRENT POSITION **Scope and investigation templates/plan in place.**					
10	**Recommendation 41** (the Review): CEC should be proactive in relation to attempts to contact anonymous whistle-blower's (via a secure portal) and always seek to interview the whistle blower regardless of their level of anonymity. In cases where the whistle-blower does not wish to be identified to CEC, Safecall (or another independent provider) should be tasked with undertaking an interview and then feeding back the findings to CEC (subject to any relevant redactions required to protect the whistle blower's identity).	Part of Safecall role, together with Investigatory team.				**Q3 2022**
	CURRENT POSITION **Already implemented.** **Functionality of Safecall portal allows communication with whistleblower even if they wish to remain anonymous. Investigating Officers liaise with the Monitoring Officers Team to access portal as required**					
11	**Recommendation 43** (the Review): Where serious allegations are made against Executive Directors or the Monitoring Officer, CEC should outsource the investigation to a non- panel law firm or counsel with experience in the conduct of investigations.	See recommendation 4. This will be incorporated into any new Policy.				**Q3 2022**
	CURRENT POSITION **Already implemented in practice and will form part of the new Policy and toolkit.**					
12	**Recommendation 44** (the Review): CEC should streamline its disciplinary investigation process and rely more on the evidence (not the opinions of the Investigating Officer but rather the underlying evidence) collated in the course of whistleblowing investigations.					**Q3 2022**
	CURRENT POSITON **Already implemented**					
13	**Recommendation 45** (the Review): Those who write investigation reports should be cautious about criticising whistleblowers or complainers who have every right to try to persuade the investigator to side with their version of events, so long as they do so lawfully	See 9.1.1				**Q3 2022**
	CURRENT POSITION **Already implemented**					
14	**Further Council recommendation** (the Inquiry): That in delivering the Inquiry Recommendations, the Chief Executive give consideration to expanding the scope of the special investigations unit detailed in paragraph 9.1.1 of the report to include any other serious issues of misconduct including, but not limited to, serious fraud or misappropriation of public funds.	It is recommended that the Investigatory Officer team is responsible for all investigations relating to formal processes (Avoidance of Bullying & Harassment, Disciplinary, Grievance & whistleblowing, unless external independent resource is engaged.				**Q3 2022**
	CURRENT POSITION **Already implemented**					
15	**Observation** (the Review): Where a summary report is produced it should make clear that it is a summary of a longer form report. Version control is also important. If a document is a draft, it should be clearly marked as a draft to avoid any confusion that it may be the final report.	Part of role for Investigatory Officers.				**Q3 2022**
	CURRENT POSITION **Already implemented**					

16	**Observation** (the Review): Ensuring whistleblowers are protected from prejudicial treatment and that whistleblowing investigations are conducted properly and robustly.	See Recommendations 29, 34 and 35.				**Q3 2022/Q2 2023**
	CURRENT POSITION **Included in the new Whistleblowing policy, toolkit and digital learning module which will be approved no later than May 2023. The Whistleblowing policy confirms the route to raise any concerns in relation to detrimental treatment or reprisals as a result of whistleblowing and ensures all whistleblowers will be supported by the Council.** **Investigations Unit have received specialist training with external experts on trauma informed interviewing and are fully operational. Investigating officer reports are audited by Team Leader and Head of Unit**					
17	**Observation** (the Review): Managing expectations of whistleblowers at the outset in relation to what can and cannot be shared with them.	This will be addressed via the expectation management protocol.				**Q2 2023**
	CURRENT POSITION **Included in new Whistleblowing policy, toolkit and digital learning module** **Process design incorporated into the Monitoring Officers Team Whistleblowing Project Plan to ensure requirements in place by May 23** **Work in partnership with Union colleagues to reinforce messaging** **Strong communications plan in place that will clearly outline the expectations for whistleblowers when policy, toolkit and training is launched. This will be further clarified during the Speak Up (Report and support) campaign to run later in 2023, which will feature dedicated communications and engagement with colleagues encouraging and reassuring them about raising concerns including whistleblowing, what this means for them should they choose to do so, and the support they can receive if they choose to disclose or have experienced unacceptable behaviours.**					
18	**Observation** (the Review): Accurate and contemporaneous minuting of meetings with whistle-blowers and other interested parties to avoid subsequent disagreement about what was said.	Investigatory Officer team resource.				**Q3 2022**
	CURRENT POSITION **Already implemented through recruitment of Investigation Team Note takers**					
19	**Observation** (the Review): CEC should continue to engage an external whistleblowing hotline provider.	Agreed				**Q2 2022**
	CURRENT POSITION **The Council will continue to work with Safecall as the current provider and will continue to procure an external provider once the current contract expires.**					
20	**Observation** (the Review): A clearly documented framework that sets out the considerations to be taken into account when classifying a matter as either "major/significant" or "minor/operational", and then a clearly documented assessment and decision as to the rationale for the classification would be beneficial in seeking to tackle this perception.	See Recommendation 17. Theme 4				**Q2 2023**
	CURRENT POSITION **Included in Whistleblowing policy, toolkit and digital learning module which explains the difference between external/internal whistleblowing. All Disclosures received will be assessed amongst the Council's Investigation Team, the Monitoring Officer's Team and/or Service Provider (Safecall) or other relevant party for further action. Safecall provide a disclosure assessment as to how it should be processed based on the rationale in the policy. The classification/advisement of how it will be investigated will be addressed through the acknowledgement process.**					
21	**Observation** (the Review): However, more could be done by CEC to interview anonymous whistleblowers and to explain to them that the investigation may be constrained by the fact the disclosure is made anonymously, and that therefore the credibility and reliability of the evidence provided, and its weight, is more difficult to assess.	See Recommendation 34. Theme 3				**Q2 2023**
	CURRENT POSITION **Included in Whistleblowing policy, toolkit and digital learning module** **Investigation Officers from the Council are requesting the Monitoring Officers Team to place requests for interviews/further information to the whistleblower on Safecall's portal. This allows whistleblower to remain anonymous whilst engaging with the Investigating Officer. This change is already implemented and bolstered by new policy**					
22	**Observation** (the Review): In all cases, the whistleblower should be informed of the investigation's progress and outcome with a reasonable timeframe for informing a reporting person being three months. If after three months the appropriate follow-up is still being determined, the whistleblower should be informed about this and about any further feedback to expect.	Protocol for feedback to be developed and adhered to as part of Policy.				**Q2 2023**
	CURRENT POSITION **Included in Whistleblowing policy, toolkit and digital learning module. The whistleblower and any appointed trade union representative will be informed of the progress of an investigation and the outcome of it and any actions to be taken during or as a result. The whistleblower will be kept updated via Safecall portal by either Safecall or the Monitoring Officers team dependant on how the case is processed**					

23	**Observation** (the Review): Except in exceptional cases, disciplinary investigations, employment tribunal proceedings and other processes should not delay the conduct of whistleblowing investigations, nor reporting to GRBV. If investigations are to be paused due to concurrent processes, the fact that such a decision has been taken and the exceptional circumstances for the pausing should be properly documented in writing.	This will be reviewed as part of Policy review/ development. See Policy section.				**Q2 2023**
	CURRENT POSITION **Already in place in practice. Included in new Whistleblowing policy.**					
24	**Observation** (the Review): Part of the outcome of any process must be a careful and thoughtful consideration as to how actions will affect those involved and the wider teams or departments in which they work. It is not a resolution to simply move Colleagues around the organisation if other, less disruptive steps, may resolve matters.	This will be considered as part of Policy review/ recommendations. See Policy section.				**Q4 2022**
	CURRENT POSITION **The Investigation team ensure that Nominated officers are appraised of this observation**					
25	**Observation** (the Review): In such circumstances, I would encourage CEC to share more information with the complainer as to the outcome of the investigation and the actions taken. To achieve true reconciliation and to allow people to move on, there should, in most cases, be some form of facilitated meeting where the outcome is shared and, depending on the circumstances, an apology given. It may be that at the end of this process, one person has to be thoughtfully asked to move, but this should not be the first option.	Protocol/guidance re sharing of appropriate info re outcome and what is being done to be developed.				**Q2 2023**
	CURRENT POSITION **The Whistleblowing policy advises where possible information will be shared in line with GDPR guidelines. The whistleblower receives outcome notification by letter. A facilitated meeting is held as part of the Early Resolution Process.**					

Theme Three: Leadership, Training and Development

	Recommendation / Observation	Council response	Completed	Underway	Not started	Quarter
1	**9.1.5** (the Inquiry) if the system of such investigations remains internal, the CEC should look to an external service provider with appropriate expertise to design and / or deliver the training to CEC employees, and to provide refresher training annually.	Not applicable, see Investigations section.				**Q3 2022**
	CURRENT POSITION **Investigation Team have completed bespoke specialist training with external experts on trauma informed interviewing. Signposting guidance shared with team in relation to support services**					
2	**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.	Domestic abuse, coercive control will be delivered when the revised Domestic Abuse policy is approved (see Policy section). Public Disclosure and Whistleblowing training will be developed and rolled out to colleagues and elected members by Autumn 2022.				**Q2 2022 (roll out to managers)** **Q2 2023** **(Roll out to all colleagues)**
	CURRENT POSITION **Tackling Domestic Abuse as a Workplace Issue Digital Learning Pathway rolled out to all managers from June 2022. This pathway includes the DAART awareness raising module. We are making changes to the Pathway based on initial feedback received and will advertise the updated Pathway to all managers. A revised digital module for all colleagues is being designed for roll out April 23. To continue to support frontline colleagues to sign up to myLearning Hub (mlh), monthly communications are being sent out through Managers' News and Newsbeat and some onsite support has been given to colleagues to help them access mlh using their Total Mobile device.**					
3	**9.1.7** (the Inquiry) all employees of the CEC with line management responsibilities should be required to partake in mandatory training on domestic abuse, 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.	Line manager training will be designed and delivered post Committee approval of the revised Domestic Abuse Policy.				**Q2 2022 continue Q2 2023**
	CURRENT POSITION **Tackling Domestic Abuse as a Workplace Issue Digital Learning Pathway rolled out to all managers from June 2022. This pathway includes the DAART awareness raising module. We are making changes to the Pathway based on initial feedback received.** **The domestic abuse training for managers covers domestic abuse and coercive control and how to support colleagues experiencing domestic abuse.** **Completion of the digital learning is recorded on my learning hub. Line managers have access to a dashboard to monitor completion of their direct reports two levels down. Learning and Development can provide a report of total completions across the whole organisation**					
4	**9.1.8** (the inquiry) all employees of the CEC with line management responsibilities should be required to undertake training on public interest disclosures and the 2019 WBP, to enable them to differentiate between such disclosures and matters falling within other CEC policies (the PDA 2019, grievances, and potential disciplinary matters). The CEC should look to an external service provider with appropriate expertise to design and / or deliver the training.	This training will be designed / delivery commenced in 2023.				**Q2 2023**
	CURRENT POSITION **The Whistleblowing digital learning module is being designed and will be rolled out once the policy has been approved at committee by May 2023. The module aligns with other policies including Disciplinary, Grievance and Bullying and Harassment.** **The Keeping You Safe Confident and Compliant is being re-designed to include key messages in relation to the Code of Conduct for all colleagues. This module will be launched along with the revised policy. This new module will be called Working in Edinburgh.** **Policy into Practice sessions and digital learning will support managers to link and distinguish between role of key policies**					
5	**Recommendation 1** (the Review): All political groups should take steps, if they do not already do so, to ensure that all their members attend training, particularly training in relation to the Member- Officer Protocol and Councillor conduct, including the 2021 Code of Conduct for Councillors.	Arrange more training and refreshers through Governance team; Keep register of training; Report to group; Training proposed to be mandatory for the induction then by agreement.				**Q2 2022 in Q3 2022**
	CURRENT POSITION - **The Monitoring Officers Team are designing a session for members which outlines our process for whistleblowing, their scrutiny role and a Q&A. It is planned to have this as a hybrid session which will be recorded and uploaded onto the members section of MLH for future viewing to be delivered in quarter 2 of 2023**					

6	**Recommendation 2** (the Review): Whistleblowing training should be delivered to and attended by all Councillors.	**This training will be developed / delivered in Q2 2023**				**Q2 2023**
	CURRENT POSITION **The Monitoring Officers Team are designing a session for members which outlines our process for whistleblowing, their scrutiny role and a Q&A. It is planned to have this as a hybrid session which will be recorded and uploaded onto the members section of myLearning Hub for future viewing to be delivered in quarter 2 of 2023. This will align with the launch of the new Policy. A Whistleblowing workshop was held with GRBV members in November 2022.**					
7	**Recommendation 5** (the Review): Refresh avoidance of bullying and harassment training for all Colleagues, with schools and those involved in social work being part of the initial rollout.	Develop and implement new WB policy. Develop and deliver a comms and training strategy.				**Q3 2023**
	CURRENT POSITION **Policy being reviewed and will be aligned to Whistleblowing policy** **A digital module will be designed to accompany the new Avoidance of Bullying & Harassment/Grievance** **Policy into Practice sessions for managers will include Avoidance of Bullying & Harassment/Grievance**					
8	**Recommendation 7** (the Review): A new whistleblowing communications and training strategy should be put in place and rolled out across CEC.					**Q2 2023**
	CURRENT POSITION **Communications plan will support launch of the new Whistleblowing policy and Toolkit and learning for colleagues and managers. This will be delivered on launch through existing channels including vlog with Andrew Kerr, Managers News email, News Beat article, new Orb content, Colleague News email to those subscribed to receive email to their personal address, and printed material to frontline/offline colleagues. This will be further clarified during the Speak Up (Report and support) campaign to run later in 2023, which will feature dedicated communications and engagement with colleagues encouraging and reassuring them about raising concerns including whistleblowing, what this means for them should they choose to do so, and the support they can receive if they choose to disclose or have experienced unacceptable behaviours.**					
9	**Recommendation 24** (the Review): CEC should take steps to train managers on how to identify a whistleblowing disclosure.	This training will be designed / delivery commenced in 2022				**Q2 2023**
	CURRENT POSITION **Reference to previous Vlogs by Chief Executive and Monitoring Officer and communications post Tanner report** **Detailed in Whistleblowing toolkit and digital learning module which will be launched once policy has been approved. The digital learning module will incorporate part of a managers essential learning programme.** **Evaluation will be reviewed** **Take up of training will be monitored and reports provided to all managers** **This will be included in Policy into Practice sessions and digital learning.**					
10	**Recommendation 34** (the Review): Any whistleblowing training and communications strategy rolled out by CEC should make it clear that whistleblowing disclosures can be made anonymously (with the two levels of anonymity being explained) and that those who make disclosures will be protected from detrimental treatment. **Training delivered to managers should explain what amounts to detrimental treatment.**	The point on anonymity will be included in revision of Whistleblowing policy and associated training. The training will form part of Recommendation 7.				**Q2 2023**
	CURRENT POSITION **A Whistleblowing Digital Module is being designed for all colleagues and an additional part for managers. The new Whistleblowing policy makes the position re anonymity clear and confirms the route to raise any concerns in relation to detrimental treatment or reprisals as a result of whistleblowing** **The module includes information about two types of anonymity and support for colleagues and managers in relation to detrimental treatment.** **Policy into Practice sessions are being designed for managers– Whistleblowing will be included.** **Included in communication plan and Speak Up Champion will reiterate this** **Safecall website advises that disclosures can be made anonymously**					
11	**Recommendation 50** (the Review): Training on legal professional privilege should be offered to Councillors and relevant Colleagues.	LPP protocol and training to be developed and delivered for Councillors and senior officers.				**Q2 2023**
	CURRENT POSITION **Legal services arranging training in March/April 2023.**					

12	**Observation** (the Review): Regular promotion of whistleblowing by managers and through other communications is essential.	This will form part of the Council's communication plan.				**Q2 2023**
	CURRENT POSITION **Communications plan contains continuous engagement with managers through layered engagement process to CLT, then SLT, then all people leaders and talk with Andrew sessions for all colleagues. These will be virtual and in-person and will run quarterly from launch date of whistleblowing policy, toolkit and training. There will be written communications via Managers' News, and team toolbox talks provided for managers to engage their teams. Regular updates have been made to Senior Leadership Team in relation to Tanner report and recommendations.** **Speak Up Champions will be launched to colleagues at the same time as the Whistleblowing policy, toolkit and training launch, with dedicated communications introducing the Speak Up Champions and instructions for colleagues on how to contact them and what for. This will be further clarified during the Speak Up (Report and support) campaign to run later in 2023, which will feature dedicated communications and engagement with colleagues encouraging and reassuring them about raising concerns including whistleblowing, what this means for them should they choose to do so, and the support they can receive if they choose to disclose or have experienced unacceptable behaviours.**					
13	**Observation** (the Review): It is also a good idea to include handling whistleblowing disclosures as part of discipline and grievance training for managers and staff. Training should be offered at regular points to make sure it stays fresh in managers' minds.	Training will be designed/ delivered for line managers.				**Q2 2023**
	CURRENT POSITION **Policy into Practice sessions are being designed for managers, whistleblowing will be included.** **We are working on how sessions will be delivered in an ongoing way so that managers can access the learning when they need it.** **Disciplinary digital learning launched with revised policy in Autumn 2022. Communications were issued to colleagues via Managers' News on 3 Oct 2022, 16 Nov 2022 and 30 Nov 2022. Encouragement to colleagues to read new policies was included in Chief Executive's vlog.** **Set up new Governance group for Essential Learning. This group will consider refresher learning timescales.** **A digital module will be designed to accompany the new Avoidance of Bullying & Harassment/Grievance** **Policy into Practice sessions for managers will include Avoidance of Bullying & Harassment/Grievance**					
14	**Observation** (the Review):The Review Team has examined the investigations training offered by CEC to some of its Investigating Officers and I consider it could be improved by the inclusion of scenario-based training which should cover steps from the outset of a case, including early case assessment based on a review of documents, consideration of early resolution, planning and scope of investigations, and conducting effective interviews	Not applicable as an Investigatory Officer team will be created.				**Q4 2022**
	CURRENT POSITION **Investigations team have received bespoke specialist training**					
15	**Observation** (the Review): As noted above, managers are the main port of call for those who wish to raise concerns. They are therefore ideally positioned to provide any support whistleblowers might require or to signpost relevant support. Managers should be effectively trained on how to treat those reporting concerns with empathy and how to create a work environment that encourages the raising of concerns.	Whistleblowing, including Public Interest Disclosures, training will be revised and rolled out. Proposal to be further developed on triage process.				**Q3 2023**
	CURRENT POSITION **Early resolution and creating an open culture for raising concerns is being emphasised in the design of digital and in-person learning including Whistleblowing, Policy into Practice sessions, Conversation Spotlight has a focus on how to have necessary conversations across a range of topics encouraging openness and transparency.** **Speak Up Champions will be launched in quarter 2 of 2023 who manager can also signpost an employee to.**					

Theme Four: Systems/processes

	Recommendation / Observation	Council response	Completed	Underway	Not started	Quarter
1	**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).	This requires system functionality build.				**Q2 2021 (HR system) – Q2 2023**
	CURRENT POSITION **Report on new HR system options/procurement to Council on 23 February then to a special Finance & Resources committee on 10 March for approval** **Domestic abuse disclosure currently recorded on HR system by managers on behalf of employee. HR Case team receive notification and offer support/guidance to the manager. Reported to Monitoring Officer.** **The Monitoring Officer's team receive records of all disclosures made to Safecall or by internal management referrals. The Investigation Team provides the finalised investigation report from whistleblowing disclosures that they have investigated, these are reviewed by the Monitoring Officer and Safecall before going to GRBV (now going to be a sub-committee). Further discussion needs to take place with all triage members to ensure this information is captured and recorded consistently until the new HR system is in place.** **Pending decision on CEC HR system records will be retained by Investigations unit/Safecall**					
2	**9.1.13** (the Inquiry) record keeping must be improved within the CEC, with notes taken at all meetings where disclosures or concerns are raised by employees to line managers regarding sexual or physical violence, harassment, or stalking (whether occurring during the course of work hours or on CEC premises or not). Once recorded, line managers should be obliged to report such disclosures or concerns up the management structure at the CEC.	Training will be provided on 1:1's and supervision etc to ensure improved record keeping.				**Dependant on HR system**
	CURRENT POSITION **The Monitoring Officer's team receive records of all disclosures made to Safecall or by internal management referrals. The Investigation Team provides the finalised investigation report from whistleblowing disclosures that they have investigated, these are reviewed by the Monitoring Officer and Safecall before going to GRBV (now going to be a sub-committee). Further discussion needs to take place with all triage members to ensure this information is captured and recorded consistently until the new HR system is in place.** **Pending decision on CEC HR system records will be retained by Investigations unit/Safecall**					
3	**9.1.14** (the Inquiry) a record of all investigations conducted (whether internal or external) regarding abuse of a sexual or physical nature, harassment, or stalking (whether occurring during the course of work hours or on CEC premises or not) should be kept by the CEC for a period of twenty-five years, in a searchable and accessible format, subject to GDPR considerations.	The current HR system does not enable this functionality.				**Dependant on HR system**
	CURRENT POSITION **Included in Whistleblowing policy and toolkit. In accordance with the Council's Records Retention Scheme, details of all whistleblowing concerns and investigations will be retained for 6 years from the close of the investigation, except where separate retention rules apply (including, but not limited to child protection matters where a period of 25 years will apply).** **The Monitoring Officer's team currently retain records of all disclosures made to either Safecall or via internal management referrals which allows for identification and deletion in accordance with data retention rules.** **Pending decision on CEC HR system records will be retained by Investigations unit/Safecall**					
4	**Recommendation 6** (the Review): Those involved in recruitment and selection of candidates for new positions should complete a short form declaration to disclose any personal or professional relationship with a prospective candidate.	This will be included in Recruitment and Selection training and the current process which is currently required for all recruiters to complete				**Q2 2022**
	CURRENT POSITION **Already implemented**					
5	**Recommendation 9** (the Review): A programme of training for Investigating Officers should be developed and delivered, preferably by an external body skilled in effective investigation processes and techniques. Such training should be a precondition to being appointed as an Investigating Officer for the first time.	Not applicable, see Investigations 9.1.1.				**Q3 – 4 2022**
	CURRENT POSITION **Investigating Team have completed bespoke specialist training with external experts on trauma informed interviewing and will be included as part of essential learning for all Investigating Officers.**					
6	**Recommendation 11** (the Review): CEC should resource the use of note takers for investigative interviews.	There is no resource capacity for this currently.				**Q3 2022**
	CURRENT POSITION **Already implemented**					
7	**Recommendation 12** (the Review): The Whistleblowing and the HR Department should have regular liaison meetings, in a similar manner to the Strategic Complaints Group, with the specific objective of identifying any concerning patterns of behaviour in an area.	This recommendation has already been implemented and fortnightly meetings have been set up.				**Q2 2022**
	CURRENT POSITION **Already implemented**					

8	**Recommendation 13** (the Review): In order to assist CEC in identifying concerning patterns of behaviour across multiple cases, the independent whistleblowing provider should keep a record of service areas and locations of disclosures, together with a general description of the nature of the disclosures, so that this can be shared with CEC's Whistleblowing Team.	Safecall to be asked to keep this record. Identification of patterns through (1) record keeping (2) regular meetings HR, MO and WB team (see recommendation 12).				**Q2 2023**
	CURRENT POSITION **Included in the Whistleblowing policy. The Monitoring Officer's Team, the Investigation Team and the Human Resources Team will meet regularly, with the Service Provider when required, to discuss patterns and concerns and agree how these should be dealt with. The Monitoring Officer's team will incorporate this into the Process design as part of the Whistleblowing Project Plan to ensure requirements in place by May 23. A review of categorisations of disclosure and the information received from Safecall and how the Council can analyse that information will be put in place.**					
9	**Recommendation 14** (the Review): All Colleagues leaving CEC should be offered the opportunity to take part in an exit interview with a member of the HR team.	The online exit interview survey and process was refreshed last year. There is a resource implication for offering face to face interviews (circa 2,000 leavers a year).				**Q2 2022**
	CURRENT POSITION **Already implemented**					
10	**Recommendation 15** (the Review): CEC should consider putting in place a system for Colleagues to provide anonymous feedback on the conduct and behaviours of managers as part of their annual performance reviews.					**Q1 2023 - Q4 2024**
	CURRENT POSITION **360 feedback tool has been procured and roll out will commence with SLT in February 23, to be rolled out on a phased basis over the next 12 months to all people leaders.** **Analysis of feedback to SLT will be provided by an external supplier** **Analysis of feedback to all other managers will be provided in-house**					
11	**Recommendation 16** (the Review): Whistleblowing disclosures containing any issue of alleged discrimination based on a protected characteristic should be logged with the HR Department in the same manner as the Prejudice Based Incident Reporting used by the HR Department.	This requires additional resource – as assuming the scope would be extended to include all disclosures.				**Q2 2023**
	CURRENT POSITION **The Monitoring Officer's team and HR Team will design the process as part of the Whistleblowing Project Plan to ensure requirements in place by May 2023. There are some challenges to be resolved in relation to what can be recorded on the current Prejudiced Based disclosure process via a confidential/anonymous disclosure made to the Council Monitoring team or Safecall**					
12	**Recommendation 17** (the Review): A documented triaging process should be put in place with a framework that sets out the considerations to be taken into account for disclosure classification.	Further consideration has been given to the design of the triage options				**Q2 2023**
	CURRENT POSITION **Included in Whistleblowing policy, toolkit and digital learning module** **All Disclosures received will be assessed amongst the Council's Investigation Team, the Monitoring Officer's Team and/or Service Provider (Safecall) or other relevant party for further triage and action**					
13	**Recommendation 18** (the Review): The nomenclature currently used for classifying reports as "major/ significant" or "minor/operational" should be revised to address a perception that "minor/operational" cases are not treated as seriously. Wording such as "External" and "Internal" would be preferable.	This will be considered as part of implementation of n whistleblowing policy and process, in consultation with Safecall.				**Q2 2023**
	CURRENT POSITION **Included in the new Whistleblowing policy, toolkit and digital learning module** **All Disclosures will be assessed on receipt. For all Disclosures, Safecall will make an initial determination as to whether the Disclosure should be classified as 'External' or 'Internal'. External classification will be used when the Disclosure presented appears, on the face of it, one of significant concern that will require direct investigation by them or an external expert. Internal classification will be used when it appears, on the face of it, that the Disclosure is of less significant concern and is appropriate for investigation primarily by the Council, either by the Investigation Team or an appropriate manager.**					
14	**Recommendation 20** (the Review): For more serious whistleblowing matters that are investigated internally, Safecall (or another provider) should provide "critical friend" monitoring from the outset of an investigation rather than waiting until the investigation report is submitted for review. The role of the "critical friend" should be set out in the Whistleblowing Policy.	Whistleblowing Policy to be revised. Engagement with Safecall to discuss required.				**Q2 2023**
	CURRENT POSITION **Included in revised whistleblowing policy, toolkit and digital learning module** **In place since 2020, this will be reflected in the revised reporting requirements that will be starting from June 2023. As part of the reporting review the Monitoring Officer's team are seeking to make this more identifiable in the management information provided to Elected Members**					
15	**Recommendation 21** (the Review): Safecall, or any other independent whistleblowing provider, should report on the following KPIs: Number of disclosures categorised as "major/ significant" or "minor/operational" (or any new naming convention);Number of disclosures diverted to be dealt with under another policy; Number of disclosures categorised as not qualifying as a whistleblowing disclosure; Number of disclosures dealt with by way of early resolution (see Recommendation 32); and Number of disclosures investigated within 3 months / not investigated in this time frame with reasons given.	Agree new KPIs with Safecall and consider consequences.				**Q2 2023**

	CURRENT POSITION **The revised KPIs will be reflected in the revised reporting requirements that will commence June 2023.**					
	Recommendation / Observation	**Council response**	**Completed**	**Underway**	**Not started**	**Quarter**
16	**Recommendation 22** (the Review): Immediate and ongoing steps taken to address any public safety issue should be recorded in a document maintained by the independent whistleblowing provider which sets out the steps taken, and to be taken, to check on the safety concerns reported by a whistleblower. This should be shared with GRBV at the first quarterly meeting following the disclosure.	Need to agree process with Safecall. **The revised KPIs will be reflected in the revised reporting requirements that will commence June 2023.**				**Q4 2022**
	CURRENT POSITION **In place. The Monitoring Officer's team maintain this information and provide it to GRBV as part of the regular reporting**					
17	**Recommendation 23** (the Review): A senior colleague in every service area should be appointed as a Whistleblowing Champion (including time to do the tasks).	Services to identify 2 whistleblowing champions per Directorate. Training to be given with clear expectation and terms for the role. Regular meetings to be set up with WB Champions, Service Director HR, and MO.				**Q2 2023**
	CURRENT POSITION **Speak Up Champions have been selected and will be launched to colleagues at the same time as the Whistleblowing policy, toolkit and training launch, with dedicated communications introducing the Speak Up Champions and instructions for colleagues on how to contact them and what for. This will be further clarified during the Speak Up (Report and Support) campaign to run later in 2023, which will feature dedicated communications and engagement with colleagues encouraging and reassuring them about raising concerns including whistleblowing, what this means for them should they choose to do so, and the support they can receive if they choose to disclose or have experienced unacceptable behaviours.**					
18	**Recommendation 25** (the Review): All Whistleblowing disclosures made to CEC managers and Councillors should be referred to the independent whistleblowing provider, so that they are recorded as whistleblowing disclosures and dealt with under the whistleblowing process, at least initially.	Confirm requirements in the Policy. Training to ensure managers are aware of the requirement.				**Q2 2023**
	CURRENT POSITION **In place as detailed in current policy** **Included in the revised Whistleblowing policy, toolkit & digital learning module. Any information identified via another Council process as a whistleblowing matter will be shared with the Monitoring Officer and the Monitoring Officer's Team and Investigation Team and, if necessary, the Service Provider (Safecall) to ensure it is dealt with in accordance with this Policy**					
19	**Recommendation 26** (the Review): CEC's Whistleblowing Team should report all whistleblowing disclosures and reports to GRBV in accordance with the quarterly reporting cycle, without any exceptions.	Policy requirement and to be complied with. Issue of potential derogation for limited specific circumstances to be considered.				**Q4 2022**
	CURRENT POSITION **Already implemented**					
20	**Recommendation 27** (the review): As part of any review of CEC's committee structure, consideration should be given to setting up a sub-committee to scrutinise whistleblowing disclosures and reports	This will be considered as part of Council committee governance post-May 22.				
	CURRENT POSITION **This was agreed at Full Council on the 9 February 2023 and a sub-committee is to be established.**					
21	**Recommendation 29** (the Review): CEC should take steps to ensure that anyone who receives a whistleblowing disclosure asks the person raising the matter what support they may need and how this can be provided. This support, where relevant, should also be offered to those who are the subject of a whistleblowing investigation.	Policy update. Manager training. Process document to be developed for both whistleblowers and those subject to the review with options and information.				**Q2 2023**
	CURRENT POSITION **All Council employees can access confidential counselling directly and/or request an occupational health referral from their line manager.** **This is detailed in the revised whistleblowing policy, toolkit and digital learning module.** **Speak Up champions will also inform.**					
22	**Recommendation 30** (the Review): CEC, in conjunction with Safecall, should develop an agreed protocol for setting a whistleblower's expectations at the point of commencing an investigation. A Draft Expectation Management Protocol for managing expectations of whistleblowers is at Appendix 7.	Process and Expectation Management Protocol to be developed and agreed.				**Q2 2023**
	CURRENT POSITION **Expectation Management Protocol included in Whistleblowing policy, toolkit and digital learning module** **The Monitoring Officers team are designing the Process as part of the Whistleblowing Project Plan to ensure requirements in place by June 2023.**					
23	**Recommendation 31** (the Review): Accurate and contemporaneous minutes should be taken by CEC at all meetings and during all conversations with whistleblowers and other interested parties.					**Q4 2022**

	CURRENT POSITION **Recruitment of Note Takers complete**					
24	**Recommendation 39** (the Review): CEC should develop an action plan to improve its approach to communicating with front-line Colleagues with identifiable KPIs.	This will require a solution to all employee access to the Orb/communications.				**Q2 2023**
	CURRENT POSITION **The Orb Gateway project was approved at committee in January 2023.** **A project team is in place. The Programme Manager from CGI met with the suppliers mid-February and confirmed that the provider have started the software development. A communication piece will be put in place as part of this project once this is ready to launch.**					
25	**Recommendation 32** (the Review): CEC should instigate an early resolution process and stricter timelines for the conduct of whistleblowing investigations. A Draft Model Early Resolution Process is set out in Appendix 8.	New process to be developed and agreed. Draft Model Early Resolution Process to be agreed and adopted.				**Q2 2023**
	CURRENT POSITION **Included in Whistleblowing policy, toolkit and digital learning module** **The Monitoring Officers Team are designing the Process as part of the Whistleblowing Project Plan to ensure requirements in place by May 2023.**					
26	**Recommendation 43** (the Review): Where serious allegations are made against Executive Directors or the Monitoring Officer, CEC should outsource the investigation to a non- panel law firm or counsel with experience in the conduct of investigations.	This will be included in new revised relevant policies.				
	CURRENT POSITION **Already in place in practice and forms part of the new Policy and Toolkit.**					
27	**Recommendation 46** (the Review): Any decisions to cease communication with a service user or a whistleblower from outwith CEC should reference and follow CEC's "Managing Customer Contact in a Fair and Positive Way Policy"; and any decision to cease communications with a service user or a whistleblower should be reported to GRBV in writing to ensure proper oversight.	Policy already in place. Training/communications required.				**Q3 2023**
	CURRENT POSITION **The existing policy is currently in place and being used as required. Work is ongoing as to reviewing protecting staff at work policies (including Violence at work and Unacceptable Behaviour Policies).**					
28	**Recommendation 47** (the Review): Legal professional privilege should be utilised sparingly in the context of whistleblowing or other fact-finding investigations outside of the preparation of actual or threatened litigation.	LPP protocol to be developed; MO/DMO oversight required where LPP to be applied re WB or other investigations; Consider outsource in such a scenario.				**Q4 2022**
	CURRENT POSITION **The use of LPP is discussed at the outset and only used where absolutely considered necessary. In such circumstances the reasoning will be documented.**					
29	**Recommendation 48** (the Review): Any decisions to treat a matter as legally privileged should be clearly documented with appropriate analysis of the application of the legal tests to the facts at hand being set out.	LPP protocol to be developed.				**Q4 2022**
	CURRENT POSITION **See Recommendation 47**					
30	**Recommendation 49** (the Review): In circumstances where assurance is sought by Councillors or regulators, and the provision of privileged information would aid in providing such assurance, consideration should be given to sharing this information under a limited waiver of privilege.	Compliance with and amendment of the Member/Officer protocol. Protocol for sharing of LPP info to be considered.				**Q4 2022**
	CURRENT POSITION **Already implemented and will be considered on a case by case basis in line with the Member Officer Protocol**					
31	**Observation** (the Review): I would urge the Citizen and CEC's Chief Executive to proceed to mediate as soon as possible.	This is already in process.				**Q4 2022**
	CURRENT POSITION **In place with consideration given as part of policy review and case review between the Monitoring Officer's team, Investigations team and HR**					

32	**Observation** (the Review): Going forward, I recommend that any decision to cease communication with a complainer or an external whistleblower follows and references that guidance document and that any decision is notified to GRBV in writing to ensure proper oversight.	Policy already in place. Policy requires update to include GRBV oversight. Training/communications required.				**Q2 2023**
	CURRENT POSITION **Included in Whistleblowing policy** **In place within Managing customer contact in a Fair & Positive Way, this policy will be included in the new Protecting our Workforce policy that is currently being reviewed.**					
33	**Observation** (the Review): I observe that consideration should be given to any adverse regulatory or ombudsman decisions also being subject to governance oversight by the GRBV.	Recommend a regular 6 monthly update report to GRBV with ability to deep dive as required.				**Q1 2023**
	CURRENT POSITION **It is proposed that GRBV will receive a regular 6 monthly update report noting relevant adverse regulator decisions with GRBV then able to request further information as required.**					
34	**Observation** (the Review): Recommendations coming out of complaints, internal audits, assurance exercise and external reviews (including, in particular, adverse findings by the SPSO or a regulatory body) are carefully considered and, where the recommendations are accepted, there needs to be a process to ensure remedial actions are followed through.	Governance and assurance process to be fully developed and implemented. IA and first line checks. Whistleblowing team checks.				**Q3 2023**
	CURRENT POSITION **The Monitoring Officers team are reviewing the Assurance Management Framework to ensure assurance actions are monitored and a simple process of escalation is in place to ensure accepted recommendations/actions are completed. The G&A process to go back to GRBV in March 2023.**					
35	**Observation** (the Review): CEC should not pause or defer internal investigations and disciplinary processes, except in exceptional cases where the police or an external regulator require them to stop investigating **concurrently.**	This recommendation will be delivered as part of Policy review/ development work.				**Q2 2023**
	CURRENT POSITION **Already implemented in practice and is included in the new Whistleblowing policy & toolkit**					
36	**Observation** (the Review): The need to carefully consider CEC's approach to withholding documents and information based on data protection principles.	Advice to be sought from DPO and Legal Services as required.				**Q3 2022**
	CURRENT POSITION **Advice is sought from the DPO and Legal Services as required**					
37	**Observation** (the Review): CEC should, where possible, resist signing up to any external third parties' terms and conditions which seek to restrict the provision of commissioned external reports to third parties.	Training for Legal and service managers.				**Q2 2023**
	CURRENT POSITION **Legal services arranging training in March/April 2023.**					
38	**Observation** (the Review): Carefully consider the wording of apologies issued to whistleblowers and any qualifications which are included in them.	Training for Legal and service managers.				**Q4 2022**
	CURRENT POSITION **This is reviewed on a case by case basis.**					
39	**Observation** (the Review): The immediate and ongoing steps taken to address any public safety issue raised through the whistleblowing process should be recorded in a document maintained by Safecall and the first quarterly report to GRBV after a disclosure of this nature should set out the steps taken, and to be taken, to check on the safety concerns reported by the whistleblower.	See Recommendation 22.				**Q1 2023**
	CURRENT POSITION **This is already in place and forms part of the regular updates to GRBV**					
40	**Observation** (the Review): Going forward, the steps taken by CEC to respond to disclosures concerning public safety should be more formally documented and, if appropriate, those documents (or appropriately redacted versions thereof) shared with a whistleblower and any interested Councillor to help to provide reassurance that the safety concerns have been / are being addressed. Data protection issues and protecting the rights and interests of any relevant children or other members of the public will have to be carefully considered in this process but they should not prevent this reporting. There should also be clear documentation showing how, and when, any whistleblower has been kept up to date with the progress of the matter following the initial disclosure (if applicable).	Protocol to be developed between Safecall, MO and CSWO. Feedback on methodology used to be fed back to whistleblowers where appropriate as part of revised Policy.				**Q2 2023**
	CURRENT POSITION **Included in Whistleblowing policy. The Monitoring Officer's team are designing the Process as part of the Whistleblowing Project Plan to ensure requirements in place by May 2023. This has already been used in practice.**					

41	**Observation** (the Review): Except in exceptional cases, ET proceedings should not delay reporting by the Whistleblowing Team/Safecall to GRBV. If there is to be such a delay to the whistleblowing process, the fact that such a decision has been taken and the exceptional circumstances for the delay should be properly documented in writing and the relevant policy should be updated to detail this. Similarly, except in exceptional cases, an ongoing CEC disciplinary investigation should not delay completion of a Safecall (or any other whistleblowing) investigation. If there is to be such a delay to the whistleblowing process, the fact that such a decision has been taken and the exceptional circumstances for the delay should be properly documented in writing.	The principle of running matters in tandem is accepted but the impacts of this need to be considered further. Policies will need to address how to deal with primacy.				**Q2 2023**
	CURRENT POSITION **The position regarding running matters concurrently is included in Whistleblowing toolkit.**					
42	**Observation** (the Review): The Review Team was advised of one example in the Education and Children's Services Directorate where a process had been put in place in relation to sharing information with Councillors. This is not a matter that the Review looked into further. If this has proven to be an effective method, other parts of CEC could consider adopting this process or something similar.	Process for responding to councillor queries and information provision to be looked at again.				**Q3 2022**
	CURRENT POSITION **Already implemented. Member/Officer protocol agreed at Council on 25th August 2022**					
43	**Observation** (the Review): Regular promotion of whistleblowing by managers and through other communications is essential.	This can be built into communication plans.				**Q2-Q3 2023**
	CURRENT POSITION **Strong communications plan in place that will clearly outline the expectations for whistleblowers when policy, toolkit and training is launched. This will be further clarified during the Speak Up (Report and support) campaign to run later in 2023, which will feature dedicated communications and engagement with colleagues encouraging and reassuring them about raising concerns including whistleblowing, what this means for them should they choose to do so, and the support they can receive if they choose to disclose or have experienced unacceptable behaviours**					
44	**Observation** (the Review): CEC's Whistleblowing Team should consider the level of detail provided to GRBV in these reports and ensure that the short descriptions of whistleblowing disclosures provide sufficient information to inform GRBV what the disclosure concerns.	Discussion with GRBV as to what they would like to see in whistleblowing reports.				**Q1 2023**
	CURRENT POSITION **Already implemented**					
45	**Observation** (the Review): While that may be the case, I am not aware of any criteria which explain when a specific report by a Monitoring Officer should also be produced and it would be helpful if CEC's Monitoring Officer worked with other Monitoring Officers across Scotland to put such criteria in place.	CEC's Monitoring Officer will approach MO working group to agree process to develop a national Protocol/criteria.				
	CURRENT POSITION **No appetite for such a protocol from other local authorities. MO will continue to report matters appropriately to Council as required.**					
46	**Recommendation 19** (the Review): Consideration should be given to more cases being categorised as "major/significant" (external) and therefore investigated by Safecall or another independent provider; or, alternatively, having a third, middle, tier of case where Safecall provide greater oversight as the "critical friend" of an internal Investigating Officer.	New triage process to be considered and documented. Discussion with Safecall and documentation of categories.				**Q2 2023**
	CURRENT POSITION **Part of new Whistleblowing policy and toolkit**					
47	**Observation** (the Review): I would encourage CEC to consider continuing whistleblowing and disciplinary investigations in serious cases even if the subject leaves or retires from CEC.	This will be reflected in policy review/ revision.				**Q4 2022**
	CURRENT POSITION **Currently in practice and applied on a case by case basis.**					

Theme Five: Other

Recommendation/ Observation	Council Response	Completed	Underway	Not started	Quarter
Recommendation 3: CEC officers and Councillors should take steps to implement any necessary changes following the findings of the Best Value Report.	Set up a joint group of members and senior officers to agree way forward on culture and training.				
CURRENT POSITION This is being implemented through governance of Best Value Joint group members and senior officers will oversee implementation of Best Value					
9.1.15 (the Inquiry) - an appropriate CEC redress scheme should be set up, without admission of liability, to compensate those who have been abused by SB.	A redress scheme will be set up.				**Roll out Q3 2022/ended Q1 2023**
CURRENT POSITION **The Redress scheme was launched on 5 September 2022, independently managed by Pinsent Masons. The scheme ended on 4th March 2023 as planned.** **A communication was issued to all online colleagues in February confirming the closure date of the scheme and advising the deadline for claims through Managers' News, News Beat and Colleague News**					
Observation (the Review): In addition, there is a need for CEC to recognise false economies, such as overloading its Colleagues with duties over and above their day jobs, for example tasking them with investigations into complaints of wrongdoing, which inevitably leads to delays in investigations and in some cases poor investigation processes and outcomes, as well as having an impact on employee wellbeing and morale. Some of my recommended steps will necessitate budget to be allocated and I would encourage CEC to find the budget because it will, in the medium to longer term, save time, expense, and reduce staff absence due to stress or other wellbeing issues.	See Recommendation 9.1.1.				**Q3 2022**
CURRENT POSITION **Investigations Team set up October 2022, all investigations are now undertaken by trained Investigating Officers.**					
Executive Directors and those on CLT should reflect on the atmosphere they create at meetings and should take steps to ensure that there is a welcoming and inclusive environment for all.	360-degree feedback. Further training including reverse mentoring.				**Roll out Q1 2023 - Q1 2024**
CURRENT POSITION **360 feedback tool has been procured and roll out will commence with Senior Leadership Team in February 23, to be rolled out on a phased basis over the next 12 months to all people leaders** **Analysis of feedback to SLT will be provided by an external supplier** **Analysis of feedback to all other managers will be provided in-house**					
Chief Executive to consider how best to set up some form of process which could be implemented by the Council to review any concerns raised about historic cases taking into account the comments of Ms Tanner on the limitations of this process that she made to the Council at the meeting on 16 December 2021	Consideration of how best to review any cases where a complainer wishes them to be looked at again, bearing in mind Tanner QC's comments re proportionality, length of time since initial review, staff having left etc to be considered.				**Q2 2023**
CURRENT POSITION **Review is ongoing**					
Observation: Apologies in relation to Case Study 2.	This will be dealt with as part of settlement discussions.				**Q1 2023**
CURRENT POSITION **This matter is now concluded**					
Lessons learn from Borders Council Consideration to the Report by Andrew Webster QC on assault allegations. Training to all colleagues on how to deal with allegations of abuse					
Elected member Reference Group **A motion to cease this group was rejected by Council on 9 February 2023**					

Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Independent Inquiry and Whistleblowing Culture Review – referral from the City of Edinburgh Council

Executive/routine
Wards
Council Commitments

1. For Decision/Action

1.1 The Policy and Sustainability Committee is asked to note the decision of the City of Edinburgh Council.

Richard Carr

Interim Executive Director of Corporate Services

Contact: Louise Williamson, Committee Services, Legal and Assurance Division

E-mail: louise.p.williamson@edinburgh.gov.uk

Referral Report

Independent Inquiry and Whistleblowing Culture Review

2. Terms of Referral

2.1 On 7 February 2023, the City of Edinburgh Council considered a report by the Chief Executive which presented an update an update on the programme of work underway to address the recommendations and observations agreed by Council in respect of both the Independent Inquiry and the Whistleblowing Culture Review.

2.2 Progress against timelines had been made across all five themes – Policy, Investigations, Learning, Systems and Processes, and the Redress Scheme and in order to fully address all recommendations critical dependence was placed upon funding approval for a cloud-based HR and Payroll system and a solution to all employee access to the Orb.

2.2 **Motion**

1) To note the progress made in addressing the recommendations agreed at Council in respect of both the Independent Inquiry and the Whistleblowing Culture Review.

2) To note the criticality of considering the implementation of the recommendations in the context of also delivering the commitments in the Council's People Strategy ('Our Future Council' 2021-2024 approved in April 2021 at Policy and Sustainability Committee) to support enduring cultural transformation.

3) To note that the report by the Chief Executive would be referred to Policy and Sustainability Committee on 21 March 2023.

4) To note that a significant number of CEC employees do not have their own Council email address.

5) To agree to achieve meaningful, enduring cultural transformation, the provision of an individual Council email address for every employee is given priority.

6) To request that a clear timeline for achieving this be set out in a covering report to this report and submitted to the Policy and Sustainability Committee for consideration at its 21 March meeting.

- moved by Councillor Day, seconded by Councillor Lezley Marion Cameron

Amendment 1

1) To note the progress made in addressing the recommendations agreed at Council in respect of both the Independent Inquiry and the Whistleblowing Culture Review.

2) To note the criticality of considering the implementation of the recommendations in the context of also delivering the commitments in the Council's People Strategy ('Our Future Council' 2021-2024 approved in April 2021 at Policy and Sustainability Committee) to support enduring cultural transformation.

3) To note that the report by the Chief Executive would be referred to Policy and Sustainability Committee on 21 March 2023.

4) To note the "Elected Member Reference Group" has not met in 6 months and therefore agrees to disband this group in favour of update and decision reports coming to relevant committees and council to be dealt with transparently.

- moved by Councillor McVey, seconded by Councillor Macinnes

Amendment 2

1) To note the progress made in addressing the recommendations agreed at Council in respect of both the Independent Inquiry and the Whistleblowing Culture Review.

2) To note the criticality of considering the implementation of the recommendations in the context of also delivering the commitments in the Council's People Strategy ('Our Future Council' 2021-2024 approved in April 2021 at Policy and Sustainability Committee) to support enduring cultural transformation.

3) To note that the report by the Chief Executive would be referred to Policy and Sustainability Committee on 21 March 2023.

4) To include an additional appendix when this report is referred to Policy and Sustainability Committee, providing a progress update and expected completion date against every recommendation made by the Inquiry and Review.

5) For the circa 5000 colleagues who do not have a corporate email address / device, requests officers to provide the same information about the new Investigation Team which has been provided digitally.

- moved by Councillor Miller, seconded by Councillor Parker

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

In accordance with Standing Order 22(12) Amendment 1 was adjusted and the Motion and Amendment 2 accepted as addendums to the adjusted Amendment 1.

Voting

The voting was as follows:

For the Motion (as adjusted) - 44 votes
For Amendment 1 (as adjusted) - 17 votes

(For the Motion (as adjusted): Lord Provost, Councillors. Arthur, Bandel, Beal, Booth, Bruce, Burgess, Caldwell, Cameron, Cowdy, Dalgleish, Davidson, Day, Dijkstra-Downie, Doggart, Faccenda, Flannery, Graham, Griffiths, Heap, Jenkinson, Jones, Lang, McKenzie, Meagher, Miller, Mitchell, Mowat, Mumford, Munro, O'Neill, Osler, Parker, Pogson, Rae, Neil Ross, Rust, Staniforth, Thornley, Walker, Watt, Whyte, Young and Younie.

For Amendment 1 (as adjusted): Councillors Aston, Biagi, Campbell, Dixon, Dobbin, Fullerton, Gardiner, Glasgow, Hyslop, Key, Kumar, Macinnes, Mattos Coelho, McFarlane, McVey, Nicolson, and Work.)

Decision

To approve the following adjusted motion by Councillor Day

1) To note the progress made in addressing the recommendations agreed at Council in respect of both the Independent Inquiry and the Whistleblowing Culture Review.

2) To note the criticality of considering the implementation of the recommendations in the context of also delivering the commitments in the Council's People Strategy ('Our Future Council' 2021-2024 approved in April 2021 at Policy and Sustainability Committee) to support enduring cultural transformation.

3) To note that the report by the Chief Executive would be referred to Policy and Sustainability Committee on 21 March 2023.

4) To note that a significant number of CEC employees do not have their own Council email address.

5) To agree to achieve meaningful, enduring cultural transformation, the provision of an individual Council email address for every employee is given priority.

6) To request that a clear timeline for achieving this be set out in a covering report to this report and submitted to the Policy and Sustainability Committee for consideration at its 21 March meeting.

7) To include an additional appendix when this report is referred to Policy and Sustainability Committee, providing a progress update and expected completion date against every recommendation made by the Inquiry and Review.

8) For the circa 5000 colleagues who do not have a corporate email address / device, requests officers to provide the same information about the new Investigation Team which has been provided digitally.

3. Background Reading/ External References

Minute of the City of Edinburgh Council of 9 February 2023.

4. Appendices

Appendix 1 – Report by the Chief Executive

The City of Edinburgh Council

10.00am, Thursday 9 February

Independent Inquiry and Whistleblowing Culture Review Update

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To note the progress made in addressing the recommendations agreed at Council in respect of both the Independent Inquiry and the Whistleblowing Culture Review.

1.2 To note the criticality of considering the implementation of the recommendations in the context of also delivering the commitments in the Council's People Strategy ('Our Future Council' 2021-2024 approved in April 2021 at Policy and Sustainability Committee) to support enduring cultural transformation.

1.3 To note this Report will be referred to Policy and Sustainability Committee 21st March 2023.

Andrew Kerr,

Chief Executive

Contact: Margaret-Ann Love, Acting Service Director Human Resources

Email: margaretann@edinburgh.gov.uk

Nick Smith, Service Director Legal & Assurance

Email: nick.smith@edinburgh.gov.uk

Report

Independent Inquiry and Whistleblowing Culture Review Update

2. Executive Summary

2.1 This report provides an update on the programme of work underway to address the recommendations and observations agreed by Council.

2.2 Progress against timelines has been made across all five themes – Policy, Investigations, Learning, Systems & Processes, and the Redress Scheme.

2.3 In order to fully address all recommendations critical dependence is placed upon funding approval for a cloud-based HR and Payroll system and a solution to all employee access to the Orb.

3. Background

3.1 The Council commissioned Susanne Tanner QC to lead an inquiry into complaints about the conduct of the late Sean Bell, a former senior manager in (what was then) its Communities and Families Directorate, who passed away in August 2020. The outcome of that Inquiry was reported to Council in October 2021.

An additional independent review into the Council's whistleblowing culture was also agreed which was overseen by Inquiry Chair, Susanne Tanner QC, assisted by law firm Pinsent Masons. The background to this review was set out in the report presented to full Council in December 2021, together with additional budget to develop and deliver a substantial programme of work to implement all the recommendations.

3.2 The programme of work is structured around five themes:

1) Policy review/development
2) Investigations
3) Leadership, training, and development
4) Systems and processes
5) Redress Scheme and other matters.

3.3 In addition to this update report, in person sessions were offered to all elected members in June to update on progress made and a full update was presented to Council in August 2022.

4. Main report

4. 1 Progress has been made to implement the recommendations across the five themes.

4.2 In addition to the implementation of the recommendations it is critical that the Council focuses on maximising this opportunity for true cultural transformation and therefore recognises the breadth of work required to do this. In essence this encompasses the delivery of the commitments in the Council's People Strategy ('Our Future Council 2021-2024') against which much progress has been made.

4.3 **Policy Development/Review**

Significant progress has been made across all aspects of the Policy workstream.

4.3.1 To date the following Policies have been reviewed/revised and approved by Committee:

- Domestic Abuse Policy approved in March 2022, follow up minor amendments approved in January 2023
- Chief Executive & Chief Officer Disciplinary policy approved in March 2022
- Disciplinary Policy Teachers approved in August 2022
- Disciplinary Policy Local Government Employees approved in August 2022
- Personnel Appeals Committee (Disciplinary hearings) approved August 2022
- Code of Conduct approved in January 2023
- Trade Union Facility Time approved in January 2023.

4.3.2 The immediate focus is to continue to work with Trade Unions and seek Committee approval on the remaining policies in scope:

- The revised Whistleblowing Policy – this is nearly in final form. Comments from Trade Union colleagues and Safecall have been incorporated and GRBV committee have indicated that they wish to discuss the policy with Union colleagues prior to approval. This will be facilitated in early course prior to the new policy being sent to Policy and Sustainability Committee for approval.
- Alcohol, drugs, and substance misuse
- Grievance & Avoidance of Bullying and Harassment
- Violence at Work
- Disciplinary Procedure for Senior Officers

4.3.3 Additionally, work is underway to develop a Dignity at Work toolkit which will further strengthen our commitment as an organisation to develop an inclusive culture and workplace; one which recognises and values the contribution that a diverse workforce makes. And, specifically to further support colleagues with protected characteristics and demonstrate our commitment against bullying & harassment.

4.3.4 Communications to all colleagues have been issued in relation to new policies to ensure visibility, understanding and are successfully implemented. Specific efforts

continue to be made to communicate with frontline colleagues who don't currently have access to the Orb or a council email.

4.4 Investigations

Significant progress has been made concerning the establishment of the new investigations team.

4.4.1 Recruitment to the Investigations team was carried out during July and August 2022 with colleagues joining the new team in September and October 2022. All team members have received training aligned to the recommendations during the first 4 months of operations. The establishment of the new Investigation Team was communicated to all colleagues in November 2022 through the Chief Executive's vlog and a Newsbeat article to introduce the new team.

4.4.2 An operating model and running of parallel processes have been implemented with the Governance, Human Resources Case and Investigations teams meeting on a regular basis to ensure correct triage of cases. Escalation of cases to the Council Monitoring Officer as required is in place.

4.5 Leadership, learning & development

4.5.1 The broader organisational commitments relating to Leadership, Learning and Development are primarily delivered through the approved outcomes in our People Strategy ('Our Future Council' 2021-2024) and the Council's Strategic Workforce Plan (2021-2024).

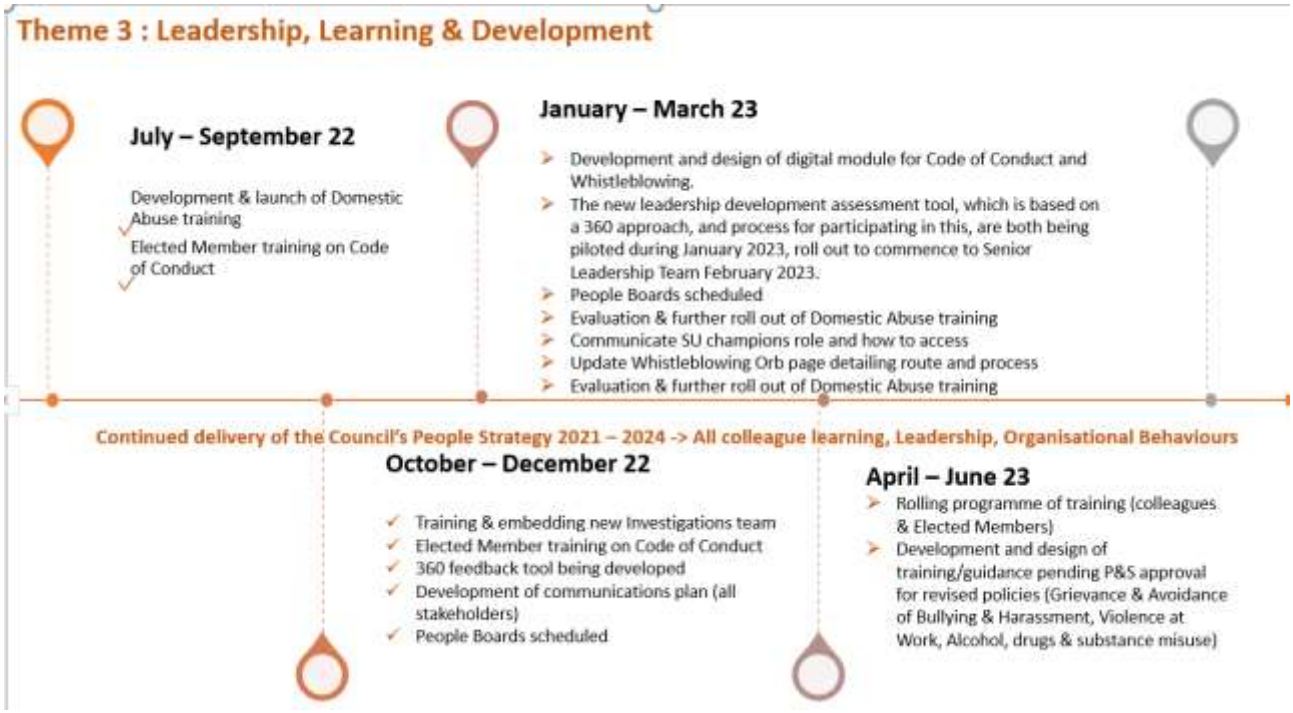
4.5.2 Specifically, in respect of the Inquiry and Review recommendations a programme of training and learning has been developed to align with policy review and implementation.

- The development and design of digital learning modules for both the revised Code of Conduct and the Whistleblowing Policy are underway. The learning materials, when tested and approved, will be rolled out to all colleagues.

- A revised digital module is being designed for roll out to all colleagues using early feedback from managers from the pilot of 'Tackling Domestic Abuse as a Workplace Issue' training .

- Additionally, work will commence on the design of in-person learning workshops which focus on implementing policy in practice to support our digital learning offering.

4.5.3 A new leadership development assessment tool, based on a 360 approach with the Council's new behaviours embedded in it, has been piloted during January 2023 and roll out will commence to Senior Leadership Team in February 2023.



4.6 Systems and Processes

4.6.1 The high number of recommendations in this theme are dependent on a procurement exercise for the Council's HR & Payroll system to enable the much-needed improved core functionality. This has now been completed and will be considered for approval as part of Council's budget framework report in February 2023. If approved, this will enable a prioritised roadmap of system development and would enable much needed improvements for the Council.

4.6.2 Additionally, a technical solution was required in respect of enabling access to the Council's 'Orb' (intranet) on which organisational and Directorate specific information and communications are held. Additionally, it is where employees access employment policies and supporting guidance, wellbeing support (Employee Assistance Programme), our benefits platform etc. A Rough Order of Magnitude has been completed by CGI (the Council's Strategic Digital Partner) which has enabled the completion of a business case with full costings. This was approved by the Corporate Leadership Team in January 2023. The funding required for this solution is already provided for within the approved funding for the implementation of the Inquiry and Review recommendation.

4.6.3 However, the Council will still have a dependency on employees who are not issued with a corporate email address/device (circa 5,000) to provide a personal email address and to use a personal device to be able to access the Council's digital learning platform. Therefore, we remain reliant on system workarounds and tactical solutions which we continue to work with and promote.

4.7 Whistleblowing/Safecall

The remaining focus in this Theme focusses on all Whistleblowing actions as well the Council's contract with Safecall.

4.7.1 Recruitment to the additional approved roles in the Council's Governance team was completed in January 2023.

4.7.2 A Whistleblowing workshop was held with Governance, Risk and Best Value Committee members in November 2022 to discuss changes to be made to current Policy and revised reporting arrangements for GRBV. To support the revised Whistleblowing policy once approved, a new training module is being designed and will be rolled out to all employees.

4.7.3 Speak up Champions were appointed in November and have subsequently attended induction events. Ongoing work with the Speak Up Champions continue in readiness to plan an organisation-wide launch.

4.7.4 Ongoing negotiations with Safecall to discuss recommendations outside the current contract, with additional costs to be agreed.

4.7.5 Whistleblowing training for Elected Members was a Review recommendation and has been provisionally scheduled for March 2023.

4.8 Redress scheme

The Redress scheme was launched on 5 September 2022 and is managed by the Scheme Administrator, Pinsent Masons. A sum of up to £1.5m has been set aside by the Council to provide compensation to survivors. To date 14 enquiries have been received into the Scheme inbox. It is proposed that the Scheme will come to

an end, as originally planned, on 4th March 2023. The result of this will be reported to Group Leaders.

5. Next Steps

5.1 Ongoing delivery of all the recommendations and observations from the Independent Inquiry and Whistleblowing Culture Review with oversight and scrutiny provided by Corporate Leadership Team, Council and Committee (GRBV and Policy and Sustainability).

5.2 A further update to be provided to Council in August 2023.

5.3 To refer this paper to Policy and Sustainability Committee Tuesday 21st March 2023.

6. Financial impact

6.1 Implementation of the recommendations within agreed budget to deliver the recommendations as agreed at Council 2022.

6.2 The Business Case relating to the Council's Human Resources system has been completed and will be considered for approval by Finance and Resources Committee 7th February 2023 and Full Council 23rd February 2023.

6.3 The cost implication for implementing the solution to enable all employee access to the Orb (the Council's intranet) was approved by Corporate Leadership Team (25th January 2023) and will be met by the approved Inquiry and Review budget.

6.4 To date, the projected spend for 22/23 is £1,442.000 which will result in a £58,000 underspend in the budget allocated to the Inquiry and Review. The underspend is mainly due to challenges in recruiting to key roles.

7. Stakeholder/Community Impact

7.1 Ongoing engagement and communication with relevant stakeholders including colleagues, Elected Members and Trade Unions. The development of a Communications Plan has provided the mechanism for regular updates by means of:

- Chief Executive and Director Vlogs
- Newsbeat
- Regular updates to Corporate Leadership Team
- Targeted emails to People Leaders
- Targeted emails to offline colleagues to their personal email addresses they provide (currently 4000 subscribed to receive these emails)
- Halo (the current HR CRM)
- 'Orb' (the Council's intranet)
- Ongoing efforts to create a network of 'offline' colleagues

7.2 The communications plan also seeks to run a dedicated campaign to help colleagues to feel safe making a disclosure, understand the routes through which disclosures can be made and raise awareness of the support available if they choose to report or have experienced inappropriate behaviours or conduct.

8. Background reading/external references

8.1 Independent Inquiry Report Arising Out of Allegations Concerning the Conduct of the late Sean Bell – Report by the Chief Executive (28 October 2021) Investigation Reports

8.2 Update on recommendations (25 November 2021) Independent Inquiry Report Arising Out of Allegations Concerning the Conduct of the Late Sean Bell – Update on Recommendations

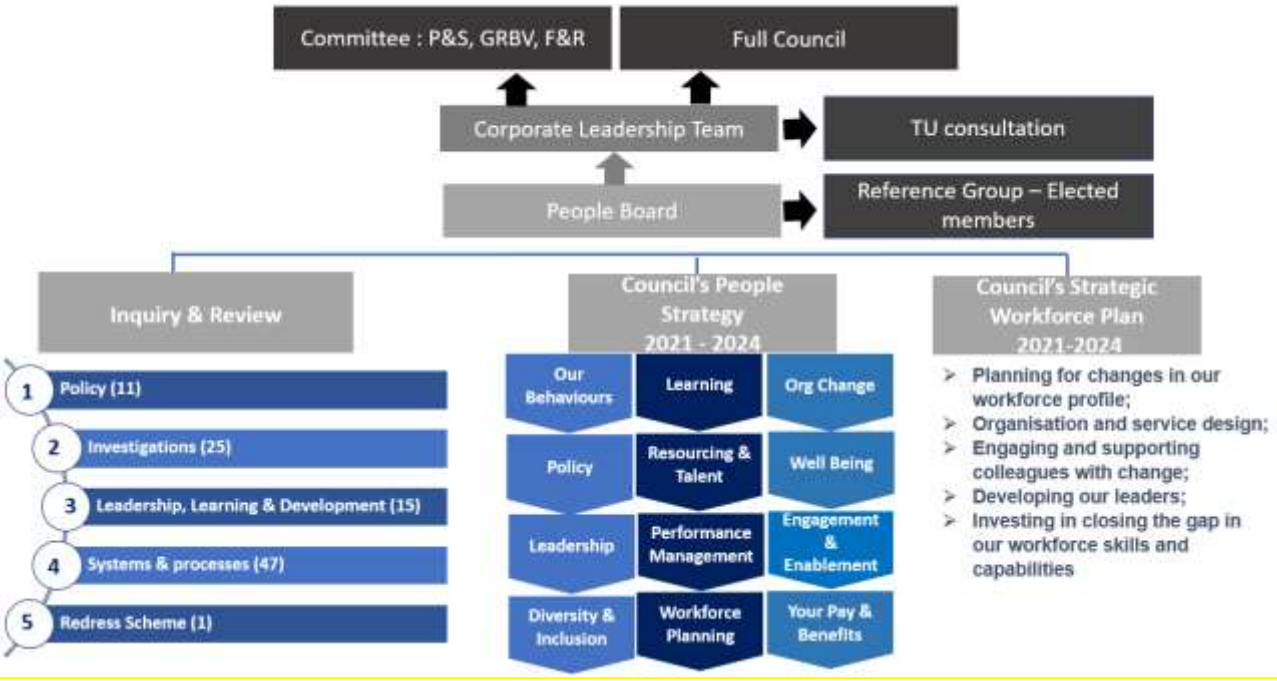
8.3 Review of Whistleblowing and organisational Culture (16th December 2021) - Independent Review into Whistleblowing and Organisational Culture

8.4 Independent Review into Whistleblowing Culture (10th February 2022) - Independent Review into Whistleblowing and Organisational Culture

8.5 Independent Review into Whistleblowing Culture (25 August 2022) - Independent Review into Whistleblowing and Organisational Culture.

9. Appendices

9.1 Approved governance structure in place in respect of Inquiry and Review oversight, reporting and scrutiny:



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Policy and Sustainability

10:00am, Tuesday, 21 March 2023

Stonewall Diversity Champions Programme

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To continue with our current membership of Employers Network for Equality and Inclusion and benchmarking tool until the end of our current 4-year D&I strategy and Plan with a view to reviewing the organisations with whom the Council partners and accesses benchmarking, including the Stonewall Champions Programme, post 2024.

Dr Deborah Smart

Executive Director of Corporate Services

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Report

Stonewall Diversity Champion Programme

2. Executive Summary

2.1 A motion was passed at Council on 10 February 2022:-

> (1) Agrees to approach Stonewall Scotland with the intention of joining their Diversity Champions programme.
>
> (2) Agrees to begin submitting annual information to the UK Workplace Equality Index.

2.2 This paper provides an up-date in respect of this motion in the context of our agreed Diversity and Inclusion Strategy and Action Plan and includes further information regarding the programme and costs.

2.3 Following a Council motion in February 2022, officers have engaged with Stonewall, colleague network Chairs and the Councillor who authored the motion regarding participating in the Stonewall Diversity Champion Scheme.

2.4 This report discusses the relevant issues surrounding this decision and provides further information regarding the scheme offered by Stonewall. This information is intended to allow a full discussion at Policy and Sustainability Committee.

2.5 The response to the motion is scheduled to be brought before Policy and Sustainability Committee on 21 March. This was previously scheduled for Autumn 2022. However, a decision was taken to delay, initially in order to explore the options and implications in more detail, and latterly to enable discussion at the Council's Diversity and Inclusion Focus Group which met in January 2023 (although in the event the agenda item was not covered).

3. Background

3.1 Becoming a Stonewall Diversity Champion involves an annual cost of £2,500. As a Champion an employer has access to a range of resources to support our policies and practices for LGBTQ+ employees:-

- a dedicated point of contact within Stonewall and access to expertise and best practice advice in respect of LGBTQ+ in employment related matters.
- discount on events and learning opportunities as well as free networking events and seminars for our employees
- use of the Diversity Champions logo for internal and external branding including job posts, emails, and newsletters. Access to Stonewall's Proud

Employers website, a jobs board for LGBTQ+ candidates exclusively for Diversity Champions.

- the opportunity to take part in benchmarking through the UK Workplace Equality Index including tailored feedback for the organisation. No additional cost is charged for participating in the index. The associated costs will involve the resource to complete the online submission (estimated 2/3 days) and any subsequent actions from the tailored feedback which cannot be determined at this point.

3.2 There is currently no budget allocation for joining the Champion Programme and participating in the UK Workplace Equality Index.

4. Main report

4.1 The City of Edinburgh Council is a member of the Employer's Network for Equality and Inclusion (ENEI) and covers all aspects of Diversity and Inclusion in the workplace including LGBTQ+. The cost of membership is £4,500 per annum

4.2 The benefits of membership cover a similar range to those of Stonewall and are extended across all nine protected characteristics including:-

- Dedicated Member Relationship Manager
- Instant access to the Member Helpline for expert support and advice
- Access to Masterclass, workshops, events, training and consultancy services
- Significant discount on training and consultancy services
- Access to research material, employer guides, case studies
- Access to our TIDE inclusion diagnostic and benchmarking tool free of charge

4.3 As a member the Council is able to participate in ENEI's evaluation and benchmarking tool which measures our approach and progress on diversity and inclusion (D&I) across all legally protected characteristics including LGBTQ+ in the following areas:

- Workforce
- Strategy and plan
- Leadership and accountability
- Recruitment and attraction
- Training and development
- Other employment practices
- Communication and engagement
- Procurement

4.4 Similar to Stonewall's Equality Index, there's also opportunity for guidance and support to identify and prioritise actions.

4.5 The Council is currently in Year 3 of a 4-year Strategy and Action Plan co-designed with the Diversity and Inclusion Focus Group (including trade union, colleague network and elected member representation) which is working towards a long-term and ongoing aim of creating a working environment where people can be at their best.

4.6 The Council is utilising the ENEI evaluation and benchmarking tool to inform and measure progress towards this aim. Whilst this tool does not focus in the same level of detail on LGBTQ+ employees alone, it does provide an in-depth self-assessment of diversity and inclusion across all nine protected characteristics, evaluating activities and outcomes.

4.7 There are six colleague networks and the Council is working closely with them to understand the barriers their members experience to inclusivity and the challenges they face in their working lives. Colleague networks are represented on the Diversity and Inclusion Focus Group which provides a steer on actions to be undertaken in pursuit of a more inclusive culture for all colleagues. To date the approach has been to work across all nine protected characteristics equally via the ENEI TIDE tool. Joining the Stonewall Diversity Champion programme in year 3 of a 4-year strategy is likely to raise questions from other networks regarding prioritisation of resources.

4.8 Having met with Stonewall to understand the detail and cost of the Diversity Champion Programme, it's clear that membership could support inclusion for our LGBTQ+ workforce. The specialist support provided through membership would help achieve inclusivity for our LGBTQ+ colleagues so they feel valued, included and able to be themselves, something we're aspiring to achieve for all colleagues.

4.9 Rather than joining Stonewall now, it would support our progress to complete our current strategic plan cycle and involve our colleague networks in discussions for next steps at the end of the current 4 years, including the benefits of joining the Stonewall Diversity Champion Programme and any other relevant organisations.

4.10 As an employer the Council is committed to improving the experience of LGBTQ+ colleagues at work. We are clear that we want to remove barriers and

discrimination, particularly for transgender colleagues who face considerable challenges in the midst of public debate. Reported challenges include bullying, isolation, pressure to conceal identity as well as difficulty with name changes, toilet and changing facilities. As part of our current Diversity & Inclusion Action Plan the Council has started to address the challenges including starting work on specific e-learning “modules” to be designed by people with lived experience of being LGBTQ+.

5. Next Steps

5.1 If this recommended approach is accepted, the Council would engage the colleague networks and the D&I Focus group in reviewing the next phase of our strategy from 2024 with a view to considering which external accrediting bodies (including Stonewall) may be appropriate to support further progress towards creating a working environment where people can be at their best. The Council would continue with our current membership of Employers Network for Equality and Inclusion and benchmarking tool until the end of our current 4-year D&I strategy and Plan.

6. Financial impact

6.1 Annual cost of membership is £2,500.

7. Stakeholder/Community Impact

7.1 There is likely to be internal and external interest regarding the Council’s decision around joining Stonewall. In the event of not joining, there would be engagement in activity which clearly states our support for our LGBTQ+ colleagues. A motion to Council on 9 February 2023 requests that Council Communications channels be used to publicly share a statement of support for the trans community in Edinburgh at this time.

7.2 In the event of the Council joining Stonewall, there would be engagement with Colleague Networks to position the decision and state our ongoing commitment to all colleague networks. In addition, advice would be sought to understand if this decision required an Integrated Impact Assessment.

8. Background reading/external references

8.1 Links to https://www.stonewall.org.uk/stonewall-champions and https://www.enei.org.uk/

9. Appendices

N/A

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Policy and Sustainability Committee

10am, Tuesday, 21 March 2023

Equality and Diversity Framework 2021-2025: Equality Outcomes and Mainstreaming Interim Progress Report

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 Note the Interim Progress report on the Equality and Diversity Framework attached as an appendix to this report.

1.2 Agree the proposed revisions to the framework outcomes as set out in paragraph 4.4.

Dr Deborah Smart

Executive Director of Corporate Services

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Report

Equality Outcomes and Mainstreaming Interim Progress Report

2. Executive Summary

2.1 This report summarises the progress made in implementing the Equality and Diversity Framework 2021-2025, together with proposals for next steps in how the Council takes forward its approach to equalities.

3. Background

3.1 The Equality and Diversity Framework 2021 -2025 fulfils a statutory requirement and sets out the outcomes the Council will seek to achieve in meeting the equalities duties under the Equality Act 2010 and associated Scottish regulations.

3.2 The current framework was approved on 20 April 2021 by the Policy and Sustainability Committee. A subsequent progress report was provided after one year, with this published in March 2022.

3.3 Under the statutory requirements, the Council is required to produce an interim progress report at the mid-point of the implementation of the framework and this is set out in the appendix.

4. Main report

4.1 The Equality and Diversity Framework 2021-2025 identifies ten outcomes that the Council is seeking to progress over a four year period. These outcomes were based on consultation with stakeholders, albeit this activity was curtailed by the pandemic, and service and community intelligence.

4.2 In line with statutory requirements, a review of the framework has been carried out and a mid-point interim progress report produced (see appendix) which details progress against each of the Equality outcomes and describes the mainstreaming actions that have been undertaken in relation to each of these outcomes.

4.3 In reviewing progress, a programme of engagement has been carried out with services, community stakeholders and external partners. This activity has been facilitated by the Equality and Rights Network (EaRN). Details of this are set out in the attached report.

Our proposed revised equality outcomes for April 23-April 25

4.4 Whilst noting the progress made, the review and engagement programme has identified the need to amend the framework outcomes as set out below.

4.4.1 Continue to progress the outcome as currently defined:

- 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.
- Museum stakeholders, visitors and staff perceive greater fairness, representation and justice in their communities and local authority area.
- People can access the facilities and support they need within their communities.
- Stakeholders experience easier access to services through increased digital inclusion and alternative access to services.
- Children and young people have improved health and wellbeing because there is a reduction in bullying and prejudice-based incidents**.**
- 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
- Colleagues are supported by a holistic and preventative approach to financial, mental and physical wellbeing.

4.4.2 Continue outcome but with wording refined to provide a sharper focus, changing from

- 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.

to

- Ensuring all applicants including those with specific needs or who are vulnerable can use and access the application and choice based letting process as required as we move to having more services online.

4.4.3 Remove outcomes:

- Homelessness – activity now mainstreamed.
- Increasing the life chances of all young people by increasing attainment at school – this work will continue to be progressed but under the auspices of the End Poverty Edinburgh programme.

4.5 Committee is asked to approve these amendments.

5. Next Steps

Looking ahead at the equalities landscape

5.1 The Public Sector Equality Duty Review in Scotland may make changes to how equality outcomes are established, work with partners, and how progress is reported. However, it is not anticipated that local authorities will be required to make any changes before 2025.

5.2 The Scottish Government's Equality Evidence Strategy 2023-2025 consultation makes proposals aimed helping local authorities and other bodies in the use of equality data.

5.3 Other relevant developments that may impact include:

5.3.1 Children's rights and human rights in both Scotland and the UK.

5.3.2 The Scottish Government's Race Equality Framework 2016 - 2030

5.3.3 The National BSL Plan 2017 – 2023

5.3.4 The Gender Recognition Reform (Scotland) Bill

5.4 In addition to these, the current challenges facing the city will impact on the approach. These include but are not limited to: support for Ukrainian refugees, cost of living crisis and financial pressures. What is done to address these issues is critical in advancing equality, upholding human rights and creating a fair society.

Direction of travel

5.5 Whilst immediate amendments to the current framework are proposed, there is recognition that more can be done to strengthen the Council's approach to equalities, moving away from a compliance focus to embedding the work within the organisation and support positive culture change. A progress report on this activity will be presented to Committee in June 2023.

5.6 A recent motion agreed by Council on 15 December 2022 provides a rationale for this:

6) Further notes that both the Tanner Report and the Best Value Audit Report highlighted the need for culture change within the City of Edinburgh Council, and recognises that the aforementioned best practice guidance forms part of a larger project to improve and embed a culture of inclusion and accessibility in the council, including work to remove barriers to elected office.

7) Therefore requests that the papers brought to February Full Council include an overview of all of the initiatives pertaining to equality, diversity, inclusion and culture change within CEC, their remits and how they interlink, and brings recommendations for a programme of future work to embed these principles remove barriers to elected office.

5.7 As part of any activity, there is recognition of the need to review and strengthen the governance arrangements to provide a robust and aligned structure which provides the necessary oversight and accountability.

6. Financial impact

6.1 The costs associated with the delivery of the framework will continue to be contained within approved budgets.

6.2 Resource implications arising from any proposed revisions to the approach will need to be considered within the context of existing budgets and pressures.

7. Stakeholder/Community Impact

7.1 Consultation was undertaken at the time the Framework was developed. Since then, on-going engagement continues to inform the work. Groups that share protected characteristics have been targeted and engagement feedback is contained in the Interim Progress Report.

7.2 An IIA was undertaken when the Framework was launched. This has been reviewed and a revised IIA published reflecting the proposed changes to the Framework.

8. Background reading/external references

8.1 Equality and Diversity Framework 2021-2025

8.2 Equality and Diversity Framework 2021-2025 12-month Update

8.3 Revised Integrated Impact Assessment

8.2 Public Sector Equality Duty Review latest report

8.3 Equality Evidence Strategy 2023-25 Consultation

9. Appendices

Equality and Diversity Framework 2021-2025 Statutory Interim Progress Report

Equality outcomes and mainstreaming interim progress report

March 2023

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THE CITY OF EDINBURGH COUNCIL

Introduction

Through our 2021-2025 Equality and Diversity Framework, we aim to make a real and lasting difference to the lives of citizens who share protected characteristics, bringing practical improvements to the life chances of people at risk of discrimination and disadvantage.

The Framework responds to our public sector duty and our Scottish specific duties under The Equality Act 2010, as well as taking account of wider legislative responsibilities. Two of our Scottish specific equality duties are to publish equality outcomes and report on progress; and to report on mainstreaming the equality duty.

The report details progress against the Framework outcomes and in doing so, describes many of the wider mainstreaming actions that have been put in place across the Council.

Context

The first two years of the implementation of the Framework has been challenging, with the COVID-19 pandemic, social distancing restrictions and consequent disruption to services impacting progress in some areas. Additionally, the pandemic and lockdowns have negatively impacted on the health and wellbeing, income and employment of significant numbers of residents.

Similar challenges remain, as we strive to return to pre-pandemic stability. Additionally, factors such as Brexit, the war in Ukraine, and fuel costs continue to negatively impact on incomes and the cost of living, potentially placing more people in poverty. The lack of affordable housing in Edinburgh and the high costs of rent add a further pressure in the city.

Whilst acknowledging we are operating in challenging times, there are positives. There is recognition of the need for culture change and greater focus on prevention. New models of delivery are being introduced for example, via the city-wide advice services review, 20-minute neighbourhoods and Edinburgh Learns for Life.

Progress with our equality outcomes and mainstreaming

Our progress against each of the themes and outcomes is summarised below, together with our priorities for the next year. A mixture of qualitative outputs and quantitative measures alongside some case studies are used to illustrate progress.

Within this summary, we have described mainstreaming actions that are being or have been taken forward to progress the 10 outcomes. They seek to integrate equality into the day-to-day operations, policies and functions of the Council. It is important to note that the Equality and Diversity Framework does not encapsulate all the equality work across the Council and that the work mentioned has been prioritised and promoted after a process of evidence gathering and consultation prior to the framework being launched.

Theme 1: Inclusive communities

Outcome 1: 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.

The delivery of this outcome is currently focussed on two major workstreams:

- Community Justice Outcome Improvement Plan
- Poverty in Edinburgh Delivery Plan 2020-30.

1.1 Criminal justice

One of the aims of the Community Justice Outcome Improvement Plan is to reduce violence and domestic abuse by delivering integrated, high quality responses to violence against women, children and young people.

Key actions over the last year

- The **Equally Safe Edinburgh Committee** has expanded its membership to include organisations working primarily with women and girls from minority backgrounds and made links with Higher Education and the Fearless Edinburgh Group.
- **Workshops for young people about safety online** were held, together with child protection training for 561 heads of schools and 1971 school employees.
- In September 2021, the Newkirkgate Social Work Centre was repurposed as a new Women's Centre providing a one stop trauma informed hub **for women in the justice system**. A part time Clinical Psychologist provides oversight of the trauma informed model and training provided.
- **Gender specific supports** provided for people in the justice system in 2021/22 include 102 men supported through the Crossroads programme and 133 women supported through Willow programme.
- Justice partners arranged 13 winter liberation packs and 30 mobile phones, with credit balances, for **vulnerable women attending Willow**, to help them maintaining contact with support networks and services, supporting digital inclusion.
- Delivery of training:
  - 2042 staff members completed the Council's Overview of Equalities module.
  - 47 Council social work and early years practitioners were trained in the **Safe and Together** model to support people experiencing domestic abuse.
  - 101 people completed **anti-racist practice training** (this figure does not include training sessions arranged by teams locally)

Evidence of trends

Service closures and changes in working arrangements during the pandemic have led to challenges in monitoring trends in criminal justice activity, for example, in

determining trends in the number of young people aged 16- 20 being diverted from prosecution. However, the following trends are apparent:

- The three year trajectory of the latest crimes recorded by Police Scotland for Edinburgh under the Domestic Abuse (Scotland) Act 2018 shows a downward trend, with an increase during the second year of COVID-19 restrictions:
  - 2019-20 = 205
  - 2020-21 = 135
  - 2021-22 = 171
- Charges brought for racial and religiously aggravated crimes have reduced, while the number of charges brought for disability aggravated and sexual orientation aggravated crimes have increased:

Charges reported, Edinburgh Procurator Fiscal's Office	**2020/21**	**2021/22**
Racial crime	617	588
Religiously aggravated crime	61	38
Disability aggravated crime	56	92
Sexual orientation aggravated crime	179	243

Next Steps

Equality priorities in our Community Justice Outcomes Improvement Plan for 2023 to 2028 include effective interventions to address need, established pathways to trauma informed services and accessible and effective community supports to reduce reoffending.

1.2 Tackling poverty

People with disabilities, women, people from BAME communities and some young people (e.g., those living in areas of deprivation) are at higher risk of poverty. Recognising these higher risk groups:

- The Action Group's Black and Ethnic Minority Advice Service (BEMAS) is dedicated to **BAME carers** with disabled children.
- The **Whole Family Equality Project** was launched in 2022 and combines family support, money advice, progression support and youth work to lift 200 families from **minority ethnic communities** out of poverty. The project is underpinned by a diverse citizen's panel to lead, scrutinise and develop policy for minority ethnic families in poverty.
- **All in Edinburgh** delivers the Scottish Supported Employment Model for **people with disabilities and long-term health conditions** to help people sustain and retain their employment.
- **The Young Person's Guarantee** team set up to co-ordinate support for people leaving school without a positive destination has worked.
- FAIR (Family Advice and Information Resource), The Action Group, Lothian Centre for Inclusive Living (LCiL), Grapevine Service and VOCAL combine

expertise on informal carers and welfare benefits and aim to prevent crises and maximise the positive impact on people by connecting them to a range of support and resources for **disabled people.**

Key actions over the last year

- 234 roles were filled with people from Edinburgh **aged under 21** through the Edinburgh Guarantee
- No one Left Behind, supporting **young people**:
  - 179 new young people were engaged
  - 233 young people were supported
  - 122 of these young people went on to a positive destination i.e. college, training, employment
- 1, 051 people with **mental health issues** were supported by the Council's Employability Scheme
- 157 minority ethnic families were supported and 32 families where one or more parent is disabled were supported

Advice and income maximisation

- The Action Group's Black and Ethnic Minority Advice Service (BEMAS) is dedicated to **BAME carers with disabled children**. Together, these services generated £3,298,555 for 2,240 households.
- The Whole Family Equity project provided advice to 396 families (211 were care experienced), achieving £1,000,501 in financial gains.

Next steps

In line with the Council Business Plan, priority outcomes for next year are*:*

- people can access fair work and the support they need to prevent and stay out of poverty.
- people have decent, energy efficient, climate proofed homes they can afford to live in
- attainment, achievement, and positive destinations are improved for all with a particular focus on those in poverty.

Outcome 2: Museum stakeholders, visitors and staff perceive greater fairness, representation and justice in their communities and local authority area

Anti-racism pledge in Council museums and galleries

Museums and Galleries Edinburgh has made a commitment to an anti-racism pledge, actions to address which are a key part of the new museums Equality, Diversity and Inclusion (EDI) plan.

Key actions over the last year

- Curatorial staff worked with Black Lives Matter protest organisers to collect objects related to the protests and developed an online exhibition with Libraries.
- A range of Black History Month activities were delivered, with development and delivery supported by members of Edinburgh's Caribbean community.
- The Acquisitions Committee is working to increase representation of BAME artists within the city's art collection and has recruited a member with lived experience to inform their work.
- Museums have also hosted a range of traineeships aimed at diversifying the sector, including hosting 2 trainees through the Next Step Initiative Programme aimed at bringing BAME people into heritage.
- As part of the development of the EDI plan, and support staff development:
  - Museums have carried out staff diversity benchmarking.
  - online training was reviewed and a suite of training offered to staff including basic e-learning around equalities and unconscious bias, the Human Library, inclusive leadership, disability awareness / reasonable adjustments, neurodiversity, anti-racist practice, inclusive communications and inclusive recruitment.

Monitoring progress

Staff and public surveys were carried out in May – August 2021, to establish a baseline level of performance against this outcome:

- 48% of the public felt that we were reaching our equalities outcome but only 3% of staff felt that that this was the case.
- 59% of staff felt that Museums & Galleries Edinburgh is partially reaching its equalities outcome and 42% of the public said they did not know.
- 55% of staff felt they had a good understanding of equalities. **The survey identified a desire for more staff training and skill sharing in this area.**

Next steps

Continue delivery of the Museums and Galleries Edinburgh Equality, Diversity and Inclusion plan including:

- development and phased delivery of a major decolonisation programme for Museum and Galleries, and support to establish a new independent stakeholder legacy group
- delivery of the service's first digital engagement strategy which commits to an inclusive approach.
- development of a new temporary exhibitions policy and a new collections development policy.

Case study: Respect! Caribbean life in Edinburgh

In October 2022, the Museum of Edinburgh opened an exciting new exhibition, Respect! Caribbean life in Edinburgh. The exhibition is a celebration of the culture of Caribbean Scottish people through museum objects, poetry and film and has been created in collaboration with the Edinburgh Caribbean Association (ECA).

The exhibition explores what it is like to grow up in the Caribbean, what it means to be Caribbean, links with Scotland and how Caribbean food and music has influenced British culture. The exhibition is part of a £250,000 community-led collections research project, Exchange, funded by the Arts and Humanities Research Council in partnership with the National Museums Scotland and Royal Museums Greenwich.

The exhibition was developed from January 2022. Museums & Galleries Edinburgh has run 13 workshops exploring legacies of empire, migration and life in Britain in the Museum of Childhood collections. These sessions were very much community-led and co-created with the group and their interests.

Theme 2: Accessing Facilities and Support

Outcome 3: People can access the facilities and support they need within their communities

The actions described here will benefit a range of groups, including disabled people, people experiencing poverty, women (parents with young children and carers, who tend to be women) and older people.

Key actions over the last year

- Establishment of a £400k annual budget in the Capital Investment Programme to deliver accessibility improvements across the existing operational properties.
- Progressing the Council's 20 Minute Neighbourhood Strategy, approved on June 2021 supporting people to live well locally, and being able to meet most of their daily needs from within their own community (see update report from November 2021)
- Projects looking at linking up and co-locating multiple services such as early years, primary and secondary schools, sports centres, community centres, libraries, and flexible workspaces within community hubs include the MacMillan Hub in Muirhouse, the new Maybury Primary School and Liberton High School.
- Work is underway in Gorgie/Dalry and Portobello to develop a plan for improving these town centres.

Next steps

- Continue to implement the 20-Minute Neighbourhood Strategy and embed the principles in projects across the Council.
- Develop and implement a planned programme of accessibility audits and improvements for the physical estate.

Outcome 4: stakeholders experience easier access to services through increased digital inclusion and alternative access to services

This outcome is being delivered through the Digital and Smart City Strategy 2020-23 recognising the potential benefits of online services for a range of people, including those experiencing poverty, disabled people and older people.

Actions and progress to date

- We continue to exceed the target of providing five new online services per year.
- We have worked to ensure our core web sites comply with accessibility regulations1, which make sure that the websites can be used by as many people as possible, including people with disabilities including visual impairments, hearing impairments and learning disabilities.
- By December 2022, all pupils in P6 to S6 had individual iPads which they can take home at the end of each day, providing equality of IT provision to all learners across the city
- In 2022 we successfully completed the upgrade of the Peoples Network within libraries which provides members of the public with free and secure access to computers and the internet, and Wi-Fi connectivity for customers who wish to use their own devices.

Our Channel Shift programme is a core theme of our Digital and Smart City Strategy 2020-2023 under the heading “Customer Digital Engagement” (see Quarterly Status Update January 2023).

Next steps

We will:

- revise the Digital and Smart City Strategy for 2023-2026, including equality issues.
- continue to launch at least five new online services or transactions per year.
- continue to ensure that the Council’s core web site and intranet are accessible to all.
- continue to support the delivery of new devices to assist educators, learners, and parents to take advantage of digital technology opportunities.

[1] Public Sector Bodies (Websites and Mobile Applications) Accessibilities Regulations (No. 2) 2018

- continue to provide and sign-post a wide range of digital support tools within libraries including providing access to computers, the Internet, digital content, and digital literacy programs.

Theme 3: Having a warm and affordable home

Outcome 5: Ensuring all applicants including those with specific needs or who are vulnerable can use and access the application and choice based letting process as required as we move to having more services online.

This outcome replaces: *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*, recognising the barriers that online systems present for people with specific needs including visual impairments, low literacy, or who do not speak English.

Key actions taken to make the process of applying for a home easier

- The 'Browsealoud' application has been introduced on the website which allows applicants to translate the website and documents into any language of their choice. Applicants can also change the font, contrasts and brightness etc to suit any visual impairments. Browsealoud will also read the website and documents to applicants with additional literacy needs.
- Several guides have been added to the website, including applying for housing and guides how long it might take to find a home.

Next steps

- An online EdIndex application form is being developed, with paper copies still being available for people who need or prefer them; help in completing the online application will be available in local libraries.
- Automated bidding will allow applicants without internet access, or without assistance to bid for homes through the choice-based letting process.

Outcome 6: stakeholders at risk of homelessness are enabled to access suitable accommodation on leaving hospitals or prisons (via pathways and with support established)

The delivery of this outcome is based on the Council's Rapid Rehousing Transition Plan. The actions will support older people, disabled people, people with mental health issues and people leaving prison, who may be at risk of poverty.

Key actions over the last year

Leaving hospital

- Review of the Council's Home Accessibility Referral Team and the Cyrenians Health and Homelessness Team, to maximise use of resources to support people at risk of homelessness access secure accommodation that meets their needs (e.g., mobility, mental health issues),
- Pilot scheme for people with mental health issues who are homeless and due for discharge from the Royal Edinburgh Hospital and considered to be able to manage a tenancy of their own, awarded urgent exceptional housing need to secure permanent accommodation.

Leaving prison:

- The Council's Prison Based Housing Outreach Officer engages with prisoners due for release at least 12 weeks before their release to consider housing options and where appropriate, to carry out a homeless assessment. Options may include Housing First, which provides mainstream, settled housing with wrap around support for **people with the most complex needs**, who are predominantly people with a history of rough sleeping. The Officer will also work with the person to request suitable temporary accommodation if this is required.
- Pathways have been established to support transition at the point of leaving prisons and hospitals into accommodation including housing options for **young people** who offend.
- Introduction of a Prison Outreach Officer has meant people in HMP Edinburgh are able to access housing options advice at all stages of their time in prison:
    - 363 referrals were received with 27 tenancies being maintained, 14 tenancies being terminated timeously, and 24 homeless assessments being completed.

Next steps

- Continue work with partner agencies and landlords to explore options to support people to access more secure housing upon release.

Theme 4: Improved Health, Wellbeing and Attainment for Young People

Outcome 7: Increasing the life chances of all young people by increasing attainment at school

This outcome is also found in 'Opportunities that drive justice and boost prospects', part of the End Poverty in Edinburgh Delivery Plan. This outcome addresses the poverty-related attainment gap. Families who are at greater risk of poverty are households with:

- someone who is disabled.
- 3 or more children, the youngest child being under 1 year of age.

- a single parent
- minority ethnic households.

Key actions over the last year

Continuing the long-term work to change the culture in our schools, build effective practice, and reshape the way that services are delivered, actions have included:

- **Early years support**: since August 2021, all eligible children aged between 2 and 4 have received 1,140 hours of high-quality learning and childcare in their chosen locality, benefitting child learning and development, helping to narrow the attainment gap, and giving parents the chance to work, train or study.
- Continued roll out of Leadership for Equity training giving school staff the understanding, attitudes and skills needed to improve outcomes for learners facing poverty related barriers.
- Focusing on family learning and involving parents in deciding what actions are needed and how funding should be used.
- Addressing low attendance: a review of current practice and challenges was carried out to help develop an attendance strategy.
- The key focus areas for Equalities work in 2021-22 were preventing and responding to bullying and prejudice; revising and decolonizing the curriculum; and increasing diversity in the workforce.

Appendix 1 provides an overview of the most recent data on attainment.

While disability is referenced, the data in Insight is on 'Additional Support Needs' which is different and applies to a much higher proportion of pupils.

More information on equality work taken forward can be found in the latest Promoting Equality report to the Education, Children and Families Committee in November 2022.

Priorities for the next year

Further development of data and evidence to support the assessment of progress to support decision making.

Outcome 8: Children and young people have improved health and wellbeing because there is a reduction in bullying and prejudice-based incidents.

The Education and Children's Services Equality, Diversity and Inclusion Action Plan 2022-23 provides details of the work that the Council is undertaking on equality.

This outcome relates to groups of children and young people at increased risk of bullying and prejudice because of disability, race, gender, sexual orientation and transgender.

Actions taken span prevention, protection and response

- Review and strengthen procedure for preventing and responding to bullying and prejudice at school level
- Implement procedure and guidance for tackling racist incidents and creating an anti-racist culture
- Annual/refresh training for equality co-ordinators
- 'Respectme' training for parents-carers
- In all schools, children and young people are taking a leading role in equalities work through membership of an equalities group which often involves them in leading assemblies and school wide campaigns.

Data and evidence show

- Increase in the number of recorded incidents of bullying and prejudice in session 2020-21 and 2021-22, indicative of increased confidence of pupils to report.
- Pupil Wellbeing questionnaire and Secondary Pupil Survey responses from 2019 and 2021 show positive trends.
    - Both the primary and secondary pupil wellbeing surveys show an increase in the percentage of pupils who say that adults in school are good at dealing with bullying (from 80% to 84% in primary and from 43% to 49% in secondary).
    - The secondary survey shows an increase in the percentage of pupils who say they would know who to go to if they were being bullied (from 73% to 77%). There is a very slight decrease in primary for this statement (from 87% to 86%).
    - In both the primary and secondary surveys, pupil responses indicate that there is less bullying in schools (from 39% to 34% in primary and from 36% to 31% in secondary).
    - Pupil views across 3 primary schools and 3 secondary schools gathered during the Equalities Thematic Review in October 2022 show children and young people said that there was at least one adult in the school that they trusted and would speak to should they have a problem that worried them. In most schools, children and young people knew how to report an incident involving prejudice and were very clear about what would happen following their reporting.
    - In all schools, children and young people report that they have a platform to share their views with staff, and in most schools, can describe how their views have led to changes in policy and practice.

Further details are available in the latest Promoting Equality report to the Education, Children and Families Committee in November 2022.

Next Steps

- Strengthen communication on how to report incidents and what will happen when incidents are reported.

- Improve consistency of the recording of bullying and incidents of prejudice, especially the resolution
- Ensure that pupils are routinely informed of actions taken when they report an incident.
- Senior leaders and officers to monitor the effectiveness of communication and recording as part of school and authority quality assurance calendars.
- Continue to promote children and young people taking a lead role in equalities work.
- Create and issue a parent-carer leaflet on preventing and responding to bullying and prejudice.

Theme 5: Diverse and inclusive workplace

Outcome 9: Colleagues are supported by a holistic and preventative approach to financial, mental and physical wellbeing.

The Framework is aligned with our HR led Diversity and Inclusion Strategy and plan, which includes actions around attraction and retention of staff.

Key actions over the last year

- Promotion of the **Employee Assistance Programme**, **benefits platform**, **Be Well to Lead Well/Be Well to Work Well** sessions and wellbeing roadshows/ events, and monitoring of uptake, supporting a preventative approach to all aspects of wellbeing.
- Statistics on take up are used to identify actions needed to improve take up of future events, recognising, for example, that there are challenges in service areas where shift working and/or long hours are required.
- A Workforce Dashboard with Wellbeing and Absence Deep Dive was produced in September 2022 to analyse absence and wellbeing related absence- 8.2 - Workforce Dashboard with Wellbeing and Absence Deep dive.pdf (edinburgh.gov.uk).
- A new employee benefits platform, Vivup, has been introduced and is regularly advertised by the payroll team.
- The payroll team also offer financial wellbeing advice regarding the impact that these benefits and salary sacrifice schemes may have on an individual's finances.

Next steps

- Host a range of wellbeing events in 2023.
- Continue to consider culture change across the organisation and how this can impact wellbeing.
- Continue to create surveys/pulse checks and use results to adapt wellbeing work if necessary.

Outcome 10: 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

Key actions over the last year

- Building our understanding of the equalities profile of our workforce, by extensively campaigning to encourage colleagues (permanent, fixed term, casual, supply and new) to supply or update their equalities data – achieving a 20% increase for some protected characteristics
- Developments to enable a full view of the recruitment process from an equalities perspective, using the data to identify any trends or areas of potential bias (conscious or unconscious) to inform where resources may be most effectively targeted to increase the diversity of our workforce.
- Improving mechanisms for recording and reporting incidents of unacceptable behaviour, including prejudice-based incidents, as well as a review of a wide range of related policies and procedures – this work is ongoing
- Six colleague networks have been established to raise the profile and visibility of colleagues who share a protected characteristic, providing an informal mechanism to support, engage and learn from the lived experience of colleagues:
    - SPARC: long term conditions and disabilities
    - NEWS: women
    - PRIDE: LGBT+
    - Black, Asian and Minority Ethnic Network
    - Black and Minority Ethnic Equality Workers Forum
    - Sustainability Network.

Next steps

- Following the ‘culture capture’ survey in June 2022, continuing work to develop evidence about the culture of the organisation which will be closely related to organisational ‘behaviours’ due to be rolled out in 2023.
- Working towards creating an inclusive workforce and tackling prejudiced incidents through ongoing development and use of evidence
- Continuing to develop and support the colleague networks.

Other Scottish specific duties

Assess and review policies and practices

The Council uses the Integrated Impact Assessment (IIA) toolkit to meet the requirements of the Equality Act 2010, human and children’s rights conventions, Fairer Scotland Duty 2018 and the Climate Change (Scotland) Act 2009.

The IIA process:

- incorporates equality, rights, economic and carbon impact assessments.

- forms an integral part of the Council's decision-making process, enabling any unintended consequences of its decisions to be identified and addressed.
- supports Elected Members and senior Council officers in meeting the Council's legal responsibilities when making decisions at Council committees.

Supporting activities for the past two years include:

- updating the suite of IIA documents on the Council's intranet, providing more detailed guidance on evidence gathering, and the environmental and sustainability element of the process.
- providing 10 training sessions to staff in undertaking IIAs since April 2021, attended by over 160 Council colleagues, and two bespoke IIA budget training sessions were offered to support staff leading budget proposals.
- providing ongoing support to the Network of Equality, Diversity and Rights (EDR) Advisors across service areas to enable them to support service area colleagues carrying out IIAs. Additional training has been provided on equality and diversity, and disability awareness. EDR advisors are signposted to other relevant training and resources.
- two training sessions were provided for elected members in 2022: a Budget Impact Assessment webinar, delivered jointly by the Equality and Human Rights Commission and Improvement Service, and a Scottish Women's Budget Group webinar on Gender Budgeting. In-house Equality and Integrated Impact Assessment training for elected members is planned to take place in March.
- quarterly quality assurance meetings with colleagues from partner agencies (NHS Lothian and the other Lothian local authorities), have been held where a sample of completed assessments is considered, and recommendations made.
- a cumulative integrated impact assessment was carried out on budget proposals for 2023/24, as required, to inform the decisions of the Council Budget meeting.

Employment Duties

This includes:

- gather and use employee information.
- publish gender pay gap information.
- publish statements on equal pay.

As a public sector organisation, we are required to publish a statement on equal pay every four years. This was last done in March 2019 and covers the period 2019-2023. The full policy statement is available along with a copy of the minute of the meeting at which the statement was approved.

We are also required to report our gender pay gap on an annual basis. For the second year in a row, and in addition to the pay gap report, we have voluntarily reported our pay gaps for disability and race. Further information can be found in the full report to Policy and Sustainability Committee. Having approved our first Diversity and Inclusion Strategy in 2019, we also report progress with our Diversity and Inclusion Action Plans to the same committee on an annual basis and an assessment of progress during 2021-2022 can be found in the most recent report.

Consider award criteria and conditions in relation to public procurement duty

We also have a duty to consider award criteria and conditions in relation to public procurement. We fulfil this by:

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

Engagement

At the Policy & Sustainability Committee of 29 March 2022, the Equality and Diversity Framework 12-month update noted the commitment to on-going engagement with stakeholders throughout the implementation of the Framework with the intention that feedback from this engagement inform the progress report in April 2023.

Engagement has taken place at service and strategic level, internally and across partnerships and groups.

Service specific engagement has included:

- Museums and Galleries staff and public surveys (mentioned above).
- people in the justice system subject to community payback were consulted on their experiences of participating in unpaid work, how they felt about the service and how it could be improved. Of those consulted 16% were males and 8% females from minority ethnic groups.
- the Housing Service commissioned a study to assess current availability and future need of accessible and wheelchair-friendly housing in the city. The study shows there is a continuing need and demand for accessible housing overall and outlines the challenges in meeting this need in the context of Edinburgh's housing stock profile and market pressures.
- To address bullying in education, pupil focus groups comprising of Pupil Equality Groups, mixed ethnicity groups and BAME groups were held in three primary schools and three secondary schools in October 2022. Semi-structured focus group interviews took place and the findings are detailed above.

Additionally, we have used the expertise of the Equalities and Rights Network to support our on-going strategic engagement. The main groups targeted for post-pandemic engagement consisted of BAME, age-protected groups, such as the

elderly and young people and people from the LGBT+ community. These groups were considered under-represented during the development of the Framework, which took place during the first year of the pandemic. This engagement activity will continue with the aim of reaching as wide a population base as possible, including those disproportionately affected by poverty.

Through this external engagement process, people told us that the framework needs to be more focused, clearly set out the intended impacts and include milestones and targets to increase accountability. Feedback also indicated that communications and awareness of the work could be improved, together with a greater understanding of what matters to people and the impact on their quality of life. Measures that could assist with these included sustaining the engagement with groups with protected characteristics to engender a relationship of trust and understanding.

We also continue to meet regularly with the well-established Edinburgh and Lothian Equality Partnership Group. This group is made up of equality professionals representing NHS Lothian, Midlothian Council, West Lothian Council, The City of Edinburgh and Midlothian Education Authorities, and Midlothian and East Lothian Health and Social Care Partnerships. It aims to ensure respective organisations are informed on equality issues affecting the wider population across Lothian and helps each other by sharing good practice, knowledge and understanding of the issues. Where possible resources are combined to achieve common goals and objectives.

Colleague networks continue to be a valuable resource and provide a valuable opportunity for colleagues who may belong within a protected group feel more welcomed and accepted within the organisation. The networks form a progressive and important part of the Council's Diversity and Inclusion Action Plan 2022-23, which makes a commitment to support the staff networks to thrive and grow. The colleague networks will continue to be involved in engagement on the Equality and Diversity Framework. They contributed positively to the consultation on the framework's development and have expressed their willingness to assist in improving the culture of the organisation where each individual feels valued, included and able to be themselves.

Next steps

Our proposed revised equality outcomes for April 2023 to April 2025

Whilst immediate amendments to the current framework are proposed below, there is recognition that more can be done to strengthen the Council's approach to equalities, moving away from a compliance focus to embedding the work within the organisation and support positive culture change. A progress report on this activity will be presented to Committee in June 2023.

Meantime, we propose continuing with our seven outcomes around inclusive communities, museums, accessible facilities and support, digital inclusion, tackling prejudiced-based incidents in schools and in the workplace, and using preventative approaches to achieve an inclusive workforce.

We propose re-wording the outcome on housing to reflect the focus on making the application process for accommodation easier and more accessible.

We propose removing two outcomes:

- the outcome around preventing homelessness has been mainstreamed into day-to-day work.
- the attainment outcome presents challenges partly because measuring success requires looking at every individual child in their unique circumstances. In line with engagement feedback, and national guidance, it is felt this may not be a suitable equality outcome at this time but should instead continue to be progressed under the auspices of the End Poverty Edinburgh programme.

Removing outcomes does not reflect a reduction in work to address equalities. In line with engagement feedback, it helps us to make our Framework more focused and performance linked. Based on this, the outcomes for the coming period will be:

Inclusive communities

1. 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.
2. Museum stakeholders, visitors and staff perceive greater fairness, representation and justice in their communities and local authority area.

Accessing facilities and support:

3. People can access the facilities and support they need within their communities
4. stakeholders experience easier access to services through increased digital inclusion and alternative access to services.

Having a warm and affordable home:

5. Ensuring all applicants including those with specific needs or who are vulnerable can use and access the application and choice based letting process as required as we move to having more services online.

Improved health, wellbeing and attainment for young people:

6. Children and young people have improved health and wellbeing because there is a reduction in bullying and prejudice-based incidents**.**

Diverse and inclusive workplace:

7. 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

8. Colleagues are supported by a holistic and preventative approach to financial, mental and physical wellbeing.

While we continue to progress the framework, in taking stock of our future approach, we will be mindful of the equalities landscape, changing national policy and internal developments that provide opportunities to broaden our focus. Consideration of our approach will be informed by the motion agreed by Council (see pages 8 & 9).

We will continue working closely with EaRN to reach out to groups and communities via established networks with the intention of strengthening relationships and building trust. EaRN is also exploring more targeted meetings on specific themes where required.

Appendix 1 Summary of School Attainment

Opportunities that drive justice and boost prospects – progress indicators

Measure	Baseline	2020-21	2021-22	Target
Attainment*				
The percentage of pupils in Primaries 1, 4 and 7 who achieve their expected Curriculum for Excellence level in literacy – total and SIMD Q1	Baseline is 2018/19 Overall 77.1% Q1 61.1%	2020/21 Overall 73.8% Q1 57.3%	2021-22 not yet available	Aim is to increase the percentage for all pupils and particularly those in deprived areas. A new baseline will be created from the next set of results.
The percentage of pupils in Primaries 1, 4 and 7 who achieve their expected Curriculum for Excellence level in numeracy – total and SIMD Q1	Baseline is 2018/19 Overall 83.2% Q1 70.9%	2020/21 Overall 80.4% Q1 65.1%	2021-22 not yet available	
The percentage of secondary school leavers achieving a qualification in both literacy and numeracy at SCQF level 5 – total and SIMD Q1	Baseline is 2018/19 Overall: 67.1% Q1: 43.5%	2020/21 Overall 74.0% Q1 55.3%	2021-22 not yet available	
The percentage of secondary school leavers achieving one or more qualifications at SCQF level 6 (Higher or equivalent) – total and SIMD Q1	Baseline is 2018/19 Overall: 67.6% Q1: 45.6%	2020/21 Overall 72.6% Q1 50.6%	2021-22 not yet available	
Positive destinations for school leavers	Baseline is 2020 Overall: 92.5% Q1: 88.9%	2020/21 Overall 95.1% Q1 91.7%	2021-22 not yet available	Target needs to be rebased post-Covid; overall aim is to increase

*Note: shift in assessing progress on improving attainment away from measuring the attainment gap, which does not show the level of change for the low and high SIMD groups; focusing on the increase in total and in SIMD Q1; note that national guidance is to set stretch targets

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Policy and Sustainability Committee

10:00am, Tuesday, 21 March 2023

The City of Edinburgh Council Gaelic Language Plans: 2017-22 and 2023-27

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

1. Recommendations

1.1 It is recommended that Committee:

1.1.1 Approve the draft Gaelic Language Plan for 2023-27, the Council's third plan, for public consultation

1.1.2 Approve the fourth and final statutory annual progress report on the Council's second Gaelic Language Plan 2018-22, covering the period from 6 December 2021 to 6 December 2022, as required by Bòrd na Gàidhlig, and due to be submitted to the Bòrd by 22 March 2022.

Dr Deborah Smart

Executive Director of Corporate Services

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Report

The City of Edinburgh Council Gaelic Language Plans: 2017-22 and 2023-27

2. Executive Summary

2.1 This report provides a summary of a draft of the Council's third Gaelic Language Plan, for the period 2023-27, which describes progress to date and the priorities and a draft implementation plan for the next four years. As required by the Act, the draft plan must be subject to public consultation, and approval is sought for the draft plan (Appendix 1) to form the basis of this consultation.

2.2 This report also provides an overview of the final statutory annual monitoring report for its last Gaelic Language Plan 2018-22 (shown in full at Appendix 2), which is due to be submitted to Bòrd na Gàidhlig by 22 March 2023.

3. Background

1.1 Under the Gaelic Language (Scotland) Act 2005, the City of Edinburgh Council has a statutory obligation to support Gaelic through the development of a Gaelic Language Plan to help ensure that Gaelic continues to thrive. A draft of the Council's third plan is described in this report; the two earlier plans have covered 2012-17 and 2017-22.

1.2 The Act also requires the Council to provide a report on progress on all commitments in their current Gaelic Language Plan on an annual basis if requested by Bòrd na Gàidhlig. The Bòrd advised that the fourth and final monitoring report for the Council's 2018-22 plan is due on 22 March 2022.

3.1 The Gaelic Implementation Group (GIG) comprises Elected Members, Council officers and representatives from the Gaelic community. It supports plan development and oversees progress with the implementation plan at its quarterly meetings. The GIG considered a draft of the 2023-27 report at its meeting on 23 January 2023.

4. Main report

Draft Gaelic Language Plan 2023-27

4.1 The plan builds on the extensive progress made in Edinburgh since 2012 when the first plan was published. Progress has included:

4.1.1 improving the quality and provision of Gaelic Medium Education from early years to senior phase

4.1.2 promoting and embedding the Gaelic language and culture within the Council and externally throughout the city

4.1.3 strengthening partnership across the city through the Capital Gaelic project, led by the Council in partnership with the National Library of Scotland.

4.2 The draft third plan seeks to build on the progress made, focussing on:

4.2.1 continuing to develop high quality Gaelic Medium education 0-18, aligned to national guidance, the aims and vision of Edinburgh Learns for Life and shaped by stakeholder participation

4.2.2 embedding Gaelic language education in schools through the development of learning and teaching resources for all schools (in line with the Scottish Government's 1+2 Approach to language learning)

4.2.3 extending engagement with Gaelic through opportunities for adult and family learning and cultural activity

4.2.4 continuing to develop the cultural, social and employment opportunities which are needed for Gaelic to flourish beyond the classroom, supported by the Capital Gaelic network and wider partnership working

4.3 The draft plan, which includes a draft implementation plan, is set out in appendix 1.

Annual Monitoring report – Gaelic Language Plan 2017-22

4.4 As in previous years, Bòrd na Gàidhlig has provided a template for annual monitoring reports. It has three sections: primary indicator data (8 items); narrative updates on national Gaelic Language Plan priorities and specific local authority functions and finally, a self-assessment section, using red-amber-green coding for 26 descriptors of practice and arrangements.

4.5 Appendix 2 shows the completed monitoring report, which uses information from across Council Directorates, including: Schools and Lifelong Learning, Corporate Services, Business Growth and Inclusion and Cultural Services and covers activity between 6 December 2021 and 6 December 2022.

4.6 Of particular note has been the Capital Gaelic project, in partnership with the National Library of Scotland, and part funded by Bòrd na Gàidhlig. The

project, initially funded for one year, started in late 2021, and aims to build partnership working across the public bodies in Edinburgh to meet the aims and ambitions of the Gaelic Language Act

4.7 An overview of progress across the four-year period covered by the last plan is given in the “Strong Foundations” section of the draft plan for 2023-27 (Appendix 1). Key areas of progress have spanned:

Gaelic Medium Education (GME):

4.7.1 Improved and increased early years GME provision (for children aged 0-5 years)

4.7.2 Improvement of the learning estate

4.7.3 Ongoing expansion of the GME curriculum offer

4.7.4 Provision of career-long professional learning opportunities for school teams

4.7.5 Development of partnership work to enhance and extend immersion for learners

Promoting and embedding Gaelic language and culture:

4.7.6 Continuing to support Council staff and Elected Members with the learning and use of Gaelic

4.7.7 Increasing the visibility of Gaelic through signage

4.7.8 Working with partners to deliver a programme of Gaelic events and exhibitions

4.7.9 Continuing to promote Gaelic in tourism

4.7.10 Continuing to develop career opportunities for GME pupils

4.8 Key to the progress achieved have been the appointment of two externally funded fixed-term posts: a Capital Gaelic Development Officer (CGDO) and an Early Years Development Officer, who have been highly effective in driving and embedding action across the scope of the plan. External funding for these posts comes from Bòrd na Gàidhlig, the Scottish Government and National Library of Scotland,

5. Next Steps

5.1 If approved by this Committee, the draft plan for 2023-27 will be published for consultation on the Council’s would be for a six-week period, in line with the Council’s consultation policy.

5.2 Following consultation, the revised plan will be considered by Policy and Sustainability on 28 May before being submitted to Bòrd na Gàidhlig for their consideration.

5.3 If approved by this Committee, the annual monitoring report for 2017-2022 will be submitted to Bòrd na Gàidhlig for their consideration.

6. Financial impact

6.1 The Capital Gaelic Development Officer and the GME Early Years Development Officer posts are part-funded from external sources, principally the Scottish Government and Bòrd na Gàidhlig, through annual grant processes. Many of the actions set out in the plan are dependent on continued specific financial support from these sources. All other actions are taken forward within existing approved service budgets.

7. Stakeholder/Community Impact

7.1 The Gaelic Implementation Group contribute to the development of the Council's Gaelic Language Plans and receive regular progress reports on implementation.

7.2 A six week period of public consultation, supported by targeted engagement, will inform the final version of the plan for 2023-2027.

8. Background reading/external references

1.3 The City of Edinburgh Council Gaelic Language Plan (2018- 22)

9. Appendices

9.1 Appendix One: Draft City of Edinburgh Council Gaelic Language Plan 2023-27

9.2 Appendix Two: Annual Progress Monitoring Report for 2021-22 for City of Edinburgh Council Gaelic Language Plan 2017-22

Consultation on The City of Edinburgh Council's Draft Gaelic Language Plan 2023-27

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Executive Summary

Under the Gaelic Language (Scotland) Act 2005, the City of Edinburgh Council has a statutory obligation to support Gaelic through the development of a Gaelic Language Plan to help ensure that Gaelic continues to thrive. This is the Council's third plan, setting out the next phase of work to promote Gaelic and increase its learning and use in Edinburgh.

The plan builds on the extensive progress made in Edinburgh since 2012 when the first plan was published. Progress has included:

- improving the quality and provision of Gaelic Medium Education from early years to senior phase
- promoting and embedding the Gaelic language and culture within the Council and externally throughout the city through signage on key buildings and historic graveyards, a wide range of cultural events and the development of career opportunities
- strengthening partnership across the city through the Capital Gaelic project, led by the Council in partnership with the National Library of Scotland.

The draft third plan seeks to build on the progress made, focussing on:

- continuing to develop high quality Gaelic Medium education 0-18, aligned to national guidance, the aims and vision of Edinburgh Learns for Life and shaped by stakeholder participation
- embedding Gaelic language education in schools through the development of learning and teaching resources for all schools (in line with the Scottish Government's 1+2 Approach to language learning)
- extending engagement with Gaelic through opportunities for adult and family learning and cultural activity
- continuing to develop the cultural, social and employment opportunities which are needed for Gaelic to flourish beyond the classroom, supported by the Capital Gaelic network and wider partnership working

Foreword

The City of Edinburgh Council is committed to supporting and growing the use of Gaelic amongst our staff, our communities, in our schools and in our wider culture.

As Scotland's capital city, Edinburgh has a special responsibility to nurture and help cultivate the Gaelic language. Gaelic is an integral part of our shared heritage and national identity, a unique and essential feature of Scotland's rich cultural tapestry.

Our approach to Gaelic will continue to be progressed in keeping with the city's wider '2050 Edinburgh City Vision' which states that Edinburgh aspires to be a connected, inspired, fair and thriving city. The Gaelic language and Gaelic communities are an integral part of this vision.

Over the life of our last Gaelic Language Plan, the Council has continued to make strong steps towards a more vibrant and visible Gaelic language and culture. We have continued to deliver high-quality Gaelic Medium Education (GME) from early years, through primary and on to high school, meeting the challenges of Covid and then supporting staff teams, families and learners to move forward beyond the pandemic.

We have continued to work towards a sustainable future for Gaelic across the city and have benefitted greatly from a dedicated post, which was part funded by Bòrd na Gàidhlig, bringing knowledge, expertise and creativity to greatly boost the visibility of Gaelic in the city. This created the foundations for Capital Gaelic, a partnership with the National Library of Scotland, working together with partners across the city to embed Gaelic as a vibrant part of life in Edinburgh for the benefit of citizens and visitors.

This plan will be delivered with the leadership of elected members and the support and dedication of council staff. Importantly we will also look for every opportunity to increase the visibility and support for Gaelic in our wider communities.

While recognising that this plan will be implemented in a time of the widely documented challenge to public sector finances, over the next five years, we will work alongside our Gaelic communities and an increasingly diverse range of partners and organisations to deliver a vibrant and sustainable approach to Gaelic language and culture in the city.

Councillor Joan Griffiths, Chair of the Gaelic Implementation Group

Andrew Kerr, Chief Executive

Introduction

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament on 21st April 2005 with cross-party support, receiving Royal Assent on 1st June 2005.

Under the Gaelic Language (Scotland) Act 2005, the City of Edinburgh Council has a statutory obligation to support Gaelic through the development of a Gaelic Language Plan (GLP) to help ensure that Gaelic continues to thrive.

This is a draft of the City of Edinburgh Council's third Gaelic Language Plan. It sets out for comment the proposed high level aims and actions for the next four years, in line with the National Gaelic Language Plan, which aims to:

- Increase the use of Gaelic
- Increase the learning of Gaelic
- Promote a positive image of Gaelic

This draft GLP aligns with the key priorities of the **City of Edinburgh Council Business Plan**, the aims and vision of **Edinburgh Learns for Life,** and with the city's wider '2050 Edinburgh City Vision' which states that Edinburgh aspires to be a connected, inspired, fair and thriving city. The Gaelic language and Gaelic communities are an integral part of this vision.

Gaelic in Edinburgh

As Scotland's capital city, Edinburgh has a special responsibility to nurture and help cultivate the Gaelic language and culture. Gaelic is an integral part of our shared heritage and national identity and is a unique and essential feature of Scotland's rich cultural tapestry. Edinburgh has played a key role in Gaelic life for centuries with many place names having Gaelic origins. For example, Craigentinny comes from the Gaelic Creag an t-Sionnaich which means the rock of the fox. Further details of Gaelic in Edinburgh are available from this link to a page on the Forever Edinburgh website.

Strong foundations

This draft GLP sets out ambitions and plans for the next phase of embedding and promoting Gaelic in Edinburgh to ensure that it has a thriving future.

Its key aims are to have strong and effective Gaelic Language Education and importantly, the opportunity to use and learn about the language and culture beyond the classroom, so that Gaelic becomes more relevant, accessible and interesting for the whole population.

The plan continues to build on the progress made since 2012, when the first plan was published.

Progress made in Gaelic Medium Education (GME) includes:

- Improved and increased **early years GME** provision (for children aged 0-5 years) through Scottish Government funded Early Learning and Childcare, including engagement with partner providers to increase capacity and the creation of a

dedicated Development Officer post, part funded by Bòrd na Gàidhlig, to support improvement and alignment across early years services

- Improvement of the **learning estate** including the creation of additional capacity and enhancement to acoustics within the primary school building; transition to the GME base at the refurbished Darroch campus; the creation and recruitment to dedicated GME Deputy Head Teacher (DHT) post; and securing of additional Scottish Government capital funding for IT, science equipment and a nurture base
- Ongoing expansion of the **GME curriculum offer** across our provision, within the Broad General Education (from primary 1 to S3) and into the senior phase
- Provision of career-long **professional learning** opportunities for school teams
- Development of partnership work to enhance and extend **immersion for learners** and to maximise opportunities for meaningful engagement with Gaelic language and culture within and beyond the classroom.

Progress in promoting and embedding Gaelic language and culture within the Council and beyond includes:

- Continuing to **support Council staff and Elected Members** with the learning and use of Gaelic across the Council, including the language, history and culture
- **Increasing the visibility of Gaelic** in a range of ways, including external signs (e.g. historic graveyard sites, Meadowbank Sports Stadium and the new Castlebrae Community Campus), and bilingual names for stops on the Edinburgh Trams website
- Working with partner organisations (including the National Library of Scotland, National Galleries and Edinburgh Local Mòd) to deliver a **programme of Gaelic events and exhibitions**, involving the Gaelic community and GME pupils
- Continuing to promote **Gaelic in tourism**, working with Invisible Cities to develop a "Gaelic in Edinburgh" tour and with Visit Scotland as a member of their Gaelic Implementation Group
- Continuing to develop **career opportunities** for GME pupils, for example, the Young Female Leadership Programme, involving the National Library of Scotland, James Gillespie's High School and supported by Baillie Gifford. In addition, we are developing Foundation Apprenticeships with Skills Development Scotland and other Capital Gaelic Network partners.

A major development has been the Capital Gaelic project, in partnership with the National Library of Scotland, and part funded by Bòrd na Gàidhlig. The project, initially funded for one year, started in late 2021, and aims to build partnership working across the public bodies in Edinburgh to meet the aims and ambitions of the Gaelic Language Act.

Further details are available in the Council's annual GLP progress reports to Bòrd na Gàidhlig. The most recent progress report is available here.

The next phase – draft plan for 2023-27

The two key aims of the next phase of our Gaelic Language Plan for 2023-27 are:

- Continuing to develop high quality Gaelic Language Education for 0-18 years
- To develop the cultural, social and employment opportunities which are needed for Gaelic to flourish

High Quality Gaelic Language Education

Continuing to develop high quality Gaelic Language Education for 0-18 years will be supported by the Gaelic Medium Education (GME) Improvement Plan, which has clear links with Edinburgh Learns for Life and national guidance.

The future shape and location of GME provision in the city has been under consideration for a number of years, with an options appraisal for new secondary provision initially presented to parents in January 2020. The Education, Children and Families Committee in January 2022 decided to pause plans for statutory consultation on the proposed new GME provision so that officers could undertake further pre-consultation engagement with parents and partners. This activity is underway and will inform timescales for the actions to improve GME provision.

We plan an added emphasis on bilingualism and cultural capital, which will link with languages education across our schools, through the Scottish Government 1+2 Approach. Opportunities for learners to engage with Gaelic (through L3 and IDL models) will be developed and promoted in all schools. We will conduct a thematic review of Gaelic Language Learning provision for children, families and adults as a basis for planning and development of provision across the life of this plan.

Building cultural, social and employment opportunities

Education needs strong links with cultural, social and employment opportunities for Gaelic to flourish, which in turn need:

1. Meaningful opportunities for Gaelic to be used beyond classroom settings, particularly for young people. The development of youth employment opportunities for Gaelic speakers is crucial
2. Wider knowledge, understanding and respect for Gaelic among the general population
3. Increased engagement with Gaelic language and culture across generations and across communities

To support this ambition, the Council will continue to work with other public bodies across Edinburgh to build the foundations for "Capital Gaelic". By collaborating and sharing resources, the Capital Gaelic network aims to increase opportunities to learn about the

language and culture for as many people as possible, embedding Gaelic as a vibrant part of life in the city for the benefit of citizens and visitors.

Priorities for 2023-2027

Supporting the aims described above, the priorities for the next iteration of the Council's Gaelic Language Plan are summarised below. The actions to support these are described in the implementation plan, shown in the appendix.

1. Using Gaelic

- Ensure that children and young people in Gaelic Medium Education (GME) develop a strong sense of Gaelic culture and community, linked to the ethos, vision and aims of their schools
- Actively support the development of a Gaelic community centre, linked to GME provision, through close partnership with the Gaelic language community in the city

2. Learning Gaelic

- Continue to improve the quality of provision of Gaelic Medium Education from 0-18 in line with national guidance and shaped by stakeholder participation, which includes the voices of children and young people
- Undertake the duty under the Education (Scotland) Act 2016 to promote and support, as appropriate, the potential for Gaelic medium and Gaelic learner education to the CEC residents, including the opportunity that exists under this Act for parents to request the establishment of Gaelic Medium Education.

3. Promoting Gaelic

- Lead on developing the Capital Gaelic project and brand, building on its potential for coalescing the wider Gaelic cultural and linguistic community and the tourism sector, linked to and supporting developments in GME

Questions for consultation:

1. Are these the right priorities for the Council's next Gaelic Language Plan to focus on? [yes, no]
2. Are there any priorities which have not been included? [yes, no]
    - If yes, please tell us what these other priorities are
3. Are there any priorities listed which should not be included? [yes, no]
    - If yes, please tell us what these priorities are

The implementation plan, shown in the appendix, gives details of the actions which would support these aims.

Questions for consultation:

4. Are there other actions that we could take to support Gaelic development?
    - If yes, please tell us what these actions are
5. Do you have any other comments or suggestions about the draft City of Edinburgh Council's Gaelic Language Plan and its effectiveness in fulfilling the objectives of the National Gaelic Language Plan?
    - If yes, please tell us your suggestions

Resourcing the plan

Funding for Gaelic and GME comes from a variety of sources, and the actions set out in the plan are dependent on continued specific financial support from the Scottish Government:

- Education per capita funding for schools
- Rising rolls funding for schools
- Scottish Government Grant (annual)
- Additional capital funding from the Scottish Government
- Grants from Bòrd na Gàidhlig to support specific posts and projects

Implementation and monitoring

The implementation of the Gaelic Language Plan 2023-27 will be overseen by the Gaelic Implementation Group (GIG), which comprises Elected Members, Council officers and key stakeholders and representatives from the Gaelic community. It meets on a quarterly basis to consider progress and to identify priorities for further action.

Monitoring of GME is detailed in the Gaelic Medium Education Improvement Plan and is overseen by the Bòrd Ionnsachaidh na Gàidhlig (Gaelic Learning Board).

Appendix 1. Implementation Plan

High level aims	Actions	Lead
1.1 Ensure that children and young people in Gaelic Medium Education (GME) develop a strong sense of Gaelic culture and community, linked to the ethos, vision and aims of their schools.	This will be taken forward in collaboration with partners, including Comunn na Gàidhlig As set out in our Gaelic Medium Education Improvement Plan: 1. In line with Edinburgh Learns for Life and national guidance, revisit and update school aims and vision in consultation with learners and families 2. Develop and enhance partnerships to support improvement in: • Gaelic language skill and confidence (learners, staff, families) • Immersive pedagogy (staff) • Understanding of and engagement with Gaelic culture (learners, staff, families) • Curriculum – learner experience 3. Linked with the Capital Gaelic project, develop opportunities for rich language engagement for learners beyond the classroom, Gaelic groups in the community – choirs, adult learner groups, etc 4. Establish and strengthen supportive networks including partnerships with local authorities and national bodies and organisations.	Education, Communities and Families
1.2 Actively support the Gaelic community in their efforts to develop a Gaelic community centre, linked to GME provision, through	Support Ionad Gàidhlig Dhùn Èideann with their objective to develop plans for a Centre for Gaelic in Edinburgh e.g. through advice on Business Case development, linking with the Council's development of a Community Centre Strategy (where appropriate).	All Directorates

High level aims	Actions	Lead
close partnership with the Gaelic language community in the city.	Support our school settings to engage with the planning and development of the centre.	
1.3 Continue to improve engagement with Gaelic communities to support greater involvement with GME schools	As set out in our Gaelic Medium Education Improvement Plan and linked to the Capital Gaelic project: • Develop and promote local and national Gaelic partnerships • Ensure our Gaelic partnerships are fully collaborative and effective (e.g. by using information gathered through schools partnership audit) • Improve learning together in the medium of Gaelic (Parental Engagement and Involvement)	Education, Communities and Families
1.4 Increase the use of bilingual signage in key Council sites	When signage is due to be replaced across the city, the council will include Gaelic translations where appropriate, including during any future corporate brand refresh. The Council will encourage all council ALEOs to consider Gaelic or bilingual signage/branding as and when new or refreshed signage/branding is introduced	All Directorates
1.5 Increase Gaelic content on the Council's website	Continue to explore opportunities to increase Gaelic content on the Council's website	All Directorates
1.5 Improve options for Gaelic speakers when	Arrange Gaelic awareness courses for front line staff	Customer Services,

Appendix 1

High level aims	Actions	Lead
contacting Council customer services.		supported by CGDO
1.6 Communications and key documents	Those communications which are directly relevant to the Gaelic speaking community will be made available in Gaelic.	Corporate Services
2.1 Continue to improve the quality of provision of Gaelic Medium Education from 0-18 in line with national guidance and shaped by stakeholder participation, which includes the voices of children and young people	We are committed to improving provision of GME services from 0-18: 1. Continue to strengthen our 0-3 Croileagan provision and extend reach across city 2. Improve cohesion of 0-5 provision, including with our partner provider and continuing to establish the role of the GME EY Development Officer. 3. Support strategic improvement and development of GME through stakeholder engagement in a Learner-led Consultation Programme. 4. As set out in our Gaelic Medium Education Improvement Plan, our main authority and school actions will develop provision across the key themes of: • Leadership and management of staff • The Curriculum • Transitions • Partnerships GMEIP_HighLevel_2021.docx	Education, Children and Families
2.2 Undertake the duty under the Education (Scotland) Act 2016 to promote and support, as	1. Continue collaborative working with organisations that support early bilingualism and language learning	Education, Children and Families

High level aims	Actions	Lead
appropriate, the potential for Gaelic medium and Gaelic learner education to the CEC residents, including the opportunity that exists under this Act for parents to request the establishment of Gaelic Medium Education.	2. Carry out a thematic review of provision for Gaelic Learner Education for children in schools, families and adult learners	Education, Children and Families
	3. Create and promote teaching and learning materials for Gaelic Learner Education in line with the Scottish Government 1+2 Approach, including training for teachers and tutors.	Education, Children and Families
	4. Continue to support the Council workforce to develop Gaelic language skills to meet our commitments and ambitions	Corporate Services
	5. Continue to support opportunities for parents to improve their Gaelic speaking through working with the Council's Education and community learning and development teams including: • Signposting resources and external opportunities through school and council websites, social media comms, school communications, parent councils	Education, Children and Families
Lead on developing the Capital Gaelic project and brand, building on its potential for coalescing the wider Gaelic cultural and	1. Continue to develop and sustain effective partnerships with a range of stakeholders, working together to deliver the aims of the Capital Gaelic Project	Corporate Services
	2. Work with partners to identify opportunities, share knowledge and expertise	Corporate Services

Appendix 1

High level aims	Actions	Lead
linguistic community and the tourism sector, linked to and supporting developments in GME.	3. Further develop a partnership approach for a programme of Gaelic Events	Corporate Services
	4. Strengthen connections between schools, the Gaelic community and partners through inter-generational activities and partnerships.	Corporate Services Education, Children and Families
	5. Promote opportunities to participate in Gaelic cultural or arts events such as the inaugural Seachdain na Gàidhlig and Edinburgh Local Mòd	Corporate Services
	6. Create and disseminate promotional video of GME provision to support community engagement and recruitment in schools	Education, Children and Families

Appendix 2. Consultation Questions – Your Details

Your details

Are you responding as an:

- Individual [Yes, No]
- Organisation [Yes, No]

Individuals

1. Your name (so we can send you a summary of the findings)
2. Contact details (for any questions we might have)

Organisation

1. Name of organisation
2. Your name
3. Your role
4. Contact details (for any questions we might have)

BÒRD NA GÀIDHLIG

FOIRM DÀTA BLIADHNAIL
ANNUAL RETURN FORM

Ainm na buidhne **Organisation's name**	**The City of Edinburgh Council** ***This report provides an update on progress between 6 December 2021 and 6 December 2022***

Prìomh Dhàta Measaidh
Primary Indicator Data

Fios bhon Phoball **Communications from the Public**	Cia mheud brath sgrìobhte a fhuair am buidheann bhon phoball ann an Gàidhlig am-bliadhna? How many written communications have the organisation received from the public in Gaelic this year? **Narrative** • The Early Years Development Officer receives communication in Gaelic from schools, early years settings, partner organisations and parents. • The Gaelic schools receive occasional communications in Gaelic from Gaelic partner organisations, the Gaelic Development Officer (GDO – employed by Comunn na Gàidhlig, and part-funded by the City of Edinburgh Council) and promotional material from groups such as Sabhal Mòr Ostaig and FilmG. • Bun-sgoil Taobh na Pàirce (TnaP) receive communication from parents in Gaelic. • Àrd-sgoil Sheumais Ghilleasbuig/James Gillespie's High School (SG/JGHS) receive communication from parents in Gaelic. • Capital Gaelic Development Officer, Comhairle Bhaile Dhùn Èideann, (CGDO) receives communications in Gaelic from school staff, stakeholders and the Gaelic Community. The CGDO uses and encourages other staff learners to use the "Happy to communicate in Gaelic or English" logo, thus showing equal respect to Gaelic and English.	Not all service areas are able to record this information, it is therefore not possible to report an accurate total. See narrative for a description of communications.

A' sgaoileadh fiosrachaidh
Dissemination of information
	Cia mheud pìos a sgaoil am buidheann air na meadhanan sòisealta ann an Gàidhlig am-bliadhna?
	How many posts did the organisation distribute on social media in Gaelic this year?
	Narrative
	• TnaP: tweet regularly bilingually
	• SG/JGHS has a Gaelic Blog and Twitter account which are updated at regular points throughout the school year
	• Early Years Services use Facebook, Instagram and Twitter to provide information on services in Gaelic
	• Capital Gaelic Facebook page: daily posts
	• Corporate posts:
	  ○ Central Library: relating to Gaelic Language/ literature or promotion of Gaelic Bookbug and Reading Clubs
	  ○ Edinburgh Local Mòd
	  ○ The Gaelic Literature Awards
	  ○ Invisible Cities Event April 2022
	  ○ City Art Centre Donald Smith and Will Maclean Exhibitions/events
		As above - see narrative

	Cia mheud fios-naidheachd a chaidh a sgaoileadh leis a' bhuidheann anns a' Ghàidhlig am-bliadhna?
	How many press releases did the organisation publish in Gaelic this year?
	• Four
	  • Gaelic Festival Press release November 2021
	  • Invisible Cities Event – BBC Alba feature 2022
	  • Partnerships with Poetry Library Events January 2022
	  • GLAIF Funding September 2022
		4

Luchd-obrach
Staff
	Cia meud neach-obrach a fhuair cothrom trèanaidh ann an sgilean Gàidhlig am-bliadhna?
	How many staff received Gaelic skills training this year?
	• Total: 135
	  ○ External Tutor December 2021: 27 staff
	  ○ External Tutor February 2022: 24 staff
	  ○ CGDO April 2022 Beginners: 18 staff
	  ○ CGDO October 2022: 2x Beginners and Post beginners: 44
	  ○ CGDO Community Staff Group:22
	• In addition, a Gaelic Awareness course developed by the CGDO available to all staff on the Council's Learning Hub was launched December 2021; it has also been made available to National Library of Scotland (NLS), a partner in Capital Gaelic.
		135

	Cia mheud dreuchd a th' agaibh an-dràsta far a bheil Gàidhlig ann mar sgil riatanach? How many posts do you currently have where Gaelic is an essential skill? **1. 0-3 Groups:** 3 Playgroup Leaders (recruitment underway for additional staff); full time Early Years Gaelic Development Officer **2. Nursery and Primary:** • Teachers 22.34 FTE • PSAs 7.37 FTE • Admin team 2.04 FTE • EY team 5.76 FTE **3. Àrd Sgoil** • Depute Head Teacher: 1 FTE • 3 FTE [Full GME] • 1 FTE [GME & EME] • 3 part-time [GME] • 1 part-time [GME & EME]	
	Cia mheud neach-obrach a th' agaibh an-dràsta aig a bheil sgilean Gàidhlig? How many staff currently within the organisation have Gaelic skills? The most recent staff survey was done in November 2020 (totals reflect the number of people answering each question): 1. Interested in learning Gaelic • 1,779 colleagues (76%): not interested in learning Gaelic • 48 (2%): currently learning • 516 (22%): interested in learning 2. Level of Gaelic among staff • 2,230 colleagues (95%) had no Gaelic at present • 106 (5%): spoke some but were not fluent • 9 (0.4%): fluent While we don't have a formal update of these figures, the skill level among staff will have increased through Lunch and Learn classes and increased staff participation.	Increase on previous year

Foillseachaidhean **Publications**	Cia mheud foillseachadh a dh'fhoillsich am buidheann gu dà-chananach am-bliadhna? How many organisational publications have been published bilingually (Gaelic and English) this year? • None	None
Inbhe **Status**	Cia mheud soidhne dà-chànanach a chuir am buidheann an àirde am-bliadhna? How many new bilingual signs has the organisation erected this year? A range of signs and posters have been agreed/put in place (a range of formats used). These include: • Gaelic signage at the new Meadowbank • Range of signs and pop-up banners for the the Gaelic Books section in Edinburgh and Scottish Collection, Central Library via a graphic design project with S2 pupils at SG/JGHS for signs and pop-up banners: launched October 2022 • New signage at Darroch campus, JGHS • Castlebrae Community Campus • Central Library • Bangholm Sports Centre • Bangholm Outdoor Centre • Trinity Academy Sports Campus Existing signage arrangements: • SG/JGHS has 2 prominent Gaelic signs, which were erected during the initial school build. • TnaP aim for Gaelic-only signage. Ainmean-Àite na h-Alba – translation complete for: • St Cuthberts Primary Early Learning and Childcare • Signthill Primary Early Learning and Childcare • Victoria Primary Early Learning and Childcare • Nether Currie Primary Early Learning and Childcare • St Marks Early Learning and Childcare Main Entrance • Granton Primary Early Learning and Childcare • Calder Glen Early Learning and Childcare Entrance • Queensferry Early Learning and Childcare • Canaan Lane Primary Early Learning and Childcare • Craigentinny Early Learning and Childcare • Frogston Primary Early Learning and Childcare • St John Vianney Primary Early Learning and Childcare • South Queensferry Cemetery; • Dalry Cemetery	See narrative

Prìomhachasan a' Phlana Cànain Nàiseanta Gàidhlig
National Gaelic Language Plan Priorities

Cleachdadh na Gaidhlig / Using Gaelic

Ciamar a tha a' bhuidhinn a' toirt fàs air cleachdadh na Gàidhlig?

How is the organisation increasing the use of Gaelic?

This links to the priority "Gaelic is visible, encouraged and has a sustainable future" in our Gaelic Language Plan 2018-22.

This section gives an overview of how we have **increased the use of Gaelic** through increasing awareness of Gaelic events, publicity in Gaelic and supporting and promoting opportunities for participation. We have outlined activity in schools in a later section.

Communication - supporting and promoting opportunities to participate in Gaelic events:

1. We have developed a communications plan with SMART objectives:
    - To create an informative, accessible and engaging online network of content for all Gaelic speakers, (fluent and learner) and supporters of Gaelic in Edinburgh
    - To raise awareness of activities to encourage engagement and participation from all parts of the Gaelic community in the capital
    - To promote and strengthen wider awareness of Gaelic and its presence within the capital to both Gaelic and non-Gaelic speakers
    - Develop beneficial online links with Gaelic groups, initiatives, and communities across Scotland.
2. CGDO with our Communications Team continues to work to develop a series of regular News Beat articles (published on the Council's intranet) and to increase Facebook activity as a way of sharing opportunities more widely.

Expanding the Gaelic Offer in the City

As a member of a range of groups and committees, the CGDO supports both the development and the promotion of Gaelic activities:

1. Seachdain na Gàidhlig | Dùn Èideann: the CGDO is a member of committee and with Edinburgh University Gaelic Officer leads on the programme
2. Successful Digital Local Mòd, May 2022: the CGDO is a member of the committee which organised Fringe events and led Gaelic sessions during Fringe. CGDO supported the Edinburgh Pre-National Mòd ceilidh September 2022
3. Taobh na Pàirce and Àrd-sgoil Sheumais Ghilleasbuig (SG/JGHS) with CGDO engagement: developing opportunities for use of Gaelic in Edinburgh amongst youth and in partnership with:
    a. The National Library:
        i. Family Treasure Event May 20th, 2022, supported by Dolina Maclennan
        ii. Musical Event June 21st, 2022
        iii. Playground Game: Taobh na Pàirce, Àrd-sgoil Sheumais Ghilleasbuig 2021/22
    b. National Galleries:
        i. Labelling project from September 2022 JGHS pupils: the re-opening of the Scottish Gallery.
        ii. Your Art World project with Taobh na Pàirce: an online gallery showcases all the art February 2022

4. CGDO with Earth in Common and GME staff: project from May 2022, Ceòl is Nàdar. Provide young Gaelic speakers with the opportunity to use the language out with school. Focus on supporting people's wellbeing through using Gaelic, encourage or support families to use Gaelic together at home and create opportunities for adults to learn Gaelic
5. CGDO with TnaP and JG's: publicise Gaelic events and Gaelic learning opportunities for parents through their usual network
6. BBC Alba promotion of Gaelic in tourism – Invisible Cities 2022: CGDO supported Guides with "Gaelic for Tour Guides" sessions - Languages of Scotland tour launched May 2022. Featured on An Là BBC Alba
7. CGDO with The Edinburgh Local Mòd Committee: return of the Gaelic Lunches in Edinburgh from May 2022; originally set up and led by the late Iain Macleòid/ John Macleod. Iain who was originally from Carloway on Lewis was a champion of Gaelic language and culture all his life and actively involved with Gaelic development in Edinburgh. The first lunch May 2022: 24 attending. November 2022: 27 attending.

<u>Increasing awareness of developments in GME in Edinburgh:</u>

Within schools:

1. TnaP held two events in the last year for parents and members of the public to provide an update on progress with GME education.
2. Open Evening at Darroch Annexe – invitation to C6 & C7 parents from TnaP, as well as JGHS parent/carer community to visit the new GME-focused extension of JGHS. An audio tour was created by the Senior Leadership Team to share more information about the building and GME developments in Edinburgh. This event also supports enhanced transition.

Ionnsachadh na Gàidhlig / Learning Gaelic

Ciamar a tha a' bhuidhinn a' toirt fàs air ionnsachadh na Gaidhlig?

How is the organisation increasing the learning of Gaelic?

This links to priority "our communities are supported to be fluent and confident speakers" in our Gaelic Language Plan 2018-22.

We are actively engaged in delivering on the national strategy for adult Gaelic learners.

<u>Learning for the public:</u>

The CGDO supports:

1. Central Library:
   - Community Group Reading Club
   - Community Conversation Class

2. Gàidheil Dhùn Èideann: with senior members of the Gaelic Community to plan events suitable for native Gaels in the city. In partnership with NLS and Galleries for events. 9th June 2022 Private visit to NLS - Gaelic specific.

3. Gaelic Playgroups:
   - Conversation classes and opportunities to learn the language for preschool children/parents/carers: Gàidhlig is Cabadaich: fortnightly at NLS from March 2022
   - Book bug McDonald Road Library, 2022
   - Book bug Central Library, Edinburgh Local Mòd Fringe May 2022, International Book Festival August 2022

4. Gaelic Language classes in the Adult Education Programme:
    - Feb 22 – March 22: Beginner- 7 students Intermediate - 5 students
    - May 22 – Jun 22: Beginner - 7 students Intermediate – 7 students
    - Sep 22 – Dec 22: Beginner - 21 students Intermediate - 14

- Classes are protected against low uptake levels (i.e. less than 12 places filled) through subsidy from Gaelic funding.

Learning for staff Council-wide:

One of the aims of our Gaelic Language Plan is to improve the awareness, learning and use of Gaelic across the Council, in line with the objective of improving the visibility of Gaelic and to ensure staff are informed about the Gaelic Plan, history, culture and relevance of Gaelic in Edinburgh.
The CGDO is supporting this in a number of ways:

- CGDO with Learning and Development colleagues has developed a digital learning module for staff, "Gaelic Awareness" which was launched December 2021 and shared with National Library of Scotland
- Weekly "Lunch and Learn Gaelic" sessions for staff (Council and NLS) and Elected Members with blocks starting in April 2022 and October 2022. These have been very popular, with staff attending from a wide range of services in the council. Learn Gaelic and Duolingo recommended at these events as online resources for learning Gaelic.
- Additional evening classes for staff were provided by an external tutor, online from November 2021 and February 2022 for Beginners and Intermediate.

These activities have created a positive image and environment for Gaelic among staff.

Teaching in schools:

a) Staff language skills and development:

- We have support in place for staff to complete their Gaelic Language in Primary Schools training. We will continue to promote these opportunities to staff for future sessions.
- We operate a full programme of Career-Long Professional Learning (CLPL) input for staff across sectors, with the focus on Gaelic language and fluency and immersive pedagogy.
- TnaP provide financial support for externally delivered courses, as well as allowing time away for assessments and seminars; they are currently delivering bespoke in-house training to all staff. Specific Grant funding supports costs of externally delivered courses.
- Taobh na Pàirce regularly engage in Gaelic skills training:
    - Grammar Professional Learning x1
    - PSA x 1 engaged in Sabhal Mòr Ostaig course
    - Class teacher x1 engaged in Sabhal Mòr Ostaig course
    - Class teacher x1 engaged in SMO MEd – Gaelic Education
    - Class teacher x1 engaged in classroom language learning – in house learning

- GME staff attend regular meetings with Central Belt Gaelic Secondary Teachers group which considers QA, moderation, sharing resources and best practice.
- Three JGHS staff are following Gaelic Learners' courses delivered by Sabhal Mòr Ostaig.
- Two teachers who completed the full-time immersion course last year are currently engaging with follow-up Gaelic immersive input.
- Having completed the full-time immersion course last year, funded by Scottish government and BnaG, our GME Music teacher specialist is currently engaging with follow-up Gaelic immersive input and working across JGHS and TnaP

- Staff engage with professional learning opportunities through our global Edinburgh Learns offer to ensure parity of access to high quality provision with staff in English Medium settings. In addition, specific provision for GME staff is available through local and national providers.
- A central focus of CLPL input for staff across sectors, is on Gaelic language and fluency and immersive pedagogy. This is through a blend of accessing opportunities provided by partner organisations and bespoke, in-house engagement activity, designed to meet group and individual needs. External opportunities are funded through school, Scottish Government and grant applications to external sources.

b) Scope and scale of provision:

0-3 & Early Years Provision:

- Following informal consultation with staff and service users, a new Early Years GME Development Officer Post was created to improve cohesion and continuity across 0-5 services. The role allows for greater articulation across our services and increased collaboration within the local authority, local communities and with partners and colleagues across Scotland. Working in close partnership with Early Years QIEO/QIEM, school teams, partner providers, the Capital Gaelic Officer and network, this role has increased and enhanced partnerships to improve continuity and progression as families and children transition through the stages of early years provision. This post is funded through Scottish Government and Bòrd na Gàidhlig grants.
- Numbers attending Croileagan groups have increased steadily, with a number of new families having joined since the summer break. The groups continue to attract a diverse range of families, many from the local catchment area, with strong representation of bilingual and multilingual learners. Groups have been able to return to their original venues but maintain outdoor activity alongside indoor sessions. The team are leading sessions in libraries, in conjunction with our Capital Gaelic Development Officer and Capital Gaelic Network partners.
- Sgoil-àraich – the nursery class at Bun-sgoil Taobh na Pàirce, is operating with 1140 hours, using a term-time model, in line with the Early Years expansion plan.
- We are working in partnership with Òganan, who have now become a Partner Provider and are able to top-up provision so that families can receive their entitlement of 1140 hours of funded Early Learning and Childcare to children and families.

Schools:

- TnaP are delivering GME to 399 and 40 in nursery and host Òganan Dhùn Èideann as a Partner Provider and for Gaelic-medium wraparound-care.
- Our primary team have continued to focus on improving attainment and offering an immersive GME environment. This includes adapting practice to meet increased need in terms of support with Gaelic language, following disruption to learning and limited engagement with Gaelic provoked by the pandemic.
- Pupil Voice groups are well established, with a focus on a range of topics, including language and culture. These groups will be central to wider consultation and subsequent decision making on curriculum reform.
- In line with Edinburgh Learns for Life strategy, both schools have Equalities groups, reflecting current priorities at local authority and national levels and influencing school decision making.
- A renewed focus on partnership work provides curriculum enrichment across sectors. The Capital Gaelic Network is an increasingly significant resource in this respect.
- SG/JGHS has undergone a significant expansion of the GME Secondary provision:
    - Successful completion of Darroch Annexe refurbishment in October 2022 – S1 & S2 GME pupils attend the building for most of their GME subjects. The building is the “home” of Gaelic at JGHS and allows for the development and strengthening of our Gaelic ethos and identity.

- The majority of the S1 cohort now receive 9 of their subjects through the medium of Gaelic.
- S1 now receive Key Adult Time in Gaelic.
- The use of Gaelic has increased across the school, both in terms of the amount of time pupils spend being immersed in the language, and the opportunities staff have to communicate in Gaelic.
- The secondary curriculum offer has been expanded and enriched through increased staffing and investment in additional resources, i.e. mobile science lab equipment for Darroch; the addition of a music specialist to our cross-sector team.
- GME Depute Head Teacher now in place to provide strategic overview of GME at Secondary level at JGHS, as well as Community leadership for GME pupils
- All S1 &S2 pupils have been organised into a new GME community named Darach. This will expand in 2023/24 to include S1-S4, with hopes of strengthening and consolidating a GME-positive ethos across the school

Transitions:

- Support for transition within Early Years has been enhanced through the work of the Early Years Development Officer.
- An enhanced P7-S1 transition programme is in place for pupils to support well-being during the process and into the initial months in secondary. Transition is supported during both P6 and P7 through staff and pupil visits.
- Parents and families have greater opportunities for contact with secondary school staff and information regarding curriculum and learner experience through planned meetings and events.

Digital:

- We have secured Scottish Government funding for set up of classrooms in both school settings for use of Esgoil, helping us to increase the amount of Gaelic input available to pupils. The equipment has been installed and while some technical issues remain, we are now able to use successfully and we are contributing to teaching of the E-sgoil national offer (short term cover for E-sgoil teacher).
- Two classrooms will be fitted with equipment to enable Esgoil access at Darroch this session. Funding for this was secured from Scottish Government.
- GME pupils are benefiting from the 1:1 Empowered Learning programme being rolled out across the authority, with all learners from P6 onwards allocated a personal ipad.

Learning Environment:

- Improvements to acoustics at TnaP have notably improved the learning environment and are on-going.
- Planning for the refurbishment of the Old Janitor's House at TnaP is now complete and work will begin in February 2023. This project will provide a base for 0-3 services and extend the space available to all learners in the Early Years, including a bespoke space for outdoor learning activities.
- Refurbishment of Darroch Annexe is complete and the GME team and learners have successfully transitioned into the facilities. Further improvements are planned to provide a nurture room and outdoor learning spaces.

<u>d) Recruitment:</u>

- We are currently completing a short promotional film to support recruitment and retention of GME staff.
- TnaP regularly employ people who have an interest in Gaelic, who are perhaps in the early stages of learning, and provide a range of supports to enhance the development of their skills.
- Work is ongoing with key partners, including FE/HE institutions and other local authorities, to develop a programme for career-long professional development which will support recruitment and retention.

A'cur air adhart na Gàidhlig / Promoting Gaelic

Ciamar a tha a' buidhinn a' cur deagh iomhaigh air adhart airson na Gàidhlig?

How is the organisation promoting a positive image of Gaelic?

This links to our priority "Gaelic is visible, encouraged and has a sustainable future within the city of Edinburgh" and our ambition to support the development of a strong and vibrant Gaelic community.

The activities described below reflect our approach to increasing the prominence of Gaelic within schools and across Edinburgh, and our efforts to develop career opportunities and pathways for learners.

Initiatives designed to increase the visibility of Gaelic activity and resources across the City include:

1. Edinburgh trams: bilingual web page for the Newhaven route stops will be available online 2023, translated by Ainmean Àite na h- Alba 2022
   The following link shows the existing route stops available: https://edinburghtrams.com/plan-journey/route-maps-stops [See "If you would like this information in Gaelic, click here"]
2. Gaelic content on the Council web pages with the highest potential reach: Gaelic version of school term: School term dates 2023/24 – The City of Edinburgh Council.
3. Central library: in partnership with S2 Gaelic, Àrd-sgoil Sheumais Ghilleasbuig, bilingual signs on display in Edinburgh and Scottish Collection. Launched October 2022
4. Bilingual "welcome" poster with Comunn na Gàidhlig/Taobh na Pàirce pupils: on display at reception at City Chambers and Waverley Court
5. Web team with CGDO considering options for creating a duplicate of the homepage with Gaelic text
6. As in previous years, the Council support Gaelic involvement at The Scottish Storytelling Centre and the Scottish International Storytelling Festival, delivered by TRACS (a Council-funded organisation); Gaelic activity is included in TRACS' year-round programme.
7. The CGDO supported the Lord Provost to record an online greeting to Edinburgh's twin cities: Recorded 8th December 2021 – forwarded to twin cities Dec 2021

Activities to generate employment using Gaelic include:

- In line with the priorities of Edinburgh Learns for life, we are working alongside colleagues in other City of Edinburgh Council schools and with senior education officers to build on initial work on apprenticeship pathways for GME students. We are working with Capital Gaelic and broader partners to design work placements, which will link with frameworks being set up across City of Edinburgh Council schools to provide models adapted for GME learners.
- Through the Scottish Government Faster Rate of Progress network, we are working with colleagues from SQA, SDS, Education Scotland and partner authorities to take this work forward collaboratively with focus on offering young people a range of pathways to employment and FE/HE through GME.

Partnership approach to develop a programme of Gaelic Events:

Developing a programme of Gaelic Events

CGDO, City Arts Centre and JGHS:

- **Will Maclean exhibition**, 2022 with involvement from Gaelic Community and GME pupils with NLS archives; project across the three GME S1 classes. Link visual elements with written Gaelic for this project incorporating Gaelic texts, prose and poetry using mixed media, found objects and a focus on St Kilda inspired by Will Maclean's work. Musical and readings evening August 2022 linked to the show - a mixture of Gaelic music, stories and song. Storytelling session at JG's Sept 2nd and visit to exhibition with pupils' 23 Sept 2022
- **S2 pupils Painting Competition** inspired by the Donald Smith Exhibition. Online Presentation to pupils' 9th March 2022 with Cllr Macinnes.
- Central Library: Gaelic signage for Scottish/Gaelic section at Central Library. Launch 26th October 2022 with Professor Matthew Maciver. Music and song by pupils and members of the Gaelic Community

Capital Gaelic, Partnership with the National Library of Scotland:

The Capital Gaelic Development Officer, part funded by Bòrd na Gàidhlig, the National Library of Scotland and Comunn na Gàidhlig, started in post in November 2021.

Summary of progress of Capital Gaelic project 2022:

1. A network has been established among leads in key stakeholder organisations (NLS, NMS, NGS, SDS, CEC, EU, CnaG) to shape and share a high-level vision for Gaelic in Edinburgh (e.g., Gaelic belongs to everyone) to identify opportunities, share knowledge and expertise, and shape a vision for the future of Gaelic in the city. Regular meetings held with representation from all organisations
2. Promoting a positive image of Gaelic by increased its visibility through shared and co-ordinated activities (strengthening networks)
   - Capital Gaelic Facebook page: launched Sept 2022 with all network organisations contributing – daily posts
   - Community Gaelic Interest Group established involving staff from all network organisations: to give staff opportunity to voice their wishes for moving forward with Gaelic; also, an opportunity to meet socially with staff from other organisations with an interest in Gaelic language/culture/music etc. 22 staff registered with representation from all organisations. Supported by CGDO with regular meetings and a "Gaelic of the week" phrase
3. Strengthening connections with schools
   - Project based on topics of interest from P6-7 Taobh na Pàirce: Gaelic Career project – developing a learning resource on preparing for employment, CGDO with NLS, CnaG and SDS - focus on employability skills through an interactive programme helping pupils to tell positive stories about themselves, supporting job applications, assistance in preparing CV's
   - Established a Pupil voice group "Ar Guth" with senior pupils (S4-6) from James Gillespie's High School with support from CnaG officer:
     - First project: From November 2022: Gaelic Edinburgh - Student Video Tours Project; CGDO with NLS, CnaG and Ar Guth – project to develop short bilingual Gaelic/English video tours of 3 key locations around Edinburgh's Old Town:
       - Edinburgh Castle
       - Greyfriars Kirk and/or Kirkyard
       - National Library building on George IV Bridge
   - Year of Storytelling at NLS was supported by engagement with schools and the wider Gaelic community in Edinburgh: Event at National Library with pupils and adults – "Story through song"
   - Development of Foundational Apprentice in collaboration with SDS
   - CGDO with CnaG and NGS: from October 2022 – "art from a pupils perspective" - for the reopening of the Scottish Gallery
4. Collaborative working with Early Years Officers: Book bug/Reading Club/Coffee and Chat sessions
5. U3A Gaelic Reading Group supported by CGDO meet at National Library

Promotion of Gaelic in Tourism:

Having become a member of The Gaelic Tourism Implementation Group, Visit Scotland, the CGDO initiated

joint work with Invisible Cities (social enterprise with people who have been homeless) to develop Gaelic-related content (the history of Gaelic in Edinburgh and simple phrases) which Guides will incorporate in current tours. The CGDO:

- Led a training session on 16th March 2022 for new guides.
- Continues to promote Gaelic in tourism, Invisible Cities *Languages of Scotland* tour developed – trial 8th A: pril 2022, tour launched May 2022. Featured on An Là BBC Alba

Gaelic Hub

There is longstanding ambition to have a Gaelic Hub for Edinburgh with exhibitions, events and potentially a cafe to showcase and promote the language and heritage. Plans are at an early stage. CGDO is a member of this group.

The Council's CGDO and Business Gateway Team (Economic Development) have met with Ionad Gàidhlig Dhùn Èideann to discuss the proposed Gaelic Hub, and to propose a half day "strategy planning workshop" with Board Members, which was postponed due to pandemic.

Fiosrachadh dearcnachaidh eile
Other monitoring information

A’ brosnachadh Foghlam Gàidhlig
Promotion of Gaelic Education

Chan fheum ach Ùghdarrasan Ionadail seo a lìonadh a-steach
For Local Authorities only to complete

Fo Earrainn 15 de dh’Achd an Fhoghlaim (Alba) 2016, feumaidh ùghdarrasan ionadail aig a bheil foghlam Gàidhlig anns an sgìre aca seo a shanasachd ann an dòigh iomchaidh. Feumaidh gach ùghdarras ionadail sanasachd a dhèanamh air na còraichean a th’ aig pàrantan gus tagradh a dhèanamh airson foghlam Gàidhlig aig ìre na bun-sgoile agus foghlam luchd-ionnsachaidh na Gàidhlig a stèidheachadh. Ciamar a tha sibh a’ coileanadh an dleastanais seo?
Under Section 15 of the Education (Scotland) Act 2016, local authorities which already provide Gaelic education in their area must take reasonable steps to promote this. All local authorities must take reasonable steps to promote the rights which parents have under the Act to make a request for Gaelic Medium Primary Education and the potential provision of Gaelic Learner Education. Could you tell us how you are undertaking this?

We do this by providing information on provision and the application process, and through direct contact with interested parents:

- The Council’s public website includes a section on Gaelic in schools, which gives details of how to apply for a place in the GME primary school, Bun-sgoil Taobh na Pàirce (TnaP).
- Within the TnaP school setting, we meet regularly with parents who have an interest in Gaelic Medium Education. Examples include regular open afternoons for prospective nursery parents, one to one meetings with prospective parents, well planned- enrolment week, with open day, in November. This was on-hold during Covid-19 but has been reinstated in 2022.
- We have also taken significant steps to promote GME at the secondary level. The presence of Gaelic at SG/JGHS has grown, with an effective working partnership established between CEC Officers, schools and parent groups.

Pàrantan Corporra
Corporate Parenting

Chan fheum ach Pàrantan Chorporra seo a lìonadh a-steach
For Corporate Parents only to complete

Am b’ urrainn dhuibh dàta a thoirt dhuinn air an àireimh de dhaoine òga le Gàidhlig a tha, no a tha air a bhith, fo chùram a tha clàraichte leis an Ùghdarras.
Please provide data on the number of Gaelic-speaking care experienced young people registered with the Authority.

None this session.

Am b' urrainn dhuibh fiosrachadh a thoirt dhuinn air tachartasan no cothroman a tha sibh a' cur air dòigh airson daoine òga le Gàidhlig a tha, no a tha air a bhith, fo chùram a tha clàraichte leis an Ùghdarras. Please provide information on activities or opportunities you provide for Gaelic- speaking care experienced young people.

At JGHS, we have developed a team of staff with a specific role to ensure that care experienced pupils receive targeted support. One of our GME staff is part of this team thus ensuring that positive relationships developed in the classroom are built upon. Through a range of partnerships and fund-raising schemes, consistent with SG and CEC expectations, all pupils at JGHS have full and equitable access to the extensive range of extra-curricular activities.

At TnaP nothing currently exclusively offered to this group.

Co-ionannachd Equalities

Bu chòir don a h-uile buidheann seo a lìonadh a-steach
For all organisations to complete

An do chomharraich an t-ùghdarras poblach agaibh cùisean sònraichte sam bith co-cheangailte ri co-ionannachd chothroman a thaobh leasachadh na Gàidhlig?
Has your public authority identified any particular issues relating to equality of opportunity with regard to the development of Gaelic language?

- Every request for a place in one of the Gaelic schools has been met (i.e. there is no unmet need).
- The work in the primary school to embed the school in the community is resulting in an increasing number of pupils with local post-codes being enrolled in GME and so broadening the profile of the school community in terms of the population served, e.g. SIMD and ethnicity.
- The main challenge has been in securing teaching capacity, to ensure that GME is available across as wide a spectrum of learning as possible. As noted above, we have developed a recruitment strategy to help to address this.

A bheil poileasaidhean, modhan-obrach no dòighean-obrach sam bith co-cheangailte ri co- ionannachd a chaidh a chur an gnìomh leis an ùghdarras phoblach agaibh, no a tha gan cur an gnìomh an-dràsta, a bhuineas ri bhith a' cur co-ionannachd chothroman air adhart an lùib leasachadh na Gàidhlig? An inns sibh dhuinn mun deidhinn?
Are there any equalities policies, procedures or measures that have been implemented by your public authority, or are in the process of being implemented, that are relevant to advancing the equality of opportunity in the development of Gaelic language? Can you tell us about them?

Our key actions which are designed to advance equality of opportunity are as follows:

- Pupil Voice groups are established, with a focus on a range of topics, including language and culture. In line with Edinburgh Learns for Life strategy, both schools have Equalities groups, reflecting current priorities at local authority and national levels.

A bheil eisimpleirean ann de cheumannan sònraichte a ghabh sibh gus piseach a thoirt air in- ghabhail agus com-pàirteachas a tha air obrachadh gu sònraichte math a thaobh leasachadh na Gàidhlig taobh a-staigh an ùghdarrais phoblaich agaibh? An inns sibh dhuinn nam biodh sibh toilichte nan sgaoileadh Bòrd na Gàidhlig na h-eisimpleirean agaibh agus nan dèanamaid sanasachd orra.
Are there examples of implementing specific measures to improve inclusivity or engagement that have worked particularly well regarding Gaelic language development for your public authority? Please indicate if you would be happy for Bòrd na Gàidhlig to share and promote the examples provided.

Schools:

Taobh na Pàirce:

In addition to our focus on closing the attainment gap, staff make every effort to include pupils from all backgrounds in extra-curricular activities. Strategies include budgeting to allow pupils from low-income backgrounds to take part in trips at a reduced cost, or free of charge. This has been key in allowing pupils from varying demographics to have the opportunity to use their Gaelic in a social environment, as well as in the classroom.

This session, in partnership with the parent council, Taobh na Pàirce have established an inclusion fund which is ring-fenced to support learners who might need support in accessing particular items for school, extra-curricular activity etc.

Amasan airson Seirbhisean Corporra	**Corporate Service Aims**	
Àrd Phrionnsabalan	Overarching Principles	
1. Spèis Cho-ionann A h-uile gealladh anns a' phlana Ghàidhlig air a lìbhrigeadh dhan aon ìre anns a' Ghàidhlig agus anns a' Bheurla.	**Equal Respect** Gaelic language plan commitments delivered to an equal standard in both Gaelic and English. **Narrative** *The commitments in the report are structured around three strategic aims, and implementation is overseen by the Gaelic Implementation Group, a formal working group of the Council. This is the same implementation process used for all Council plans.* *A new Gaelic Learning Board was introduced during 2022 and oversees Gaelic Education.*	Rated green
2. Cothroman Follaiseach Gnìomhan practaigeach gus dèanamh cinnteach gu bheil fios aig luchd-obrach na buidhne agus am poball daonnan air na cothroman a th' ann gus Gàidhlig a chleachdadh leis an ùghdarras phoblach.	**Active Offer** Practical measures to ensure that staff and public are kept regularly informed of all opportunities that exist to use Gaelic in relation to the work of the public authority. **Narrative** This is well embedded in Education and has now been extended to libraries and museums – see detail in the main report. Information has been enhanced during 2022 through the Capital Gaelic project Facebook page.	Rated green
3. Treas Phàrtaidhean A' dearbhadh gum bi ALEOs agus cunnradairean eile ag obair gus plana Gàidhlig an ùghdarrais phoblaich a chur an gnìomh.	**Third Parties** Ensure that Arm's Length Executive Organisations and other contractors help with the delivery of the public authority Gaelic language plan. **Narrative** *Progress has been made with Edinburgh Leisure through the rebuilding of Meadowbank stadium, which will includes a bilingual signage (English/Gaelic) on the external building.* *Edinburgh Trams include Gaelic translation of all stop signs on their website.*	Rated amber

	All Strategic Partners in receipt of third part grants continued to be signposted to the Gaelic Implementation plan via a specific service condition in relation to their 3yr in principle Funding Agreement requirements.	
4. Gàidhlig na nì àbhaisteach Geallaidhean bhon phlana Ghàidhlig air an gabhail a- steach ann an structaran an ùghdarrais phoblaich tro thìde, le sgrùdadh cunbhalach airson cothroman a chomharrachadh taobh a-staigh bhuidseatan stèidhichte gus Gàidhlig a thoirt air adhart.	**Normalisation** Gaelic plan commitments are normalised within the structures of the public authority over time, with opportunities to grow Gaelic within existing budgets constantly assessed. **Narrative** The Council's Policy and Sustainability Committee, the Gaelic Implementation Group and the Officer Group are the relevant elements of the decision-making structure within the Council.	Rated amber
5. Pàrantan Corporra Gu bheilear mothachail air na dleastanasan a th' ann mar Phàrant Corporra gum bi a h-uile pàiste is neach òg fo chùram no a b' àbhaist a bhith fo chùram le Gàidhlig a' faighinn na h-aon cothroman 's a tha clann le cànain eile.	**Corporate Parenting** That the authority is aware of the duties of a Corporate Parent to ensure that looked after children and young people and care leavers with Gaelic receive the same opportunities as those with other languages. **Narrative** This would be considered as part of the assessment and support planning for the young person.	Rated green

Inbhe	Status	
6. Suaicheantas Ag amas air suaicheantas corporra anns a' Ghàidhlig agus anns a' Bheurla a chruthachadh nuair a thig a' chiad chothrom agus mar phàirt den phròiseas ùrachaidh. Bu chòir an aon ìre follaiseachd a bhith ann airson an dà chànain san t-suaicheantas.	**Logo** Aim to render the corporate logo in both Gaelic and English at the first opportunity and as part of any renewal process. The logo should demonstrate equal prominence for both languages. **Narrative** We have committed to doing this in our GLP but there is no renewal planned at present	Rated green
7. Soidhnichean Prìomh shoidhnichean air an dèanamh dà-chànanach nuair a thathar gan ùrachadh.	**Signage** Prominent signage will include Gaelic and English as part of any renewal process. **Narrative** See section 1 for a description of the range of formats introduced	Rated green: see above (section 1)

Conaltradh leis a' phoball	Communicating with the public	
8. Adhartachadh A' toirt teachdaireachd bhrosnachail seachad gum bithear daonnan a' cur fàilte air conaltradh a nì am mòr-shluagh ris an ùghdarras ann an Gàidhlig.	**Promotion** Positive message that communication from the public in Gaelic is always welcome. **Narrative** This is well-embedded in the Gaelic schools, where it is most relevant; and several Corporate staff use the BnG "happy to communicate" footer on emails	Rated green: see above (section 1)
9. Conaltradh sgrìobhte Bithear daonnan a' gabhail ri conaltradh sgrìobhte ann an Gàidhlig (litrichean, puist-d agus na meadhanan sòisealta) agus thèid freagairtean Gàidhlig a thoirt seachad a rèir a' phoileasaidh choitchinn.	**Written Communication** Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy. Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.	Rated green: see above (section 1)
10. Ionad-fàilte agus am fòn Nuair as urrainn do luchd-obrach le Gàidhlig an t-seirbheis seo a thoirt seachad, gheibh iad taic airson sin a dhèanamh, agus thèid sanasachd a dhèanamh air an t-seirbheis am measg a' mhòr-shluaigh.	**Reception and phone** Where Gaelic speaking staff are capable of providing this service, they are supported to do so and the service is promoted to the public.	Rated green: see above (section 1)
11. Coinneamhan Thèid coimhead gu cunbhalach air na cothroman a th' ann gus coinneamhan poblach a chumail gu dà-chànanach no ann an Gàidhlig, agus thèid sanasachd a dhèanamh orra.	**Public meetings** Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted. **Narrative** Opportunities tend to relate to school events; translation resources would be required	Rated amber

Fiosrachadh	Information	
12. Fiosan-naidheachd Prìomh fhiosan-naidheachd agus fiosan-naidheachd mu dheidhinn na Gàidhlig air an cuairteachadh sa Ghàidhlig agus sa Beurla.	**News releases** High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English. **Narrative** News releases related to Gaelic are routinely issued in both languages	Rated amber
13. Na Meadhanan sòisealta Thèid susbaint Ghàidhlig a sgaoileadh gu cunbhalach sna meadhanan sòisealta, agus sin a rèir an uiread luchd-cleachdaidh Gàidhlig a th' ann agus a dh'fhaodadh a bhith ann.	**Social Media** Gaelic content distributed regularly through social media, guided by the level of actual and potential users **Narrative** The CGDO has enabled a significant increase in social media presence. Early Years Services regularly distribute information in Gaelic through multiple social media platforms.	Rated green
14. An Làrach-lìn Bu chòir susbaint Ghàidhlig a bhith ri faotainn air làrach-lìn an ùghdarrais phoblaich, agus prìomhachas ga thoirt do na duilleagan a dh'fhaodadh an àireamh as motha de dhaoine a tharraing.	**Website** Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach. **Narrative** CGDO with Comunn na Gàidhlig and pupils from Àrd-sgoil Sheumais Ghilleasbuig, May 2021 - Gaelic version of school term dates.	Rated green
15. Foillsichidhean Corporra Thèid an ullachadh ann an Gàidhlig is Beurla, agus prìomhachas ga thoirt don fheadhainn a dh'fhaodadh an àireamh as motha de dhaoine a leughadh.	**Corporate Publications** Produced in Gaelic and English, with priority given to those with the highest potential reach.	Rated amber
16. Tairbhe a' Chànain Bidh pròiseas ann gus dèanamh cinnteach gu bheil a' Ghàidhlig a gheibhear san fhiosrachadh chorporra uile aig deagh ìre agus gun gabh a tuigsinn	**Language Utility** A process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high.	Rated green
17. Taisbeanaidhean Bu chòir beachdachadh gu cunbhalach air cothroman gus taisbeanaidhean poblach a	**Exhibitions** Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular	Rated green

shealltainn gu dà-chànanach no ann an Gàidhlig, le prìomhachas ga thoirt don fheadhainn a dh'fhaodadh a' bhuaidh as motha a thoirt air cùisean.	basis, with priority given to those with the highest potential impact. **Narrative** See above in sections on promoting and using Gaelic	

Luchd-obrach	Staff	
18. Sgrùdadh air sgilean Thèid sgrùdadh a dhèanamh air sgilean Gàidhlig an luchd-obrach agus na feumalachdan trèanaidh aca a thaobh Gàidhlig rè ùine gach plana.	**Internal audit** Conduct an internal audit of Gaelic skills and training needs through the life of each plan. **Narrative** Staff survey undertaken November 2020 (see section 1 above)	Rated green
19. Fiosrachadh Inntrigidh Bidh fiosrachadh mu Phlana Gàidhlig an ùghdarrais phoblaich mar phàirt den fhiosrachadh inntrigidh a gheibh luchd-obrach ùr.	**Induction** Knowledge of the public authority's Gaelic language plan included in new staff inductions **Narrative** Introduced in March 2019	Rated green
20. Trèanadh cànain Thèid cothroman trèanaidh is leasachaidh airson sgilean Gàidhlig a thabhann don luchd-obrach, gu h-àraidh mar thaic do bhith a' coileanadh Plana Gàidhlig an ùghdarrais phoblaich.	**Language training** Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority's Gaelic language plan. **Narrative** See section 2 above	Rated green
21. Trèanadh le Fiosrachadh mun Ghàidhlig Trèanadh le fiosrachadh mun Ghàidhlig, le prìomhachas air luchd-obrach aig àrd ìre, luchd co-dhùnaidh eile agus luchd-obrach air a bheil dleastanas a bhith a' conaltradh leis a' mhòr-shluagh.	**Awareness training** Gaelic awareness training offered, with priority given to senior staff, other key decision makers and staff dealing directly with the public. **Narrative** See above section 2 for the extensive range of activities underway, which are open to all groups of staff.	Rated green
22. Fastadh A' toirt aithne do is a' cur sùim ann an sgilean Gàidhlig an lùib nam pròiseasan fastaidh air feadh an ùghdarrais phoblaich.	**Recruitment** Recognising and respecting Gaelic skills within the recruitment process throughout the authority **Narrative** As per standard recruitment process re essential and desirable knowledge, skills and experience.	Rated green
23. Fastadh Bidh Gàidhlig air a h-ainmeachadh mar sgil riatanach agus / no a tha na buannachd ann an tuairisgeulan	**Recruitment** Gaelic named as an essential and / or desirable skill in job descriptions in order to deliver the Gaelic	Rated green

obrach gus cuideachadh le bhith a' cur a' Phlana Ghàidhlig an gnìomh agus a rèir an stiùiridh bho Bhòrd na Gàidhlig airson luchd-obrach fhastadh.	language plan and in accordance with the Bòrd na Gàidhlig recruitment advice. **Narrative** As per standard recruitment process re essential and desirable knowledge, skills and experience.	
24. Fastadh Bidh sanasan-obrach dà-chànanach ann no ann an Gàidhlig a-mhàin airson a h-uile dreuchd far a bheil Gàidhlig na sgil riatanach.	Recruitment Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill. **Narrative** As per standard recruitment process re essential and desirable knowledge, skills and experience.	Rated green
Corpas na Gàidhlig	**Gaelic Language Corpus**	
25. **Gnàthachas Litreachaidh na Gàidhlig** Thèid cumail ris an tionndadh as ùire de Ghnàthachas Litreachaidh na Gàidhlig anns na stuthan sgrìobhaidh uile a thèid fhoillseachadh leis an ùghdarras phoblach.	**Gaelic Orthographic Conventions** The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority. **Narrative** Relevant written materials comply.	Rated green
26. **Ainmean-àite** Iarrar agus gabhar ri comhairle bho Ainmean-Àite na h-Alba air ainmean-àite Gàidhlig.	**Place names** Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used. **Narrative** Advice sought but cost prohibitive (£30 per name)	Rated amber

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Policy and Sustainability Committee

10:00am, Tuesday, 21 March 2023

Updated Planning and Performance Framework 2023-2027

Executive	**Executive**
Wards	
Council Commitments	

1. Recommendations

1.1 Notes the Business Plan measures (Appendix C) have been updated to align with the amended Business Pan which will be submitted to Full Council on 16 March 2023. If required, any additional changes approved by Full Council that impact on the business plan measures will be reflected in Appendix C (Business Plan Measures) of this report.

1.2 Notes that the Business Plan measures (Appendix C) and the Public Performance Scorecard measures (Appendix D) reflects feedback received from Elected Members APOG sessions on the Planning and Performance Framework.

1.3 That the Policy and Sustainability Committee approve the updated Planning and Performance Framework to reflect the Council's updated Business Plan 2023-2027, Our Future Council, Our Future City, including the initial suite of Key Performance Indicators (KPIs) and the proposed Public Performance Scorecard.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Edel McManus, Change & Delivery Manager

Strategy and Communications Division, Corporate Resources

E-mail: edel.mcmanus@edinburgh.gov.uk

Report

Planning and Performance Framework

2. Executive Summary

2.1 The updated Council Business Plan 2023-2027: Our Future Council, Our Future City was submitted to the City of Edinburgh Council on 15 December 2022. Following the approval of the budget an amended Business Plan will be submitted to Full Council on 16 March 2023. If required, any changes approved by Full Council that impact on the business plan measures will be reflected in Appendix C (Business Plan Measures).

2.2 Whilst our approach, model and methodology for planning and performance remains largely unchanged from the Framework approved by the Policy and Sustainability Committee on 1 June 2021, we have updated the Framework to reflect how we will measure the priorities, outcomes and actions in the updated Business Plan.

2.3 The purpose of this report is to present the updated Planning and Performance Framework (Appendix A) along with the initial suite of measures (Appendix C) to reflect the Council's updated Business Plan 2023-2027, for consideration.

2.4 The framework also includes the development of a Public Performance Scorecard to further enhance performance monitoring across the Council. A full list of the Public Performance Scorecard Key Performance Indicators (KPI's) can be found in Appendix D.

3. Background

3.1 The Council Business Plan 2023-2027 sets out the three main priorities the Council will focus on in the coming years:

- Ending poverty In Edinburgh
- Becoming a net zero city by 2030
- Create good places to live and work

3.2 The approach, model and methodology for the Planning and Performance Framework, as approved by the Policy and Sustainability Committee, remains largely unchanged.

3.3 The updated Planning and Performance Framework 2023 -2027 primarily focuses on:

- our approach to measuring the Business Plan priorities and outcomes and how we will track the actions detailed in the delivery plan.
- the key measures we will use to measure the delivery of the Business Plan
- the development of the Public Performance Scorecard measures to further enhance performance reporting and monitoring.

4. Main report

4.1 Following the development of the updated Business Plan 2023-2027: *Our Future Council, Our Future City,* officers have updated the Planning and Performance Framework (PPF) to ensure the framework is aligned to the refreshed Business Plan and its associated delivery plan. Appendix B Strategic Outcomes Map shows how our Business Plan outcomes and objectives align to the National Performance Framework Outcomes and the Best Value themes.

4.2 Our approach, model and methodology for Planning and Performance remains largely unchanged from the Planning and Performance Framework approved by Policy and Sustainability Committee on 1 June 2021. The Planning and Performance Framework is underpinned by the Plan, Do, Check, Act/Review continuous improvement model and sets out an annual cycle of service planning, service review and ongoing performance monitoring throughout the organisation. **The updated Planning and Performance Framework 2023-2027 is set out in detail in Appendix A of this report.**

4.3 The areas of most significant change relate to:

- how and what we will use to measure delivery of actions and the impact on the priorities and outcomes in the Business Plan.
- the development of a Public Performance Scorecard to further enhance key service performance monitoring across the Council.

Measuring The Business Plan

4.4 The updated Business Plan 2023 -2027 (Our Future Council, Our Future City) sets out three cross cutting priorities and ten key outcomes. The Business Plan is underpinned by a detailed delivery plan, which will be refreshed over the five-year period, and that initially identifies key actions (projects/workstreams) we will deliver in the next two years for each of the outcomes.

4.5 The priorities and outcomes set out **what** the Council wants to achieve, and the actions set **how** we will achieve the priorities and outcomes.

4.6 To measure the Plan, we will:

- measure and monitor how well we are progressing our actions and

- monitor the KPI's that will show the effectiveness of our actions in achieving our outcomes.

4.7 This approach that ensures a focus on implementing and monitoring the actions in the delivery plan, monitoring the impact of those actions through our outcome KPI's and more broadly tracking the long-term high-level measures we hope to influence through delivery of the Plan as a whole.

4.8 To do this we will measure and monitor:

- **Actions (short term)**: the delivery plan identifies the specific actions we will take to deliver the outcomes in the Business Plan. To track our progress, we have assigned short term milestones for each of the actions in the delivery plan.
- **Outcomes (medium term):** for each outcome, we have identified the key performance indicators that we expect to impact/improve in the medium term as a result of completing actions and milestones. Where possible, for each outcome KPI we will set an Aim, which is the impact/improvement we would like to achieve in the medium term and an annual target to measure our progress towards our aims.
- **Strategic Priority measures (long term):** these are the long-term overarching measures we expect to influence over time as a result of delivering the Business Plan priorities, outcomes and actions as a whole. We have identified 12 measures which are primarily city-wide measures.

4.9 The Business Plan measures will be monitored by the Council Leadership Team (CLT) and Directorates/service teams on a regular basis and an annual Business Plan Progress Report will be submitted to the Policy and Sustainability Committee and referred to Full Council for consideration.

4.10 The Plan, which covers a five-year period, includes a number of assumptions such as budget and business case approval, that may be required to progress some of the actions in the Plan. Therefore, the Plan, performance measures, targets and aims will be reviewed on an annual basis to ensure that they remain fit for purpose and relevant to the key priorities and outcomes in the Business Plan.

4.11 Appendix A (The Updated Planning and Performance Framework 2023-2027- pages 9-11) sets out the approach to measuring the Business Plan in detail. A full list of the Business Plan Milestones, Outcome and Strategic Priority Measures can be found in Appendix C (Business Plan Measures).

The Public Performance Scorecard:

4.12 The Public Performance Scorecard is a suite of core service KPIs from across the Council to monitor the day-to-day delivery of services. The Scorecard will be

monitored and actioned on a regular basis through CLT, Directorate and Service meetings. The Public Performance Scorecard is in addition to the detailed performance reporting aligned to the role and remit of the Executive and other Committees in the Council. Appendix D – Public Performance Scorecard Measures provides a full list of Key Performance Indicators we will monitor.

4.13 The Public Performance Scorecard will be produced on a quarterly basis and will be submitted to the Governance, Risk and Best Value Committee as part of its general remit for scrutiny across the Council. Any significant concerns with a particular area of performance can be referred to the relevant Committee.

4.14 The Public Performance Scorecard will culminate in the Annual Public Performance Report at the end of the financial year. The report will be submitted to Governance Risk and Best Value Committee along with the Annual Local Government Benchmarking Update report. The Annual Public Performance Report will be referred to Full Council for consideration.

5. Next Steps

5.1 The process to develop Annual Service Plans at Directorate and Divisional level will commence in Quarter 1 of 2023/2024.

5.2 Scorecards, dashboards and reporting regimes will be developed for both the Business Plan and the Public Performance Scorecard.

6. Financial impact

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

7. Stakeholder/Community Impact

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

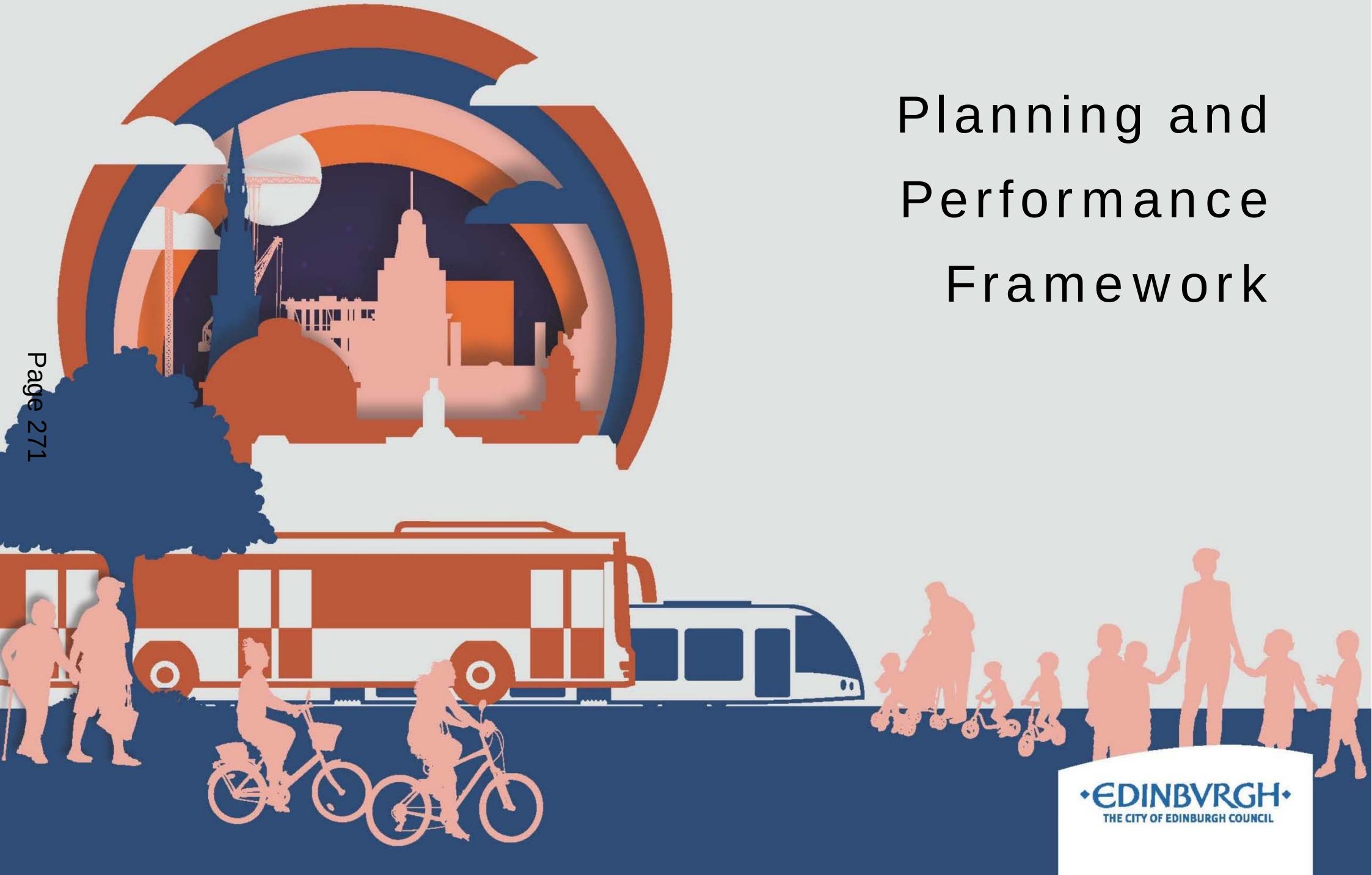
8. Background reading/external references

8.1 Council Business Plan 203-2027: Our Future Council, Our Future City

9. Appendices

9.1 Appendix A – Updated Planning and Performance Framework 2023-2027
9.2 Appendix B – Strategic outcomes map
9.3 Appendix C – Business Plan Measures
9.4 Appendix D – Public Performance Scorecard Measures

Planning and Performance Framework



EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

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Introduction

The Planning and Performance Framework sets out our approach to planning and performance in the Council. It sits alongside the Council Business Plan: Our Future Council, our Future City 2023 – 2027, and will monitor progress against our three priorities and ten outcomes:

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

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

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

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National Context and Statutory Duty

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

National Performance framework

The Scottish Government's National Performance Framework aims to:

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

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

Best Value

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

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

The Accounts Commission's Direction 2021 on Public Performance Reporting came into force in December 2021 and defines how local authorities can show that they are achieving Best Value for the people they serve. We will ensure our framework is kept under review and in line with any future changes in guidance.

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

At the time of writing this framework the City of Edinburgh Council's most recent Best Value Assurance report was published on 26 November 2020. Recommendations in the report are being actioned and progress regularly monitored through Committee.

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

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

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Edinburgh Council Strategic Context

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

City Vision 2050

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

Edinburgh Partnership

Through the Edinburgh Partnership we are committed to working with our community planning partners – including community groups and community councils, public, private, and third sector organisations – across the city to deliver the outcomes and goals we all share, and which can only be achieved when we work together.

The Edinburgh Partnership Community Plan 2022- 2028 describes the framework for that joint working and focuses on actions needed to end poverty in Edinburgh.

To do this, partners are committed to working together, seeking opportunities to share assets, services, and resources towards the three common outcomes set out in the Edinburgh Partnership Community Plan:

- Enough money to live on. All partners are committed to working together to deliver a more coordinated approach to income maximisation, support, and advice services. The Plan aims to make sure all residents have access to income maximisation support where and when they need it and receive the same high-quality support wherever they are in the city.
- Access to work, training and learning opportunities. Partners are committed to working together to provide new and additional targeted support to help people into work, training, or learning. This includes planning of intensive integrated family support programmes, support for people on release from prison, support for care experienced young people, and improved support for people from the BAME community.
- A good place to live. The places people live and work, their connections with others and the extent to which they can influence the decisions that affect them, all have a significant impact on their quality of life and wellbeing. Towards this, all partners are committed to working together to create good places to live in Edinburgh and accessible and open places, with good links to health, childcare, and other services.

Business Plan

The Business Plan was approved by Full Council in December subject to amendment following budget approval in February 2023. This includes a detailed delivery plan setting out the specific actions we will deliver, initially in the first two years.

The Business Plan sets out three priorities and ten outcomes for the Council. The three priorities are:

- End poverty in Edinburgh
- Become a net zero city by 2030
- Create good places to live and work.

Edinburgh Health and Social Care Partnership

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

The services for which the EIJB is responsible are provided by The City of Edinburgh Council and NHS Lothian through the Edinburgh Health and Social Care Partnership (EHSCP). The EHSCP provides services as set out in directions from the IJB to the Council and NHS Lothian as well as the IJB's strategic plan.

The EIJB is currently developing their new strategic plan, which is scheduled to be published in April 2023, subject to approval, and thereafter will develop a new performance framework. The EIJB Performance and Delivery Committee provides assurance to the EIJB of operational performance of services delivered by the HSCP. The EIJB must publish an Annual Performance Report each year containing not only local performance information but also an assessment of performance against the Core Suite of Integration Indicators and the Ministerial Strategic Group for Health and Community Care Objectives. The 2021-22 Annual Performance Report was published in autumn 2022. The EIJB is responsible for performance monitoring and scrutiny of the HSCP services, however it is recognised the Council continues to have an interest in the services provided by the Council for HSCP.

Key Strategies and Plans

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

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Performance Management - Integrated Planning and Performance

Overview

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

The framework ensures that our priorities, outcomes and actions (key projects/workstreams) are aligned to performance measures which are appropriately monitored and actioned.

To measure the Plan effectively we will:

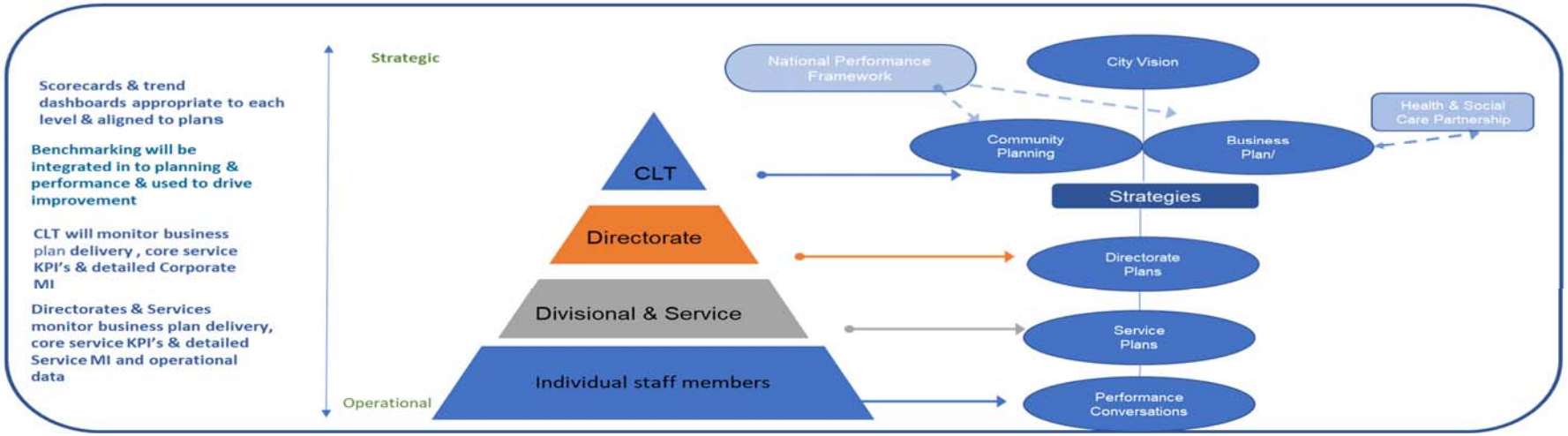
- measure and monitor the progress we make in delivering the Business Plan actions,
- identify and monitor the KPI's that show the impact/improvement achieved for each of the outcomes as a result of delivering the actions
- identify and monitor the measures that will demonstrate the overall delivery of our three strategic priorities and the Plan as a whole.

Alongside monitoring delivery of the Business Plan, we also monitor service delivery performance at each level in the organisation through management and operational performance information.

We will further enhance performance monitoring through the development of a Public Performance Scorecard providing a suite of key performance indicators from across Council services that will be monitored internally, scrutinised through Committee and published on our website.

The framework will be underpinned by the "Plan, Do, Check, Act/Review" continuous improvement model and delivered though a robust annual cycle.

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



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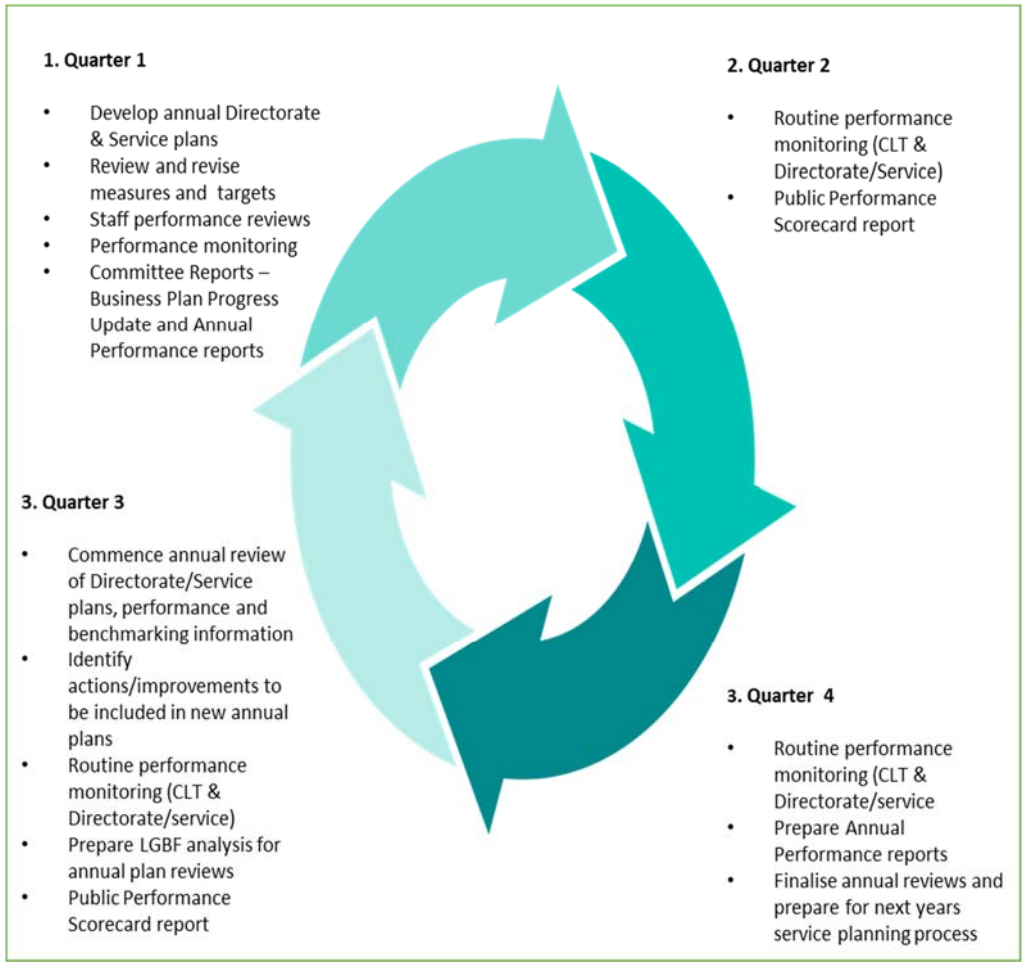
The core components of the Planning and Performance annual cycle are summarised in the illustration below:

Performance and Planning Annual Cycle



Annual service planning (Q1): The planning stage will commence in the first quarter of the year and will focus on what services expect to deliver over the next 12-month period. It takes into account the output from the review process and annual budget cycle. It This approach will cascade the priorities and outcomes in the Business Plan down through annual service plans to individual workloads. To ensure that the process is simple but meaningful we have a Plan on a Page template and supporting guidance pack.

Annual plan review process (Q 3-4): The review process will commence towards the end of the third Quarter and be finalized in the fourth Quarter. This review will inform our annual performance reports, feed into the annual budget process and the annual service plans for the next year. The process is supported by a review template and guidance pack. The pack will include consideration of our performance and benchmarking data including Local Government benchmarking data. As part of the process, performance measures and targets will be reviewed to ensure they remain relevant. Any changes to the Business Plan or the performance measures would be submitted to Committee for consideration.

Monitoring (Q1-Q4):

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

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Roles and Responsibilities

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

Role	Responsibilities
Accounts Commission	Independent public watchdog of local government. Their reports are publicly available.
Elected Members/Committees	Responsible for scrutinising and approving the Council Business Plan, strategies and performance information through the Committee structure.
Corporate Leadership Team (CLT)	Strategic responsibility the approval and monitoring of for our Business Plan, delivery plans and strategies. CLT are also responsible for monitoring performance and agreeing actions and resources to address areas of underperformance
Executive Directors	Strategic responsibility for the delivery of Directorate priorities and annual plans in line with the Councils Business Plan. They have overall responsibility for the performance of the services that sit within their Directorates. Executive Directors are also responsible for ensuring that Annual Directorate plans are developed, reviewed and actioned on an annual basis.
Service Directors / Heads of Service	Responsible for the development of their annual Divisional/Team plans including performance measures and targets. They are responsible for monitoring of performance, managing under performance and supporting their teams to deliver their plans and services. They are also responsible for ensuring that annual service plans are reviewed and actioned on an annual basis
Senior Managers/Team Managers	Responsible for managing the performance of their teams and supporting their teams to deliver the objectives in their annual service plans which contribute to the wider outcomes in the Business Plan. They are also responsible for the operational delivery and performance of all services within their remit.
Individuals	All employees contribute to the delivery of our Business Plan and service delivery through completion of the objectives/tasks allocated to them as agreed through the Councils appraisal process and team plans.
Data, Performance and Business Planning Team	Responsible for the development and implementation of the Planning and Performance Framework in collaboration with CLT and Service Teams. The team is also responsible for the: • production of scorecards and dashboards and supporting effective monitoring and continuous improvement in the Council. • production of wider management and operational data, statutory data, benchmarking and deep drive analytics as required by services • development of Committee performance reports in collaboration with CLT and Service Managers • maintaining and developing the Council's performance and data webpages • ensuring that the Council's performance management framework aligns to Best Value Directives.

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Key Performance Measures

Monitoring the Business Plan:

The Business Plan 2023-2027 (Our Future Council, Our Future City) sets out:

- our three overarching priorities,
- our ten outcomes we want to achieve
- the actions (key projects and workstreams) that we will undertake to deliver the outcomes and progress our overarching priorities

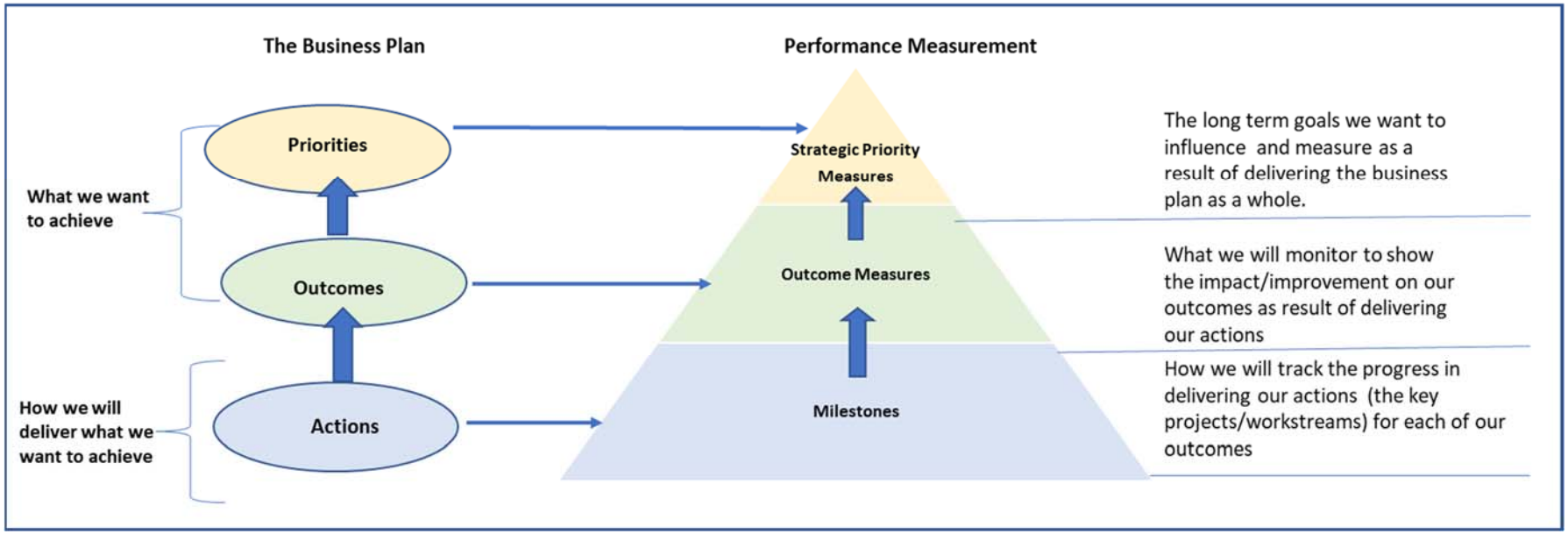
The Business Plan is underpinned by a delivery plan, which will be refreshed over the five-year period, initially sets out in greater detail the actions we will deliver in the next two years for each of the outcomes.

The Priorities and Outcomes set out what the Councils wants to achieve, and the actions set how we will achieve the priorities and outcomes.

To measure the Business Plan, we will:

- measure and monitor how well we are progressing our actions and,
- identify and monitor the KPI's that will show the effectiveness of our actions in achieving our priorities and outcomes.

This approach ensures a focus on tracking progress with the actions in the delivery plan, monitoring the impact of those actions through our outcome KPI's and more broadly tracking the long-term high-level measures we hope to influence through delivery of the plan as a whole. The diagram below demonstrates the inter-relationship between the Business Plan and how we will measure delivery of the plan.



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To do this we will measure and monitor:

Actions (short term – 2 years): The delivery plan identifies the specific detailed actions we will undertake in the next two years to progress the outcomes in the Business Plan. To track our progress, we have assigned short term milestones targets for each of the actions.

Outcomes (medium-term 3-5 years): For each outcome we have identified the key performance indicators that we expect to impact/improve in the medium term as a result of completing the actions in the delivery plan. Where possible, an aim and an annual target will be set for each outcome measure:

- Aims: this is the estimated impact we are aiming to achieve in the medium term as a result of completing our actions. The aims are based on the current position and what we know now, for example: current demand, performance, financial position.) and following the successful delivery of the actions.

  The Plan, which covers a five-year period, includes a number of assumptions such as budget and business case approval, that will be required to progress some of the actions. Therefore, aims will be reviewed on an annual basis and refined as the actions and projects develop and in response to changing internal and external factors in subsequent years.

- Annual targets: we will also set an annual target for each measure to track progress towards our aims. The annual target will reflect what we aim to achieve whilst we progress the improvement actions in the Plan.

Overarching Strategic Priority measures (long term 5-10+ years): these are the long-term overarching measures we expect to influence over time by delivering the Business Plan priorities and outcomes as a whole. We have identified a set of 12 measures which are primarily city-wide measures. City-wide measures reflect areas where we may be able to influence changes in performance but are not in sole control of all the factors that may impact performance. Whilst it is not always possible to set a specific performance target for city wide measures, they provide a useful barometer for overall progress of the Business Plan and may inform decisions to take additional/remedial actions.

Monitoring the Quarterly Public Performance Scorecard:

The Public Performance Scorecard is a suite of core services KPI's from across the Council to monitor the day-to-day delivery of services. It will be monitored on a quarterly basis and actions taken to address areas of underperformance.

Key Performance Indicators – general principles:

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

Performance measures and targets will be reviewed on an annual basis to ensure that they remain aligned to the delivery plan and relevant to the key priorities, outcomes. The performance framework will evolve as the delivery plan and underpinning strategies, plans and projects currently at an early stage develop and performance measures emerge or are refined. Any changes to the measures and targets will be submitted to Committee for approval.

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

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

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

In some cases, a target can only be set when a baseline for the data has been established. A new baseline may be required, for example, where the KPI's is a new measure and so no previous trend data is available, the calculation for the metric has changed from the previous year or an event has happened such that the previous year's data is not comparable.

Appendix C – Business Plan Measures

Benchmarking

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

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

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

We carry out additional analysis on the data which includes a five-year trend analysis and comparison to the national average, the LGBF family group and urban comparators. The report is discussed by the Corporate Leadership Team, Executive Directors, Service Directors/Heads of Service and senior managers across the Council to highlight areas of under-performance or best practice and inform future service planning and improvement actions. The report is then submitted to Committee on an annual basis for further scrutiny and published on our website for citizens to access.

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

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

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Performance monitoring and scrutiny

For the Business Plan we will develop scorecards to track and monitor the key actions, milestones and the associated KPI's.

We also develop a quarterly Public Performance Scorecards and trend dashboard to provide a general view of performance across core services.

Performance monitoring is further enhanced through detailed service management information and operational data embedded across the organization.

Council Management Teams

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

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

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

Elected Members Scrutiny

Elected Members scrutiny of strategies, plans and performance is aligned to the Committee structures and relevant to the role and remit of each Committee. Each Committee receives a range of performance related information through progress reports on strategies and plans as well as routine and ad hoc service delivery performance reports as agreed. Where appropriate reports are referred to Full Council for consideration.

On an annual basis we will submit a Business Plan Progress Report to the Policy and Sustainability Committee. The report will provide an update on the Business Plan actions and milestones, performance against the outcome KPI's and a health check overview of the high-level overarching measures for the Plan.

The Public Performance Scorecard will be produced on a quarterly basis and will be submitted to the Governance, Risk and Best Value Committee as part of their general remit for scrutiny across the Council. Any significant concerns with a particular area of performance can be referred to the relevant Committee.

The Public Performance Scorecard will culminate in the Annual Public Performance Report at the end of the financial year. The report will be submitted to Governance Risk and Best Value Committee along with the Annual Local Government Benchmarking Update report. The Annual Public Performance Report will be referred to Full Council for consideration.

Public Reporting of Performance Information

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

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

- The Annual Business Plan Progress Report
- The Quarterly Public Performance Scorecard
- The Annual Public Performance Report
- The Local Government Benchmarking Framework Report

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

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

APPENDIX B - STRATEGIC OUTCOMES MAP

Council Business Plan 23 - 27		Edinburgh Partnership - Community Plan/LOIP	National Performance Framework	Best value
Outcome	**Objective**			
				7. Fairness and equality
				6. Sustainability
				5. Working with communities
				4. Partnerships and collaborative working
				3. Effective use of resources
				2. Governance and accountability
				1. Vision and leadership
			Poverty: We tackle poverty by sharing opportunities, wealth and power more equally	
			International: We are open, connected and make a positive contribution internationally	
			Human Rights: We respect, protect and fulfil human rights and live free from discrimination	
			Health: We are healthy and active	
			Fair work and business: We have thriving and innovative businesses, with quality jobs and fair work for everyone	
			Environment: We value, enjoy, protect and enhance our environment	
			Education: We are well educated, skilled and able to contribute to society	
			Economy: We have a globally competitive, entrepreneurial, inclusive and sustainable economy	
			Culture: We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	
			Communities: We live in communities that are inclusive, empowered, resilient and safe	
			Children and Young People: we grow up loved, safe and respected so that we realise our full potential	
		A good place to live		
		Access to work, learning and training opportunities		
		Enough money to live on		

1: Core services for people in need of care and support are improved	1a: Act as good corporate parents so that children and young people feel safe, healthy, and nurtured		Y		Y											Y	Y					Y
	1b: Support all services in Edinburgh to support children's needs and deliver on the Promise		Y		Y											Y			Y			Y
	1c: Work with partners to make sure that children and vulnerable adults are safe and protected through consistent city-wide approaches				Y												Y		Y			
	1d: Ensure children have the best start to life through expanding the uptake of early years care and support		Y		Y																	Y
	1e: Ensure that the care needs of vulnerable adults in Edinburgh are met consistently and safely					Y						Y	Y									Y
2: People can access fair work and the support they need to prevent and stay out of poverty and homelessness	2a: Reform Money and Welfare Advice services to prevent crisis escalation, increase the number of citizens fully accessing benefits entitlements, and reduce the number of families experiencing problem debt	Y						Y			Y		Y		Y				Y			Y
	2b: Design and roll out a new whole-family support model across the city, embedded in community settings to support early intervention and prevent poverty and homelessness	Y		Y		Y							Y		Y		Y		Y			
	2c: Deliver the Edinburgh Guarantee and our employability programmes, supporting more citizens into sustainable, fair work, and helping to tackle in-work poverty	Y	Y					Y			Y		Y		Y		Y		Y		Y	
	3a: Deliver improvement in waste collection, recycling and cleansing service performance			Y		Y				Y							Y					

3: Edinburgh is a cleaner, better maintained city that we can all be proud of	3b: Ensure our parks and green space are safe, well maintained, and accessible to all			Y		Y				Y											Y	Y
	3c: Deliver long-term sustainable investment in the city's roads, paths pavements, gullies and street lighting			Y		Y				Y								Y				
4: People can access public services locally and digitally in ways that meet their needs and expectations and contribute to a greener net zero city	4a: Improve access to and co-location of services by embedding the 20-minute neighbourhood approach in all council building and public realm projects			Y		Y	Y			Y			Y		Y	Y	Y		Y	Y	Y	Y
	4b: Review our library model to improve access to library and community services			Y		Y	Y													Y		Y
	4c: Work with Edinburgh Leisure and other partners to ensure inclusive access is maintained to sport, fitness and leisure activity across the city			Y	Y							Y	Y						Y			Y
	4d: Deliver Council led infrastructure investments, policies and strategies that enable Edinburgh's transition to a net zero city			Y						Y								Y			Y	
5: People have decent, energy efficient, climate proofed homes they can afford to live in	5a: Increase supply of affordable housing with an ambition to reach 25,000 new affordable homes	Y		Y		Y							Y		Y	Y						
	5b: Deliver efficient regulation of short term lets to increase access to housing			Y		Y																
	5c: Deliver improvements to the council housing repairs service, increase tenant satisfaction, and improve operational efficiency			Y		Y																
	5d: Continue to invest in ensuring that all Council owned homes will be brought up to climate-ready and modern standards so all our tenants have a warm, safe and secure home			Y		Y				Y		Y	Y					Y				

6: Attainment, achievement, and positive destinations are improved for all with a particular focus on those in poverty	6a: Deliver inclusive education that supports children to develop a love of learning and go on to positive destinations	Y	Y		Y				Y				Y			Y						Y
	6b: Deliver community based support that builds resilience		Y		Y	Y			Y										Y	Y		
	6c: Invest in actions we know work to improve equity and reduce the cost of the school day	Y	Y		Y				Y						Y							Y
	6d: Develop a workforce that feel part of a team and are supported and challenged to continuously improve		Y		Y				Y				Y					Y				
	6e: Invest through our capital programme to ensure that our learning estate targeted to areas of deprivation and areas of new demand due to city growth		Y		Y	Y			Y									Y				Y
7: People use decarbonised public transport and active travel as the first choice way to get round the city	7a: Deliver agreed investment increases in active travel, street design, road safety and local mobility systems in alignment with City Mobility Plan commitments and related action plans.			Y		Y				Y		Y					Y	Y		Y	Y	
	7b: Work in partnership with local bus companies to agree plans for the decarbonisation of the bus infrastructure and improve Edinburgh's public transport offer in alignment with City Mobility Plan commitments and emerging Public Transport Action Plan			Y		Y				Y									Y		Y	
	7c: Complete the Trams to Newhaven project and develop plans for further expansion of the network in alignment with City Mobility Plan commitments.			Y						Y											Y	

	7d: Deliver the approved Low Emission Zone scheme			Y						Y		Y									Y	
	7e: Increase the number of publicly accessible Electric Vehicle chargers and continue to invest in the transition of the Council fleet			Y						Y												
8: Edinburgh is a climate adapted city, with biodiverse green spaces, and cheaper cleaner networks for energy use	8a: Develop a new Adaptation plan to climate proof our infrastructure, communities, business and the natural and built environment			Y		Y		Y		Y					Y			Y	Y	Y		
	8b: Create new publicly accessible open space and biodiverse green space within the Granton development working towards a ground-breaking coastal park.			Y		Y				Y		Y							Y			
	8c: Deliver final business cases for approval to begin construction of the first phase of climate ready regeneration in Granton, the BioQuarter and West Edinburgh			Y		Y				Y											Y	
	8d: Develop a city-wide heat and energy masterplan including plans to expand renewable energy generation in the city			Y		Y				Y					Y				Y	Y		
9: Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital	9a: Ensure regulatory and planning services respond efficiently to business needs and support economic recovery		Y					Y														
	9b: Provide targeted support to help new and growing businesses thrive in the city	Y	Y					Y			Y											
	9c: Deliver a world class cultural and visitor destination offer and enable all Edinburgh residents to access cultural experiences in their local area		Y				Y						Y	Y	Y			Y	Y			Y

	9d: Ensure that Edinburgh is a welcoming and supportive city where creative and cultural practitioners can choose to develop their careers		Y				Y	Y			Y		Y	Y					Y	Y		
	9e: Maximise opportunities to raise local income to provide additional resources to our strategic priorities		Y					Y			Y				Y			Y				
10: The Council has the capacity, skills, and resources to deliver its priorities efficiently, effectively and at lower cost	10a: Modernise and streamline the Council's core business processes to deliver better outcomes for citizens, and a more secure and efficient organisation	Y	Y								Y		Y				Y	Y				
	10b: Support and equip the Council workforce with the skills and enabling culture needed to deliver safely these Council Business Plan priorities and our wider statutory duties		Y										Y				Y	Y				
	10c: Ensure that the priorities committed to in this Council Business Plan are affordable and achievable within the resources we have available										Y						Y	Y				

Business Plan - Overarching Strategic Priority Measures

Long term Outcome measures	Direction of travel/ Long term target
Percentage of people living on incomes below the poverty threshold	Aim to decrease/0% by 2030
Percentage of children living in families on incomes below the poverty threshold	Aim to decrease/0% by 2030
Total City's emissions (in MtCO2e)	Aim to decrease/0% by 2030
Total Council's emissions (in tCO2e)	Aim to decrease/0% by 2030
Number of traffic related Air Quality Management Areas	Aim to decrease
Citizen satisfaction survey question – Edinburgh as a good place to live	Aim to increase
Citizen satisfaction survey question – Community resilience question	Aim to increase
Female life expectancy gap	Aim to decrease
Male life expectancy gap	Aim to decrease
Median hourly pay per worker	Aim to increase
Employed residents as a percentage of all residents	Aim to increase
Gross Value Added (GVA) per capita	Aim to increase

BP - Outcome Measures

Outcome	Measures	Aims (medium term)	2023/24 target
1: Core services for people in need of care and support are improved	Rate of children per 1000 population made subject to Compulsory Supervision Order	In line with national rate	2
	Children on the Child Protection Register as a rate per 1,000 population	In line with national rate	1.2
	Proportion of unallocated children	New Measure (awaiting baseline)	New Measure (being defined)
	Positive destinations for care experienced young people	95%	88.2%
	Proportion of eligible 2 year olds taking up offer of early years provision	New Measure (awaiting baseline)	New Measure (awaiting baseline)
	Number of people delayed in hospital ready for discharge	To be confirmed (in March 2023 in line with updated trajectory)	To be confirmed (in March 2023 in line with updated trajectory)
	Number of people assessed and waiting for a care at home package where there is no provider for the package of care in place	To be confirmed (as part of transformation project)	To be confirmed (in March 2023 in line with updated trajectory)
2: People can access fair work and the support they need to prevent and stay out of poverty and homelessness	Welfare and Advice Services support (measure to be developed)	New measure (to be defined following baseline collation)	New measure (to be defined as part of review)
	Percentage of households which seek housing advice but do not go on to present as homeless	50%	35%
	Number of living wage accredited businesses in Edinburgh	+ 500 (for end of 2027/28)	+100 per annum
	Percentage of clients supported by employability partners progressing to real living wage jobs.	20% increase	5% increase
3: Edinburgh is a cleaner, better maintained city that we can all be proud of	LMS/LEAMS Score	93%	90%
	Percentage of Parks meeting the minimum standard	92% by 2025 94% by 2027	91%
	Road Condition Index	30% by 2027/28	35.2%

Outcome	Measures	Stretch aim (3 - 5 years)	2023/24 target
4: People can access public services locally and digitally in ways that meet their needs and expectations and contribute to a greener net zero city	Proportion of people who rated their neighbourhood as a good place to live	Increase	New Measure (awaiting baseline)
	Adult satisfaction with libraries	78% by 2027/28	75.9%
5: People have decent, energy efficient, climate proofed homes they can afford to live in	Number of new affordable homes approved	20,304 (by end of 27/28)	10,361
	Number of new affordable homes completed	18,317 (by end of 27/28)	8,266
	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs service	85%	75%
	Percentage of Council Homes that meet the Energy Efficiency Standard for Social Housing 2 (EESSH2)	38% of existing Council homes	18% of existing Council homes
6: Attainment, achievement, and positive destinations are improved for all with a particular focus on those in poverty	Combined (P1,4&7) Primary Literacy (Overall)	85%	78.5%
	Combined (P1,4&7) Primary Numeracy (Overall)	85%	84.5%
	1+ SCQF level 5 (all school leavers)	90%	88%
	1+ SCQF level 6 (all school leavers)	71%	69%
	Primary schools Attendance GAP - City Wide	95%	93.1%
	Secondary schools Attendance GAP - City Wide	92.9%	91%
	NIF participation measure	97%	93%
7: People use decarbonised public transport and active travel as the first choice way to get round the city	Reduce car driver kilometres within Edinburgh	Reduce by 30% by 2030 (against 2019 baseline)	Decreasing
8: Edinburgh is a climate adapted city, with biodiverse green spaces, and cheaper cleaner networks for energy use	Cities Biodiversity Index	New Measure (awaiting baseline)	New Measure (awaiting 23/24 baseline)

Outcome	Measures	Stretch aim (3 - 5 years)	2023/24 target
9: Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital	Average number of weeks to determine major planning applications	Below the Scottish average	51 weeks
	Average number of weeks to determine non-householder applications	Below the Scottish average	19 weeks
	Percentage of businesses supported through Business Gateway start trading	50%	45%
	Percentage of suppliers awarded a regulated contract who have committed to paying the real living wage	91%	89%
	Percentage of new regulated council contracts that have applied Fair Work criteria where relevant in the tender documents	New Measure (awaiting baseline)	New Measure (awaiting baseline)
	Percentage of new regulated council contracts with carbon reduction measures included where relevant to the requirement.	New Measure (awaiting baseline)	New Measure (awaiting baseline)
	Satisfaction rates of businesses supported by business gateway service	90%	85%
	Attendance at a cultural venue in the last 12 months	New Measure (awaiting baseline)	New Measure (being defined)
	Culture and the arts make a positive difference to my local community (strongly agree/tend to agree)	55%	54%
10: The Council has the capacity, skills, and resources to deliver its priorities efficiently, effectively and at lower cost	Total workforce cost	to be set following MTFP approval	to be set following MTFP approval
	Council's projected Revenue outturn	Between 99.6 - 100%	Between 99.6 - 100%
	Percentage of MTFP targets reached	Being calculated	Being calculated

BP - Milestones (Year 1 & 2)

Outcome	Objective	Year 1/2 delivery actions	Year 1 Milestones (2023/24)	Year 2 Milestones (2024/25)
1: Core services for people in need of care and support are improved	**1a: Act as good corporate parents so that children and young people feel safe, healthy, and nurtured**	**Years 1 & 2**: Deliver the balance of care plan, including actions to: · Review and repurpose in house provision · Strengthen our edge of care service provision · Ensure staff training plans are developed and implemented including essential learning and de-escalation to improve quality and consistence of care · Develop/revise clear care plans for all children in our care	Staff training plans are in place Care plans in place for all children in our care	In house provision reviewed and repurposed
	1b: Support all services in Edinburgh to support children's needs and deliver on the Promise	**Years 1 & 2**: Implement the Edinburgh's Promise 2021-24 plan, and drive the work of all services to ensure that Edinburgh's Children are loved, safe and respected: · Continue the delivery of work plans established through four working groups to identify and lead local actions for Edinburgh's Promise · Deliver intensive whole family support that prevents crisis and is fully integrated with poverty and homelessness prevention programmes · Support and integrate cross service actions outlined in this Council Business Plan which are key to keeping the Promise, including social care services which build resilience at an early stage, and delivering education which works for all children · Develop and agree plans to continue the transformation of services needed to keep Edinburgh's Promise through 2025-27	>75% of Edinburgh's Promise Plan 21/24 is complete	Adoption of next 3 year Promise implementation plan (23 - 27)
	1c: Work with partners to make sure that children and vulnerable adults are safe and protected through consistent city-wide approaches	**Year 1 & 2**: Implement and deliver our child social care improvement plan, so that more children are effectively supported at an earlier stage, and we see a reduction in children in care, including: · A reviewed approach to practice standards · A more robust quality assurance system · Strengthening of the Child Protection Committee through the appointment of an independent chair **Years 1 & 2:** Implement and deliver Adult Protection plan improvements post inspection, including actions to: · Year 1: Implement immediate steps to respond to inspection · Year 2: Embed adult protection plan improvements post inspection **Years 1 & 2:** Implement Equally Safe Edinburgh Committee plan improvements, including actions to: · Increase feelings of safety · Reduce instances of domestic violence · Improve women's safety in the city	Develop Child Social Care Improvement Plan developed Develop Adult protection improvement plan (post inspection) Deliver aims of 23/26 Equally Safe Edinburgh strategic improvement plan	Child Social Care improvement plan delivered Adult Protection Improvement Plan delivered Deliver aims of 23/26 Equally Safe Edinburgh strategic improvement plan
	1d: Ensure children have the best start to life through expanding the uptake of early years care and support	**Years 1 & 2:** Continue delivery of the Early Years Expansion Plan, including actions to: · Expand the uptake of funded early years provision for 2 year olds, and · Ensure children not meeting their developmental milestones at the time of their 27-30 month child health review have access to support from ELC provision. · Implement and embed play teaching methods across Early Level learning	All two year olds eligible for funded ELC have been offered early years provision	All two year olds not meeting their developmental milestones (at 27 – 30 month health review) offered early years provision
	1e: Ensure that the care needs of vulnerable adults in Edinburgh are met consistently and safely	**Years 1 & 2**: Work with partners to implement improvement programmes in Edinburgh to: · Reduce the number of people with delayed discharge from hospital · Reduce the number of people waiting for social care assessments	Further roll out Discharge without Delay approaches to other specialist wards Develop implementation plan for redesign and improvement in internal home care service	Commence delivery of plan for internal home care services

		· Reduce the length of time people have to wait for a package of care	Commence implementation of new care at home contract once internal home care service model agreed	
2: People can access fair work and the support they need to prevent and stay out of poverty and homelessness	**2a: Reform Money and Welfare Advice services to prevent crisis escalation, increase the number of citizens fully accessing benefits entitlements, and reduce the number of families experiencing problem debt**	**Year 1**: Create a city wide advice line with partners to improve access to money and welfare advice **Year 1:** Implement a new model of council advice and support process tailored to the needs of individual citizens. **Year 1:** Establish a project team to design with partners a coordinated city wide commissioning framework for advice services **Year 2:** Implement a new city-wide commissioning framework for money and welfare advice services	Review existing Council advice service Review and develop data collection and collation processes to develop consistent measures	New Council service implementation complete New citywide commissioning framework developed.
	2b: Design and roll out a new whole-family support model across the city, embedded in community settings to support early intervention and prevent poverty and homelessness	**Year 1**: Design a single programme of family and community-based activity that builds on the end to end approach to advice and joins up: · Family support services · Poverty prevention and · Homelessness prevention **Year 2**: Implement a new whole family support model that is non-stigmatising and easy to access, built around trauma informed practice. **Year 1 & 2:** Continue delivery of statutory service provision and the Council's Rapid Rehousing Transition Plan (RRTP), including actions to: · Prevent homelessness in the first place; · Ensure that where it is required temporary accommodation meets the needs of the household · Support people to access settled accommodation as quickly as possible; and · Reducing the number of people sleeping rough in Edinburgh **Years 1 & 2:** Complete current implementation plan for the Three Conversations programme in Adult Social Care, including roll-out to all assessment and care management teams, and agreeing plans to embed the model within further services and initiatives where it will have greatest impacts. **Years 1 & 2:** Further develop Edinburgh Wellbeing Pact through the implementation of the community mobilisation plan, including development of new models for community investment, aligned with 20 minute neighbourhood principles.	Proof of concept developed in two learning communities of an integrated service model. Continue to deliver the actions set out in the Rapid Rehousing Transition Plan Three Conversations programme implementation completed in assessment and care management teams Community mobilisation funded programmes delivered	New service design for family and community based activity finalised [year two milestone to be defined following proof of concept development in year 1] Continue to deliver the actions set out in the Rapid Rehousing Transition Plan Three Conversations programme implementation rolled out to other services/initiatives Community mobilisation funded programmes delivered New Public Social Partnership model of community investment in place
	2c: Deliver the Edinburgh Guarantee and our employability programmes, supporting more citizens into sustainable, fair work, and helping to tackle in-work poverty	**Years 1 & 2**: Promote the Edinburgh Guarantee brand and programme by · Engaging with business leaders and employers · Coordinating employability support and skills providers · Delivering employer recruitment incentives · Enhance actions to connect citizens with fair work vacancies and employers across the city · Support the recruitment needs of key sectors in Edinburgh (including health and social care)	Revised Edinburgh Guarantee delivery implemented to strengthen a partnership approach and a city wide employer offer	Fair Work Charter implemented across Edinburgh Guarantee employer network

		Years 1 & 2: In partnership with the Edinburgh Living Wage Action Group, promote fair work and living wage accreditation among Edinburgh businesses		
3: Edinburgh is a cleaner, better maintained city that we can all be proud of	**3a: Deliver improvement in waste collection, recycling and cleansing service performance**	**Year 1:** Continue with current service offer, focused on efficient working and improving performance, following substantial service disruption **Year 1**: Deliver a communications and engagement campaign to support empowered communities, businesses, and citizens to help reduce waste, improve cleanliness, and maintain open space **Years 1 & 2**: Implement Communal Bin Review **Year 2:** Implement new arrangements to deliver a programme of service cleansing improvements within agreed budget.	Implement an enhanced and targeted communications and engagement plan to reduce waste and improve cleanliness. New street cleansing operational arrangements are in place (including updated service standards).	Complete the Communal Bin Review (excluding World Heritage Sites) Review the impact of new legislative changes on the current waste collection service delivery model.
	3b: Ensure our parks and green space are safe, well maintained, and accessible to all	**Year 1:** Maintain delivery of core parks and green space service programmes **Year 1**: Agree and deliver a capital investment programme to deliver full restoration of the assets in our parks and greenspaces **Year 2**: Ensure every relevant park has a plan for high quality café and facilities improving the quality and accessibility of places and seeking to generate income, where appropriate. **Year 2:** Maximise the opportunities for volunteer and community group participation in green space management and maintenance across all areas of the city	A new operating model for parks and greenspace is in place. Agree an updated Parks and Green Spaces investment plan and commence delivery Development of business cases to identify relevant parks Volunteer Strategy and Action Plan approved	Agree and deliver the annual investment programmes for parks and green spaces. Continue the delivery of the annual investment programmes for parks and green spaces. Deliver the plans in line with approved budget Delivery of Volunteer Action Plan
	3c: Deliver long-term sustainable investment in the city's roads, paths pavements, gullies and street lighting	**Year 1**: Continue and maximise the impact of existing Council investment in road, paths, pavement, gullies and street lighting **Year 1**: Agree a costed options plan for long-term sustainable investment in city roads, paths, pavement, gullies and street lighting **Year 2:** Begin to deliver long term investment and improvement plan focusing first on the quality and accessibility of roads, paths, pavement, gullies and street lighting.	Fully costed Transport Asset Management Plan is approved	The Capital Investment Programme for road and pavement improvements for 24/25 is delivered
	4a: Improve access to and co-location of services by embedding the 20-minute neighbourhood approach in all council building and public realm projects	**Year 1:** Progress delivery of current integrated services/colocation projects - The Macmillan Hub; The new Liberton High School; The new Maybury Primary School (with co-located GP surgery); and town centre projects **Year 2**: Deliver a revised corporate property and capital strategy that is focused on delivery of sustainable and resilient infrastructure best able to meet service needs	Construction completed for the Macmillan hub project Construction commenced for the New Liberton High school project Construction commenced for the New Maybury Primary School project	Revised corporate property and capital strategy finalised

4: People can access public services locally and digitally in ways that meet their needs and expectations and contribute to a greener net zero city	**4b: Review our library model to improve access to library and community services**	**Year 1**: Deliver library service provision in the new Ratho Hub and Macmillan Hub at Muirhouse **Year 1:** Review library staff structure and delivery model in line with the service plan **Year 1:** Identify and agree libraries where there are opportunities for change through relocation or reprovision of service, or through reutilisation of existing space **Year 2:** Implement opportunities for change, including co-location of service within community hubs where appropriate as agreed with the 20 minute neighbourhood team and as part of the Corporate Property Strategy..	Library service provision delivered in Ratho Hub Library service provision delivered in Macmillan Hub Library staff structure reviewed	New partnerships and programmes of activity delivered in Ratho Hub New partnerships and programmes of activity delivered in Macmillan Hub New library staff structure implemented Library services delivery model reviewed and plans for change progressed Opportunities for change identified for selected libraries. Plans developed and progressed where appropriate.
	4c: Work with Edinburgh Leisure and other partners to ensure inclusive access is maintained to sport, fitness and leisure activity across the city	Year 1: Work with partners to develop and seek approval for new Physical Activity and Sport Strategy for Edinburgh with the Strategy to include a specific objective on equality, diversity and inclusion. Year 1 & 2: Develop action plan to deliver strategy objective(s) on equality, diversity and inclusion ensuring specific targets are set to maintain and improve access to physical activity and sport Year 1: Establish partner contributions to maintaining and improving inclusivity within sport, fitness and leisure activities in Edinburgh Year 2: Progress with implementation of improvement actions in response to the new Strategy, review and report progress to committee	New Physical Activity and Sport Strategy approved Physical Activity and Sport Strategy Action Plan developed	Delivery of Physical Activity and Sport Strategy Action Plan actions in progress
	4d: Deliver Council led infrastructure investments, policies and strategies that enable Edinburgh's transition to a net zero city	**Year 1:** Approve and publish a new City Development Plan 2030 **Year 1:** Deliver a green infrastructure investment plan for at least 2 local areas through Infrastructure Investment Programme Board **Year 1:** Develop and agree a costed plan to retrofit a reduced Council estate to become more energy efficient **Year 1 & 2 :** Develop, agree, and begin to implement a costed plan to retrofit operational properties in the Council estate where it aligns to the Corporate Property Strategy.	new City Development Plan 2030 approved Green infrastructure investment plan (for at least 2 areas) developed Costed plan to retrofit Council estate is developed	[year two milestone to be defined as part of plan development in year 1] Costed plan to retrofit Council estate implementation commenced
	5a: Increase supply of affordable housing with an ambition to reach 25,000 new affordable homes	**Years 1 & 2:** Update the Strategic Housing Investment Plan (SHIP) to: · Include number of affordable homes that could be approved and completed over the next five years · Agree with partners ways of maximising delivery of affordable homes · Agree proposals to purchase land and homes for Council rent · Work with Scottish Government to increase grant funding to support delivery of new affordable homes · Develop costed proposals to increase the number of social rented homes owned by the Council.	Develop and deliver the Strategic Housing Investment Plan 2024-2029 Develop and deliver the annual Affordable Housing Supply Programme for 2024/25 Develop a report on the financial strategy linked to grant funding allocation for Edinburgh remaining part of TMDF or returning to the national SHIF programme.	Develop and deliver the Strategic Housing Investment plan 2025-2030 Develop and deliver the annual Affordable Housing Supply Programme for 2025/26
		Year 1: Agree and implement planning guidance needed for an efficient and responsive short term lets regulation scheme in Edinburgh	Planning guidance for short term lets regulation scheme implemented	

5: People have decent, energy efficient, climate proofed homes they can afford to live in	**5b: Deliver efficient regulation of short term lets to increase access to housing**	**Year 1:** Agree approach and resources needed for determining licence applications and enforcement of the short term lets licensing scheme, so that all applicable properties in Edinburgh have the required licenses in place by April 2024 **Years 1 & 2:** Develop and implement business cases for resources required to ensure Short Term Let planning applications, licensing applications and enforcement actions are processed within target timescales	Approach for determining licence applications and enforcement of the short term let licensing scheme is implemented Business cases for the resources for determining licence applications and enforcement of the short term let licensing scheme approved	Resources for determining licence applications and enforcement of the short term let licensing scheme resources are in place
	5c: Deliver improvements to the council housing repairs service, increase tenant satisfaction, and improve operational efficiency	**Year 1:** Improve reporting arrangements to make it easier for tenants to report repairs and to capture better information at point of reporting. **Year 1:** Implement improvements in workflow management technology to drive productivity and service quality **Year 2:** Develop inhouse workforce to reduce external contractor spend on repairs. **Year 2:** Implement new tools to capture and analyse tenant feedback and satisfaction	Improved reporting arrangements for reporting repairs in place Improved workflow management technology implemented	Inhouse workforce developed New tools to capture and analyse tenant feedback and satisfaction implemented
	5d: Continue to invest in ensuring that all Council owned homes will be brought up to climate-ready and modern standards so all our tenants have a warm, safe and secure home	**Year 1:** Develop detailed design and identify an appropriate pilot within Edinburgh for a Whole House Retrofit programme. **Year 2:** Deliver the pilot and develop the programme for Whole House Retrofit of wider Council homes to meet statutory EESSH2 standards	Whole House Retrofit pilot programme across 10 pilot areas delivered in full Design & development of improvement works programme for high rise stock.	Evaluation of the Whole House Retrofit pilot programme completed Year two programme of Whole House Retrofit programme delivered (based on pilot evaluation) Improvement programme in four multi-storey blocks will continue on-site into 2024/25. The first low rise programme will continue to deliver throughout 2024/25 The second low rise area based Whole House Retrofit programme will start on-site delivery in 2024/25
6: Attainment, achievement, and positive destinations are improved for all with a particular focus on those in poverty	**6a: Deliver inclusive education that supports children to develop a love of learning and go on to positive destinations**	Years 1 & 2: Raise attainment, particularly in numeracy and literacy in primary schools, and reduce educational inequity for all children and young people to ensure that all children irrespective of social background achieve their full potential, including actions to: · Implement flexible learning for children who have missed out on education in S3-S4 · Encourage and support more young people complete Foundation Apprenticeships · Deliver a pilot project to improve school attendance · Ensure that a greater proportion of children reach the expected Curriculum for Excellence levels of attainment for numeracy and literacy at key stages	Delivery of 23/24 actions to implement and embed Poverty Related Attainment Gap strategy - 13 schools delivering or co-delivering Foundation Apprenticeship frameworks within a school setting - school attendance improvement project implemented in 22% of learning communities	Delivery of 24/25 actions to implement and embed Poverty Related Attainment Gap strategy - school attendance improvement project implemented in 44% of learning communities
	6b: Deliver community based support that builds resilience	Years 1 & 2: Develop a new approach to ensure children have access to the support they need, and that available funding is spent in the most effective way, including: • Delivery of a "Teams Around Learning" Community Pilot in North East Edinburgh	Proof of concept developed in two learning communities of an integrated service model.	**[year two milestone to be defined following proof of concept development in year 1]**
	6c: Invest in actions we know work to improve equity and reduce the cost of the school day	Years 1 & 2: Develop a new approach to ensure children have access to the support they need, and that available funding is spent in the most effective way, including: • Minimise the cost of the school day and reduce pressure on family budgets • Ensure pupils have equal access to opportunities at school, regardless of their family income • Reduce poverty related stigma in schools, through delivery of poverty awareness training for all new recruits	2023 -24 academic year milestone - 40% of senior leaders, 20% teachers will, 5% PSAs will have completed Leadership for Equity training Procurement framework for third party spend in place to ensure supports are in place with best value.	2024-25 academic year milestone - 60% of senior leaders, 30% teachers will, 10% PSAs will have completed Leadership for Equity training

	6d: Develop a workforce that feel part of a team and are supported and challenged to continuously improve	**Years 1 & 2**: Improve skills of educators, support staff and Early Years Practitioners through implementation of the Teachers Charter and the Support Staff Framework **Years 1 & 2:** Ensure that a research-informed approach, aligning with the criteria articulated in the GTCS Standards is embedded across the curriculum	60% of teachers will have demonstrated increased skills in the Teachers' Charter	70% of teachers will have demonstrated increased skills in the Teachers' Charter
	6e: Invest through our capital programme to ensure that our learning estate targeted to areas of deprivation and areas of new demand due to city growth	**Years 1 & 2**: Develop and agree an approach to capital programme investment that will: · Ensure all learning estates are maintained to an expected standard, while supporting the city's net zero commitments · Ensure that investment in our learning estate is targeted to improving learning environments across the city with a focus on areas of deprivation and areas of new demand due to city growth	Update of the Capital Investment Programme February 2024	Update of the Capital Investment Programme February 2025
7: People use decarbonised public transport and active travel as the first choice way to get round the city	**7a: Deliver agreed investment increases in active travel, street design, road safety and local mobility systems in alignment with City Mobility Plan commitments and related action plans.**	**Years 1 & 2:** Continue to develop and deliver key programmes aligned to the City Mobility Plan, including: 1. The Active Travel Investment Programme 2. The Pedestrian Crossing Programme 3. The School Travel Plan review 4. The Major Junctions review 5. Our future streets (street-space allocation framework) including a focussed approach on the city centre network (CCT) 6. Action Plans for Active Travel, Road Safety, Public Transport, Air Quality and Biodiversity 7. A review and refresh of the City Centre Transformation Strategy 8. A plan for City Centre Operations including freight, coaches, taxis and waste 9. Edinburgh's Green Blue Travel Network	City Mobility Plan programme delivery of 23/24 actions completed	City Mobility Plan programme delivery reviewed and updated
	7b: Work in partnership with local bus companies to agree plans for the decarbonisation of the bus infrastructure and improve Edinburgh's public transport offer in alignment with City Mobility Plan commitments and emerging Public Transport Action Plan	**Years 1 & 2:** Work with bus companies to develop a business plan for the decarbonisation of their assets to upgrade current depots for alternative fuel use and to retrofit buses for alternative fuel **Years 1 & 2**: Improve Edinburgh's public transport offer in alignment with City Mobility Plan commitments and emerging Public Transport Action Plan	Public Transport Action Plan Actions for 23/24 complete	Business Plan for bus companies to decarbonise their assets developed Public Transport Action Plan Actions for 24/25 complete
	7c: Complete the Trams to Newhaven project and develop plans for further expansion of the network in alignment with City Mobility Plan commitments.	**Year 1:** Deliver the Trams to Newhaven project and Strategic Business Case for the North South Tramline by spring 2023 **Year 2:** Deliver outline business case for expansion of the network	Tram to Newhaven operational	Complete strategic business case for north/south line
	7d: Deliver the approved Low Emission Zone scheme	**Year 1:** Delivering infrastructure needed to monitor and enforce the low emission zone, including: · Prioritising required network changes · Implement smart city traffic analytics **Year 1:** Deliver communications and stakeholder engagement campaigns in preparation for scheme implementation **Year 2:** Full implementation of the LEZ scheme	Infrastructure required to monitor Low Emissions Zone installed Communications and stakeholder engagement campaigns delivered	Delivery of Low Emissions Zone scheme
		Year 1: Deliver 10 new on street locations for electric vehicle (EV) charging points in Edinburgh.	EV chargers at 10 on-street locations installed	

	7e: Increase the number of publicly accessible Electric Vehicle chargers and continue to invest in the transition of the Council fleet	**Year 1:** Develop plan for EV Infrastructure expansion in Edinburgh with site identification and long-term funding mechanisms agreed by Committee **Year 1**: Agree a costed council fleet replacement plan **Year 2:** Deliver 100% electrification of Council car and van Fleet end of 2024	EV infrastructure expansion plan agreed Costed council fleet replacement plan agreed	Electrification of Council care and van fleet completed
8: Edinburgh is a climate adapted city, with biodiverse green spaces, and cheaper cleaner networks for energy use	**8a: Develop a new Adaptation plan to climate proof our infrastructure, communities, business and the natural and built environment**	**Year 1**: Research, develop and agree a long-term 'Climate Ready' plan and investment strategy as the next stage of Edinburgh Adapts **Year 2**: Implement the 'Climate Ready' plan, including development a pipeline of priority investment proposals which respond to key climate risks **Year 1:** Develop and agree a Water Management Vision and Strategy for Edinburgh identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding in the city **Year 1**: Deliver nature-based solutions to the impacts of climate change through delivery of Edinburgh's Green and Blue Network, Thriving Green Spaces Strategy, Biodiversity Action Plan, Nature Network, One Million Tree and Living Landscapes programmes **Years 1 & 2**: Take forward the Green Blue Neighbourhoods including Craigleith and Inverleith, Morningside and Oxgangs area and Leith and aim to develop a realistic strategic network for the city through on-site work by 2024	Climate Ready Edinburgh plan and investment strategy developed and agreed Vision for Nature for Edinburgh developed and agreed Water Management Vision developed and agreed Delivery of key projects aligned to the Edinburgh Biodiversity Action Plan, Edinburgh Nature Network and Green Blue Network in 23/24.	Implementation of Climate Ready Edinburgh plan started Pipeline of priority investment proposals developed and implementation begun Delivery of key projects aligned to the Edinburgh Biodiversity Action Plan, Edinburgh Nature Network and Green Blue Network in 24/25.
	8b: Create new publicly accessible open space and biodiverse green space within the Granton development working towards a ground-breaking coastal park.	**Year 1:** New public square created outside refurbished Granton Station building. **Year 1:** Upgraded accessible open space being created outside refurbished 20 West Shore Road for pop up market. **Year 2:** New accessible green space delivered within the refurbished gasholder. **Years 1 & 2:** Develop Western Villages with: · Links to Forthquarter park through safe paths and biodiverse planting. · A new cycle path with sustainable water management with swales, tree planting, and · Improvements to the interface with Forthquarter park and onwards to the coast.	Accessible open space created and open to the public outside Granton Station building. Accessible open space created and open to the public at 20 West Shore Road	Accessible green space created and open to the public within the Gasholder at Granton Western Village development completed
	8c: Deliver final business cases for approval to begin construction of the first phase of climate ready regeneration in Granton, the BioQuarter and West Edinburgh	**Year 1:** Seek approval of the West Edinburgh Transport Infrastructure Programme Outline Business Case **Years 1 & 2:** Part Complete construction of climate ready and resilient developments in Granton including Western Villages, Silverlea, and plot D1 and progress plans for further pipeline developments	West Edinburgh Transport infrastructure programme OBC approved Plot D1 development completed - 75 affordable net zero homes available for occupation. Western Villages partially complete - 180 affordable net zero homes available for occupation.	[year two milestone to be defined following OBC approval in year 1] Western Village development completed - a further 208 affordable net zero homes available for occupation. Silverlea development partially complete - 100 affordable net zero homes available for occupation.

		Year 1: Deliver a final business case for approval to progress a first phase of regeneration in Granton **Years 1 & 2:** Complete BioQuarter procurement and ensure further delivery of the campus is underway led by the selected private sector partner	Final Business Case for Granton regeneration (phase 1) approved BioQuarter procurement completed	[year two milestone to be defined following FBC approval in year 1] [year two milestone to be defined following completion of procurement process]
	8d: Develop a city-wide heat and energy masterplan including plans to expand renewable energy generation in the city	**Year1:** Develop and agree a city-wide heat and energy masterplan, supported by Infrastructure Investment Programme Data and opportunities work **Year 1:** Deliver the next tranche of Solar expansion on the Council Estate **Year 1:** Deliver a Local Heat and Energy Efficiency Strategy (LHEES) which will establish plans and priorities for systematically improving the energy efficiency of buildings and decarbonising heat **Year 1:** Deliver a business case for a heat network in Granton alongside the wider phase 1 regeneration business case. **Year 1:** Deliver a business case for a heat network in South East Edinburgh **Year 2:** Subject to business case approvals, commence commissioning of delivery plans for heat networks in Granton and South East Edinburgh	City-wide heat and energy masterplan agreed Local Heat and Energy Efficiency Strategy (LHEES) developed Business case for Granton heat network approved	[year two milestone to be defined following masterplan approval in year 1] [year two milestone to be defined following business case approval] Delivery phase commences for Granton Heat network with pipe laying carried out as part of enabling and infrastructure.
	9a: Ensure regulatory and planning services respond efficiently to business needs and support economic recovery	**Years 1 & 2:** Implement the Delivering Excellence project to improve efficiency of planning service. **Year 1:** Subject to appropriate approvals, recruit additional staff to better support more specialist and local teams.	Three Delivering Excellence projects completed as part of the Service Improvement Plan 2023-26	Three Delivering Excellence projects completed as part of the Service Improvement Plan 2023-26
	9b: Provide targeted support to help new and growing businesses thrive in the city	**Year 1:** Maintain the delivery of the Edinburgh Business Gateway service providing access to the advice, support, and guidance needed by new and existing businesses across the city **Years 1 & 2**: Promote fair work practice and identify sustainable / green outcomes through our supplier development activities, procurement approach and commissioning supply chains **Years 1 & 2**: Work with the Just Economic Transition Group and other partners on actions to: · Develop the skilled workforce businesses need for a green economy · Supporting businesses to adopt circular economy principles, and · Adopt the Edinburgh Climate Compact **Year 2:** Prepare proposals and seek agreement to merge and create a single front gate or one-stop-shop for business support.	New National Business Gateway model rolled out and integrated Programme of service engagement activities promoting fair work and sustainability delivered	New support model for businesses in place Programme of service engagement activities promoting fair work and sustainability delivered
	9c: Deliver a world class cultural and visitor destination offer and enable all Edinburgh residents to access cultural experiences in their local area	**Year 1 & 2**: Deliver the tourism 2030 strategy, including actions to ensure that: · Tourism businesses can thrive · The sector's impact on the city is well-managed · Tourism activity in Edinburgh delivers direct financial benefits for local communities, and · Tourism in Edinburgh supports the sustainable growth of the city's economy **Year 1 &2**: Develop and agree a new Cultural Strategy, including actions to work with stakeholders and other funding organisations to: · Support cultural organisations in Edinburgh, including our world renowned festivals, to be more stable, resilient, and sustainable · Embed cultural provision throughout Council's 20-minute neighbourhood plans · Deliver a Museums and Gallery service that makes collections more accessible out with the city cent	Tourism action plan agreed New operating model agreed and implemented Four Cultural strategy subgroup delivery plans approved Cultural Venues Sustainability Plan approved	Delivery of tourism action plan Four Cultural strategy subgroup delivery plans delivered

		· Develop and agree a Cultural Venues Sustainability Plan which supports the Council's sustainability/green ambitions · Work with Capital Theatres Trust to deliver the refurbishment of the Kings Theatre · Work with Impact Scotland to deliver the new Dunard Centre Concert Hall **Year 2**: Agree an SLA with Edinburgh Leisure which sets specific targets for wellbeing outcomes	approved	SLA agreed with Edinburgh Leisure
9: Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital	**9d: Ensure that Edinburgh is a welcoming and supportive city where creative and cultural practitioners can choose to develop their careers**	**Years 1 & 2:** Work with partners to deliver the recommendations of the Edinburgh Slavery and Colonialism Review **Years 1 & 2**: Ensure delivery of the Councils Equality and Diversity Framework, improving the lives of citizens who share protected characteristics, and the life chances of people at risk of discrimination and disadvantage **Year 1**: Ensure Fair Work principles are proactively implemented in all organisations and projects which are funded by the Council and/or deliver services on behalf of the Council **Years 1 & 2**: Work with Further and Higher Education partners to identify and fill skills gaps in key sectors such as culture, green economy, and others **Year 1**: Explore opportunities for the creative workforce to network and access training and to recognise the role of freelancers in cultural planning	Establish review group and chair to forward plan roll out of recommendations Delivery of actions to progress Equality and Diversity Framework Development and networking opportunities for freelancers delivered with partners	Roll out recommendations of legacy review Delivery of actions and final progress report on Equality and Diversity Framework published New Framework produced
	9e: Maximise opportunities to raise local income to provide additional resources to our strategic priorities	**Year 1:** Progress the Edinburgh TVL programme to invest in culture, sustainable tourism and a well managed and clean city: · Influencing the development of the TVL bill and supporting regulation · Engaging with key stakeholders and updating the Council position on a draft scheme · Developing a resourcing proposal and governance arrangements · Developing and agreeing a business case for ongoing implementation of the legislative power **Year 2:** Begin implementation of a TVL scheme dependent on appropriate legislation with a view to beginning to receive revenue from 2025 onwards. **Year 1**: Undertake pre-engagement with key stakeholders and sectors to inform council consideration of a potential Edinburgh Workplace Parking Levy as a means of supporting delivery of the City Mobility Plan **Year 1**: Develop a business case for consideration and decision on an Edinburgh Workplace Parking Levy. **Year 2:** Dependent on Council agreement, progress with implementation of a Workplace Parking Levy **Years 1 & 2**: Review and assess opportunities to raise local income and resources through charging and other polices	TVL Business case for implementation agreed WPL Business case for implementation agreed	TVL programme delivered WPL programme delivered
		Years 1 & 2: Continue delivery of and agree plans for future system improvements of core Council business processes, including: · Increasing the number of council services which can be accessed online, where it will improve outcomes for citizens, along making it easy and simple to contact the council and in tandem driving efficiency of delivery	Phase 2 of the Customer Digital Enablement programme completed to improve CEC's on-line offering and ease of reporting, improving Citizen satisfaction rates	

10: The Council has the capacity, skills, and resources to deliver its priorities efficiently, effectively and at lower cost	**10a: Modernise and streamline the Council's core business processes to deliver better outcomes for citizens, and a more secure and efficient organisation**	· Making system improvements needed to help reshape and improve how core council services are delivered, such as education, and care for vulnerable children and adults · Improving the security, resilience, and efficiency of cross council systems such as workforce, finance, debt, fleet, and buildings management **Year 1 & 2**: Continue delivery of the Council's Sustainable Procurement strategy, including actions to: · Evaluate and develop actions to maximise the economic and community benefits arising from Council procurement spend · Work with community planning partners and other anchor institutions in the development of community wealth building approaches in public procurement	Business cases for automation and on-line proposals developed by Quarter 3 2023 EC&F - Empowered Learning Complete with new ways of working implemented using digital technology. Place - Smart Waste and Smart Housing rollout complete with savings released due to efficiencies with route maximisation and reduced repairs	New HR system implemented Proposals to maximise impact of Council procurement spend developed and considered by Council
	10b: Support and equip the Council workforce with the skills and enabling culture needed to deliver safely these Council Business Plan priorities and our wider statutory duties	**Year 1:** Ensure all members of the Council's Senior Leadership team complete training to improve skills in: · Equalities, diversity, and inclusion, and · Carbon literacy **Years 1 & 2:** Support all staff to develop the appropriate skills to deliver their roles, including actions to: · Assess essential learning needed for roles across the Council, targeting learning support activity towards statutory responsibilities and Council Business Plan priorities · Agree and define the role of a leader and the leadership development required across the Council · Improve workforce change readiness and support with change · Support the financial, physical, and emotional and mental wellbeing of our workforce **Years 1 & 2:** Develop and agree a new organisational behaviour framework for all Council employees, including actions to: · Implement and embed the framework through recruitment, induction, leadership and management, employee development, and performance management · Promote positive behaviours which foster a culture of empowerment and growth to drive change	Equalities, diversity and inclusion training completed by SLT Carbon literacy training completed by SLT New organisational behaviour framework agreed	To ensure all leaders undertake the appropriate leadership development All employees complete their required essential learning New organisational behaviour framework embedded
	10c: Ensure that the priorities committed to in this Council Business Plan are affordable and achievable within the resources we have available	**Years 1 & 2:** Deliver the Medium Term Financial Plan and implement a change programme to drive organisational reform and support delivery of Business Plan priorities. **Years 1 & 2:** Develop proposals for Best Value Service Reviews as part of a Change Programme, ensuring that all change recommendations: · consider the best value and affordability impacts of any changes to service delivery, and · include an assessment of the potential for in-house delivery of services currently provided by external contractors	Change programme to deliver the medium-term financial plan agreed including governance and programme management arrangements Medium Term Financial Plan savings for 23/24 delivered	Medium Term Financial Plan savings for 24/25 delivered Proposals for in-house delivery considered by Council

Appendix D- Public Performance Scorecard Measures

Children, Families & Community	
Children Services	
	Looked After Children as a rate per 1,000 population
	Children on the Child Protection Register as a rate per 1,000 population
	Number/Proportion of unallocated children
	Children with 3 placement moves or more in a year
Education	
	Percentage of Primary pupils achieving literacy
	Percentage of Primary pupils from deprived areas achieving literacy
	Percentage of Primary pupils achieving numeracy
	Percentage of Primary pupils from deprived areas achieving numeracy
	Percentage of all leavers achieving 1 or more awards at SCQF Level 5 or higher
	Percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 5 or higher
	Percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher
	Percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher
	Percentage of parents receiving funded Early Learning and Childcare through their preferred model of delivery
	Percentage of all school leavers in positive initial destination
Community	Number of Antisocial Behaviour complaints received per 10K population
	Percentage of community payback orders successfully completed
	Number of consultation or engagement activities that went live in the last quarter
	Number of responses in total for closed consultation or engagement activities each quarter
	Number of active library users
	Number of library loans - physical
	Number of library loans - digital (e-books and e-audiobooks)
	Number of digital downloads and streaming (excluding e-books and e-audiobooks)

Adult Social Care	
	Number of people (standard delays) waiting for discharge from hospital Proportion of people waiting for assessment that are out with priority timescale Number of people waiting for a package of care (excluding those waiting in reablement or for reprovision)

Environmental Services	
Waste	Domestic missed bin service requests Communal domestic missed and full bin service requests Percentage of domestic waste recycled
Roads	Percentage of Emergency Cat 1 Road Defects made safe within 24 hours Percentage of Priority Cat 2 Road Defects repaired within 5 days Percentage of Priority Cat 3 Road Defects repaired within 60 days Road Condition Index
Street cleaning	LMS/LEAMS (each assessment rather than the annual average) Flytipping & Dumping Service requests Street Littering Cleanup Service requests Dog Fouling Cleanup Service requests Percentage of Flytipping & Dumping Service requests responded to within SLA timescale Percentage of Street Littering Cleanup requests responded to within SLA timescale Percentage of Dog Fouling Service requests responded to within SLA timescale
Parks	Percentage of Parks meeting the minimum standard
Street Lighting	Percentage of emergency street lighting repairs completed within 4 hours Percentage of urgent street lighting repairs complete within 24 hours Percentage of routine street lighting repairs complete within 5 days

Corporate Services	
Customer Contact	Number of calls handled Percentage of phone calls answered within 60 seconds Rate of calls abandoned as a proportion of All Calls Handled User satisfaction with contact centre
Customer Transactions	Transactions completed online as a percentage of all transactions Days to process New Benefit Claims Days to process Benefit Change of Circumstances Days to process Crisis Grant Scheme applications Days to process Community Care Grant scheme applications Days to process Discretionary Housing Payments claims Days to process Benefit Change of Circumstances
Finance	Revenue: current year's projected outturn (Council wide) Percentage of revenue spend placed with contracted suppliers Percentage of invoices paid within 30 days Proportion of Non-Domestic Rates collected Proportion of Council Tax collected Percentage of suppliers awarded a regulated contract who have committed to paying the real living wage Percentage of new regulated council contracts that have applied Fair Work criteria where relevant in the tender documents
HR	Lost working time due to ill-health absence Gender pay gap (%) indicator
Facilities	Percentage of buildings in satisfactory condition (engineer inspections)
Information Compliance	Percentage of Freedom of Information requests answered within statutory timescales

Housing	
Housing Management	Average time to complete emergency repairs
	Average time to complete non-emergency repairs
	Average length of time to re-let properties
	Rent collected as percentage of total rent due in the reporting year
Homelessness	Percentage of households which seek housing advice but do not go on to present as homeless
	Average time to house homeless households (calculated on conclusion of case)
	Number of households accessing settled housing
	Number of households in Temporary Accommodation on last day on Month
	No of households in Unsuitable Temporary Accommodation on last day of month
Housing development	Number of affordable homes approvals
	Number of affordable homes completed
	Number of affordable home approvals for specialist housing (amenity,supported and wheelchair housing)
Planning & Building Standards	
	Average number of weeks for Householder Planning Applications to be determined
	Average number of weeks for Non Householder Applications to be determined
	Percentage of building warrants issued within 10 days

Climate Change	
	Total Council's emissions (in tCO2e)

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Policy and Sustainability Committee

10.00am, Tuesday 21 March 2023

Internal Audit: Swift System – Application Technology Controls Internal Audit Report

Executive/routine	Executive
Wards	
Council Commitments	

1. For Decision/Action

1.1 The Governance, Risk and Best Value Committee has referred the attached report to the Policy and Sustainability Committee for ongoing scrutiny of relevant activity supporting delivery of agreed management actions.

Laura Calder
Head of Internal Audit

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Referral Report

Internal Audit: Swift System – Application Technology Controls Internal Audit Report

2. Terms of Referral

2.1 On 24 January 2023, the Governance, Risk and Best Value Committee considered an internal audit report on: Swift – Application Technology Controls completed in November 2022 (Appendix 1).

2.2 Swift is a social care case management system which the Council has used to support delivery of adult and children's social care and criminal justice services since 2006. A business case to develop proposals was developed in 2019, however was not progressed.

2.3 The internal audit report highlighted that the design and operating effectiveness of the controls in place to manage system security, data quality, and data loss prevention for the Swift system require significant improvement.

2.4 The internal audit report recognised that in June 2022, the Council Leadership Team (CLT) considered a briefing report which highlighted a range of key weaknesses for the Swift system including that it is an end-of-life system which is no longer being developed by the supplier. The CLT subsequently agreed to consider proposals to replace the Swift system.

2.5 The following agreed management actions are included within the Internal Audit report:

2.5.1 Creation of a Swift System Management Plan, aligned with Council's Data Strategy, and with the Practice Standards;

2.5.2 Risks associated with the weaknesses of the system will be stated in a risk register, with risk acceptances, mitigating actions, and responsible staff clearly stated;

2.5.3 The Swift System Management Plan will include actions relating to data management and cleansing, and the process to ensure that there is complete and accurate transfer of data to the new system;

2.5.4 The Swift System Management Plan will set out how the other issues noted in the CLT briefing note, and the issues noted in Appendix 1 of the Internal Audit report, will be managed; and

2.5.5 A business case would be developed by the end of January 2023, and that the costs for purchasing a new system will need to be approved as part of the Council's budget setting work for financial year 2023-24. Officers advised that implementation of the new system will include liaison with the Council's projects team, and alignment with the Council's major projects programme.

Progress with delivery of actions

2.6 Work is being progressed to refresh the business case and realistic timescales have been set for this. The aim is that an outline case setting out recommended procurement routes and indicative costings will be available for CLT by the end of April 2023 and a full business case by early autumn 2023. The latter to include a recommendation for contract award, a fully costed implementation and resource plan, funding requirements and the business benefits to be targeted. Following the CLT consideration it is anticipated that recommendations will be submitted to the Finance and Resources Committee seeking funding approval and proposing a contract award.

2.7 A project is being established to oversee this process including with representatives from Children, Education and Justice Services and Adult and Health alongside Digital Services and Procurement. Importantly this will include an assessment of the business and process changes required to adopt a new system. Consequently, the date for completion of the business plan audit action has been revised to 31 December 2023.

2.8 In the meantime, arrangements are being made to strengthen the input and quality control of data for the existing Swift system. This will include delivery of the practice improvement plan for practice which will have two aims, firstly to maximise the functionality of Swift to enable access to and use of better data while a replacement system is developed. The second aspect will include developing a workflow that will transition onto the new system and support accurate data input for the new system. This aspect will also consider data migration and management of historic and closed case information. To allow sufficient time to undertake this work the completion date has been revised from 31 August 2023 to 31 December 2023.

2.9 Progress with implementation of management actions agreed in the internal audit report will be monitored by Internal Audit as part of ongoing operational audit tracking processes.

2.10 Given the longstanding issues raised within the internal audit report the Governance, Risk and Best Value Committee agreed to refer the report to the Policy and Sustainability Committee, and to request that regular updates on progress with the various workstreams are reported to the Committee.

3. Background Reading/ External References

3.1 Minute of the Governance, Risk and Best Value Committee – 24 January 2023

3.2 Governance, Risk and Best Value Committee – 24 January 2023 Webcast for item 8.2

3.3 Internal Audit Update Report: 1 September to 5 December 2022, GRBV 24 January 2023

4. Appendices

4.1 Appendix 1 – Internal Audit Report: Swift Application Technology Controls

Internal Audit Report

Swift Application Technology Controls

30 November 2022

CW2202

Overall Assessment	**Significant improvement required**

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This Internal Audit review is conducted for the City of Edinburgh Council under the auspices of the 2022/23 internal audit plan approved by the Governance, Risk and Best Value Committee in March 2022. The review is designed to help the City of Edinburgh Council assess and refine its internal control environment. It is not designed or intended to be suitable for any other purpose and should not be relied upon for any other purpose. The City of Edinburgh Council accepts no responsibility for any such reliance and disclaims all liability in relation thereto.

The internal audit work and reporting has been performed in line with the requirements of the Public Sector Internal Audit Standards (PSIAS) and as a result is not designed or intended to comply with any other auditing standards.

Although there are specific recommendations included in this report to strengthen internal control, it is management's responsibility to design, implement and maintain an effective control framework, and for the prevention and detection of irregularities and fraud. This is an essential part of the efficient management of the City of Edinburgh Council. Communication of the issues and weaknesses arising from this audit does not absolve management of this responsibility. High and Critical risk findings will be raised with senior management and elected members as appropriate.

Executive Summary

Overall Assessment	Significant improvement required

Overall opinion and summary of findings

The design and operating effectiveness of the controls in place to manage system security, data quality, and data loss prevention for the Swift system require significant improvement.

A briefing note on Swift provided to the Corporate Leadership Team (CLT) in June 2022 noted the following key areas of weakness:

- Swift is an end-of-life system which is no longer being developed by the supplier
- training materials are not comprehensive and, in particular, do not cover the basics of data capture
- induction training is provided locally and not centrally, and may therefore be inadequate
- procedure documents are not comprehensive and, specifically, do not fully cover data entry and recording
- data quality has diminished due to a reduction in assurance reviews
- reports produced by the system are not trusted by managers due to poor data quality
- data is not deleted from the system in a timely manner, meaning that data protection standards are not being adhered to
- the system is difficult to use because it is not intuitive, slow, and has performance issues
- the system does not allow for effective reporting to other organisations, e.g. the Scottish Government.

The findings of our review are largely aligned with the issues highlighted in the CLT paper, and we have summarised them at Appendix 1.

A result we have raised one High-rated finding, which has two recommendations: a business case should be created to evaluate the options for replacing the system, and an interim plan should be put in place to manage system risks prior to the implementation of a new system.

Areas of good practice

Our review identified:

- there are robust controls surrounding adding new users, changing user access, and removing leavers access for Council staff. This includes a reconciliation to the Council's leavers lists which are circulated by Business Intelligence.

Background and Scope

Swift is a social care case management system provided by OLM Systems, which the Council has used to support delivery of adult and children's social care and criminal justice services since 2006.

The Council's ICT service provider CGI manages the relationship with OLM systems for the Council. The Swift system is 'end of life', and the Council has limited control over the future of Swift and its use within the organisation.

Due to the age of the Swift system and lack of support and development, the Swift system has a number of functional weaknesses (as noted in the June 2022 CLT paper) which we understand would require replacing the system to ensure that the various services who rely on Swift have a modern solution that will fit their needs.

A Business Case to replace the Swift system was presented to the Council's Corporate Leadership Team (CLT) in October 2019; however despite significant time invested by staff, and engagement with external consultants, the request to invest up to a total of £5.674m over a 2-year implementation period in 2020/21 and 2021/22, was not approved.

The Scottish Government have agreed plans to move to a 'National Care Service' model of health and social care by 2026. This, coupled with increasing demands for services and increased budgetary pressures means the appetite for capital investment in this area is uncertain.

Scope

The objective of this review was to assess the adequacy of the design and operating effectiveness of the key Swift technology controls established to manage system security; data quality; and data loss prevention, and the processes and controls applied by services to ensure that personal sensitive records maintained on the Council's network are appropriately protected.

Risks

- Strategic delivery
- Financial and budget management
- Health and safety
- Supplier, contractor, and partnership management
- Technology and information
- Governance and decision making
- Regulatory and legislative compliance.

Limitations of Scope

The scope of our review was limited to understanding the assurance that the Council receives from third parties (CGI and OLM) in relation to relevant system and supplier management controls, with no direct engagement with these third parties.

Reporting Date

Testing was undertaken across the period April 2021 to March 2022.

Our audit work concluded on 17 October 2022, and our findings and opinion are based on the conclusion of our work as at that date.

Findings and Management Action Plan

Finding 1 – Swift Strategy

Finding Rating	High Priority

In June 2022 a briefing note was presented to the Corporate Leadership Team (CLT) highlighting the significant risks the Council is exposed to by the Swift application, including data quality and compliance with data protection legislation, system usability, and reporting functionality. The briefing note recommended that:

- a Swift/AIS data quality recovery plan was agreed to
- CLT considered the future role of Swift/AIS and plan for its replacement.

The briefing note to CLT stated that the work to improve data quality would take approximately 12 months to complete and would involve significant staff time. However, our review notes that a data quality recovery plan has not yet been created.

Management have advised that the purchase of a new system has recently been agreed in principle. However, given that it has been three years since the last business case was developed, costs and options will likely need to be updated.

The risks associated with the use of the current system have been recorded in both the CLT and Health and Social Care Partnership's risk registers, stating that the system is end-of-life and has maintenance issues.

The findings of our audit were largely aligned with the issues highlighted in the CLT briefing note, and we have summarised these findings at Appendix 1.

Risks

- **Strategic Delivery** – Council objectives may not be achieved
- **Financial and Budget Management** – best value may not be achieved
- **Health and Safety** – increased risk of unreliable data, and increased staff stress
- **Supplier, Contractor, and Partnership Management** – roles and responsibilities, timescales, and services provided are not defined
- **Technology and Information** – inefficient use of data and technology
- **Governance and Decision Making** - inability to make appropriate decisions
- **Regulatory and Legislative Compliance** – non-compliance with relevant data protection legislation.

Recommendations and Management Action Plan: Swift Strategy

Ref.	Recommendation	Agreed Action	Action Owner	Contributors	Timeframe
1.1	A system management plan should be created and approved by CLT, which aligns with the Council's Data Strategy, and which will be used to manage Swift risks in the interim during the move to	1. a system management plan will be created, aligned with Council's Data Strategy, and with the Practice Standards	Amanda Hatton, Executive Director of Education and Children's Services	Rose Howley, Children's Services Senior Manager Carey Fuller, Head of Criminal Justice	31 August 2023

	the new system. Specifically, these risks should be noted in a risk register, with any risk acceptances, mitigating actions, and responsible staff clearly stated. The plan should include actions relating to data management and cleansing, and the process to ensure that there is complete and accurate transfer of data to the new system. In addition, the plan should set out how the other issues noted in the CLT briefing note, and the issues noted in Appendix 1 of this report, will be managed.	2. risks will be stated in a risk register, with risk acceptances, mitigating actions, and responsible staff clearly stated 3. the plan will include actions relating to data management and cleansing, and the process to ensure that there is complete and accurate transfer of data to the new system 4. in addition, the plan will set out how the other issues noted in the CLT briefing note, and the issues noted in Appendix 1 of this report, will be managed.	Judith Proctor, Chief Officer, Edinburgh Health and Social Care Partnership	Jon Ferrer, Senior Manager Quality, Governance, and Regulation Andrew McWhirter, Acting Senior Manager Children's Practice Teams Anna Duff, Interim North-West Locality Manager Nikki Conway, South-East Locality Manager Deborah Mackle, South-West Locality Manager Angela Lindsay, North-East Locality Manager	
1.2	A refreshed business case for the replacement of the current Swift system should be prepared and then approved by CLT. It should give consideration to the scale of resources required to implement the new system, involve liaison with the Council's projects team, and should be aligned with the Council's major projects programme.	A business case is currently being created, with the aim to have it completed by January 2023. The costs for purchasing a new system will need to be approved as part of the Council's budget setting work for financial year 2023-24. With regard to implementation of the new system, there will be liaison with the Council's projects team, and alignment with the Council's major projects programme.	Amanda Hatton, Executive Director of Education and Children's Services Judith Proctor, Chief Officer, Edinburgh Health and Social Care Partnership Richard Carr, Interim Executive Director of Corporate Services	Richard Williams, Programme Director Nicola Harvey, Service Director, Customer and Digital Services Anna Duff, Interim North-West Locality Manager Nikki Conway, South-East Locality Manager Deborah Mackle, South-West Locality Manager Angela Lindsay, North-East Locality Manager	28 February 2023

Appendix 1 – Summary of Findings

Audit Area	Control Objectives	Audit Findings
System strategies	1. System owners have a clear understanding of the lifetime of the systems and supplier timeframes for providing ongoing support.	Our review identified that the Swift system is no longer being developed by the supplier and is therefore 'end of life'.
	2. Clear strategies are in place to support replacement of the systems before they are no longer supported by the suppliers.	Previous proposals to replace Swift have not been approved. The last Business Case was prepared in 2019 and is therefore outdated. It is estimated that replacing the system will take 4 years including recovering Swift data to an acceptable level and fully completing a replacement project.
System Data Quality Controls	1. Data quality controls are included within the Swift system that include (but are not limited to): • specified data and value input formats (e.g., dd/mm/yyyy or £0,000.00) • limited numbers of 'free text' fields • inability to leave certain fields blank • data validation checks (e.g., is less than 0 or greater than 100 years old).	While validation controls exist on Swift, the extent of these is not known, and therefore we cannot confirm that the needs of the Council are being met. Furthermore, the Council has limited control to implement new controls given the lack of development on the system identified above.
	2. There are established data quality checking procedures that include the requirement to perform regular checks on the quality of system, including use of system exception reports (where available).	Data quality checking procedures have been designed by Business Support, though they are not tasked with inputting the data. The quality of data in the Swift system varies across services, but has deteriorated in general in recent years, making the task of quality improvement a challenge. Management highlighted that data quality work is often side-lined due to competing priorities, difficulties navigating and using the system, and there are no central checks performed to confirm that data quality work is effective and has been completed.
	3. Data quality checking procedures are consistently applied.	
	4. There is an effective process in place for the creation and adjustment of system generated reports.	While our review found that there was a robust process in place for the creation and adjustment of system generated reports, some Swift-specific reports (such as Mail Merge and Oracle integration) are more complex in nature and there is a potential key-person dependency around the ongoing

		functionality of these elements of the system. Management have advised that, due to the lack of effective reporting functionality, there is difficulty in tracking drift and delay in case work, and that there is the requirement to develop a more effective performance culture.
	5. Process and procedure notes supporting the ongoing use of the systems been prepared and are available to all system users.	Our review identified 118 policy, procedure, and guidance documents on the Orb relating to the use of Swift. We found that most of these documents were either no longer available or had not been subject to review for up to 9 years. Discussions with officers confirmed that Swift processes have been localised, and therefore the extent of guidance documents and processes is not known. This might suggest that the approach to Swift is inconsistent across teams and directorates. Management have advised that a team was in place which provided centralised training to staff, and which maintained policies and procedures, but that the team was disbanded in 2016.
Information governance and system security	1. There are records management procedures in place which outline the requirements for holding, archiving, and deleting data, and which have been approved by IGU and comply with the Council's data protection standards.	As highlighted above, records management procedures are localised and therefore we could not confirm that procedures have been designed appropriately or that they are operating effectively. We noted that the Swift system has limited functionality in relation to archiving and deleting data. As a result, the Council is non-compliant with elements of GDPR legislation and its own data protection standards.
	2. Records management procedures are consistently applied.	
	3. Access to personal sensitive data held on Council network drives is appropriately restricted and regularly reviewed.	Although the Swift system has document retention functionality, the Council did not elect to procure this. As a result, documents which are supplementary to Swift case records are stored on individual network drives. Officers noted that user access for such folders is not aligned with Swift user access privileges, and in some instances, there are no processes to periodically review user access rights to confirm access to sensitive data is restricted.
	4. Controls have been established to prevent unauthorised data extraction and transfer.	Swift has controls in place to prevent the unauthorised extraction and transfer of data through its user security functionality. In addition, the Council also relies on confidentiality agreements and the Councils ICT Acceptable Use Policy.

	5. There are controls in place to manage the secure provision of information to third parties.	No data sharing agreements with third parties were provided to Internal Audit, and therefore we were unable to confirm that controls are adequate. Furthermore, user access controls only cover Council employees and, therefore, the Council is reliant on third parties notifying any changes (e.g. leavers), otherwise access will continue until RSA tokens expire (after 3 months).
	6. Known records management weaknesses have been recorded in relevant risk registers and escalated to the Council's Information Governance Unit.	While we noted that the risks associated with Swift have been discussed and added to some risk registers, we were unable to confirm that all relevant service risk registers detail the issues with the Swift system.
System Access	1. Established system user profiles have been mapped to and are aligned with employee roles and responsibilities to ensure that access to records is appropriately segregated and restricted.	Swift user access rights are not clearly and directly aligned to current operational roles. As a result, it is necessary to copy an existing user's access. This is not considered best practice as any errors will be compounded.
	2. There are controls in place to manage system access rights, including assigning the appropriate user profiles for new starts; allocation and management of RSA tokens for Swift access; employees changing roles; and removing access for leavers.	Our review identified robust controls surrounding adding new users, changing user access, and removing leavers access for Council staff. This includes a reconciliation to the Council's leavers lists which are circulated by Business Intelligence.
	3. Regular reviews are performed to ensure that access rights remain appropriate.	Discussions with officers highlighted that a new process is currently being designed to perform a full review of user access rights on a six-monthly basis. No details of this new process were available and therefore we were unable to test operational effectiveness. As previously highlighted, this task may be made more difficult because user rights are not aligned to operational roles and responsibilities.
Ongoing Supplier Management	1. Council owners have been established for both systems.	No issues were noted regarding the ownership of the system.
	2. An appropriate escalation route has been established to highlight any emergency system issues to the suppliers.	We identified that the relationship with OLM is managed by the Council's ICT supplier CGI, and therefore escalation of emergency system issues, assurance over system security, data protection, and change management

	3. The Council receives appropriate assurance from suppliers in relation to their system security, data protection, and change management controls.	controls, as well as system security issues, is done via the Council's normal ICT procedures.
	4. Any significant system security issues or data protection challenges are communicated to the Council.	

Appendix 2 – Assurance and Priority Definitions

Overall Assurance Ratings	
Effective	The control environment and governance and risk management frameworks have been adequately designed and are operating effectively, providing assurance that risks are being effectively managed, and the Council's objectives should be achieved.
Some improvement required	Whilst some control weaknesses were identified, in the design and / or effectiveness of the control environme4nt and / or governance and risk management frameworks, they provide reasonable assurance that risks are being managed, and the Council's objectives should be achieved.
Significant improvement required	Significant and / or numerous control weaknesses were identified, in the design and / or effectiveness of the control environment and / or governance and risk management frameworks. Consequently, only limited assurance can be provided that risks are being managed and that the Council's objectives should be achieved.
Inadequate	The design and / or operating effectiveness of the control environment and / or governance and risk management frameworks is inadequate, with a number of significant and systemic control weaknesses identified, resulting in substantial risk of operational failure and the strong likelihood that the Council's objectives will not be achieved.

Priority Ratings	
Advisory	A finding that does not have a risk impact but has been raised to highlight areas of inefficiencies or good practice.
Low Priority	An issue that results in a small impact to the achievement of objectives in the area audited.
Medium Priority	An issue that results in a moderate impact to the achievement of objectives in the area audited.
High Priority	An issue that results in a severe impact to the achievement of objectives in the area audited.
Critical Priority	An issue that results in a critical impact to the achievement of objectives in the area audited. The issue needs to be resolved as a matter of urgency.

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Policy and Sustainability Committee

10.00 am, Tuesday, 21 March 2023

McCrae's Battalion Trust: Commemorative Service at Contalmaison Cairn – 1 July 2023

Executive/routine	
Wards	**City Wide**
Council Commitments	

1. Recommendations

1.1 To approve the attendance of Bailie Jason Rust at the Commemorative Service at Contalmaison on 1 July 2023.

Andrew Kerr

Chief Executive

Contact: Norma Cuthbertson, Executive Assistant to the Lord Provost

E-mail: lord.provost@edinburgh.gov.uk **|** Tel: 0131 529 4430

Report

McCrae's Battalion Trust: Commemorative Service at Contalmaison Cairn – 1 July 2023

2. Executive Summary

2.1 The Council supported the Hearts Great War Memorial Committee by providing a £5,000 grant towards the cost of a cairn at Contalmaison to commemorate the 15th and 16th Battalions of the Royal Scots at the Battle of the Somme. The Council was also represented at the unveiling ceremony in 2004. The Council has normally been represented at each of the annual commemorative ceremonies.

3. Background

3.1 The Council is invited each year by McCrae's Battalion Trust to attend the annual commemorative ceremony. The last commemorative service was in 2022.

4. Main report

4.1 The Council supported the Hearts Great War Memorial Committee by providing a £5,000 grant towards the cost of a cairn at Contalmaison to commemorate the 15th and 16th Battalions of the Royal Scots at the Battle of the Somme. The Council was also represented at the unveiling ceremony in 2004.

4.2 The Council has normally been represented at each of the annual commemorative ceremonies and has received an invitation to be represented at this year's ceremony.

4.3 As the Lord Provost is unable to attend, approval is sought for Bailie Jason Rust's attendance following approval by the Leader of the Council.

5. Next Steps

5.1 Not applicable.

6. Financial impact

6.1 Travel and accommodation is £895.00 which can be met from the Legal and Assurance Divisional budget.

7. Stakeholder/Community Impact

7.1 There are no consultation or engagement requirements.

7.2 This recommendation is unlikely to impact on health and safety, governance, compliance, or regulatory matters. There are also no equalities impacts arising from this visit.

7.3 Travel (return trip) from Edinburgh to Contalmaison will be by coach (a carbon footprint of 52kg CO_2). Travel by coach is in keeping with the Council's approach to long distance travel options.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 None.

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Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Risk Management Policy

Item number	
Executive/routine	**Executive**
Wards	
Council Commitments	

1. Recommendations

1.1 It is recommended that the Committee:

1.1.1 reviews and approves the Council's updated Risk Management Policy as set out in Appendix 1 to this report; and

1.1.2 refers the report to the Governance, Risk and Best Value (GRBV) Committee for information.

Dr Deborah Smart
Executive Director of Corporate Services

Contact: Chris Lawson, Head of Health and Safety/Interim Risk
Legal and Assurance Division, Corporate Services Directorate
E-mail: chris.lawson@edinburgh.gov.uk | Tel: 0131 529 7476

Report

Risk Management Policy

2. Executive Summary

2.1 The purpose of this paper is to present the Council's refreshed Risk Management Policy (the Policy) to the Committee for review and approval.

2.2 This Policy supersedes the existing policy dated 30 November 2021.

2.3 The Policy describes the Council's overarching risk management approach and is supported by a risk management framework that describes how the policy will be applied by all Council directorates and divisions.

2.4 The operational risk assessment tool used by Services to assess Service risks has been revised following feedback from officers on challenges using the existing tool.

3. Background

3.1 Risk management is a fundamental part of effective business management.

3.2 As risk management is not a statutory or legislative requirement, it is the Council's responsibility to determine its risk appetite and implement its own Risk Management Policy and supporting arrangements.

3.3 The Chartered Institute of Public Finance and Accountancy (CIPFA) also notes that the discipline of risk management promotes innovation in support of strategic objectives and service delivery; opening the door to the possibility of taking risks to achieve positive outcomes.

3.4 Establishing a Risk Management Policy should also support identification and realisation of the improvements and benefits associated with both planned and unexpected opportunities, delivery of Council priorities, whilst protecting the citizens of Edinburgh, Council's employees and assets (where possible) from their potential negative impacts.

3.5 Consequently, good risk management should be an embedded component of both decision making and ongoing service delivery across the Council; should be viewed positively; and should not be performed as a separate standalone or retrospective activity.

3.6 The current Policy was last reviewed by the Committee in November 2021.

4. Main report

4.1 The objective of the Risk Management Policy is to support achievement of the Council's priorities by establishing a structured and proportionate organisational risk management approach that:

4.1.1 supports all Council areas in making and recording effective risk based strategic and operational decisions;

4.1.2 ensures that all known current and future risks associated with ongoing service delivery are consistently and effectively identified; recorded; assessed; and appropriately mitigated and managed in line with the Council's risk appetite; and

4.1.3 supports identification and realisation of the potential improvements associated with both planned and unexpected opportunities, delivery of Council priorities, whilst protecting the citizens of Edinburgh, the Council's employees and assets (where possible) from potential negative risk impacts.

4.2 The Policy sets out how risk management should be considered when making both strategic and operational decisions and delivering services; the Council's risk culture; the requirements for effective application of risk management across Council services; risk management structures and responsibilities.

4.3 The Policy also includes the requirement to consider project delivery risks, and any risks associated with partnership or contractual arrangements supporting delivery of Council priorities and service delivery that could potentially affect the Council.

4.4 When refreshing the Policy, good practice has been considered and incorporated (where relevant) from a number of sources, including the risk management guidance included in the Scottish Government's Public Finance Manual; CIPFA; the International Organisation for Standardisation's ISO31000 Risk Management Guidelines; the Institute of Risk Management; and other public bodies.

4.5 The policy will be implemented in line with the Council's agreed risk appetite which sets out the amount of risk that the Council has agreed that it is prepared to accept.

4.6 This policy is currently support by risk assessment template tools for Services conducting risk assessments and facilitating risk based discussions. These are in general circulation within Services for their use. The current templates in use are in the process of being revised as part of a piece of work to provide detailed supporting guidance to those completing risk assessment activities at all levels within the Council, following user feedback. The revised templates will be published on the Risk Management Orb pages.

5. Next Steps

5.1 Once approved by the Committee, the Policy will be shared and communicated across the Council, with the refreshed version published on the policy register maintained on the Council's website.

6. Financial impact

6.1 There are no direct financial implications associated with the Policy, although there may be costs associated with implementing controls to mitigate risks and/or failing to mitigate risks.

7. Stakeholder/Community Impact

7.1 Consistent and effective application of the Policy will help to ensure delivery of Council priorities, that citizens of Edinburgh, Council's employees and assets are protected (where possible) from the negative risk impacts associated with planned and unplanned events, whilst identifying opportunities for improvement

8. Background reading/external references

8.1 ISO31000 Risk Management Guidelines

8.2 Institute of Risk Management

8.3 Management of Risk

8.4 CIPFA Risk Management

8.5 Scottish Government Public Finance Manual

9. Appendices

9.1 Appendix 1 - Risk Management Policy

Risk Management Policy

Implementation date: 21 March 2023

Control schedule

Version control

Approved by	Policy and Sustainability Committee
Approval Date	21 March 2023
Senior Responsible Officer	Dr Deborah Smart, Executive Director of Corporate Services, Nick Smith, Service Director, Legal and Assurance
Author	Chris Lawson, Interim Head of Risk
Scheduled for review	January 2025 (TBC)

Version control

Version	Date	Author	Comment
0.3	6 October 2020	Lesley Newdall, Senior Audit and Risk Manager	
0.4	30 November 2021	Lesley Newdall, Head of Audit and Risk	
0.5	21 March 2023	Chris Lawson, Interim Head of Risk	

Previous committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
6 October 2020	Policy and Sustainability Committee	Report	Meeting Minute
30 November 2021	Policy and Sustainability Committee	Report	Meeting Minute

Risk Management Policy

Policy statement

1.1 The purpose of this Risk Management Policy (the Policy), along with the Risk Management Framework (the Framework), is to support the Council in achieving its objectives; through strengthening the ability to respond to challenges, ensuring conformity with rules and regulations, providing assurance that controls are in place, and supporting well-informed decision making.

1.2 The Policy also aims to support identification of opportunities for improvement and operational efficiencies.

Scope

2.1 This Policy applies to all Council employees and is intended to support embedding of effective risk management in all Council directorates, divisions and services.

2.2 The Chief Executive and Corporate Leadership Team (CLT) have overall responsibility for the design and application of the Council's Risk Management Framework.

Policy content

Risk Framework

3.1 The Policy forms part of the overall Risk Management Framework, which includes governance arrangements, procedures and guidance, templates, training materials and communications relating to risk management within the Council. For the Framework to be effective, the following principles should be applied:

3.1.1 Risk management is an essential part of governance and leadership, and fundamental to how the organisation is directed, managed and controlled at all levels;

3.1.2 Risk management should be an integral part of all organisational activities to support decision making in achieving objectives;

3.1.3 Risk management should be collaborative and informed by the best available information and expertise;

3.1.4 Risk management processes should include risk identification and assessment to determine how the risks should be prioritised and managed;

3.1.5 Timely, accurate and useful risk reporting should be used to enhance the quality of decision-making and to support management and oversight bodies in meeting their responsibilities; and

3.1.6 Risk management processes should be continually improved through learning and experience.

3.2 The Corporate Risk Management Team is responsible for the ongoing maintenance of the Framework.

Alignment with Council Objectives

3.3. As the purpose of the Risk Management Framework is to support the Council in achieving its objectives, the Policy and approach should be aligned to those objectives, and applied proportionately to the level of risk the Council faces.

3.3.1 The Corporate Leadership Team should review the Framework periodically, and alongside the latest Business Plan and Council Policies to ensure alignment with the Council's strategic objectives;

3.3.2 The Council faces a wide range of risks across its services given the broad and diverse nature of the Council's undertakings; however the level of action should be proportionate to the risk rating;

3.3.3 Mitigations should be prioritised for those risks that have been rated as critical or high; and

3.3.4 The Corporate Leadership Team should meet quarterly to review how management is responding to critical and high rated risks; however operational risks are also considered as part of the normal flow of management information in the business-as-usual environment.

Risk Appetite

3.4 Risk Appetite is the level of risk the Council is willing to accept in pursuit of its objectives.

3.4.1 The Council's risk appetite statement is established by the Corporate Leadership Team and approved by the Policy and Sustainability Committee. The application of this is set out within Directorate Risk Committees and Divisional Management Teams, to ensure risks are managed consistently within agreed tolerances and within the overall Council risk appetite.

3.4.2 Risk Appetite can change over time as economic circumstances and objectives change; and

3.4.3 The Council reviews its overall risk appetite annually, aligned with the latest Business Plan, to ensure delivery of the Council's strategic objectives.

Risk Management Processes

3.5 The Risk Management Framework provides a number of tools to support services in the identification, management and reporting of risks:

3.5.1 Standardised Risk Register templates support a consistent approach to the articulation of risk causes and impacts, risk ratings, and the effectiveness of controls;

3.5.2 Standardised Directorate reporting provides a consistent view of the escalation and aggregation of key risks across the Council, leading to well-informed decision making from the leadership team;

3.5.3 Transparency and accessibility of risk information across all levels of the organisation supports effective governance and assurance of risk management by officers and elected members; and

3.5.4 The identification of common issues across directorates presents opportunities for new mitigating controls and potential improvements.

Implementation and Review

4.1 Implementation of this Policy will be effective from the date of approval. This Policy supersedes the previous Enterprise Risk Management Policy approved on 30 November 2021.

4.2 This policy will be reviewed bi-annually by the Policy and Sustainability Committee.

Roles and Responsibilities

5.1 All Council colleagues are responsible for identifying risks, which can be found locally within services, or derive from economic, circumstantial or other events.

5.1.1 **Policy and Sustainability Committee** has responsibility for setting the Council's Risk Appetite;

5.1.2 **Chief Executive and Corporate Leadership Team** has overall accountability for the Council's approach to Risk Management. Decisions on the approach and the treatment of escalated risks that are made within the Corporate Leadership Team Risk Committee;

5.1.3 **Executive Directors and Service Directors** have responsibility for the oversight and management of risks within their directorates and divisions respectively, and escalation of relevant risks to the Corporate Leadership Team through directorate risk committees;

5.1.4 **Heads of Service** are responsible for identifying and managing risks within their service area. Escalations are agreed within local risk meetings and leadership meetings;

5.1.5 **Operations Managers** provide support in the implementation and embedding of the Framework locally, and through shared discussion and insight within the council-wide Risk Forum; and

5.1.6 **Corporate Risk Management Team** provides templates, training, advice and guidance on the implementation and embedding of the risk management policy and the Framework.

5.2 The escalation of risks should be trackable from divisional risk meetings through to directorate risk committees, then onto the CLT risk committee as required. The CLT risk committee is used for endorsement of risk treatment, to provide constructive challenge, and to make final decisions on risk acceptance. The output from CLT risk committee accompanies an overall Council risk profile, for scrutiny by the GRBV committee.

Related documents

6.1 The following documents / further reading should be considered alongside this Policy:

6.1.1 Council Business Plan.

6.1.2 Risk Management Orb pages.

Policy & Sustainability Committee

10:00am, Tuesday, 21 March 2023

Multi-Agency Domestic Abuse Policy

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To note the content of the City of Edinburgh Council Multi-Agency Domestic Abuse Policy which has been updated in line with Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls.

1.2 To approve updated Multi-Agency Domestic Abuse Policy for use from 1 April 2023.

Amanda Hatton

Executive Director for Children, Education and Justice Services

Contact: Jon Ferrer, Head of Quality, Governance and Regulation and Depute Chief Social Work Officer

E-mail: Jon.Ferrer@edinburgh.gov.uk

Report

Multi-Agency Domestic Abuse Policy

2. Executive Summary

2.1 The Multi-Agency Domestic Abuse Policy, attached as an Appendix, includes a definition of domestic abuse as per the Domestic Abuse (Scotland) Act 2018 and adopts a gendered analysis of domestic abuse as per the Equally Safe strategy. This is a significant update to the policy, which is revised for the first time since 2013.

3. Background

3.1 Domestic Abuse can affect people from all walks of life, and it can have lifelong detrimental impacts on them and their children.

3.2 Although men and boys are affected by domestic abuse, women and girls are disproportionately affected. People with protected characteristics are also affected in ways that both overlap and differ to how people without protected characteristics are impacted.

3.3 This is the first review of Edinburgh's Multi-Agency Domestic Abuse Policy since 2013, when it first came into effect.

3.4 The attached revised policy includes additional information on the impacts of domestic abuse on groups with individual and intersecting protected characteristics and sets out the guiding principles for intervention. It also provides information on additional services and sources of support for individuals affected by domestic abuse and professionals supporting them.

3.5 The current review of the Multi-Agency Domestic Abuse Policy has been approved by the Equally Safe Edinburgh Committee and an Integrated Impact Assessment has been carried out and published on the City of Edinburgh Council's website.

4. Main report

4.1 Edinburgh aspires to be a city where everyone is equally safe from all forms of violence, abuse and exploitation. This includes violence and abuse in the private sphere within the home.

4.2 Domestic abuse overwhelmingly affects women and girls, although men, boys, transgender and non-binary people, as well as people with individual, multiple and intersecting protected characteristics can also be affected.

4.3 The Domestic Abuse (Scotland) Act 2018 recognises that domestic abuse includes physical, psychological, emotional, sexual and financial abuse and coercive control. It further recognises that children are affected by domestic abuse in detrimental ways regardless of whether they are directly targeted, whether they are witnesses or whether they are forced to by the perpetrator to behave abusively towards the non-abusive parent.

4.4 The revised Multi-Agency Domestic Abuse Policy aligns with a number of relevant policies and procedures within the Council, specifically the Adult Protection Policy, the Adult Protection Multi-Agency Guidelines, the Adult Protection Procedure, the Edinburgh Child Protection Procedures, the Forced Marriage Policy and the Domestic Abuse Housing Policy.

4.5 The revised Multi-Agency Domestic Abuse Policy intends to substitute the Council's current policy, which was implemented in 2013. Specifically, the proposed revised policy:

4.5.1 Has been compiled by a wider range of stakeholders and partner organisations operating in Edinburgh since the expansion of the Equally Safe Edinburgh Committee's membership

4.5.2 Includes the most up-to-date definition of gender-based abuse adopted by the Scottish Government in the Equally Safe Strategy

4.5.3 Is aligned with recent developments in legislation, policy and practice

4.5.4 Discusses the specific ways in which domestic abuse affects women, children, and people with specific and intersecting protected characteristics

4.5.5 Embeds Equally Safe guiding principles for effective domestic abuse intervention

4.5.6 Outlines roles and responsibilities for the monitoring of the policy and

4.5.7 Provides a range of resources and information for support and legislative and policy context.

5. Next Steps

5.1 Following approval of the revised Multi-Agency Domestic Abuse Policy by the Policy and Sustainability Committee, the policy will be publicised on the City of Edinburgh Council website.

5.2 The Policy will be further disseminated to the Equally Safe Edinburgh Committee, the Edinburgh Adult Support and Protection Committee and the Edinburgh Child Protection Committee.

5.3 The new Multi-Agency Domestic Abuse Policy will be reviewed on an annual basis.

6. Financial impact

6.1 Following a completed Integrated Impact Assessment, no financial impacts were identified as a result of the revision of this policy.

7. Stakeholder/Community Impact

7.1 This policy was revised in partnership with organisations and services who are members of the Equally Safe Edinburgh Committee both in the statutory and voluntary sectors.

7.2 Member organisations and services of the Equally Safe Edinburgh Committee include frontline professionals with direct contact with people affected by domestic abuse on a daily basis. Although direct community engagement did not take place during the revision of this policy, representatives from front line services conveyed the experiences of the people they supported to ensure their inclusion in the policy.

7.3 This policy revision ensures the Council's compliance with Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls.

7.4 No environmental or other impacts were identified as a result of this policy revision.

8. Background reading/external references

City of Edinburgh Council Policies and Procedures

8.1 Multi-Agency Domestic Abuse Policy: Integrated Impact Assessment

8.2 The Edinburgh Forced Marriage Policy

8.3 The Edinburgh Adult Protection Policy

8.4 The Edinburgh Adult Protection Multi-Agency Guidelines

8.5 The Edinburgh Adult Protection Procedure,

8.6 The Edinburgh Child Protection Procedures,

8.7 The Edinburgh Domestic Abuse Housing Policy

Legislative Context:

8.8 Adult Support and Protection (Scotland) Act 2007

8.9 Anti- social Behaviour, Crime and Policing Act 2014

8.10 Children (Scotland) Act 2020

8.11 Children's Hearing (Scotland) Act 2011

8.12 Domestic Abuse (Scotland) Act 2018

8.13 Forced Marriage etc. (Protection and Jurisdiction) (Scotland) Act 2011

8.14 The Human Rights Act (1998)

8.15 Human Trafficking and Exploitation (Scotland) Act 2015

8.16 Protection from Abuse (Scotland) Act 2001

8.17 Protection of Children and Prevention of Sexual Offences (Scotland) Act 2005

8.18 Protection of Vulnerable Groups (Scotland) Act 2007

8.19 Prohibition of Female Genital Mutilation (Scotland) Act 2005

8.20 Sexual Offences (Scotland) Act 2009

8.21 Vulnerable Witnesses (Scotland) Act 2004

Relevant Documents:

8.22 Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls (Scottish Government & COSLA, 2017)

8.23 In Search of Excellence: The Coordinated Community Response (CCR)

8.24 Safer Lives: Changed Lives: A Shared Approach to Tackling Violence Against Women in Scotland (The Scottish Government 2009)

8.25 National Guidance for Child Protection in Scotland (The Scottish Government, 2021)

8.26 Violence Against Women Partnership Guidance (COSLA/ The Scottish Government, 2016)

9. Appendices

9.1 Appendix 1 - Revised Multi-Agency Domestic Abuse Policy

Edinburgh's Multi-Agency Domestic Abuse Policy

Implementation date: 1 April 2023

Control schedule

Approved by	Policy & Sustainability Committee
Approval date	21 March 2023
Senior Responsible Officer	Amanda Hatton, Director for Education and Children's Services
Author	Angela Voulgari, Equally Safe Edinburgh Committee Lead Officer
Scheduled for review	April 2024

Date	Committee	Link to report	Link to minute

Version control

Subsequent committee decisions affecting this policy

Version	Date	Author	Comment
0.1			
0.2			

Edinburgh's Multi-Agency Domestic Abuse Policy

Policy statement

1. This policy is a statement of commitment from all partners in Equally Safe Edinburgh Committee and provides a set of guiding principles and definitions in relation to the prevention of domestic abuse, the support and protection of victims/survivors and their children, and the response to perpetrators. This policy is structured in line with Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls.

Scope

2. This policy statement is adopted by the Edinburgh Partnership and all the national and local agencies that work in Edinburgh to address domestic abuse and wider forms of Violence Against Women and Girls. It is based on a shared understanding by all partners of the extent and impact of domestic abuse and that it can never be acceptable or tolerated.

2.1. This policy aims to reduce the risk generated by the lack of a shared understanding between services and agencies of the definition of domestic abuse, factors contributing to domestic abuse, and appropriate responses to safeguard people affected, including children.

2.2. This policy promotes an ethos of collaborative working and appropriate information sharing to ensure that responses to domestic abuse are appropriate and proportionate to the level of risk identified, while centring the voices of victims/survivors and their children in all agreed actions.

2.3. It highlights domestic abuse as a priority in all areas of public protection, and sets out the key shared principles of effective intervention, with which all agencies' operations and procedures will be consistent.

2.4. The Equally Safe Edinburgh Committee currently consists of the following organisations, all of whom will adhere to the principles set forth in this policy:

The City of Edinburgh Council
Police Scotland

NHS Lothian
Edinburgh Women's Aid
Edinburgh Rape Crisis Centre
Shakti Women's Aid
Victim Support Scotland
Children 1st
Saheliya
The University of Edinburgh
The Multicultural Family Base
Sacro
Feniks Counselling, Personal Development and Support Services
Health in Mind

Definitions

3. This Policy adopts the definition of domestic abuse set out in the Domestic Abuse (Scotland) Act 2018.

3.1. This includes any course of behaviour which causes physical or psychological harm towards a current or ex-partner

3.2. 'Abusive' behaviour includes any kind of physical or sexual violence, threats or intimidation that:

3.2.1. make the partner or ex-partner dependent on the perpetrator of abuse
3.2.2. isolates them from friends, family and support networks
3.2.3. controls or monitors their daily activities
3.2.4. restricts or deprives them of freedom
3.2.5. frightens, humiliates, degrades or punishes them.

3.3. This Act makes domestic abuse an aggravated offence if it involves a child, either by:

3.3.1. The behaviour being directed towards a child
3.3.2. Uses a child for the perpetrator to direct abusive behaviour towards their partner or ex-partner
3.3.3. The child sees, hears or is present during an incident of abusive behaviour being directed towards the partner or ex-partner

3.4. Violence Against Women (VAW) and Violence Against Women and Girls (VAWG): This term refers to specific forms of violence perpetrated against women and girls overwhelmingly by men. This violence is perpetrated against girls and women due to gender inequality, which positions men and men's rights above the rights of women and girls.

3.5. Gender- Based Violence (GBV): Any violence or abuse directed against a person on the basis of their gender. In this context, the term 'gender' can encompass both someone's biological sex (male or female) as well as the gender identity they adopt. This includes trans men, trans women and non-binary people.

3.6. Honour-Based Abuse (HBA): Any form of abuse or violence directed towards someone who is deemed as having 'transgressed' or might 'stray' from the traditional codes of behaviour of their family, culture, community or religion. HBA can involve domestic, sexual and emotional abuse. It may or may not involve the current or ex-partner, and it can also involve additional family, extended family or community members, at times with multiple perpetrators. Forced Marriage and Female Genital Mutilation are also forms of HBA, while HBA can also lead to so-called 'honour' killings.

3.7. Other abbreviations and terms that will be used throughout this document include:

- BAME: Black, Asian and Minority Ethnic
- FGM: Female Genital Mutilation
- LGBT: Lesbian, Gay, Bisexual, Transgender
- MARAC: Multi-Agency Risk Assessment Conference
- DSDAS: Disclosure Scotland Domestic Abuse Scheme

Policy content

4. Equally Safe Priorities:

4.1. All work on gender-based violence in Edinburgh and work on domestic abuse specifically, will adhere and contribute to the four priorities of Equally Safe, Scotland's Strategy for Preventing and Eradicating Violence Against Women and Girls:

i. Scottish society embraces equality and mutual respect and rejects all forms of violence against women and girls

ii. Women and girls thrive as equal citizens – socially, culturally, economically and politically
iii. Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people
iv. Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response.

4.2. All stakeholders signing up to this policy will adopt a gendered analysis to domestic abuse, recognising that girls and women are primarily affected by domestic abuse due to patriarchal social structures and norms that enable abuse to continue to be perpetrated against them. This does not negate the reality that men and boys can also be affected by domestic abuse, but not to the same extent or prevalence.

4.3. All stakeholders signing up to this policy will further work to the principles of the Safe & Together™ Model. The Safe & Together™ Model aligns with the Equally Safe Strategy in identifying that domestic abuse is a negative parenting choice and in allying with the non-abusive parent to ensure their, and their child(ren)'s safety and wellbeing, while holding the abusive parent accountable for their actions.

4.4. All stakeholders will also recognise that domestic abuse can happen to anyone, regardless of their sex, gender, religion, culture, age, marital/civil partnership status or socio-economic circumstances, and it occurs in heterosexual and same-sex relationships.

4.4.1. According to Equally Safe, '*Gender based violence is a function of gender inequality, and an abuse of male power and privilege. It takes the form of actions that result in physical, sexual and psychological harm or suffering to women and children, or affront to their human dignity, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life. It is men who predominantly carry out such violence, and women who are predominantly the victims of such violence. By referring to violence as 'gender based', this definition highlights the need to understand violence within the context of women's and girls' subordinate status in society. Such violence cannot be understood therefore, in isolation from the norms, social structure and gender roles within the community, which greatly influence women's vulnerability to violence'.*

4.4.2. Defining abuse as 'gender-based' means that interventions with victims/ survivors and perpetrators must be based on an understanding of gender within any given societal context and how

this impacts people's understanding, preparedness and willingness to report domestic abuse.

4.4.3. To provide effective interventions, service providers recognise that domestic abuse is often underreported due to different barriers faced by different individuals seeking support. Someone's experience of domestic abuse can also intersect in complex ways with other protected characteristics like age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- Male victims/survivors of domestic abuse may find it difficult to report abuse because of gendered societal notions relating to masculinity and help-seeking, which will differ based on cultural interpretations of masculinity and its interplay with domestic abuse.

- People in their older years might experience domestic abuse combined with long-standing beliefs about the 'acceptability' of domestic abuse. They may be ineligible for financial support and might hesitate to share services (particularly refuge accommodation) with younger people. In addition, victims/survivors in their older years may need to be assessed for the possibility that they may be considered an adult at risk.

- People affected by disabilities/long term conditions are more likely to be living with the perpetrator, to have experienced abuse for a longer period before seeking support, and to be experiencing types of abuse specifically targeting their disability or condition. This can include obstructing access to healthcare, support, medication or equipment required to support their independence. People with communication difficulties might struggle to access services or to describe their experiences of abuse, while the perpetrator might not allow privacy during appointments or might obstruct access to services altogether. The experience of domestic abuse will also differentially affect people who might need long-term care or who might provide long-term care to the perpetrator of domestic abuse, introducing additional barriers to leaving or safely staying in an abusive relationship.

- LGBT+ people can experience domestic abuse and forms of coercive control, physical and sexual violence specific to their sexual orientation and gender identity such as threatening to 'out' victims/survivors to their friends and family. Victims/survivors can

be reluctant to report to services because they don't want to disclose being in a same-sex relationship or to explain their transition. Further, heteronormativity in society and in the provision of services can pose additional barriers for LGBT+ people seeking support to stay safe or to leave abusive relationships.

- People who are married or in a civil partnership might be reluctant to leave an abusive spouse for a number of reasons, including shared property, children, financial abuse (where the perpetrator has all funds and assets under their name and the victim/survivor has no entitlements) and the practical and financial challenges of seeking a divorce. Further, there could be religious/faith/community perceptions around separation and divorce being unacceptable, which further prevents victims/survivors from seeking support.

- Pregnant women are 60% more likely to experience physical violence than women who are not pregnant. Pregnancy is recognised as an additional risk factor for domestic abuse and a child protection issue. People who have children might be reluctant to leave an abusive relationship for fear of losing guardianship of their children, being deemed 'unfit' to care for them, or they may hold beliefs that children need to have two parents regardless of circumstances. Domestic abuse is a particularly high risk for young mothers as their vulnerability to abuse, social isolation, and potential lack of financial independence and life skills can increase their dependency on the perpetrator.

- Children can be traumatised from domestic abuse regardless of whether they were targeted, whether they witnessed incidents or whether they were in adjoining rooms while the abuse was taking place and their experiences can have long-lasting impacts in their later life. Further, 31% of girls and 16% of boys aged 13 to 17 reported experiencing some form of sexual abuse within their relationships. The overwhelming majority (95%) of young people experiencing intimate partner abuse are female, with less than half (45%) being known to children's social services. Within BAME communities (although not exclusively) children and young people can also be affected by domestic abuse in the context of wider harmful traditional practices and honour-based abuse such as forced marriage and FGM. These phenomena are also gendered in nature and disproportionately affect girls and young women.

- People from BAME backgrounds, refugees, asylum seekers, migrants and Gypsy/Travellers can also face additional barriers due to the often-close-knit nature of their communities. Language barriers, racism and discrimination are identified as key issues for BAME people seeking support for domestic abuse, combined with a lack of knowledge around how systems and services work. Domestic abuse might also be seen as culturally or religiously ‘acceptable’, or even ‘expected’, based on long-standing traditional interpretations around gender roles. Uncertain immigration status and no recourse to public funds place additional barriers, as people affected by domestic abuse risk destitution if they seek support to leave an abusive marriage. Institutional racism and perceived and actual discrimination by services also often lead to domestic abuse being undetected for people from such groups.

- People from religious/faith-based communities can face spiritual abuse, where a perpetrator uses faith or religious doctrine to abuse the victim/survivor. For example, a perpetrator might force a Muslim victim/survivor to eat pork, which is forbidden in Islam. In other situations, religion might be used to prevent someone from seeking support, for example in some religions where divorce is prohibited, leaving people trapped in abusive marriages.

- People who are affected by both domestic abuse, substance use and/or who might be involved in the criminal justice system are likely to face multiple barriers to accessing support due to an increased mistrust of services. Additionally, support services often only have the capacity to deal with a particular issue rather than multiple intersecting issues, meaning that victims might need to access multiple services or be forced to choose what issue they need support for first.

- Social and economic status, level of literacy and numeracy, employment/unemployment, geographical location, prior experiences of trauma and the transience of certain populations (for example students) also interplay with the experience of domestic abuse in complex ways. Victims who are financially dependent on the perpetrator might feel unable to access support or to leave an abusive relationship, while those in different geographical areas might struggle to access information and support necessary to safeguard themselves or to leave an abusive relationship. It is vital that the specific circumstances of each individual who seeks support for domestic abuse are understood in

order to ensure that they have equal access to the level and quality of support they need.

4.4.4. It is crucial that any interventions with perpetrators or victims/survivors are sensitive to all parts of that person's life, on which the abuse may impact. It is also crucial to be aware of the complex dynamics within abusive relationships and possible attempts perpetrators might make to misuse/manipulate structures and processes intended to support victims/survivors. This could include the MARAC/DSDAS systems or to present to services as a victim of abuse while in fact being a perpetrator. Robust and proportionate risk assessment processes should accompany open communication between agencies to ensure that appropriate safeguarding support is available to the victim/survivor. The guiding principles for intervention outlined in this document can be applied to all the different contexts in which domestic abuse can occur.

4.5. **Guiding Principles for Domestic Abuse intervention**

Equally Safe identifies that for its four key priorities to be achieved, we need to work together in a coordinated and accountable way that makes use of all our available resources. The key principles it identifies are:

4.5.1. <u>Everyone's responsibility</u>

- The importance of primary and secondary prevention: We all have a role to play in ending domestic abuse, and any form of violence against women and girls. Strategies to address this and domestic abuse service provision within Edinburgh need to continue to include:
    - Primary prevention, seeking to prevent violence before it happens and targeting the whole population, but particularly children and young people. It is largely focused on attitudinal and cultural change, including a critical reflection of historic and ongoing gender inequality, as well as the influence of the media.
    - Secondary prevention, targeting and holding accountable perpetrators of abuse, and supporting victims/survivors who have experienced it to ensure their health, safety and wellbeing.
    - All employers in Edinburgh, in particular those in the public and third sectors, are encouraged to have a domestic abuse policy in place to address the needs of staff members who are either victims/survivors or perpetrators of domestic abuse.

- Principles of effective early intervention: this requires frontline professionals to be trained in identifying and managing risk related to domestic abuse. Our aim is to develop clear service-specific and multi-agency pathways from the suspicion, allegation or identification of domestic abuse to support for the victim/survivor and family, tackling the perpetrator's behaviour and attitudes, and intervening in proportionately to the level of risk. A trauma-informed understanding of situational decision-making and consequently the safeguarding needs of those affected by domestic abuse is essential in providing the highest standard of service to victims/survivors. Services should be able to:
    - support victims/survivors if domestic abuse is known, suspected or disclosed;
    - share information where appropriate and safe;
    - have knowledge of the resources available; and
    - Take appropriate action should a public protection concern arise, for example, where an adult is in need of additional safeguarding measures.

- The importance of a consistent approach: A consistent, holistic approach to domestic abuse through the development of a skilled workforce and robust inter-agency training is essential. This will include developing Trauma Informed Practice across the workforce to ensure that staff are aware of the impact of trauma and respond appropriately. Victims/survivors of domestic abuse and the cultural change we want to see depend on both specialist services and generic and universal services being confident and competent in identifying domestic abuse, understanding its impact, and responding appropriately.

4.5.2. <u>Broad participation</u>

- Domestic abuse is a cross-cutting issue: tackling it and any form of violence against women and girls requires proactive, coordinated and timely intervention by a range of agencies and professionals, making use of a range of structures and mechanisms that protect victims/survivors and hold perpetrators to account. All available evidence suggests that it is addressed most effectively by a joined up, partnership approach, which includes statutory and voluntary organisations accepting a shared responsibility, whilst understanding their unique role.

- As well as holding the perpetrator to account and managing their risk, agencies should work with them to change their abusive behaviour. This should only be done by specialist services where staff have received the necessary training to work with perpetrators. Allowing perpetrators to remain invisible places additional burdens on victims/survivors and places them at significant risk of ongoing harm.

- Where any situation that relates to domestic abuse comes that comes to the attention of professionals might concern an 'adult at risk' as defined in the Adult Support and Protection (Scotland) Act (2007), a referral must also be made to the City of Edinburgh Council via Social Care Direct.

- All partners are committed to a shared vision and to united, sustained and effective action across all agencies and disciplines. This commitment is evidenced by our adoption of these shared principles and our pursuit of common objectives.

- Clearly defined indicators and targets closely linked to the goals and objectives set out in the Violence Against Women Performance Framework will be used to monitor the progress of the plan's objectives and to evaluate the effectiveness of the plan's activities. In order to do this, partners commit to sharing data within agreed protocols, and evaluating interventions.

- Regular reports on the implementation and progress of the plan will be provided to the Equally Safe Edinburgh Committee and the Edinburgh Chief Officers' Group – Public Protection. People who use services will be consulted and involved in any significant changes to policy and provision.

- A shared understanding of risk and vulnerability factors among all agencies will assist the multi-agency collaboration and management of domestic abuse cases and ensure the needs, safety and wellbeing of victims/survivors are key priorities addressed at the earliest possible time

- In all cases, information should be shared in good faith with agencies and structures aimed at maximising support for individuals and families affected by domestic abuse, particularly where there are children involved. Lawful, responsible and robust information-sharing protocols are vital to:

- help keep victims/survivors and their children safe;
- facilitate risk assessment;
- provide support and advocacy services; and to
- hold perpetrators to account for their behaviour.

- A focus on early identification, assessment and intervention, including the provision of skilled and attentive universal services, in conjunction with the availability of and access to specialist services, is the best way to keep victims/survivors safe.

- Protection needs to be long-term and should not cease after separation between the perpetrator and victim/survivor. Services should work together to monitor and support families over the long term, particularly those with multiple or complex needs.

- Agencies intervening in relation to domestic abuse cases where there are children resident in the household, or with significant connection to the adult involved, should work in accordance with the principles of Getting It Right For Every Child (GIRFEC). It is likely that children affected by domestic abuse will need a higher level of support than most children. This means that they should have a Child's Plan detailing what support will be provided, by whom and when, in order to keep them safe and promote their wellbeing. Agencies' intervention with adults should be consistent with the Child's Plan.

4.5.3. Increased strategic priority

- According to the Joint Protocol between Police Scotland and the Crown Office & Procurator Fiscal Service, *"effectively tackling domestic abuse is an organisational priority for both the Police Service of Scotland […] and the Crown Office and Procurator Fiscal Service*". There are approximately 60000 calls to Police Scotland[1] due to domestic abuse every year costing the Scottish Public purse £2.3 billion per year[2], and with referrals to specialist services increasing towards the later stages of the Scottish lockdowns[3]. Public Health

[1] Police Scotland: https://tinyurl.com/dkvfm5df (accessed on 14 February 2023)
[2] The Improvement Service, Elected Member Briefing Note: Preventing and Eradicating Domestic Abuse: https://tinyurl.com/2n9jdc9p (Accessed on 14 February 2023)
[3] Scottish Government: Coronavirus (COVID-19): Domestic abuse and other forms of violence against women and girls during Phases 1,2 and 3 of Scotland's route map (22 May to 11 August 2020): https://tinyurl.com/54ue85uf (Accessed on 14 February 2023)

Scotland considers domestic abuse a public health issue due to its detrimental impact on individuals and society as a whole[4].

- The Equally Safe Edinburgh Committee considers domestic abuse, and all associated forms of Violence Against Women and Girls to be a priority area of work for all statutory and third sector partners. It is committed to ensuring that partner organisations working to prevent and eradicate violence against women have the information, resources and training opportunities they need to provide the support needed by individuals and families affected by domestic abuse.

4.5.4. Making best use of resources

- Organisations supporting people at risk/affected by domestic abuse commit to making the best use of resources in the following ways to maximise benefits to the people they support and to their organisations:

- Ensuring that staff and volunteers are trained in identifying, risk-assessing and responding to domestic abuse: A comprehensive training programme is essential and should include both single and multi-agency training at all levels delivered by both the statutory and voluntary sectors.

- Organisations should provide opportunities for critical reflection and practice evaluation for workers, while multi-agency self-evaluation can be used to improve and develop practice.

- Resourcing organisations and services: It is important that services are resourced adequately and appropriately. In an economy severely hit by austerity and the financial crisis brought about by Covid 19, partners need to consider how staffing and financial resources can be used more effectively to achieve the improvement to which the Equally Safe Edinburgh Committee aspires. The partners are committed to exploring the best way to target spending and access additional national and local resources to achieve the most positive outcomes.

[4] Public Health Scotland: Domestic Abuse: https://tinyurl.com/2p8pvrux (Accessed on 11 April 2022).

- Further resources: professionals should consider colleagues both within and outwith their own organisations as resources for support, guidance and information. This also applies to professional networks, academics, and colleagues in relevant areas of work who can provide knowledge, insight and share the responsibility of supporting people affected by domestic abuse.

Implementation

The responsibility for the implementation of this policy lies with the Equally Safe Edinburgh Committee and its constituent member organisations that primarily support victims and survivors of domestic abuse and their children. Individual partner organisations are responsible for ensuring that this policy informs organisational policies and that it is disseminated appropriately to staff and volunteers in their employment, and any individuals who use their services, if this is requested or appropriate.

Roles and Responsibilities

This policy will be monitored by the Edinburgh Partnership and the Edinburgh Chief Officers' Group – Public Protection. All agencies within the partnership will be supported to adopt this policy as a minimum standard, with acknowledgement and recognition of existing strategic objectives of the associated agencies. This policy should align with partner agencies equality policies to prevent discrimination across the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Useful Contacts for general advice and guidance:

Scotland's Domestic Abuse and Forced Marriage Helpline

Free helpline with trained advisors on hand 24 hours a day

0800 027 1234; www.sdafmh.org.uk

City of Edinburgh Council

Social Care Direct

If you are concerned about domestic abuse, you can refer a child or adult to Social Care Direct for support through Social Work.

Tel: 0131 200 2324

(Monday- Thursday 8.30am-5pm and Friday 8.30am to 3.55pm_

Outside office hours, you can contact Emergency Social Work:

0800 731 6969

(Monday to Thursday 5pm-8.30am and Weekends from Friday 3.55pm to Monday 8.30am)

Email: socialcaredirect@edinburgh.gov.uk

Police Scotland

In an emergency, or if someone's life is at risk, call 999.

If it is not an emergency, contact Police Scotland on 101.

Other sources of support

Other organisations and agencies that can provide support, advice and information can be found on the City of Edinburgh Council website : https://www.edinburgh.gov.uk/domestic-abuse/support-women-abused

Related documents

7. Legislative Context

Adult Support and Protection (Scotland) Act 2007

Anti- social Behaviour, Crime and Policing Act 2014

Children (Scotland) Act 2020

Children's Hearing (Scotland) Act 2011

Domestic Abuse (Scotland) Act 2018

Forced Marriage etc. (Protection and Jurisdiction) (Scotland) Act 2011

The Human Rights Act (1998)

Human Trafficking and Exploitation (Scotland) Act 2015

Protection from Abuse (Scotland) Act 2001

Protection of Children and Prevention of Sexual Offences (Scotland) Act 2005

Protection of Vulnerable Groups (Scotland) Act 2007

Prohibition of Female Genital Mutilation (Scotland) Act 2005

Sexual Offences (Scotland) Act 2009

Vulnerable Witnesses (Scotland) Act 2004

Integrated impact assessment

An Integrated Impact Assessment for the Multi-Agency Domestic Abuse Policy was completed on 2 May 2022 and is available on the City of Edinburgh Council website. The link to the Integrated Impact Assessment is: https://www.edinburgh.gov.uk/directory-record/1472867/review-of-multi-agency-domestic-abuse-policy

Risk assessment

9. This policy underpins the management of risk within social care services.

Review

10. This policy will be reviewed on an annual basis from April 2024.

Appendices

Appendix I: Associated Documents

Edinburgh Domestic Abuse Housing Policy

Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls (Scottish Government & COSLA, 2017)

In Search of Excellence: The Coordinated Community Response (CCR)

Safer Lives: Changed Lives: A Shared Approach to Tackling Violence Against Women in Scotland (The Scottish Government 2009)

National Guidance for Child Protection in Scotland (The Scottish Government, 2021)

Violence Against Women Partnership Guidance (COSLA/ The Scottish Government, 2016)

National Domestic Abuse Delivery Plan for Children and Young People (The Scottish Government 2008)

Getting it Right For Every Child (GIRFEC)

National Action Plan to Prevent and Tackle Child Sexual Exploitation (The Scottish Government, 2016)

A place of greater safety (Co-ordinated action against domestic abuse CAADA 2012)

Beyond Violence: Breaking cycles of domestic abuse (The Centre for Social Justice, 2012)

Literature Review: Better Outcomes for Children and Young People Experiencing Domestic Abuse – Directions for Good Practice (Scottish Government, 2008)

Help for male victims of domestic abuse – Men's Advice Line website

Domestic abuse and gender inequality: An overview of the current debate (Centre for Research on Family and Relationships, 2013)

Stronger Together: Guidance for Women's Services on the Inclusion of Transgender Women (Second Edition, 2015: LGBT Youth Scotland; LGBT Domestic Abuse Project and Scottish Trans)

Out of sight, out of mind? Transgender People's Experiences of Domestic Abuse (LGBT Youth Scotland / Equality Network 2010)

Where do you go? Who do you tell? Consultation on the needs of gay, bisexual and transgender men who experience domestic abuse in Scotland (LGBT Scotland 2012).

The Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (sometimes known as the Istanbul Convention)

The United Nations Convention on the Elimination of Discrimination Against Women (CEDAW)

The United Nations Convention on the Rights of the Child (UNCRC)
Edinburgh's Domestic Abuse Strategy and Improvement Plan (2017)

Getting It Right First Time (SafeLives)

Appendix II: Additional information on domestic abuse and people with protected characteristics:

Domestic abuse and older people:

Safe Later Lives: Older People and Domestic Abuse (SafeLives Spotlights report, 2016)

House of Lords Library: Domestic Abuse of Older People (2021)

Iriss: Older Women and Domestic Abuse (2018)

Men as victims of domestic abuse:

SafeLives: Voices of Men and Boys (key project findings, 2019)

Respect Toolkit for work with male victims of domestic violence

Taylor, J.C. et al. (2021): Barriers to Men's Help Seeking for Intimate Partner Violence. *Journal of Interpersonal Violence,* August 25, pp 1-28.

Huntley, A.L.; Potter, L.; Williamson, E.; Malpass, A.; Szilassy, E. and Feder, G. (2019): Held-seeking by male victims of domestic violence and abuse (DVA): a systematic review and qualitative evidence synthesis. BMJ Open. (accessed on 23 March 2022).

LGBT and non-binary people and domestic abuse:

'Out of sight, out of mind?' Transgender People's Experiences of Domestic Abuse. Scottish Trans, 2010.

Free to be Safe: LGBT+ people experiencing domestic abuse. (SafeLives Spotlight report, 2018)

National Coalition Against Domestic Violence (NCADV): Domestic Violence and the LGBTQ Community (Blog Post, 2018)

Pregnant women and parents:

Domestic Abuse in Pregnancy (NHS UK, 2021)

Supporting women and babies after domestic abuse: A toolkit for domestic abuse specialists (Women's Aid, 2019)

Children and Young People:

Inter-Agency Child Protection Procedures (Edinburgh and the Lothians)

City of Edinburgh Council Child Protection Resources

Child Protection Involves Us All (City of Edinburgh Council)

Parenting through Domestic Abuse (SafeLives Spotlight Report)

Domestic abuse and people with disabilities or long-term conditions:

Disabled Survivors Too: Disabled People and Domestic Abuse (SafeLives spotlight report, 2017)

Gender Based Violence and Learning Disability (Public Health Scotland, 2019)

Disabled Women (Scottish Women's Aid)

People from minority, religious or faith-based communities and backgrounds:

Religious and Spiritual Abuse (Living Without Abuse)

Faith and Domestic Abuse (Faith Action and Public Health England)
Violence Against Women and the Role of Religion (VAWNet, 2005)

Reconceptualising Coercive Control in Religious Contexts (University or Strathclyde & Amina MWRC, 2021)

Women from BME communities (Women's Aid)

'Honour'-based violence and forced marriage (SafeLives Spotlight Report)

Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Carbon Impact of International Travel

Executive/routine
Wards
Council Commitments 18

1. Recommendations

It is recommended that the Policy and Sustainability Committee:

1.1 Note the emissions associated with flights and trains booked by the Council, as well as current measures to limit flights.

1.2 Agree that, going forwards, a standalone report on international travel should not be brought to Committee annually as originally requested, given this data is already monitored via existing reporting frameworks such as the Public Bodies Climate Change Duties report.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Claire Marion, Lead Change and Delivery Officer (Carbon Management)
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Report

Carbon Impact of International Travel

2. Executive Summary

2.1 This report presents the emissions associated with flights and trains booked by the Council, as well as current measures to limit flights.

3. Background

3.1 This report is written in response to a motion by Councillor McVey on 21 November 2019 asking for an annual report on the overall carbon impact of the Council's international travel to be brought to Policy & Sustainability Committee.

3.2 The requested report has been postponed until now due to the COVID-19 pandemic which resulted in a major reduction in business travel.

4. Main report

Business travel emissions monitoring

4.1 Emissions from air and rail travel have been monitored since 2020 following data monitoring improvements. They have been included in the Council's public body climate change duty report (PBCCD) for financial years 2019/20, 2020/21 and 2021/22.

4.2 Emissions from business travel are classified as "Scope 3" emissions, or indirect emissions. Direct emissions or "Scope 1" emissions cover emissions from fossil fuels used in Council buildings and vehicles, and "Scope 2" cover emissions associated with the consumption of purchased electricity, heat, steam and cooling. While all relevant Scope 1 and 2 emissions must be reported to Scottish Government, there is no definitive list of Scope 3 emissions that must be included. This will typically be subject to data availability.

4.3 Travel data is provided by Travel CTM, the Council's travel provider. Data for financial year 2018/19 has also been made available, so this report covers analysis over four consecutive years.

4.4 Business travel includes grey fleet mileage, taxi use, trains and flights. However, it does not include emissions from employees' commuting to work due to the difficulty in collecting data[1]. Business travel accounted for around 3% of the Council's carbon

[1] Emissions from commuting are captured under the city-wide transport emissions.

footprint before the pandemic (2019/20). This reduced to around 1% in 2020/21 and 21/22, due to an increase in virtual meetings.

Importance of reducing travel emissions

4.5 Business travel represents a relatively small share of the Council's total footprint as explained in paragraph 4.4; however, flights can be significant when related to the employee's individual carbon footprint. By way of illustration, a flight from Edinburgh to New York emits about 2 tonnes of CO2e, which is also the target carbon footprint individuals would need to achieve by 2050 to limit global temperature rise to 2℃. In other words, a single flight can use up an individual's entire annual carbon budget.

4.6 It is estimated that globally, one in four trips is a business trip (the rest being leisure trips). Therefore, taking measures to limit business flights helps shaping a culture of virtual meetings. Not only does it contribute to reduce business flights, but it might also influence employees in their personal choices and reduce leisure flights too.

Business travel figures

4.7 Figure 1 shows the evolution of rail and air travel emissions between 2018/19 and 2021/22. The pandemic has led to a sharp drop in business travel emissions, with a 98% cut between 2019/20 and 2020/21. A small rebound can be visible in 2021/22, albeit still well below pre-pandemic levels.

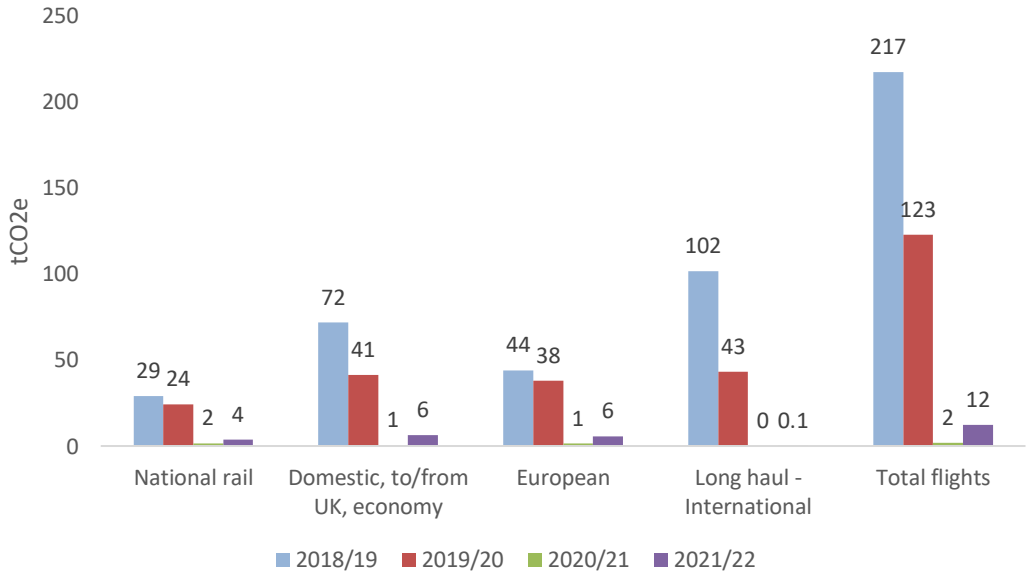

Figure 1: Evolution of business travel emissions

4.8 In 2021/22, total air travel related emissions amounted to 12 tonnes of CO_{2e}, with half coming from domestic flights. This is down from 217 tonnes of CO_{2e} in 2018/19.

4.9 In 2018/19, more than 500 bookings were made, which reduced to 312 in 2019/20 for about 150 unique passengers. One third of the air travel bookings in 2019/20 were to London as an end destination (from Edinburgh or Glasgow).

4.10 In 2021/22, 61 bookings were made for 23 unique passengers on 83 flights (if there is a connection, one single booking can correspond to multiple flights).

4.11 Of the 83 flights, 34 flights - corresponding to 11 trips - were booked for international travel. These international trips are summarized in Appendix 1.

4.12 International trips in 2021/22 represented:

- 17,220 miles travelled
- 6 tonnes of CO_{2e}
- £2.5k

Measures taken to limit flights

4.13 In September 2022, the Council approved a revised business travel guidance for employees which reflects the Council's net zero ambition (see Appendix 2). The new guidance:

- Does not allow air travel when a direct rail connection is available
- Increases the bike mileage rate from 25p to 45 p/mile to incentivise low-carbon business travel.
- Provides more information on carbon impact of different transport modes.

4.14 According to the revised guidance, no flights should be booked for London, as there is a direct rail connection available. London is the top one destination from Edinburgh Airport, with 3.4 million passengers annually. This is almost three times as many passengers flying to Spain (1.3 million), the top one international destination[2]. Given flights represented a third of booking pre-pandemic, the guidance should help limit the total number of flights booked.

4.15 The guidance has also been revised to strengthen the approval process for international travel. The guidance states that travel outside the UK is only allowed in exceptional circumstances and pre-approval is required from the Policy & Sustainability Committee. All requests should be submitted through Committee Services outlining the costs, the benefits to the Council of the travel and, where air travel is being requested, confirmation that other more sustainable forms of transport have been considered.

Data limitations

4.16 The data presented was provided by Travel CTM. It is possible flights have been booked via other means and are not reflected in the figures.

4.17 Flights booked for school trips are not captured in this report either. Overseas school excursions have recently been reviewed to ensure financial and COVID-19 risks are minimised and educational outcomes maximised. This also takes account of Council priorities including equity, equality and environmental sustainability. The updated approval process is currently being quality assured and will be shared with schools shortly. This will ensure pupils attend appropriate high quality overseas visits, with environmental considerations being a key aspect of the planning and approval

[2] Edinburgh by numbers 2020 – figures for 2019 (pre-pandemic)

process. A small number of externally funded overseas visits have recently gone ahead.

4.18 The international framework will be reviewed in 2024/25 and this may include a review of international travel by the Lord Provost office, which is not captured in the present report as flights are generally booked via externally funded partners.

5. Next Steps

5.1 Emission from international travel will continue to be reported annually as part of the statutory Public Bodies Climate Change Duties Report.

6. Financial impact

6.1 There are no direct financial implications as this report is only for noting.

7. Stakeholder/Community Impact

7.1 Limiting flights is in line with the Council's net zero ambition.

8. Background reading/external references

8.1 Council business travel guidance

9. Appendices

9.1 International travel bookings 2021-22 (Table 1)

Table 1: International travel bookings 2021-22. Note this only include flights as there were no international train bookings

Travel Date	Itinerary Details	Class	Fare Paid + Tax	Total # of flights	Mileage	kgCO2e	Travel reason	Flight Type
15/09/2021	Edinburgh - Dublin - Manchester	Economy	48.55	2	373	91	MEETING	European
15/09/2021	Edinburgh - Dublin - Manchester	Economy	53.81	2	373	91	MEETING	European
15/09/2021	Edinburgh - Dublin - Edinburgh	Economy	79.94	2	418	102	MEETING	European
16/09/2021	Glasgow - Dublin	Economy	85.12	1	184	45	PROJECT MEETING	European
18/09/2021	Dublin - Glasgow	Economy	10.81	1	184	45	SPECIAL PROJECT	European
03/11/2021	Edinburgh - Berlin	Economy	51.15	1	724	176	MEETING	European
05/11/2021	Berlin - London City - Edinburgh	Economy	187.93	2	910	272	CONFERENCE ATTENDANCE	European
15/11/2021	Edinburgh - Madrid	Economy	81.94	1	1070	260	MEETING	European
18/11/2021	Madrid - Edinburgh	Economy	65.89	1	1070	260	MEETING	European
21/11/2021	Edinburgh - Dublin	Economy	94.38	1	209	51	MEETING	European
24/11/2021	Dublin - London Heathrow - Edinburgh	Economy	88.48	2	625	203	MEETING	European
08/03/2022	Glasgow - Frankfurt - Ljubljana - Frankfurt - Glasgow	Economy	279.49	4	2106	499	MEETING WITH EXTERNALBODIES	European
28/03/2022	Edinburgh - Helsinki	Economy	141.04	1	1067	259	Delivering training	European
28/03/2022	Edinburgh - Helsinki	Economy	156.04	1	1067	259	Delivering training	European
29/03/2022	Helsinki - Oulu	Economy	96.4	1	320	72	Delivering training	International to/from non UK
29/03/2022	Helsinki - Oulu	Economy	96.6	1	320	72	Delivering training	International to/from non UK
29/03/2022	Glasgow - Amsterdam - Helsinki - Oulu - Helsinki - Amsterdam - Glasgow	Economy	549.35	6	3426	2371	MEETING	European
02/04/2022	Oulu - Helsinki - Edinburgh	Economy	168.9	2	1387	332	Delivering training	European
02/04/2022	Oulu - Helsinki - Edinburgh	Economy	156.3	2	1387	332	Delivering training	European

Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Extreme Heat, Climate Adaptation and Resilience

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that the Policy and Sustainability Committee:

1.1 Note the resilience measures that are being taken to future proof the city from the effects of extreme heat and climate change.

1.2 Note that a Draft Climate Ready Edinburgh Plan for consultation is under development and expected to be presented to the Committee in August.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Deborah Smart, Executive Director of Corporate Services

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Report

Extreme Heat, Climate Adaptation and Resilience

2. Executive Summary

2.1 This report details the Council's response to extreme heat, climate adaptation and resilience, following a Motion at Full Council on 25 August 2022 by Councillor Parker (Item 8.20).

3. Background

3.1 As set out in the 2030 Climate Strategy, it is vital that the city adapts to the current and future impacts of climate change such as rising temperatures and sea levels and the heat island effect experienced by cities across the globe.

3.2 Heat is an emerging climate risk for Edinburgh. As detailed by the Met Office, the latest UK Climate Projections 2018 (UKCP18) shows that over the last few decades temperatures have increased. The last decade was the warmest on record. UKCP18 provides the most up-to-date and appropriate climate change scenarios for understanding climate change in Edinburgh.

3.3 The long-term projected climate change trends in Edinburgh in relation to heat are:

3.3.1 Average temperatures will increase across all seasons.

3.3.2 Typical summers will be warmer and drier. Average temperature increases could exceed 5°C in summer months by the 2070s under the high emissions scenario. Temperatures of 35°C or above are possible.

3.3.3 Heatwaves are projected to become around 4 times more frequent in the latter half of the 21st century

3.3.4 Typical winters will be milder and wetter

3.3.5 As global average temperatures increase, we will also experience rises in sea level rise around Edinburgh's coast

3.4 On 25 August 2022, the Council approved a motion by Councillor Parker that sought an update to the work of Edinburgh Adapts on climate resilience and information on measures to accelerate efforts to adapt the city. This report addresses that motion.

4. Main report

4.1 Climate Adaptation Plan

4.1.1 The Edinburgh Adapts Partnership is in the process of reviewing a Draft Climate Ready Edinburgh Plan 2023 – 2030 for consultation. This will follow on and supersede the previous Edinburgh Adapts 2016-2020 strategy.

4.1.2 The Climate Ready Edinburgh Plan 2023-2030 consultation draft will set out the short, medium and long-term actions that are required to adapt Edinburgh to the impacts of climate change. The plan is informed by an updated climate change risk assessment and is expected to be presented to the Committee for approval in August 2023.

4.1.3 The draft Plan will outline the measures needed to accelerate efforts to adapt the city to climate change, incorporating Council and partner actions. The consultation process will help to further develop and refine these actions and broaden partner involvement in them. The Climate Ready Edinburgh Plan will be delivered by the Edinburgh Adapts Partnership. A work programme for the Partnership will be developed to support this.

4.2 Increasing greenspace and canopy cover to lower temperatures

4.2.1 Provision of new greenspace is often tied with development or regeneration. Both of which occur across the city, for example, new housing developments to the south and west of the city and regeneration schemes such as the Granton Waterfront. Canopy cover is improved by the planting of more trees and protecting existing ones. The Edinburgh Million Tree City project aims to plant around 250,000 new trees in the city by 2030. An update report to the Culture and Communities Committee on this project can be found here.

4.2.2 The Trees in the City Strategy also highlights the Council's approach to maintaining existing trees. Work in the planning service is also looking at improving canopy cover in individual developments.

4.3 Management and Maintenance of public parks (grass cutting, tree watering)

4.3.1 A report to Culture and Communities Committee set out the ongoing plans for the maintenance and management of trees across the city in both 2021 and 2022. Further details on this can be found in paragraph 8.3 of this report.

4.3.2 Projects such as Living Landscapes and work on the Landscape Quality Standards set out how the Council intends to adapt maintenance regimes to improve biodiversity and make parks and greenspace more resilient to the impacts of climate change. Adapting to climate change will require future changes to maintenance operations and investment in new machinery.

4.4 Measures to restrict barbequing in parks and open spaces during periods of extreme heat

4.4.1 Restricting barbequing in parks and green spaces during periods of extreme heat relies on changing people's behaviour and also having the appropriate mechanisms and resources in place to implement park management rules.

Additional concrete slabs have been installed in several parks to prevent grass from becoming scorched. The Council is due to review existing Park Management Rules and proposals will be reported to Culture and Communities Committee in the summer of 2023.

4.5 Provision of water points and public toilets

4.5.1 Provision of drinking water (and refilling of water bottles) have been installed by Scottish Water across six locations within the city (Grassmarket, Rutland Place, Royal Mile, Scottish Parliament, Leith Links, Portobello Promenade). Within parks, provision of drinking water points requires more work and investment. Providing safe water drinking points requires regular testing, too. The addition of cafes, concessions, and facilities in parks and green spaces does provide some opportunity for users to access safe drinking water. The Council have also been looking at installing watering points so that friends of parks groups and others can water plants and trees during the summer period.

4.5.2 As temperatures increase it is likely that there will be increasing numbers of people making use of outdoor recreational areas and therefore require access to facilities. The Council has provided funding over the last two years for temporary summer toilet provision at Inverleith park, the Meadows, and Leith Links to address the lack of suitable facilities available to the public at these locations. When opportunities arise, the Council has sought to add public toilet provision to existing buildings when leases come up for renewal. For example, a public toilet provision has been incorporated in the proposed new lease for the bowling club at Inverleith park. Public toilets are best linked to other facilities to reduce issues associated with anti-social behaviour.

4.6 Provision of benches and other rest points

4.6.1 Benches and other rest points are provided in many of the Council's parks and green spaces. Additional provision may be highlighted through the Council's annual parks quality assessments, and where resources allow, new benches or seating will be installed. Other park facilities also provide suitable rest locations, for example, kiosks or cafes, low walls, etc. Informal seating can also be installed, such as carved tree trunks or rocks in more naturalised settings. The Council's presentation seat scheme also supports the provision of seating within the parks and greenspace estate and donors will continue to be encouraged to site benches at locations where there is a demand for rest points. Bench designs that offer protection from direct sun can also be considered as part of this scheme.

4.7 Reviewing and changing the fabric of buildings in the city, including exploring the possibility of introducing restrictions around material choices for new builds

4.7.1 The Council as Building Standards Verifier, has no control over which materials are considered acceptable when determining building warrants. Any restrictions would need to be set out in the Scottish Government's technical handbooks which guide how the Building Regulations can be met.

4.7.2 In relation to Planning, there are limits to how the Council can control materials as decisions need to take account of what Planning can control. External materials will be considered but that consideration is often focussed on how the external materials fit into the wider context. The external materials influence but would not necessarily have a fundamental impact, on for example, energy efficiency. The National Planning Framework 4 and the emerging Local Development Plan, City Plan 2030, place an emphasis on sustainable building and climate change. The NPF4 places a strong focus on the Nature and Climate emergencies with:

- Policy 1 - Tackling the climate and nature crises – which prioritises climate and nature crises in all decisions.
- Policy 2 - Climate mitigation and adaptation – which focuses on reducing emissions from new buildings as far as possible.
- Policy 3 – Biodiversity – which takes into account impacts on nature.

4.7.3 If buildings are to meet zero carbon objectives, it is likely that Planning will, as part of the application assessment, require information on how this will be done and the fabric first approach of highly insulating buildings so that their thermal performance is good, is often the starting point. Therefore, as part of this emerging policy context, it is expected that developers will have to consider materials in the context of the issues of climate adaptation and resilience.

4.8 Measures to limit private vehicle use during periods of extreme heat

4.8.1 The Council has ambitious targets, policies and actions in the City Mobility Plan to reduce car travel with an overall target to reduce car kilometres by 30% by 2030. While this is principally to support carbon reduction, reduce congestion, and deliver the many other benefits of moving to more active/sustainable travel, it could also have a bearing on reducing the reliance on private car use in extreme heat. Moving forward, the Council will ensure that issues of climate change, and its link to car travel, are embedded in the relevant messaging in awareness raising, behaviour change and campaigning that is already happening to support programmes and projects, including ongoing net zero 2030 behaviour change/awareness-raising activity.

4.9 Public health messaging and interventions such as sunscreen for children and other vulnerable residents

4.9.1 Advice on the use of sunscreen is issued as required as a response to severe weather. Through Education and Children's Services support is given to young people in Council care to ensure awareness of the dangers of severe weather and ensure there is adequate supplies of sunscreen in children's homes.

4.9.2 Vulnerable residents can also access further advice via the Council's website where social work can be contacted for support.

4.10 Guidance around flexibility within the work and school day, and guidance for safe working temperatures for Council employees and others

4.10.1 The Education Severe Weather Plan includes details on workplace temperatures (guidance suggests minimum 16 degrees and 13 degrees for outdoor work, there is no maximum temperature, so decisions are based on comfort and welfare). If for example there are heating issues which can't be resolved and the temperature is under 16 degrees for a prolonged period, a closure risk assessment would be undertaken, discussed with the Senior Education Manager and the school would close. If the situation was reversed and the school was too hot the same process would occur.

4.10.2 During the summer of 2022 when temperatures were particularly high, the Education and Children service shared guidance with staff on keeping themselves and children cool (this was shared with Early Years as they are open during the school holiday which is when the hot weather occurred). This information is included within the Education Severe Weather Plan which all Headteachers and Business Managers are briefed on annually.

4.10.3 Any activities undertaken with service users through the Council's Justice Services are risk assessed prior to commencement of any project. A daily risk assessment is also undertaken, known as the Take 5 principle for each project at the beginning of each working day and throughout the day should conditions change; this includes assessing temperatures and ground conditions. This is done in addition to detailed risk assessments to ensure the conditions of the day have been accounted for and considered prior to any activity.

5. Next Steps

5.1 Services will continue to review policies and resilience plans for climate adaptation measures to ensure the city is prepared for extreme heat and climate events in the future.

6. Financial impact

6.1 Details of the financial impacts of climate adaptation measures have been included in a supporting briefing note to Members. A full economic assessment for climate adaptation is expected to be delivered in 2023/2024.

7. Stakeholder/Community Impact

7.1 Delivery of the draft consultation for the Climate Ready Edinburgh outlined in this report will include consultation with council services, key stakeholders and the public.

7.2 Ensuring the city is well adapted to current and future climate change impacts is in line with the aims of the 2030 Climate Strategy.

7.3 Equality and rights are a key component of adapting Edinburgh to the impacts of climate change. The responses in this report are underpinned by principles including being inclusive, engaging and sustainable

8. Background reading/external references

8.1 Edinburgh Million Tree City Progress report – January 2021

8.2 Edinburgh Million Tree City Progress report – April 2022

8.3 Update on current arrangements for tree management and maintenance – Response to Motion by Cllr Osler – Trees – December 2022

8.4 Edinburgh.gov.uk Website – Support during severe weather

9. Appendices

None

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Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Driving for the Council – Telematics Policy

Executive/Routine	**Executive**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee:

1.1.1 Approves the Driving for the Council - Telematics Policy;

1.1.2 Notes the action taken to address the concerns raised by Union representatives; and

1.1.3 Notes that there are currently a number of systems providing telemetry data for fleet assets that have been in place for several years and are being used across the Council, however there is no specific Telematics Policy in place for management of these systems.

Paul Lawrence

Executive Director of Place

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Report

Driving for the Council - Telematics Policy

2. Executive Summary

2.1 The draft Driving for the Council – Telematics Policy was submitted to Committee for approval in January 2023. The policy defines how telematics will be managed and used in Council operated fleet assets.

2.2 This report provides an update to inform the further work that has taken place since January to address the action points raised by Union representatives.

2.3 The policy in appendix 1 contains highlighted sections in yellow that are specifically relevant to these action points.

3. Background

3.1 On 17 January 2023 Policy and Sustainability Committee approved an amendment by the administration requesting action was paused to allow further information to be presented back in one cycle to Committee.

3.2 This followed an email shared with the Committee which provided a summary of the trade unions view on vehicle telematics highlighting both the advantages and disadvantages of such systems and data available.

3.3 The ask from Committee was that further discussions take place with the trade unions to address the disadvantages raised as well as provide further detail on aspects relating to insurance, alternative transport models and training and communications.

3.4 Telematics is a hardware device installed in vehicles for capturing live and historic data regarding vehicle operation including on board diagnostics information, fuel consumption, miles travelled, location data and benchmarking parameters around driver and vehicle performance.

3.5 There are various systems already operating across different parts of the organisation which provide telemetry information regarding vehicle utilisation. However, there is currently no policy covering the management and appropriate control of the information captured on these systems and how it can be utilised.

3.6 A Policy is required to cover pre-existing technology that has been in place for a number of years as well as the planned installation of telematics systems across all Council fleet operated assets.

3.7 Many modern fleet assets come with telematics systems preinstalled by the manufacturer to provide essential diagnostics information in the event of a major unit failure and subsequent warranty work and investigation.

3.8 Alternative powered hybrid vehicles that have the capability to switch between engine operation and electric only are equipped with vehicle telematics in order to facilitate operation in electric only mode where there are restrictions in place, for example, in a city centre where there is an enforced low emission zone.

3.9 The Council operates approximately 1,200 fleet assets. The Council's insurance handlers have highlighted an inherent risk in the operation and management of these assets that the installation and management of telematics across all vehicle assets would be a recognised measure for the Council to demonstrate a level of control of these mobile assets.

3.10 Telematics information is utilised as supporting evidence for investigation purposes and, as such, can be used to defend the Council against spurious claims that continue to be an issue.

3.11 The Council Emissions Reduction Plan (CERP) was approved in November 2021 outlining a phased action plan for reducing vehicle emissions. With telemetry information, the Council can accurately report on vehicle emissions, track improvement over time and better understand utilisation of fleet assets in order to make better informed decisions regarding future use of fleet assets (whether it be reduced numbers, alternative methods of travel or alternatively powered road going vehicles).

4. Main report

4.1 An email communication was shared with committee members detailing the position of the trade union on the general use of telematics and highlighted the advantages and disadvantages of the system.

4.2 A further working group meeting took place with union officials in February to discuss their position and the four disadvantages raised.

4.3 The outcome of this is described in the table below:

System Disadvantage	Remedial Action
• The system is open to management misuse/abuse. As a licence holder, managers have access to live data, which could	• The Telematics Policy (Appendix 1) has been updated to reflect the appropriate use of the system

be used to follow individual staff members.	and how misuse will be managed. • The system has an audit trail providing detail of information accessed by individual users. • The number of licence users has been reviewed and reduced.
• The system should not be used for the use/purpose of disciplinary action against staff, unless it can be proven that there has been a breach of the Road Traffic Act 1988 or the Employees Code of Conduct.	• The Telematics Policy (Appendix 1) has been updated to reflect this suggestion specifically referencing the Council Employee Code of Conduct and Road Traffic Act 1988.
• The current number of licence holders' council wide is excessive. We would propose the licences be limited to senior managers only. If a line manager has identified a potential accident/incident then a written request should be made to the senior manager/licence holder who will make a formal request for live data to the Fleet and Workshops senior manager, Scott Millar, who is the council's Duty Licence Holder.	• The number of licence holders has been reviewed and a number of licence holders have been removed from the system. This has equated to a user access reduction from circa 130 to 25 across the Council excluding Fleet Services. • Access has been limited to Senior/ Duty Managers. • A dedicated inbox has been set up for formal requests for live data.
• If a member of staff is placed under investigation and Live Data has been requested that individual should be made aware of this without delay. This is not currently in place.	• Agreement within the working group that with any investigation taking place where a request has been made for Live Data that the individual involved will be notified of this action. In line with existing policies, any evidence gathered in an investigation would be disclosed in an investigation report and would be made available to the employee.

4.4 Access is limited to Fleet Services and Senior/ duty Managers in the following service areas;

4.5 **Passenger Transport**: Responsible for transporting vulnerable children and adults and their supervisors have access to telematics in case of any incidents whereby they need to locate buses quickly. The service is currently in the process of implementing Flexiroute and following this staff will not require access to live telematics data.

4.6 **Roads Operations**: Responsible for gritting duties and therefore have access to telematics to oversee gritting operations to provide up to the minute data on work completed. Access also supports lone working so that in case of an emergency staff can be located quickly. This access would need to be maintained in order to ensure the safety of our staff.

4.7 **Waste and Street Cleansing Services**: Supervisors have access to help monitor and support route completion whereby resources can be re-allocated quickly in the case of vehicles breakdowns etc to ensure bin collection routes are completed. This information is also critical in being able to resolve complaints from citizens effectively.

4.8 Committee members discussed the issue of insurance and potential implications of elevated risk and consequently premium costs associated with not installing telematics within Council fleet assets. It is challenging to put into context any savings or exact values around savings or costs associated with telematics within a vehicle fleet. However, industry information advises driver data collated over a period of time can be invaluable for assessing road risk, tailoring training needs and demonstrating good overall fleet performance which all in turn contribute to reduced risk overall. Having this approach in place would then allow the Council to seek a reduced premium or, at the very least, avoid future premium increases.

4.9 As highlighted at January committee, the information captured with the aid of telematics will influence alternative models of how we can maintain the same levels of future service delivery but with an alternative approach to transport. This may include; overall vehicle reductions, alternative powered vehicles, reducing the number of unnecessary journeys or utilising public transport more for colleagues to get round the city. Other options include exploring the possibility of use of cargo bikes which are cheaper to operate, purchase, maintain and provide health and wellbeing benefits to staff operating them as well as the local air quality of the city.

4.10 The installation process for such a diverse fleet provides a timeline and schedule to be developed for each vehicle across every department. This provides a natural opportunity for planning and providing engagement groups and sessions with staff to better understand the purpose for a telematics system and how it operates.

4.11 Consideration could then also be given to explore training opportunities for overall driver improvement where it may be identified supporting colleagues to improve driver performance which will ultimately contribute to reduced risk associated with

vehicle incidents and make potential fuel or energy savings which in turn would contribute to targets.

4.12 The policy (Appendix 1) has been developed to make employees aware of the presence of telematics devices in all Council fleet assets and to explain the purpose of the devices, what data can be gathered and how the data may be used.

4.13 The main objectives of vehicle telematics systems are to:

4.2.1 Reduce driving for work incidents/injury rates and costs;

4.2.2 Improve the driving behaviour of Council drivers;

4.2.3 Improve claims and complaints defensibility;

4.2.4 Reduce exposure to high risk driving situations;

4.2.5 Improve the Councils safety record and management of occupational road risk (MORR);

4.2.6 Optimise routes and schedules;

4.2.7 Reduce vehicle, fuel and other driving costs to support savings targets; and

4.2.8 Optimise asset use and life cycle.

4.14 Information on driving ability allows the organisation to proactively seek support for tailored training and improvement programmes for individuals. This will reduce the organisational risk and contribute to future targets for low emissions by improving driver performance and efficiency.

4.15 The Council has approved a sustainability approach which sets a net zero carbon target by 2030. Fleet assets contribute 9% of total Council emissions. Installing vehicle telematics into all vehicles at this stage provides time to analyse and plan for future service delivery, utilising alternative fuel powered vehicles, understanding the challenges faced with that and equip the Council with the information to inform fleet users on how to get the most out of the vehicle utilisation from each tank of fuel or battery charge.

4.16 A working group was established in the summer of 2022 specifically to focus on developing this policy and there has been extensive consultation with the Trade Unions in developing the policy.

4.17 A guidance document, developed in conjunction with the policy, will support implementation by providing operational details on how the system will be used by the Council. This guidance is evolving and seeks to answer a number of frequent questions around the purpose of such systems, how data is managed and who specifically has access or how it is obtained. It will also define where legitimate access to live data will be obtained in the case of emergency scenarios.

5. Next Steps

5.1 If Committee approve the policy:

5.1.1 It will be published on the Council's intranet and internet, along with the guidance document. The guidance document will continue to be updated;

5.1.2 Installations will be completed to ensure that all Council fleet operated assets will be installed with a telematics system by the end of 2023; and

5.1.3 A communication and training plan will be developed to ensure a transparent and consistent approach to the application of the telematics policy. Colleagues will be given clarity on the capability of the system prior to it being rolled out in their departmental fleet.

6. Financial impact

6.1 The monthly cost for a standard telemetry system for a typical car or van is £13.63 per month, totalling £163.56 per annum.

6.2 Costs vary for specialist vehicle types where more information is required (for example, winter gritting vehicles can provide further detail on salt spreading activity at a greater cost). Many vehicles across the fleet are already equipped with a telemetry system, with the Council already spending £130,000 per annum on this technology. The overall cost will not be more than £220,000 per annum to cover the cost of telematics for the whole Council fleet including hire vehicles. The additional costs will be met by service budgets and are expected to be met by cost savings arising from the use of telematics.

6.3 Housing Operations are the largest fleet operator that currently have no form of vehicle telematics installed, with 214 vans. The annual cost for this group will be approximately £35,000 per annum to be equipped with this technology. There are other areas of the Council where telematics has not been fully rolled out (for example in Passenger Transport where only 50% of the vehicles currently have telematics installed).

6.4 It is also intended to install telematics into hire vehicles (approximately 300 vehicles). Where efficiency gains are made through overall fleet reductions the telemetry hardware can be reinstalled in other fleet assets to minimise the overall additional cost impact.

6.5 Council Vehicle Maintenance staff are trained in the hardware installation process to eliminate installation charges associated with each asset.

6.6 Case studies from other organisations demonstrate that telematics installation can deliver fuel savings in excess of 10%. The total cost of fuel associated with Council fleet assets in 2022/23 is currently forecasted to be approximately £3.6m. Telematics could save £360k in fuel costs whilst reducing the Council's carbon footprint.

6.7 Insurance premiums are rising, and providers are looking to operators to demonstrate effective control of fleet assets. Having an effective policy and telemetry system in place would be a key step towards reducing the risk and likely premium costs associated.

7. Stakeholder/Community Impact

7.1 A working group was established in the summer of 2022 with a group of key Service and trade union representatives. Through this working group, there has been continued feedback and ongoing engagement from all members to come to a collaborative agreement on the policy document and supporting guidance document.

7.2 An integrated impact assessment has been developed with further input from the Telematics Working Group.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 Appendix 1 - Driving for the Council – Telematics Policy Version 0.11.

Driving for the Council – Telematics Policy

Implementation date

Control schedule

Approved by **Approval date**	Policy and Sustainability
Senior Responsible Officer	Gareth Barwell, Service Director – Operational Services
Author	Scott Millar – Fleet & Workshops Manager
Scheduled for review	March 2024

Version control

Version	Date	Author	Comment
0.1	August 22	Scott Millar	Telematics Working Group first draft.
0.2	September 22	Scott Millar	Revised working draft following group feedback.
0.3	September 22	Scott Millar	Revised draft to include changes raised that grievance procedure should be followed and information from system used to support investigations in line with Council employment policies. Driving for Council Policy outlines roles and responsibilities.
0.4	October 22	Scott Millar	Revised wording throughout based on discussion between HR and trade unions.
0.5	November 22	Scott Millar	Revised version following working group feedback from October.

0.6	**November 22**	Scott Millar	Revised version following collective changes suggested by the Trade unions.
0.7	**November 22**	Scott Millar	Revised version following further collective changes suggested by the Trade unions and policy update on standard template.
0.8	**November 22**	Scott Millar	Revised wording following review by Service Director – Operational Services.
0.9	**December 22**	Scott Millar	Revised wording following discussion with Unite Union representation to include information on the use of telematics and data management
0.10	**February 23**	Scott Millar	Updated policy to reflect the recommendations from trade unions shared at January 23 committee
0.11	**March 23**	Scott Millar	Updated policy to reflect further feedback with trade union colleagues and HR.

Subsequent committee decisions affecting this policy

Date	Committee	Link to report	Link to minute

Driving for the Council- Telematics Policy

Purpose

The purpose of this policy is to make employees aware of the presence of telematic devices used in all Council vehicles and plant items and explain the purpose of the devices, the rules on their use, what data the system can provide and how the data gathered may be used.

It also serves as a means to regulate the management and use of telematics systems fitted to all City of Edinburgh Council operated vehicles and equipment.

Telematics is technology that assists fleet operators in understanding and improving the operation of their fleet by providing data on aspects of driving behaviour and vehicle surveillance. The data provided helps operators deliver on key objectives such as

- vehicle reduction
- alternative vehicle choice
- better scheduling around maintenance
- reducing the carbon output of the fleet.

In addition, it mitigates risks by providing information related to vehicle incident management, which can defend the organisation against complaints and provide supporting evidence to justify the level of risk associated with the organisation.

Review

The policy will be reviewed annually, or when a change to the existing policy deems this necessary, primarily as a result of changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; incident learning lessons; or resulting from changes agreed through Trade Union consultation.

Scope

This policy applies to all Council employees.

Policy content

The policy relates to all Council employees, those authorised by the Council to drive a Council vehicle or use an item of plant, and those who are required to manage telematics devices.

In line with the Council's approach to managing data and its obligations under the data protection act, any deviations from the prescribed use of the telematics system may be regarded as a breach of one or more of our policies including:

The Employee Code of Conduct:

Personal Conduct

7.3 The Council aims to provide a safe working environment where employees are treated fairly and with respect. As an employer, we are committed to ensuring equality of opportunity and fair treatment for all employees. Discrimination, bullying, victimisation or harassment of any kind is not tolerated.

Council Assets, Systems and Information

11.2 You may be permitted access to telephones, intranet / internet, and email systems, as well as other equipment and information systems. Your use of these must be for a legitimate Council business purpose, and comply with relevant policies and codes.

11.4 Misuse of Council assets, systems or information may lead to disciplinary action and in certain cases may constitute a criminal offence.

The Disciplinary Code:

Forms of misconduct

Behaviour: unauthorised use of council property or to property not belonging to the Council whilst engaged on Council business; carelessness or negligence in carrying out the duties and responsibilities of the post

Forms of Gross Misconduct

Governance and Regulations: gross carelessness or negligence in carrying out the duties and responsibilities of the post and abuse of authority vested in a post.

Computer or Technology Related Issues: serious misuse of, or deliberate damage to, any council computer hardware or software; any deliberate attempt to breach data protection or computer security rules e.g. misusing passwords; misuse of council information systems which hold staff, customer, service user or pupil information.

The ICT Acceptable Use Policy:

4.16 Individuals must not:

- attempt to access data that they're not authorised to use or access.

- use computer equipment as a means of breaching our policies or to break the law.

This policy covers all members of staff using fleet vehicles, including those who take their vehicles home to either provide emergency on-call cover, or because, due to the nature of their duties, their place of work is variable on a day-to-day basis.

This policy should be read in conjunction with the Driving for the Council Policy which outlines the responsibilities for drivers, line managers as well as Fleet Services in operating and managing our fleet.

Aims

The Council has a large and diverse fleet in excess of 1000 vehicles. It is essential that there are sufficient controls in place to safely protect these assets and to maximise efficient operational use. The Council has committed through its Carbon Emissions Reduction Plan and Climate Strategy to achieve net zero by 2030. The Council's fleet is a contributor to the emissions and needs to be modernised to achieve these aims. It is critical that the Council has accurate data to inform fleet strategy and minimise any potential adverse impact on service delivery.

The Council also has a duty of care to ensure employees are safe and protected whilst at work. Telematic systems can be used to support the management of occupational road risks through informing driver behaviours and vehicle activities, routes and diagnostics, which help to reduce vehicle incident / injury rates and improve vehicle reliability.

The aims of the vehicle telematics system are to:

- Reduce driving for work incidents/ injury rates and costs.
- Improve the driving behaviour of Council drivers.
- Improve claims and complaints defensibility.
- Reduce exposure to high risk driving situations.
- Improve the Councils safety record and management of occupational road risk (MORR).
- Optimise routes and schedules.
- Reduce vehicle, fuel and other driving costs to support savings targets.
- Optimise asset use and lifecycle.

It is acknowledged that telematics is not the only way to achieve these aims. Advanced driver training and regular refresher training, especially when new vehicles and plant are brought in, are important. However, it is critical that the Council has a system to measure the effectiveness of the training.

Telematics General Principles

- Telematics are a demonstrable means of improving fleet safety culture and performance, generating financial savings by reducing incident rates, premiums and self-insured costs, reducing fuel usage, reducing maintenance and decreasing vehicle numbers, improving operational efficiencies and helping to reduce CO_2 emissions.
- Any monitoring must not be intrusive or excessive and must be proportionate to the aim. It should not be used to target individuals or seek out breaches. Whilst the vehicle tracking system is a useful management tool, it should not be used to replace normal good management practices.
- Current asset/ user locations will be visible to permitted staff for legitimate operational purposes only. This access will be monitored and subject to regular review.
- All Council vehicles and plant assets are fitted with operating telemetry hardware.
- This policy covers what data is recorded by the telematics device, how it is stored, who the data is handled by and the terms under which it would be used.
- Information held within the telematics system is stored and retained in accordance with the Council's Data Protection Policies and Procedures.

Data Access and Information

Information held within a GPS system will only be accessed for legitimate interests of the Council or other organisations, where the law allows. This may include 'live 'location information or archived data retrieved via reports.

Live location data (live feeds) will only be available to Fleet Services and Senior/ Duty Managers within Operational Services by default. Managers may request live data from Fleet Services when it is required for specific purposes, such as discharging legal duties, ensuring health and safety of staff and agreed operational purposes. Examples of these will be laid out in the guidance document. Requests must be documented to ensure they are appropriate.

Access is monitored and will be reviewed every six months to determine whether the requirement still exists. Specific purposes need to be agreed and included in the guidance document.

The system will produce reports to periodically review service business activities detailing information regarding vehicle utilisation, fuel and CO2 consumption and general vehicle information including onboard diagnostics which can all aid the efficient delivery of the service and operation.

Archived data may be retrieved by reports commissioned by line managers, Insurance, Legal or Internal Audit Services or any person as duly authorised by the respective service areas 'Head of Service.

Data will be deleted or corrected in accordance with the Council's Document Retention Policy.

Individual users of Council vehicles will be issued with a 'unique fob 'and upon starting a vehicle the driver will be prompted to present it to a location on the dashboard. This will in turn identify the individual driving the vehicle. These fobs are not transferrable and should not be shared.

Identifying the driver can provide feedback on specific training needs or demonstrate improvement following the completion of any driver training. Information relating to individual drivers will be redacted or anonymised, prior to distribution to those other than the line manager and their next tier of management.

Data provided by telematics is not a substitute for appropriate risk assessments and lone worker protection measures. Proper health and safety controls must be in place to ensure the welfare of peripatetic workers, this may include provision of two-way communication devices and personal safety alarms.

An employee may request to see their data in accordance with GDPR legislation. They also have the right to ask for any data errors to be corrected or removed in line with legislation. These requests must be fulfilled within 20 working days.

Where there is evidence of criminal activity, data may be provided to the Police or other law enforcement agencies, if requested. Any such disclosure would be made in accordance with DPA, GDPR and the relevant law.

Breaches and Non-Compliance with Policy

This policy serves to regulate the management, operation and use of the telematics system fitted to Council fleet assets.

Due to the potential for misuse of data generated by the telematics system, this policy is clear on the management of the system and any deviation from its prescribed use can result in an investigation. Telematics usage is monitored and tracked to ensure it is used for its intended purposes. Where it is found that individuals accessed or used data in a way not prescribed by the policy, this may constitute gross misconduct and lead to disciplinary action.

Deliberate damage or tampering with telematics/ location devices or settings may constitute Gross Misconduct and will be dealt with in accordance with the Council's Disciplinary Policy.

Any employee, who believes that the vehicle tracking system is being used inappropriately by a manager or supervisor and not for the purposes for which it was introduced, can raise these concerns to a more senior manager in line with the Council's Grievance or Whistleblowing Policies.

Information captured on the system may be used to support in any investigations in line with the Council's Employees Code of Conduct and the Road Traffic Act 1988. Managers must be aware that while telematics data can be used as evidence, a full investigation is still required to establish the facts. Employees can also request access to the information captured. Requests for data must be fulfilled within 20 working days.

Integrated impact assessment

An integrated impact assessment has been completed to support this policy.

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Policy and Sustainability Committee

10.00am, Tuesday 21 March 2023

City Strategic Investment Fund – allocations

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

1. Recommendations

1.1 It is recommended that Committee:

1.1.1 Agrees to allocate monies from the City Strategic Investment Fund (Strategic Programme Fund) as set out in this report;

1.1.2 Agrees to allocate monies from the City Strategy Investment Fund (Loan Fund) as set out in this report; and

1.1.3 Refers this report to the City of Edinburgh Council for final approval.

Paul Lawrence

Executive Director of Place

Contact: David Cooper, Head of Development and Regeneration

E-mail: david.cooper@edinburgh.gov.uk | Tel: 0131 529 6233

Report

City Strategic Investment Fund – allocations

2. Executive Summary

2.1 This report provides an update on the City Strategic Investment Fund (CSIF) and seeks approval to: adjust the allocations in the CSIF Strategic Programme to further advance the business case for the North/South Tram Line (ESSTS2); and allocate CSIF Loan Fund money to the Powderhall Stables block project.

3. Background

3.1 On 7 February 2013, the Council approved the creation of the CSIF to "create new development opportunities, support business innovation, deliver jobs and promote economic growth in Edinburgh". It was established as an evergreen fund which provides debt and equity finance for projects delivering a return on investment. The Council agreed to capitalise the CSIF with £7.5m. An investment strategy for the fund was agreed by the Economy Committee on 29 April 2014. On 7 June 2018, updated repayment terms for the CSIF were agreed by the Housing and Economy Committee.

3.2 At the Policy and Sustainability Committee meeting, on 25 October 2019, a new strategy for the use of the CSIF was agreed, which was endorsed by Council on 21 November 2019. This strategy entailed separating the CSIF into a non-repayable "Strategic Programme" element; a non-repayable match funding element; and a loan fund element. The Council also agreed to move £902,084 of the CSIF into unallocated reserves.

3.3 At the Policy and Sustainability Committee meeting, on 22 February 2022, the following latest allocations for the Strategic Programme element were agreed:

Programme	Allocation
Edinburgh Waterfront	£604,658
Edinburgh BioQuarter	£500,000
West Edinburgh	£345,000
Edinburgh Strategic Sustainable Transport Study Phase 2 (ESSTS2)	£320,000
Data Driven Innovation	£200,000

Seafield	£130,000
Heat and Energy Study	£50,000
Unallocated	£342
Total	**£2,150,000**

4. Main report

Strategic Programme

4.1 The current balance of each programme within the Strategic Programme element is summarised in the table below:

Programme	Allocation	Drawdowns	Balance
Edinburgh Waterfront	£604,658	£604,658	£0
Edinburgh BioQuarter	£500,000	£326,467	£173,533
West Edinburgh	£345,000	£0	£345,000
ESSTS2	£320,000	£320,000	£0
Data Driven Innovation	£200,000	£0	£200,000
Seafield	£130,000	£0	£130,000
Heat and Energy Study	£50,000	£0	£50,000
Unallocated	£342	£0	£342
Total	**£2,150,000**	**£1,251,125**	**£898,875**

4.2 The following sections provide a short update on each of these programmes with proposed revisions regarding the use of the CSIF Strategic Programme money.

Edinburgh Waterfront

4.3 £604,658 was allocated to the Granton Waterfront regeneration project to fund project management costs during the planning stage of the project, leading to the finalisation of an outline business case. This work is now well underway, and £600,000 of this allocation has been drawn down to support this work.

4.4 The remaining £4,658 has been drawn down in support of the strategic business case for Edinburgh Strategic Sustainable Transport Study 2 (ESSTS2) given the importance of strategic public transport solutions for the future of the Granton Waterfront, as set out in the report to Policy and Sustainability Committee of 23 February 2021.

Edinburgh BioQuarter

4.5 £500,000 was allocated from the CSIF for Edinburgh BioQuarter. £220,395 of this has been drawn down to date to support the procurement of a private sector partner for the future mixed-use development of Edinburgh BioQuarter.

4.6 A further £106,072 has been drawn down in support of the strategic business case for ESSTS2 given the importance of strategic public transport solutions for the future of Edinburgh BioQuarter, as set out in the report to Policy and Sustainability Committee of 23 February 2021.

4.7 The current balance of the Edinburgh BioQuarter allocation is £173,533. It is estimated that the remaining costs to the Council associated with the

procurement of the private sector partner are £216,000. Given this, it is recommended that the Edinburgh BioQuarter allocation be increased by £42,467 to £542,467.

West Edinburgh

4.8 £345,000 was allocated to West Edinburgh for the development of a business case for future infrastructure provision in this area. None of this money has been drawn down to date.

4.9 The Council has worked with the Scottish Government, Scottish Futures Trust, and Scottish Enterprise to prepare a spatial strategy for the future development of West Edinburgh. Further work to build upon this strategy will be required to help bring forward the delivery of the infrastructure required for the future development of West Edinburgh. Given this, it is recommended that the allocation to West Edinburgh be held at £345,000 at this time.

ESSTS2 (Tram North/South)

4.10 £320,000 was allocated for EESTS2. This has been fully drawn down, supplemented by £110,730 drawn down from the Edinburgh Waterfront and Edinburgh BioQuarter budgets as set out at paragraphs 4.4 and 4.6. This funding has been utilised to prepare key stages of a draft strategic business case (SBC) for ESSTS2.

4.11 A cost has now been provided for the completion of the SBC and an additional £350,000 is sought for this purpose.

Data Driven Innovation (DDI)

4.12 £200,000 was allocated for Data Driven Innovation. None of this has been drawn down to date.

4.13 Work on Data-Driven Innovation has progressed in recent years via the Edinburgh and South East Scotland City Region Deal with the Council working with the University of Edinburgh.

4.14 The programme is now well established and funding streams for the continuation of this work have been put in place by the University of Edinburgh. The £200,000 is no longer needed and as such can be released back to the fund.

Seafield

4.15 £130,000 was allocated for the production of a Development Framework for the regeneration of the Seafield area.

4.16 Subsequent to the above allocation being made, the Council has secured funding from the Scottish Government for this workstream, while the Finance and Resources Committee (on 26 January 2023) agreed to the utilisation of Scottish Crown Estate net revenue allocations towards this workstream. This leaves a relatively small residual cost which it is anticipated can be met from existing revenue budgets. Given this, it is considered that the £130,000 is not required as this time and can be released back to the CSIF.

Heat and Energy Study

4.17 £50,000 was allocated for the production of a heat and energy study. None of this has been drawn down to date.

4.18 It is now considered that this work can be incorporated into the ongoing work to prepare a Local Heat and Energy Efficiency Strategy (LHEES) for Edinburgh, for which ring-fenced funding is available. Given this, it is considered that the £50,000 is not required as this time and can be released back to the CSIF.

Updated allocations

4.19 Based on the above considerations, the below revised allocations from the CSIF are proposed. These leave the unallocated balance at £2,875.

Programme	Allocation	Change	Drawdowns	Balance
Edinburgh Waterfront	£604,658	n/a	£604,658	£0
Edinburgh BioQuarter	£542,467	TBC	£326,467	£216,000
West Edinburgh	£345,000	n/a	£0	£345,000
ESSTS2	£655,000	+£335,000	£320,000	£335,000
Data Driven Innovation (DDI)	£0	-£200,000	£0	£0
Seafield	£0	-£130,000	£0	£0
Heat and Energy Study	£0	-£50,000	£0	£0
Unallocated	*£2,875*	*n/a*	*n/a*	*£2,875*
Total	**£2,150,000**		**£1,251,125**	**£898,875**

Loan funding element

4.20 The CSIF Loan Fund currently has two outstanding loans: £2,141,488 to fund the development of the East Hermiston Business Park (of which £1,367,913 is outstanding) and £290,000 to fund the refurbishment of Powderhall Stables (all of which is outstanding). The cash balance of the Loan Fund as of 1 April 2023 will stand at £435,342.

4.21 The East Hermiston Business Park development was completed in 2017 and repayment of the loan is now underway at a rate of £145,000 per annum.

4.22 The Powderhall Stables refurbishment commenced in 2021 and is now largely complete. On 10 November 2022, the Finance and Resources Committee agreed to lease Powderhall Stables to the charity Out of the Blue.

4.23 Final completion of the project and handover to the tenant has been delayed due to challenges in making the various utility connections. Due to the overrun of the project and other financial pressures, the project cost has risen. While the Council has been successful in securing additional financial contributions towards the project from various external bodies, it is forecast that there will be a residual budget pressure for the Council.

4.24 It is therefore proposed that the finance available to the Powderhall Stables project be increased from £290,000 to a maximum of £725,342, utilising the funds available in the CSIF Loan Fund. This loan would be repaid utilising the rental income from Powderhall Stables upon its completion.

5. Next Steps

5.1 The Committee will continue to receive information on development proposals, match funding applications and proposed resource allocation to strategic development priorities as these emerge, for approval.

6. Financial impact

6.1 Proposed revised allocations of the Strategic Programme element of the CSIF are set out at 4.19. The overall total remains unchanged.

6.2 The loan facility available to the Powderhall Stables project is proposed to be increased from £290,000 to a maximum of £725,342, utilising recycled funds. This loan will be repaid using rental income from Powderhall Stables once it is completed and occupied by the tenant.

7. Stakeholder/Community Impact

7.1 None.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 None.

Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Edinburgh Slavery and Colonialism Legacy Review Implementation Group

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

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee:

1.1.1 Approves the nomination of Irene Mosota as Chair of the independent Implementation Group;

1.1.2 Notes that the Implementation Group will oversee delivery of the recommendations contained in the Edinburgh Slavery and Colonialism Legacy Review Report; and

1.1.3 Notes the outline terms of reference for the Implementation Group, including its commitment to open and inclusive recruitment, governance, resourcing and reporting arrangements.

Paul Lawrence

Executive Director of Place

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Report

Edinburgh Slavery and Colonialism Legacy Review Implementation Group

2. Executive Summary

2.1 This report provides information about the proposed composition, remit and governance arrangements of the Edinburgh Slavery and Colonialism Legacy Implementation Group and seeks approval to appoint Irene Mosota as Chair.

3. Background

3.1 On 30 August 2022, Policy and Sustainability Committee endorsed the report produced by the independent Edinburgh Slavery and Colonialism Legacy Review Group, which was chaired by Sir Geoff Palmer, which operated over an 18 month period between December 2020 and July 2022.

3.2 The Review Group report included a set of 10 recommendations featuring both short and long term measures to reframe the heritage and articulate ways in which education, interpretation and cultural interventions will be used as anti-racist tools to fight discrimination in Edinburgh, which is the legacy of these historic links.

3.3 The first recommendation, for the Council to publicly acknowledge the city's past role in sustaining slavery and colonialism and to issue an apology to those places and people who suffered, has been actioned. The Lord Provost opened the Council meeting on 27 October 2022 with an apology on behalf of the city.

3.4 In order to ensure the other approved recommendations are actioned, resourced and monitored, and that progress is reported annually, a further recommendation was for an independent group to be established, supported by the Council, to liaise with stakeholders and oversee this work. This report sets out how this will be achieved.

4. Main report

Implementation Group Chair

4.1 It is proposed that Irene Mosota be invited to chair the Implementation Group. Ms Mosota is an Edinburgh-based social enterprise practitioner with experience in delivering a variety of social projects and campaigns, and is founder and managing director of Knowledge Bridge, which supports organisations to translate equity, diversity and inclusion (EDI), and sustainability strategies into meaningful action, change and impact.

4.2 Ms Mosota has specialist expertise in stakeholder management, as well as skills in change management and research. Her experience includes providing focused leadership in cross-cultural intelligence within organisations and communities. She is a Fellow of the Royal Society for the Improvement of Arts (RSA) and is on the board of Social Enterprise Scotland.

4.3 Ms Mosota was a member of the independent Edinburgh Slavery and Colonialism Legacy Review Group and contributed extensively to that process.

Implementation Group Terms of Reference

4.4 Draft terms reference are appended to this report outlining the composition, remit, governance, resourcing and reporting mechanisms suggested for use by the Implementation Group.

4.5 These will be reviewed and final version agreed at the Group's inaugural meeting.

5. Financial impact

5.2 An annual enabling budget is available to support member participation, however detailed capacity and funding requirements will be assessed by the Implementation Group for delivery of each of the individual projects emerging from the recommendations.

5.2 Where these cannot be contained within departmental budgets, Council officers will bring forward reports to the appropriate Committee to seek approval to progress with implementation.

5.3 Responsibility to also secure external funding to enact individual projects is part of the Implementation Group's remit.

6. Stakeholder/Community Impact

6.1 The work of the Implementation Group aligns with the Inclusive Communities theme of the Council's Equality and Diversity Framework 2021 to 2025. It addresses the need for safe, welcoming and more inclusive communities, enhancing the equality and diversity of our city.

7. Background reading/external references

7.1 Response to Motion – Black Lives Matter, Policy and Sustainability dated 23 July 2020.

8.2 Equality and diversity framework 2021 to 2025 – The City of Edinburgh Council.

8.3 Edinburgh Slavery and Colonialism Legacy Review interim committee report – Policy and Sustainability dated 20 June 2021.

8.4 Edinburgh Slavery and Colonialism Legacy Review Report and Recommendations – Policy and Sustainability Committee dated 30 August 2022.

8. Appendices

9.1 Appendix 1 - Draft Terms of Reference for the Edinburgh Slavery and Colonialism Legacy Review Implementation Group (February 2023)

Edinburgh Slavery and Colonialism Legacy Review Implementation Group
DRAFT Terms of Reference

Background

At its 30 August 2022 meeting, the City of Edinburgh Council's Policy and Sustainability Committee endorsed the report produced by the independent Edinburgh Slavery and Colonialism Legacy Review (ESCLR) Group chaired by Sir Geoff Palmer over 18 months between December 2020 and July 2022: https://democracy.edinburgh.gov.uk/documents/s48188/Item%207.11%20-%20Edinburgh%20Slavery%20and%20Colonialism%20Legacy%20Review%20Report%20and%20Recommendations.pdf

It includes a set of 10 recommendations featuring both short and long term measures to reframe the heritage and articulate ways in which education, interpretation and cultural interventions and partnerships will be used as anti-racist tools to fight discrimination in Edinburgh, which is the legacy of these historic links.

The first recommendation, for the Council to publicly acknowledge the city's past role in sustaining slavery and colonialism and to issue an apology to those places and people who suffered, has been actioned. The Lord Provost opened the Council meeting on 27 October 2022 with an apology on behalf of the city.

To ensure the other approved recommendations are actioned, resourced and monitored, and that progress is reported annually, a further recommendation was for an independent group to be established, supported by the Council to liaise with stakeholders as required and to oversee this work.

These draft terms of reference are intended for review and agreement by that Group, to be known as the Edinburgh Slavery and Colonialism Legacy Review Implementation Group.

Group Membership and Recruitment

The Council's Policy and Sustainability Committee will approve a Chairperson for the Implementation Group on recommendation of its Corporate Leadership Team.

The Group will have strong representation from people of Black and Minority Ethnic heritage, and current expertise or background in the areas that the recommendations focus on i.e. Education, Equalities, Culture, Heritage Interpretation, and project management and fundraising skills.

All members are expected to be from, live or work in Edinburgh and a commitment is in place to ensure young people are involved.

Recruitment will be through an inclusive, open call process and the Chair will decide on final composition with input from the Council Leader. Membership will be on a non-renumerated, voluntary basis. An out of pocket expenses scheme is available to combat financial barriers to member participation. Members of the Group will be asked to commit to a two-year term initially with option to extend following discussion with the Chair.

Group Lifespan
The Implementation Group will be convened in May 2023. A delivery plan will be agreed identifying priority actions and suggesting timescales required to deliver the ESCLR recommendations. It is anticipated that a minimum of five years may be needed to achieve this.

Remit and Reporting
The purpose of the Implementation Group is to oversee the actioning of the ESCLR report recommendations. This will require:

- Creation of a prioritised delivery plan to include expected costs and timescales for each recommendation.
- Liaison with Council staff and a variety of stakeholders to ensure positive community impacts, effective use of resources and the sharing of expertise and information.
- Identification of funds and resources required to implement the delivery plan.
- Creation of a communications plan and regular, supported media briefings by the Chair.
- An annual report on progress to the Council's Policy and Sustainability Committee.

DRAFT

The anticipated outputs of the Review are:

- A series of projects to ensure the ESCLR recommendations are developed into achievable, impactful and measurable actions.
- Annual progress reports to Council and a final report summarising the Group's achievements.

Working Methods and Timetable
Implementation Group members will meet initially to explore the scope of the remit, decide priorities for their attention, create and execute a measurable plan for this work. A number of discrete short life working groups may then be established to undertake specific tasks or specialist work, and additional people may be co-opted onto those as required.

The Group may wish to commission research and/ or organise public consultations, listening exercises or workshop to hear the voices, concerns and interests of Edinburgh citizens on the matters arising.

It is anticipated that the Group will work collaboratively with organisations, businesses and individuals across Edinburgh and beyond which are reflecting and acting on their own responsibilities in response to the legacy of slavery and colonialism and resulting effects of racism and inequality. Council officers will support stakeholders to share relevent plans and information to enable collaboration.

Meetings are expected to be held twice yearly, virtually on Teams or in person (format and dates are to be decided). Supplementary meetings and/ or email communications may be required between main meetings to progress specific actions.

Resourcing
The Council will provide dedicated officer, secretariat and communications support, and specialist input from staff in relevent departments as required.

An annual enabling budget is available to support member participation, however detailed capacity and funding requirements will be assessed by the Implementation Group for each of the individual projects emerging from the recommendations.

Where these cannot be contained within the Council's departmental budgets, or the budgets of project partners, reports will be brought to the appropriate Committee within Council to seek approval to progress with implementation.

Responsibility to also secure external funding to enact individual projects is part of the Implementation Group's remit.

Safeguarding
The Council is committed to providing support and advice for all Group members to ensure their wellbeing and safety in undertaking this work.

The Chair will undertake an annual assessment with members to understand their needs and make sure appropriate resources are provided. This will be reviewed regularly, and adjustments made as required.

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Policy and Sustainability Committee

10am, Tuesday 21 March 2023

Health and Social Care Contracts

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee note the Health and Social Care Partnership (H&SCP) response to the motion raised by Councillor Miller as detailed below:

> Calls for a report to Policy and Sustainability Committee in March detailing social care contracts, with details of the procurement procedures and decision-making process for each contract:
>
> a) Which has been procured or extended during the last 12 months.
>
> b) Currently going through any stage of procurement, extension or alteration.
>
> c) Which is expected to begin procurement, or may require extension, or alteration within the next 12 months.

Judith Proctor

Chief Officer, Edinburgh Health and Social Care Partnership

Contact: Emma Gunter, Interim Contracts Manager, Edinburgh Health and Social Care Partnership

E-mail: emma.gunter@edinburgh.gov.uk

Report

Health & Social Care Contracts

2. Executive Summary

2.1 This report contains the H&SCP response to Councillor Miller's request for further information on social care contracts.

3. Background

3.1 At full Council on Thursday 2 February, Councillor Miller raised a motion relating to care home contracts. Part 4 of this motion *'calls for a report detailing social care contracts, with details of the procurement procedures and decision-making process for each contract:*

a) Which has been procured or extended during the last 12 months.

b) Currently going through any stage of procurement, extension or alteration

c) Which is expected to begin procurement, or may require extension, or alteration within the next 12 months'.

3.2 In part 5 of the motion Councillor Miller also *'requests that the Chief Executive reviews and considers process improvements it can make regarding the use of urgency powers and provide a briefing to elected members on improvements to be introduced'*.

3.3 This report responds to the points raised above by outlining the routine procurement process undertaken for social care contracts with the information requested on individual procurements included in appendices 1 and 2.

4. Main report

4.1 The H&SCP identifies procurement requirements by monitoring contracts already in place as well as discussing with council officers where external contracts are required to meet the demand of services in place or upcoming aspirations. The resultant procurement pipeline is overseen by the H&SCP's Procurement Board.

4.2 In line with the Contract Standing Orders, requirements in excess of £25K are typically contracted by the following process;

- A Procurement Requirement Form (PRF) is issued to Commercial and Procurement Services from H&SCP to request that procurement specialist resource is allocated. PRFs are signed off at a monthly Procurement Board to ensure budget is available for the requirement and the H&SCP is supportive of the identified need.
- Commissioning Officers in H&SCP undertake co-production with stakeholders to determine the full scope of the requirement in a specification.
- On receipt of the specification, the procurement specialist assigned to the requirement works with commissioning colleagues to produce a Procurement Strategy which is presented to the Procurement Board for approval of the approach proposed.
- Once approval is given, the tender documentation is finalised, alongside further engagement as appropriate, and issued to the market for completion. Tender returns are evaluated by officers within H&SCP.
- Contract award recommendations are made within the scheme of delegation and in line with Contract Standing orders.

4.3 On occasion, the Contract standing orders which expect competition to take place as set out within public sector legislation may be waived in line with exclusions permitted under the Public Contracts Scotland Regulations (2015) or the Reform Act 2014 and statutory guidance for health and social care services.

4.4 In response to the motion, appendix 1 details the contracts procured or extended in the last 12 months (addressing point a in the motion) and appendix 2 shows the current commissioning and procurement exercises underway (answering points b and c). This is based on our existing procurement pipeline. As such it will not include any future requirements identified through ongoing horizon scanning.

5. Next Steps

5.1 The Chief Executive has commissioned a review of the process relating to the use of urgency powers.

5.2 In order to undertake a process review of the urgency procedures, it is anticipated that the following steps should be undertaken:

- Establishing for clarity when urgency is used and the reasons where it has been used in the past year;
- Establishing which Council officers and Councillors should be part of an active review of the process;
- Clarifying with Councillors what their expectation on the use of urgency is. For example; does ambiguity exist within the guidelines, is the interpretation of the guidelines the same for Councillors as it is for Officers?
- Establishing if the urgency process needs changed and potential solutions to change the process. For example; is there a way Officers can provide earlier insight of when requirements may need urgency approval? Should Officers

conduct a lessons learned process after each use of urgency to minimise use in the future?

- Producing a briefing for consideration and implementing any process change needed

It is anticipated that the results of the review should be presented to the next meeting of the Policy and Sustainability Committee.

6. Financial impact

6.1 There are no financial impacts arising from this report. Each contract awarded will have been through a governance process which assesses the financial impact prior to award.

7. Stakeholder/Community Impact

7.1 The Procurement, and commissioning exercises listed in the appendix have been co-produced with service users, providers and other relevant stakeholders.

8. Background reading/external references

Preparing to Transition towards a National Care Service for Scotland SPPN 7/2021

9. Appendices

Appendix 1 Social Care contracts awarded in the last 12 months

Appendix 2 Social care commissioning and procurement pipeline

SOCIAL CARE CONTRACTS AWARDED IN LAST 12 MONTHS

Contract Reference	Contract Name	Annual Value	Supplier Name	Procurement Process
CT2259D	Accommodation for people who have complex needs including a mental health diagnosis (Firhill)	£42,533	Volunteer Centre Edinburgh	Waiver
CT0983	Adult Counselling And Psychological Therapies	£661,833	Edinburgh and Lothian Council on Alcohol	Waiver
HS0165	Agency staff for people with learning disabilities	£45,000	Clinical 24 Staffing Ltd	
CT2849	Aids for Daily Living	£4,300,000	Nottingham Rehab Ltd t/a NRS Healthcare	
CT2307	Care and Repair	£255,665	Care and Repair	Extension
HS0159	Care Homes Agency Staff	£50,000	Newcross Healthcare Solutions Limited	Waiver
HS0161	Care Homes Agency Staff	£1,051,839	H1 Healthcare Group Limited	Waiver
HS0164	Care Package	£45,820	Easter Inch Limited t/a T&T Healthcare Solutions	
HS0167	Complex care for adults with Learning Disabilities, highly complex needs and challenging behaviours	£30,000	Scottish Nursing Guild	Waiver
HS0168	Contingency to allow continuation of essential services in the event of power failure	£63,000	Aggreko UK Ltd	
HS0134	EADP Hubs	£95,000	Channge Grow	Extension
HS0135	EADP Hubs	£95,000	Turniong Point	Extension
CT2833	Edinburgh Day Opportunities for People Diagnosed with Young Onset Dementia	£233,315	Alzheimer	Extension
CT2310	Edinburgh Dementia Post Diagnostic Support Service	£225,000	Alzheimer	Extension
HS0166	Flooring for new build flats	£9,955	Forth Furnishings Limited	
CT0559	Framework for Day Opportunities	£216,711	Eric Liddle Centre	Extension
CT0559		£353,890	Libertus Services	
CT0559		£173,987	Drylaw Rainbow Club Day Centre	
CT0559		£115,485	With You LImited	
CT0559		£353,167	Lifecare (Edinburgh) Limited	
CT0559		£130,358	Milan Senior Welfare Organisation Ltd	
CT0559		£111,740	Lochend Neighbourhood Centre	
CT0559		£325,219	North Edinburgh Dementia Care	
CT0559		£179,140	Oxgangs Care	
CT0559		£152,544	Corstorphine Dementia Project Limited	
CT0559		£112,288	Prestonfield Neighbourhood Project	

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CT0559		£178,297	Queensferry Churches' Care in the Community	
CT0559		£64,518	The Open Door Edinburgh	
CT2833		£282,509	Caring in Craigmiller	
1194	Independent Advocacy Services	£530,000	Advocard	Extension
CT0173		£250,000	Partnes in Advocacy	
HS0153	Individualised respite support	£6,000	Autism Initiatives UK	
HS0154	Individualised respite support	£40,000	Leonard Cheshire Disability	
HS0156	Individualised respite support	£15,000	Moving Music	
HS0157	Individualised respite support	£20,000	Wiston Lodge	
HS0158	Individualised respite support	£7,000	Upward Mobility Ltd	
HSC001402	Interim Care Places at Cairdean House Care Home	£420,857	Cairdean House	Extension
CT1166	Joint Carers Strategy Performance Evaluation	£52,300	Matter of Focus Ltd	
ESPO 2421 Mini Comp CT1029	Laundry Machines for ATEC24	£6,132	JLA Total Care Ltd	
48	LCiL Information Service	£308,371	Lothian Centre for Inclusive Living (LCiL)	Extension
CT1084	Mobile Phones and Peripherals	£122,707	Academia Ltd	
CT1084	Mobile Phones and Peripherals	£2,135	Probrand Ltd	Waiver
CT1084	Mobile Phones and Peripherals	£965	Vohkus Limited	
CT1084	Mobile Phones and Peripherals	£306,258	Kingsfield Computer Products Limited	
HS0163	Ongoing maintenance and support for life critical nurse call system	£23,030	Legrand Electric Ltd	
CT0887	Overnight Adult Responder Service	£861,791	Framework - see Supplier Contract Line	
36	Overnight support	£40,898	Enable	Extension
66		£40,898	Redwoods Caring Foundation -	
73.1		£40,898	Share	
73.2		£40,898	Share	
73.3		£230,957	Share	
75		£72,343	Visualise	
75.1		£72,343	Visualise	
805.1		£63,926	Mears Care	
805.2		£40,898	Mears Care	
808		£40,864	Thistle Foundation	
813.2		£40,898	Loretto Care	
813.4		£40,898	Loretto Care	
813.5		£40,898	Loretto Care	

861		£36,354	Redcroft Care Services (LIN Life Is Normal)	
863		£525,078	Blackwood Housing Association	
877.2		£142,037	Community Integrated Care	
877.4		£71,018	Community Integrated Care	
877.5		£40,898	Community Integrated Care	
877.6		£40,898	Community Integrated Care	
877.7		£111,917	Community Integrated Care	
877.9		£40,898	Community Integrated Care	
909		£40,898	Penumbra	
910		£144,905	Richmond Fellowship	
910		£144,905	Richmond Fellowship	
914.1		£65,601	With You (Places for People)	
914.2		£40,898	With You (Places for People)	
915		£71,036	CrossReach	
919.1		£148,728	Ark Housing Association	
919.2		£36,354	Ark Housing Association	
919.3		£36,354	Ark Housing Association	
919.4		£148,728	Ark Housing Association	
919.5		£36,354	Ark Housing Association	
924.1		£36,354	The Action Group	
924.2		£36,354	The Action Group	
924.5		£36,354	The Action Group	
924.6		£36,354	The Action Group	
937.1		£75,373	Autism Initiatives	
937.2		£116,271	Autism Initiatives	
937.3		£40,898	Autism Initiatives	
937.4		£40,898	Autism Initiatives	
937.5		£82,353	Autism Initiatives	
937.7		£25,298	Autism Initiatives	
937.8		£29,068	Autism Initiatives	
941.1		£36,354	Carr Gomm	
941.2		£36,354	Carr Gomm	
941.3		£36,354	Carr Gomm	
941.4		£36,354	Carr Gomm	
941.5		£36,354	Carr Gomm	
941.6		£36,354	Carr Gomm	

941.8		£36,354	Carr Gomm	
1003.1		£40,898	L'Arche	
1003.3		£104,815	L'Arche	
1033.2		£40,898	L'Arche	
1116		£127,852	Real Life Options -	
1286		£13,462	Viewpoint Housing Association	
1289		£60,298	Autism Initiatives	
1294		£40,898	Penumbra	
680.8.1		£91,713	Leonard Cheshire	
CT0996		£58,013	Edinburgh Cyrenians	
CT0378	Payroll Support Service Framework Agreement	£94,094	Fife Business Centre, Lothian Centre for Inclusive Living, Accountability	Extension
169	Penumbra - Edinburgh Crisis Centre	£413,000	Penumbra	Extension
HSC001401	Provision of 19 Interim Care Places at Elsie Inglis Nursing Home	£1,586,229	Holyrood Care (Edinburgh) Ltd	Extension
HS0160	Purchase of Furniture for Care Home	£10,764	Spearhead	
HS0155	Respite support services	£20,000	Ocean Serviced Apartments Ltd	
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Ailsa Care Services Ltd.	Tender
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Allied & Clinical Recruitments Limited	Tender
SXL1721	Social Care Agency Workers Framework Agreement	See FA	ASA International Ltd	Tender
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Caring Hearts Recruitment Ltd	Tender
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Florence Staffing Ltd	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	GSR Nursing Ltd	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	H1 Healthcare Group Limited	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Mitchell & Murdoch Care Ltd	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Newcross Healthcare Solutions Limited	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Red Sector Recruitment Ltd	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Reed Specialist Recruitment	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Search Consultancy Ltd	Tender
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Service Care Solutions	Waiver
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Seven Resourcing Limited	Tender
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Staffscanner Ltd	Tender
SXL1721	Social Care Agency Workers Framework Agreement	See FA	Tripod Partners Ltd	Tender
CT2835	South West (Canalside) Older People's Day Opportunities	£243,210	Libertus Services	Tender
HS0152	Specialist face to face suicide prevention training	£10,000	L.O.M Training	Tender
HS0150	Specialist online suicide prevention training	£7,366	Storm Skills Training CIC	Tender
CT2903	Supply and Delivery of Community Meals	£18,000	Apetito Ltd	Waiver

CT9709	Support for Families where Children and Young People are Affected by Parental Substance Use	£378,943	Circle	Extension
SXL3117	Technology Enabled Care	£120,000	SPIE	Extension
ATEC24/001	Telecare Call Monitoring Service	£345,000	London Borough of Newham	
39	Third Sector Infrastructure Support Services	£223,461	Edinburgh Voluntary Organisations Council (EVOC)	Extension
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Carr Gomm Scotland Ltd	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Enable Scotland	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Hillcrest Futures	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Lifeways Community Care Limited	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Link Living Ltd	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Loretto Care T/A Wheatley Care	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Penumbra	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Scottish Association for Mental Health	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Richmond Fellowship Scotland	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Tweed Lodge t/a Voyage Care	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	With You Limited	Tender
CT0876	Thrive – A Place to Live: Provision of Visiting Support and Supported Living Services for People with Complex Mental Health Needs	See FA	Cyrenians	Tender
HS0169	Trauma Cleaning Service	£30,000	Star Staff Solutions Ltd	Waiver
HS0170	Trauma Cleaning Service	£30,000	Orbis Protect Ltd	Waiver
HS0171	Trauma Cleaning Service	£10,000	VPS (UK) Limited	Waiver
HS0151	Volunteer service and provision of Volunteers	£170,132	Volunteer Centre Edinburgh	
CT2492 Mini Comp HP/0396/21-22	Westburn External Fabric (Phase 3)	£1,122,939	A C Whyte and Co Ltd	

APPENDIX 2

SOCIAL CARE COMMISSIONING AND PROCUREMENT PIPELINE

Opportunity Name	Process Stage	Approval Route	Contract Value over full term
One Edinburgh - Home Based Support re-design FPS.	2 - Develop Proposal	F&R Committee	TBC
ISF Framework to support Home based Support Services	2 - Develop Proposal	F&R Committee	£ 46,400,000
Support to People Diagnosed with Young Onset Dementia	3 - Approve Proposal	Executive Director	£ 880,000
Dementia Post Diagnostic Support	2 - Develop Proposal	Executive Director	£ 1,261,480.00
Day Opportunities for Older People	2 - Develop Proposal	Executive Director	£ 3,000,000.00
House Cleans (HSCP)	4 - Implement Project	Executive Director	£ 910,000
Neurorehabilitation Services	2 - Develop Proposal	Executive Director	£ 110,000
Nursing support for adults with Huntington's Disease	4 - Implement Project	Executive Director	£ 212,242
One Stop Shop for autistic people	0 - Provisional	Executive Director	£ 125,000
Payroll Support Services Framework Agreement	1 - Identify Opportunity or Need	Executive Director	£ 650,000
Tweed Lodge Care home provision for adults with complex learning disabilites	2 - Develop Proposal	F&R Committee	£ 3,795,000.00
Peer Support	2 - Develop Proposal	Executive Director	£ 250,000.00
Trauma Cleaning Service	0 - Provisional	Executive Director	£ 100,000
Independent Advocacy Services	4 - Implement Project	F&R Committee - January	£ 4,000,000
Care and Repair	4 - Implement Project	F&R Committee	£ 2,045,320

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Contract Reference	Contract Name	Annual Value	Supplier Name	Intended Route to market
HS0153	Individualised respite support	£6,000	Autism Initiatives UK	Waiver
ESPO 24 Mini Comp CT2373	Rental and Maintenance of Laundry Equipment at Ferry lee Care Home	£6,100	JLA Ltd	Tender
ESPO 24 Mini Comp CT2680	Rental and Maintenance of Laundry Equipment at Jewel House Care Home	£6,739	JLA Ltd	Tender
HS0158	Individualised respite support	£7,000	Upward Mobility Ltd	Waiver
HS0171	Trauma Cleaning Service	£10,000	VPS (UK) Limited	Procurement process underway
HS0156	Individualised respite support	£15,000	Moving Music	Waiver
HS0155	Individualised respite support	£20,000	Ocean Serviced Apartments Ltd	Waiver
HS0157	Individualised respite support	£20,000	Wiston Lodge	Waiver
HS0167	Complex care for adults with Learning Disabilities, highly complex needs and challenging behaviours	£30,000	Scottish Nursing Guild	Waiver
HS0169	Trauma Cleaning Service	£30,000	Star Staff Solutions Ltd	Procurement process underway
HS0170	Trauma Cleaning Service	£30,000	Orbis Protect Ltd	Procurement process underway
HS0146	Customised packaging for carriage of refurbished and specialist care equipment	£35,000	Ferrari Packaging Ltd	Potential Waiver for one year
HS0154	Individualised respite support	£40,000	Leonard Cheshire Disability	Waiver
HS0142	Huntington's Disease Support provided by the NHS	£42,448	Scottish Huntingtons Association	Potential Direct award after market test
HS0165	Agency staff for people with learning disabilities	£45,000	Clinical 24 Staffing Ltd	Lapse to be absorbed into SXL Agency Agreement
CT2640	Lot 2 Eye Clinic Support Service	£56,326	Visibility Scotland	Extension to be utilised in contract
HS0168	Contingency to allow continuation of essential services in the event of power failure	£63,000	Aggreko UK Ltd	Procurement process underway, will be tendered
HS0123	Essential Care Home Support	£183,696	Scottish Care	Waiver
CT2640	Lot 3 Specialist social work service for deaf people, with BSL interpretation/translation duty service & Lot 4 Specialist deaf equipment service for deaf people: Deaf BSL users, hard of hearing people, deafened people and deafblind people	£205,943	Deaf Action	Extension to be utilised in contract
CT2640	Lot 1 Visual impairment rehabilitation and mobility service, equipment provision and retention of statutory Certificate of Vision Impairment Register	£206,984	The Royal Blind Asylum & School	Extension to be utilised in contract
CT2833	Edinburgh Day Opportunities For People Diagnosed With Young Onset Dementia	£233,315	Alzheimer Scotland-Action on Dementia	Potential Direct award after market test
CT2835	South West (Canalside) Older People's Day Opportunities	£243,210	Libertus Services	Procurement process underway, will be tendered
ATEC24/001	Telecare Call Monitoring Service	£345,000	London Borough of Newham	Procurement process underway, will be tendered

CT2640	Adult Sensory Impairment Services	£469,253	Framework - see Supplier Contract Line	Extension to be utilised in contract
CT2849	Aids for Daily Living	£4,300,000	Nottingham Rehab Ltd t/a NRS Healthcare	Extension to be utilised in contract, PRF requested to commence a tender

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Policy and Sustainability Committee

10.00am, Tuesday 21 March 2023

Edinburgh Health and Social Care Partnership – System Pressures Update

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee:

1.1.1 notes the current pressures on the Edinburgh Health and Social Care Partnership (EHSCP).

1.1.2 Endorse the actions being taken to mitigate the increasing risk to people.

Judith Proctor

Chief Officer

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E-mail: mike.massaro-mallinson@nhslothian.scot.nhs.uk

Report

Edinburgh Health and Social Care Partnership – System Pressures Update

2. Executive Summary

2.1 This report sets out the continued significant pressures being experienced in relation to social care in Edinburgh and the risk to people relating to this. The pressures arise from the continued long-term impacts of the covid pandemic, EU exit and cost of living crisis, alongside a decreasing availability of care due to vacancies in the care sector.

3. Background

3.1 Since October 2021 the Policy and Sustainability Committee has received updates describing the significant pressures being faced across the wider Lothian health and social care system. As has been highlighted previously, the pressures faced in Edinburgh are being seen nationally and that while not new, many of the pressures have been exacerbated by the EU exit, covid pandemic and cost of living crisis.

3.2 Increasing numbers of people are waiting for an assessment of their social care needs in the community, as a response to high levels of demand, declining conditions and complexity of need, exacerbated by the long-term impacts of covid and in tandem, challenges in recruitment of social care staff, particularly Social Workers, Occupational Therapists and front-line carers.

3.3 Adult Support and Protection referrals have remained significantly high, having seen a rise during covid due to isolation and the absence of many community and service supports, as well as directly from the additional stressors of the situation.

3.4 The EHSCP continues to work hard to balance all these demands through rigorous review, management of risk and prioritisation of need, acuity, and safety both within current systems and models of care while also looking to develop new approaches that may relieve the position. However, the overall impact is increasing waits for assessment for people seeking support. This is understandably frustrating and upsetting for people and families as well as for our professional staff who are managing on a daily basis, high levels of competing demand, complexity and risk.

3.5 The challenges facing our workforce in managing adult support and protection has been reflected in the recent joint inspection. The inspection team identified several areas relating to key processes that need improvement and also improvement in strategic leadership. A detailed report on the findings and improvement planning response to the Adult Support and Protection inspection will be brought to the Policy and Sustainability Committee in June 2023.

3.6 While the system remains under significant challenge, sustained progress has been made in areas of performance. This is most particularly noticeable in performance related to the number of people delayed in hospital and the number of people assessed in hospital and the community as requiring a package of care

3.7 Since the last report submitted to committee, the EHSCP, NHS Lothian and City of Edinburgh Council have continued to receive additional support and capacity by Scottish Government to assist in identifying areas of current work the EHSCP could accelerate, or new actions that could be taken that would have short term impact. EHSCP continue to work closely with the Edinburgh Assistance Programme team to identify opportunities for managing the immediate extreme pressures and identify further medium and longer term sustainable solutions. Further details will be brought back to Committee as discussions progress with the Edinburgh Assistance Programme Support Team and Scottish Government.

3.8 This paper sets out:

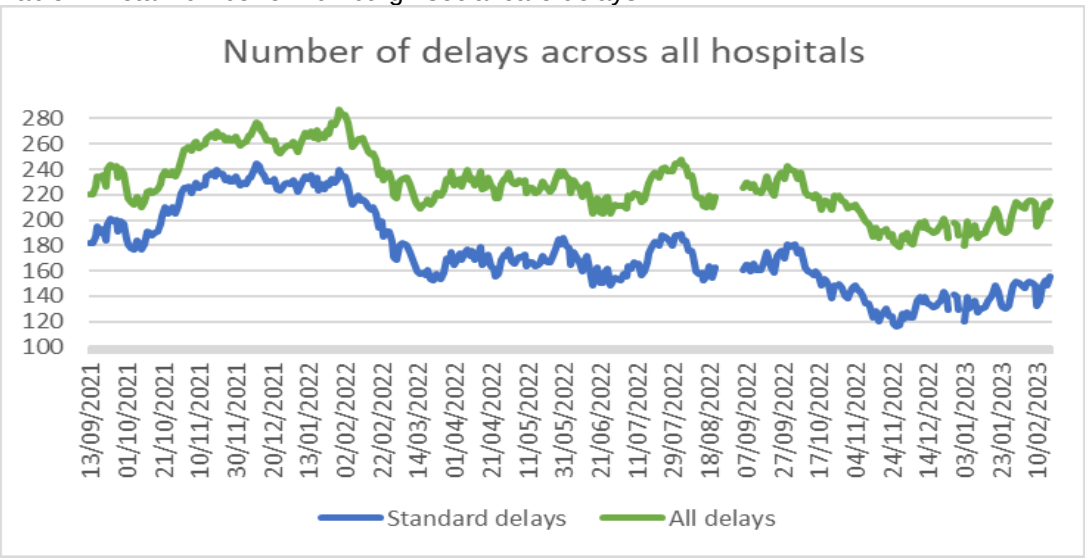
- An update on the current performance and pressures being faced by the EHSCP (see paragraphs 4.1.1 to 4.1.8).
- An update on mitigating actions being taken by the EHSCP to manage these pressures and improve performance.

4. Main report

4.1 Current Social Care Performance and pressures:

4.1.1 There remain high levels of people delayed in hospital although there has been improvement over the year (table 1).

Table 1: Total number of Edinburgh social care delays

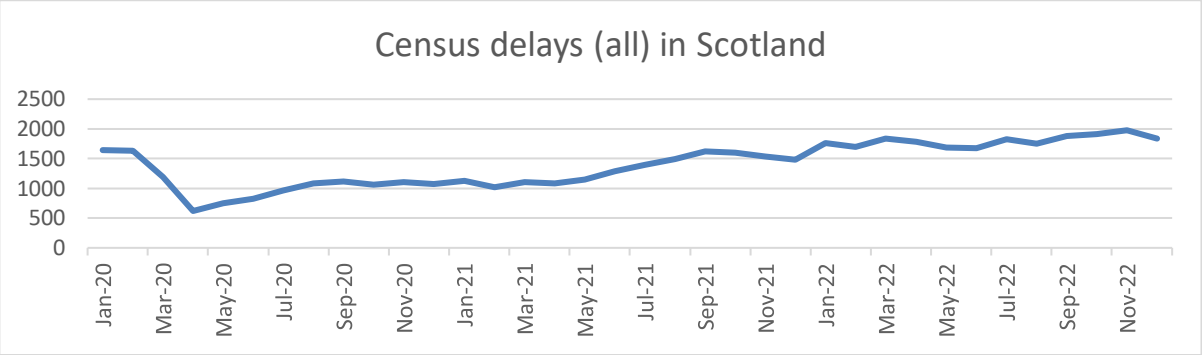


Source: NHS Lothian local data

4.1.2 The decrease in September and October is due to increased capacity in our external care at home providers. The recent increase in 2023 is due to seasonal fluctuations that annually occur over the festive period and as more people are ready for discharge following a period in hospital over winter. Similarly, January and February are routinely those winter months where the system is inmost demand. Comparing the number of people delayed in hospital between mid-February 2022 and mid-February 2023, there is a 28% reduction on last year's figure.

4.1.3 The following table shows from public reports the position at national level and the total level of delays between March 2020 and September 2022.

Table 2: Total number of Scotland delays



Source: Public Health Scotland's monthly delayed discharges publication

4.1.4 As can be seen from table 2 above, the number of delays has steadily increased in Scotland while, as outlined in table 1, numbers have reduced in Edinburgh. On analysis of national figures, Edinburgh's delayed discharges rate has also decreased more than in other areas since the end of 2021, bucking the regional and national trend.

4.1.5 The number of people waiting for a package of care has decreased substantially (Table 3 below).

Table 3: Number of people awaiting a package of care in community and hospital

Source: City of Edinburgh Council local data. Note: Figures exclude blocking reablement and reprovisioning, in line with definitions set by Scottish Government.

4.1.6 As can be seen from table 3, the larger proportion of those waiting for a package of care remains within the community compared to a hospital setting or interim care placement. The reasons for continued improvement remain predominantly due to external care at home providers having additional capacity and work being undertaken by the EHSCP's One Edinburgh Command Centre which is creating capacity within the Partnership's internal Homecare and Reablement teams.

4.1.7 The main challenge where we have not seen improved performance relates to the number of people who are waiting for a social care assessment. We recently undertook a data quality exercise and revised process/codes for our waitlist data, improving our understanding of those on the waiting list, the scale of the challenge and processes in place to manage risk.

4.1.8 Of the 1,589 on the waiting list for an assessment, approximately 50% are waiting for a reassessment, meaning they are already known to our social work teams or are already receiving a service. We have a number of initiatives in place to address the waitlist backlog but, as these are still in the process of being implemented, these are unlikely to have an impact on the number of people waiting before the end of March 2023.

4.2 Risk management and governance:

4.2.1 The EHSCP and the Edinburgh Integration Joint Board (IJB) Risk Registers have remained risk levels at critical in relation to insufficient sustainable capacity across the care sector and an ability to deliver on its strategic plan arising from partners' inability to meet demand.

4.2.2 Previous committee reports have outlined actions being undertaken to improve performance. This has included the EIJB's strategy of transformation, sustainability and innovation which has been set out in successive strategic plans.

4.2.3 While the overall transformation programme is an EIJB strategy, the delivery and implementation is undertaken by the Health and Social Care Partnership as part of the wider Lothian and Edinburgh system. The Whole System Delivery Oversight Board, with membership including the Chief Executives of NHS Lothian and the City of Edinburgh Council and the EHSCP Chief Officer, meet monthly to provide the most senior level operational oversight to the implementation of the programmes of work and to provide practical advice, support and where necessary, agree resources to support, recognising the EIJB's overarching accountability.

4.2.4 A weekly EHSCP senior operational oversight group, chaired by the Chief Officer reviews performance of delayed discharge, numbers of people waiting for a package of care and a social care assessment. This group reviews data, monitors progress against agreed actions and identifies remedial action, mitigating risk. Escalations are made to NHS Lothian and/or Council resilience meetings or to relevant Scottish Government where appropriate.

4.3 Specific mitigating actions being taken by the EHSCP to manage these pressures and improve performance:

4.3.1 A high priority workstream within our Home First programme is Discharge without Delay (DwD) which aims to reduce the number of bed days occupied due to delays across 6 Medicine of the Elderly (MoE) wards across the Royal Infirmary Edinburgh (RIE) and Western General Hospital (WGH), by 50% by the end of March 2023.

4.3.2 Since October 2022, we have introduced a dedicated on-site Home First team comprising Social Workers and Home First Co-coordinators. As part of the new integrated Multidisciplinary Teams (MDTs), they work together to ensure that no one whose needs can be met in the community reside in an acute hospital after they are medically fit to leave.

4.3.3 Since the implementation of DwD in October 2022 the average occupied bed days in a week across all sites have reduced significantly from high of 80.5 (October 2022) to just over 40 (first week in February 2023). Furthermore, the average delayed bed days across all sites have also reduced from 69 in October 2022 to 55 in January 2023. These measures will continue to be monitored and reviewed as we scale up to include the remaining 4 MoE wards, commencing March 2023. We are therefore on track for delivery of our target by the end of March 2023.

4.3.4 We continue to use interim beds as a means to support people that do not need to be in an acute ward but await a package of care or a care home of their choice. Between 2 November 2021 and 21 February 2023, 282 people were moved to interim beds, with 79% of those people having moved on from their interim care home placement. This equates to a

total of 13,037 bed days saved since November 2021. Since the last systems pressures report in October an additional 61 people have moved into interim placement. Since 20 September 2022, 69 people have been discharged to a final care destination.

4.3.5 The One Edinburgh Command Centre continues to meet daily, bringing together key staff members to make intelligence-led decisions regarding the allocation and utilisation of our internal capacity, those people needing a package of care in hospital and in the community. The One Edinburgh programme of activity, which includes collaboration with our care at home partners, is all that has resulted in the improved performance outlined in section 4.1.5 – 4.1.6.

4.3.6 Due to high levels of vacancy within our Assessment and Care Management Teams, progress has not been made in reducing the waiting list for those people waiting for a social care assessment. Where the risk presents at referral as urgent or critical then people would not be placed on a waiting list and will be allocated directly to a worker. When added to a waiting list for a social care assessment, systems are in place to review people's risk factors weekly and consider any new information that may be presented. Regular reports are provided to managers to help oversee the management of the waiting list.

4.3.7 As was reported in the last report to Committee in November, to help reduce the number of people waiting, we have recruited Business Support staff to free up Social Workers and continue to recruit to Social Care Direct, building up a resource at the front door so that can undertake all screening of new referrals at point of contact (including Adult Support and Protection), resulting in quicker outcomes and solutions for people with a more straightforward need.

4.3.8 Recruitment of Assessment and Care Management staff remains a particular challenge and focus for the EHSCP. Work is being undertaken in close collaboration with the Chief Social Work Officer to enhance our workforce planning, with a strong focus on recruitment and retention. We are strengthening relationships with universities to support more students in Edinburgh and establishing links with SSSC to explore opportunities for returning Social Workers from their 'reserve list'. We continue to use Social Work agency staff to support our teams while we build up a stronger permanent workforce.

4.3.9 To support recruitment processes, we have employed two HR Business Support Administrators – both in post by 3 March 2023. Through the acceleration of recruitment processes, the expected benefits are to take tasks away from Senior Social Workers so that they can spend more time undertaking professional tasks including supervision and case management support, screening and management of risk.

4.3.10 While continuing to implement all of the above to increase Social Work and Assessment capacity, it should also be noted that the EHSCP will be realigning resource to make the essential improvements required in response to the Adult Support and Protection Inspection. As we work through the development of the improvement plan, this realignment may result in impacts elsewhere in the system.

5. Next Steps

5.1 As set out at previous points in this paper escalation of the issues continue to be undertaken through NHS Lothian, the Council and the Whole System Oversight Board.

5.2 The EIJB receive regular update reports and the Chair and Vice Chair are kept appraised of the situation.

5.3 The EHSCP will continue implementing actions as outlined in paragraphs 4.3.1 – 4.3.9

6. Financial impact

6.1 The finances to support the various initiatives set out in this paper are drawn from a combination of sources all of which are reflected in base budgets as we move into 2023/24. However, it should be noted that for next financial year, Edinburgh Integration Joint Board is facing a significant financial deficit of £40m+. Delivering savings of this quantum will have a direct impact on performance and outcomes for people and all partners will have to consider how to balance the competing challenges of improving performance and managing the budget.

7. Stakeholder/Community Impact

7.1 The extent of pressures on the Health and Social Care system remains without recent comparable precedent. The underlying causes are multi-factorial and the resolution remains very challenging. It requires concerted and resolute action across a number of fronts and with partners across the wider system at local and national level.

7.2 The response from the EHSCP always take account of the latest standards and guidance and will continue to run services in ways that minimise the risk of harm to people. As has been stated in previous committee reports, it should be recognised that, during these unprecedented times, there are occasions where the level of the demand temporarily overwhelms the ability to run services safely. The EHSCP will continue to ensure that they are clearly communicating that fact, and any available options to mitigate the impact, to service users, patients and the wider community so that they may assist in preventative and supportive measures where possible.

7.3 The issues of system pressures have been reported previously and Policy and Sustainability Committee have been updated that the level of risk relating to this has been raised to ‘critical’ on the Council Risk Register. Despite the significant effort going in to addressing this position, the level of risk relating to our ability to deliver services to people, remains at ‘critical’’.

8. Background reading/external references

8.1 Not applicable

9. Appendices

9.1 None

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Policy and Sustainability Committee

10:00am, Tuesday, 21 March 2023

Assessing the Feasibility of an Edinburgh Drug Checking Project

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee:

1.1.1 notes the planned feasibility assessment and agrees to receive further reports on its progress.

Judith Proctor

Chief Officer, Edinburgh Health and Social Care Partnership

Contact: David Williams, EADP Programme Manager

E-mail: David.williams@edinburgh.gov.uk Tel: 07568130388

Report

Assessing the Feasibility of an Edinburgh Drug Checking Project

2. Executive Summary

2.1 This paper responds to the motion passed by Council on 15th December, 2022 in which the council:

2.1.1 Notes with interest the Scottish Government Drug Deaths Taskforce's research and development into a Scottish drug checking programme, which is due to end in March 2023. This study aims to build evidence for and facilitate the development of a service in Dundee, Glasgow and Aberdeen.

2.1.2 Understands the study involves the lived experience of people who use drugs, affected family members and a range of health professionals with the aim of assessing the key opportunities and barriers to providing a city-based drug checking service.

2.1.3 Notes that drug checking services are increasingly viewed as an important public health intervention, with a global review in 2018 finding 31 drug checking services across 20 countries. 23 of which are in Europe, with others in South and North America, and Australasia.

2.1.4 Understands that drug checking can be a tool to connect those who use drugs with relevant support and services to help them stop using drugs, or to reduce the harm experienced from using drugs. It can act as a linking point to substance use, housing, harm reduction, and a range of other services. Drug checking can also provide important benefits which extend beyond those who use the service. Furthermore, it provides opportunities for public health bodies to get a clearer picture of the drugs market and to tailor public health messages and approaches accordingly. In the event where particularly dangerous substances are detected, health warnings can be communicated to people who use drugs - both directly and via services working with the client.

2.1.5 Agrees that drug checking services would increase Scotland's capacity to identify dangerous substances in circulation and would provide targeted warnings.

2.1.6 Recommits to a public health and social care harm reduction approach to drug use in the city.

2.1.7 Requests a report to Policy and Sustainability Committee on the publication of findings from the study exploring the implementation of an Edinburgh Drug Checking Service at the earliest possibility."

2.2 In response to this motion, the (Edinburgh Alcohol and Drugs Partnership (EADP) has commissioned an assessment of the feasibility of Drug Checking in Edinburgh which will be delivered alongside the already commissioned feasibility assessment on Drug Consumption Rooms.

3. Background

3.1 As noted in the motion, Drug Checking is a harm reduction approach available in many countries but not currently unambiguously legal in the UK. It is in a similar, though not identical, position to Drug Consumption Rooms (DCR) – an intervention which would be highly compatible with ADP and Scottish Government (SG) strategy if:

3.1.1 the local needs were clear.

3.1.2 a suitable, cost-effective model could be identified.

3.1.3 and the legal status was clearer.

3.2 Discussions on the legal status of the intervention are ongoing and pilots are being explored in other areas in Scotland and England (The Scottish Drug Checking Project). Exploring how it might be provided in Edinburgh is therefore potentially valuable and timely.

3.3 In line with a previous council motion, the EADP has commissioned a study Assessing the Feasibility of an Edinburgh Drug Consumption Room. As per the January 17 update to Policy and Sustainability Committee, this contract has been awarded to a consortium of providers lead by Stirling University.

4. Main report

4.1 The delivery of the feasibility study for Drug Checking Services in isolation would be a substantial undertaking and might be considered lower priority than the DCR work already underway. However, it is very closely aligned to that work, with a similar research approach, background knowledge and subject matter expertise required.

4.2 The team delivering the DCR study are exceptionally well positioned to take on this additional work (having led the study referenced in the council motion above) and the ADP has agreed to fund the additional component of that research. This has now been incorporated as a subproject in the DCR contract. See appendix 1 for a summary of the intended work.

5. Next Steps

5.1 Reporting on the sub-project will be in line with the delivery of the DCR study, with an initial report based on desk based research expected to come to the Policy and Sustainability Committee on 6 June 2023 and a summative report including the results of local consultation and recommendations to the Policy and Sustainability Committee in September 2023.

6. Financial impact

6.1 The cost of the additional work is £15,000 which is being met by the EADP.

7. Stakeholder/Community Impact

7.1 This is to be identified in the course of the study.

8. Background reading/external references

8.1 The Scottish Drug Checking Project

9. Appendices

Appendix 1: Edinburgh sub-project on Drug Checking

Appendix 1: Edinburgh sub-project on Drug Checking

The primary aim and purpose of this project is to assess the need for, and views on, the establishment of drug checking services in the city of Edinburgh, as part of a wider commissioned 'parent' project on drug consumption rooms.

This sub project will use an existing national project, funded by the Drug Deaths Taskforce/Scottish Government/Corra Foundation, to create an Edinburgh 'case study' report using slightly amended research documentation. It will involve drawing on Stirling team members' knowledge and existing research on drug checking as part of the literature review and needs assessment being undertaken as part of the DCR work. It will also incorporate primary data collection via qualitative, semi-structured interviews with 10-12 individuals in Edinburgh city on how drug checking might reduce the risk of fatal and non-fatal overdoses in the city. Interviews will include a range of stakeholders including people who use drugs, affected family members, decision makers and service staff to inform the assessment of need and most effective models of care.

The Stirling team have already undertaken a review of the international evidence to identify models of care and service guidance and specific work on the policing and prosecution challenges that exist for drug checking services. This can be brought into the wider drug consumption room project and outputs (interim and final report). The Stirling team have created a Community of Practice, including an online information hub hosted by Crew2000, for those interested in drug checking to share good practice. This resource will be extended to Edinburgh through, for example, invitations to key stakeholder events/webinars.

The research ethical approval process for the qualitative research at University of Stirling will start immediately and involve Chair's action to grant approval for the extension of the national drug checking work to Edinburgh. Slight amendments will be made to the participant information sheets, consent forms and interview schedules. The project is 'Covid-proofed' with staff set up to work completely from home and data collection can be conducted remotely rather than face-to-face if necessary.

Reporting on the sub project will be in line with the delivery of the DCR study, with an initial report based on desk based research expected to come to the to the P&S Committee 6 June 2023 and a summative report including the results of local consultation and recommendations to the P&S committee in September 2023.

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Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Response to motion by Councillor Day - Ukraine Support

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

1. Recommendations

1.1 Policy and Sustainability Committee is asked to note the contents of the report.

Paul Lawrence

Executive Director of Place

Contact: Gavin Sharp, Lead Officer – Ukraine Support

E-mail: Gavin.sharp@edinburgh.gov.uk | Tel: 07825 996 234

Report

Response to motion by Councillor Day - Ukraine Support

2. Executive Summary

2.1 This report responds to the motion by Councillor Day, which was approved by the Council on 15 December 2022, on Edinburgh's ongoing Ukraine Support.

3. Background

3.1 The motion approved by the Council on 15 December 2022 requested an update report on:

3.1.1 Scottish Government plans for onward housing;

3.1.2 Access to health provision and public health plans on the ship; and

3.1.3 Costs incurred to date and costs reimbursed by the UK and Scottish Governments.

Project Team

3.2 In March 2022, the Council established a project team to manage Edinburgh's response to the humanitarian crisis resulting from the Russian invasion of Ukraine. The response has encompassed activity at international, national and local levels and involved the deployment of significant resource by the Council and partners across the public, private and third sectors.

3.3 The project team are focused on:

3.3.1 Coordination of and contribution to international aid to Ukraine and the displaced Ukrainian diaspora in neighbouring countries;

3.3.2 Support for Ukrainian Displaced People arriving through the Edinburgh Hub and into onward accommodation either in Edinburgh or other local authority areas across Scotland; and

3.3.3 Support for Ukrainian people living in Edinburgh in Scottish Government procured temporary accommodation and where in hosted accommodation to them and their hosts.

3.4 A multi-agency approach is in place, with a summary of the organisations involved included in Appendix 1.

3.5 One of the first actions in the city's response, and at the request of the Scottish Government, was to set up a Welcome Hub for people arriving into Edinburgh. Originally envisaged as one of four equal Welcome Hubs across Scotland, Edinburgh quickly became the main arrival point in Scotland. With the support of RBS/Natwest, the Welcome Hub was established at Gogarburn House and opened in early April 2022.

Data

3.6 This welcome operation, which is still ongoing, fits within the following national and local context. The following national context data (from UK Government) was provided on 2 February 2023:

- There have been 44,806 applications for Homes for Ukraine and Super Sponsor visas in Scotland (25.2% of UK total - 6,474 Homes for Ukraine, 38,332 Super Sponsor);
- 37,897 visas have been granted (25.2% of UK total);
- 23,161 people arrived in the UK (although not necessarily to Scotland) (20.4 % of UK total);
- There are over 7,000 people in temporary (hotel or ship) accommodation across Scotland;
- There are 14,736 people with visas who could still travel through the Super Sponsor Scheme; and
- There are an unknown number of people who could still travel via the Homes for Ukraine scheme, as this visa scheme remains open.

3.6 Within the local context (using data held by the Council):

- In total, 10,285 people have arrived through the Edinburgh Welcome Hub at Gogarburn since it opened;
- Since the end of September 2022, arrival rates have slowed significantly, averaging around 50 – 100 people per week. There is no advance intelligence, so arrival numbers and timing remains unpredictable;
- 2,945 people (1,448 households) are known to be living in Edinburgh:
    - There are 1,164 people (569 households) on MS Victoria;
    - There are 751 people (398 households) in hosted accommodation;
    - There are 591 people (301 households) in Scottish Government bridging accommodation;
    - There are an estimated 439 people (180 households) staying with friends and family or privately matched accommodation; and

- 52 people (16 households) are staying in temporary accommodation organised by the Council.

3.7 At present, the data available is not comprehensive enough to confirm the exact number of Ukrainians now living in Scotland or Edinburgh. However, officers consider the Edinburgh data to be an undercount and estimate the true number is in excess of 3,000 people.

Financial Support

3.8 Funding to support the Council's Ukraine response comes from three sources:

- Warm Scottish Welcome Funding;
- Homes for Ukraine Local Authority UK Government Tariff Funding; and
- UK Government Department for Education Tariff Funding.

3.9 Following agreement by the Scottish Government and COSLA, education tariff funding can be drawn down by Local Authorities from arrival date and wider tariff funding from 13 weeks post arrival date for those being accommodated in welcome accommodation. At present, there has been no funding confirmed from the UK Government for 2023/24 and no Health tariff had yet been agreed.

4. Main report

National Accommodation Strategy

4.1 As noted above, Edinburgh is currently home to around to an estimated 3,000 Ukrainian people who have travelled to the UK. The accommodation options available to Ukrainians at point of arrival are:

4.1.1 Temporary accommodation procured by the Scottish Government in hotels and apartments both in the city, across Scotland or one of the two procured ships. Hotel and apartment accommodation is extremely limited in Edinburgh and the majority of new arrivals are accommodated out with Edinburgh.

4.1.2 Accommodation provided by private hosts;

4.1.3 A small number of Council/Housing Association properties have been allocated to Ukrainian people;

4.1.4 Private / mid-market rental; and

4.1.5 Temporary homeless accommodation procured by the Council

4.2 There is not currently a long term national accommodation strategy. If long term settled accommodation options are not identified within the city, city region and nationally, this will continue to present a substantial risk to the Council in respect of its homelessness duties.

4.3 In discussions with the Scottish Government the Council have been clear that, until a long-term national accommodation strategy is confirmed, the Scottish

Government must continue to provide and fund short term accommodation options within the city and nationally. This accommodation would include continuation of hotels, apartments, and the possible extension of the MS Victoria.

4.4 On 16 February 2023, the city region agreed an approach to support people to move into settled accommodation across the city region.

Resettlement Support

4.5 The Scottish Government have agreed a Ukraine Long Term Resettlement Fund, with Scottish Ministers approving up to £50 million that will be available as a capital grant to Local Authorities (LAs) and Registered Social Landlords (RSLs). Through this Fund, the Scottish Government is working with LAs and RSLs to increase the number of homes available to support the longer-term resettlement of Ukrainian people.

4.6 Properties and development sites are being identified by all city region LAs for consideration for funding. To date, 13 options have been identified and discussions with the Scottish Government are ongoing with proposals at various stages. The realistic timeline for any new properties becoming available would be six – 12 months.

Education

4.7 As of 1 February 2023, almost 700 children are enrolled in Council schools. As places across the city are already under pressure in certain areas, an approach for allocating places has been designed to take into consideration the need to place displaced children from other countries as well.

4.8 With support from charities, electronic devices such as laptops and iPads have also been provided to student aged arrivals to ensure they can continue online studies in Ukrainian. Further to this, the independent sector supports a further 30 children with over 400 individuals also enrolled in further and higher education.

5. Next Steps

5.1 The Council is currently developing plans to continue its support for Ukrainian people and will continue to engage with partners and the Scottish Government on this.

6. Financial impact

6.1 Both UK and Scottish Governments contribute funding to support Ukraine related work. For every Ukrainian person settling in Edinburgh, the Council receives £10,500 from the UK Government with education payments of £3,000 for early years (ages 2 – 4), £6,580 for primary (ages 5 – 11) and £8,755 for secondary (ages 11 – 18).

6.2 This tariff funding, which is consistent with resettlement schemes the Council has previously contributed to (e.g. Syrian, Afghan), is designed to cover a wide range of supporting activity including safeguarding, move-on support including accommodation matching and access to the private rented sector, community integration, English language teaching, hosted property checks, and administration of host thank you payments. Host payments (of £350 per month, increased to £500 per month after 12 months) are also funded by the UK Government but subject to a separate claims process.

6.3 Additionally, the Council has secured agreement from the Scottish Government to meet costs associated with Edinburgh's Welcome Hub operation and support of people living on MS Victoria.

6.4 Funding of £3.44 million has been claimed from the Scottish Government and £2.70 million received. A further £19.86 million has been claimed from the UK Government for general tariff funding with £8.67 million received.

6.5 In total, the Council has received £11.37 million of funding to date.

6.6 Funding for the final quarter of 2022/23 is still to be claimed but is expected to be in the region of £12 million.

6.7 Payments for UK education tariff funding will be based on returns from the Council, detailing numbers of pupils enrolled in schools and early years settings. For this, the Council expects to receive in the region of £3.5 million, however this figure is still to be confirmed.

6.8 In December 2022 it was agreed that tariff funding would be made available to LAs for Ukrainian people following 13 weeks in temporary bridging accommodation.

6.9 Agreement has been reached for education tariff funding to be made available from date of arrival and not subject to the 13-week period for those pupils enrolled in schools.

6.10 The UK Government has confirmed it has no intention to claw back any funds unspent within a financial year provided funding continues to be spent on the activities for which it was allocated. However, to date the UK and Scottish Government have not reached agreement on any year two (2023/24) funding.

6.11 The intention therefore has been to profile a budget for up to three years' operation to cover the three-year leave to remain period Ukrainian scheme visas currently confer from year one funding only. This presents a significant risk to the Council as at this time, any new Ukrainian people arriving in Edinburgh post 1 April 2023 will not be eligible for either tariff or education funding and budgets will need to be adjusted accordingly.

7. Stakeholder/Community Impact

7.1 Resettlement in general, but particularly at this level resulting from the war in Ukraine requires to be considered against the public sector equality duty described

within the Equality Act 2010 and the various human rights duties placed on the Council. Whilst resettlement of Ukrainian people is consistent with Council obligations, ongoing attention will be required to ensure good community relations are maintained, particularly around the potential for increased pressures on housing supply in the city which represents a significant risk to the Council.

8. Background reading/external references

8.1 https://www.gov.uk/guidance/homes-for-ukraine-guidance-for-councils

8.2 https://www.gov.scot/publications/super-sponsor-scheme-homes-for-ukraine-guidance-for-local-authorities

8.3 Scotland's support for displaced people from Ukraine: Super Sponsor Scheme review - gov.scot (www.gov.scot)

8.4 Ukraine Longer Term Resettlement Fund - gov.scot (www.gov.scot)

8.5 Supporting Ukraine and its people – The City of Edinburgh Council

9. Appendices

9.1 Appendix 1 - Membership of Edinburgh Ukraine Support Oversight Group

Appendix 1

Membership of Edinburgh Ukraine Support Oversight Group

- Council:
  - Ukraine Support Team (Chair)
  - Advice Shop
  - Communications
  - Customer
  - Health and Social Care Partnership
  - Housing
  - Procurement
  - Refugee and migration
  - Revenues and Benefits
  - Risk
  - Schools
  - Transport
- UK Border Force
- Capital City Partnership
- DWP
- Edinburgh Airport
- Edinburgh Ukrainian Club (Association of Ukrainians in Great Britain)
- EVOC
- Landry Kling (ship charter company)
- NHS Lothian
- Police Scotland
- Volunteer Edinburgh
- Scottish Refugee Council

Policy and Sustainability Committee

10.00am, Tuesday 21 March, 2023

Employment Policies - HR Assurance Statement

Item number	
Executive/routine	**Routine**
Wards	
Council Commitments	

1. Recommendations

1.1 To note the Council's HR/employment policies and guidance which have been reviewed in the last year.

1.2 To note the commitment to complete a programme of HR policy review and approval for 2023/24, taking into account the recommendations from the Independent Inquiry and Whistleblowing Culture Review reported to the City of Edinburgh Council on 28 October 2021.

Dr Deborah Smart
Executive Director of Corporate Services

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Human Resources Division, Corporate Services Directorate
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Report

Employment Policies – HR Assurance Statement

2. Executive Summary

2.1 This report confirms the Human Resources (HR)/employment policies, which have been developed, consulted on and approved by Policy and Sustainability Committee in the last 12 months.

2.2 In addition, this report outlines the remaining policy work required in response to the Independent Inquiry and Whistleblowing Culture Review as well as outlining a proposed programme of policy review for 2023/24.

3. Background

3.1 Council policies are key governance tools. They help realise the Council's vision, values, pledges, and outcomes. They are critical to the Council's operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner which underpins our culture.

3.2 HR policies are reviewed as and when a change to the existing policy deems this necessary, primarily because of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union consultation.

3.3 The then Policy and Strategy Committee agreed the approach detailed above for HR policies on 5 December 2017.

3.4 As part of the findings from the Independent Inquiry and Whistleblowing Culture Review ("Inquiry and Review"), several HR/employment policy recommendations were made, including an overarching recommendation to review all conduct related employment policies to determine how these could be consolidated and clarified to aid compliance and investigation in future.

4. Main report

4.1 A key element of our People Strategy is to ensure that our HR/employment policies are fit for purpose, that they support our culture, reflect best practice and meet our legal obligations.

Work to date

4.2 In the period since the last policy assurance report to this committee (November 2021), policy development activity has ramped up in response to the Inquiry and Review. 12 employment policies were identified as falling under the remit of 'conduct-related' and a programme of review was established seeking to conclude mid-2023.

4.3 It should be highlighted however that capacity across key stakeholder groups to engage with this has been limited due to the need to prioritise resumption of service delivery and colleague wellbeing following Covid-19, ongoing guidance for employees in response to evolving national and local Government guidance and organisational change.

4.4 Despite this, the following policies and guidance have been reviewed, revised and approved at Policy and Sustainability Committee in the last 12 months including those in response to the Inquiry and Review:

4.5 **Domestic Abuse Policy**

The Domestic Abuse Policy was approved by Committee in March 2022 and launched in June 2022. The 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. The Policy also covers the approach the Council will take where there are concerns that an employee may be the perpetrator of domestic abuse.

4.6 In addition to the development of the Policy, a pathway for learning was 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 included the requirement for essential training for all colleagues and elected members.

4.7 This Policy also addressed six of the recommendations from the Inquiry & Review specifically that it put in place a clear process for recording and reporting cases of Domestic Abuse, colleague training including mandatory learning for managers, and covers situations which occur out with working hours and location.

4.8 **Disciplinary Policies**

Across last year, three disciplinary policies and the associated Appeals policy were revised in line with the Inquiry and Review recommendations. This included:

- Disciplinary for Local Government Employees
- Disciplinary for Teaching Staff
- Personnel Appeals Committee for Disciplinary
- Chief Executive and Chief Officer Disciplinary

4.9 Although the Disciplinary Policy for Local Government Employees had been updated in 2020, we nonetheless undertook a light touch review to ensure it was still in line with good practice. The Disciplinary Policy for Teaching Staff was last reviewed in 2004, so a fuller review was required to bring it into alignment with the style, tone and language of our other employment policies as well as to bring consistency with the other disciplinary policy.

4.10 The policy and supporting documents were redesigned so that the structure is more concise, and clearer for users to follow. The policy sets out the guiding principles for handling conduct concerns, while the user guide outlines in detail the procedural guidance for both managers and colleagues.

4.11 Recommendations from the Inquiry and Review included a requirement for Nominated Officers and Investigation Officers to declare any conflicts of interest prior to the commencement of a formal process. Both Disciplinary policies have been updated to reflect this requirement, and further information as well as a link to the declaration form have been included in the accompanying user guides.

4.12 A similar approach of a refresh and rebrand was taken for the Personnel Appeals Committee for Disciplinary cases. It was also evident within this policy that there was an opportunity to make procedural improvements at several points of the existing process, which included providing more clarity for colleagues on timescales as well as who were the main contacts.

4.13 All policies and supporting documents are compliant with the Scottish Negotiating Council for Teachers (SNCT) and broad principles and recommended practice set out in the ACAS Code of Practice surrounding Disciplinary and Grievance.

4.14 These policies were approved by Committee in August 2022 and launched in October 2022. We also launched a new disciplinary e-learning module for all colleagues including teaching staff for the first time.

4.15 Through the Inquiry and Review, it was identified that there were some gaps within the existing Heads of Department Disciplinary policy in that it did not cover all circumstances. Specifically, it did not adequately deal with a situation where the Chief Executive, 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 was not able to be delegated and the matter will accordingly require to be dealt with by Elected Members.

4.16 To mitigate this, it was proposed that the Council adopt the Gold Book. The Scottish Joint Negotiating Council (SJNC) developed the Gold Book in relation to Chief Executive Officers in 2014. The Gold Book itself 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.

4.17 It also outlines clear processes to be followed where an allegation is made against the Chief Executive.

4.18 This policy was approved by Committee in March 2022, before being formally approved by Council over the summer. It was launched alongside the other disciplinary policies in October 2022.

4.19 **Special Leave Policy & Bicycle Policy**
While out with the scope of the Inquiry and Review, small updates were made to the Special Leave Policy and a decision was taken to step down the Bicycle Policy.

4.20 The Special Leave Policy was updated to reflect a legislative change in parental bereavement and continues to outline the Council's provisions for Special Leave available to all employees. In addition, we have signposted to provisions available to colleagues who are going through gender reassignment.

4.21 The Bicycle Policy has been established in 1997 and outlined the mechanisms which would encourage employees to use a bicycle for travel to and from work and for short journeys on Council business. This was deemed no longer fit for purpose and had been superseded by the Business Travel Guidance and other individual initiatives for colleagues. As such, a decision was taken to step it down, as the advice and guidance was covered elsewhere, and this sought to consolidate the policy landscape for colleagues.

4.22 **Code of Conduct**
In addition to the overarching Inquiry and Review recommendation in relation to conduct-related policies, there were also a number of specific recommendations requiring the Council to put in place policies or practices to manage personal relationships between employees which could result in a potential conflict of interest.

4.23 As the key guide to employee behaviour and standards within the Council as well as existing practices on Conflicts of Interest, the Employee Code of Conduct has been reviewed and refreshed taking into consideration the recommendations of the Inquiry and Review.

4.24 The main changes to the revised Code were a new layout, consistency in format and content, the introduction of the Council's new Behaviours and supporting user guides describing the 'how' for colleagues

4.25 The new Code also addressed four of the Inquiry and Review recommendations specifically that it puts in place a new process for declaring relationships within the workplace, ensures they are recorded on an individual's HR record as well as linking to the appropriate external policies in relation to disciplinary and domestic abuse.

4.26 The Code was approved by Committee in January 2023 and will be launched in conjunction with our new Organisational Purpose and Key Behaviours by summer 2023.

4.27 **Time Off for Trade Union Representatives Policy**
Again, while out with the scope of the Inquiry and Review, each of the policies being reviewed as part of this work will be the subject of collective bargaining with our Trade Unions. To ensure that employee relations within the Council were fully

supported during this period of policy development, we undertook to refresh the existing facility time agreement.

4.28 In addition to this, earlier in 2022, it was agreed by Corporate Leadership Team to include teaching unions within funded facility time for representatives which was not reflected in the previous agreement.

4.29 The review sought to streamline a lengthy document into a more user-friendly version, which aligned with the style, tone and language of our other employment policies. We also created a supporting user guide which provides more detail and clarity on the expectations and requirements for all those involved e.g., Trade Unions, Representatives and their line managers as well as HR. This includes the requirement to notify management and HR of new representatives, as well as monitoring data for statutory reporting.

4.30 The Policy was approved by Committee in January 2023, and we are working with the Trade Unions to launch it within the coming weeks.

Upcoming work programme

4.31 **Inquiry and Review**

There remain four outstanding policy areas within the Inquiry and Review. Trade Union capacity, timeliness and partnership working will be key to ensuring these are concluded in 2023. These areas are:

- Whistleblowing – this work has been led by our Legal Team in consultation with Safecall, Pinsent Mason and our Trade Unions. The aim is to take the new Whistleblowing Policy for approval by Committee in March 2023.
- Alcohol and Drugs Policy – we are currently in consultation with Trade Unions in this refreshed policy which focusses on support for colleagues with an alcohol or drugs dependency as well as guidance for managers in identifying and supporting colleagues seek this support. It will be considered by Committee in June 2023.
- Grievance & Avoidance of Bullying and Harassment – these are currently two policies and processes for dealing with employee complaints. In line with the recommendation from the Inquiry and Review, the proposal is to consolidate these into one policy and process to manage all employee concerns. This will provide one point of contact and journey for colleagues. It is proposed that consultation on this new policy will commence in March, and if successfully concluded will be considered by Committee in June 2023.

- Violence At Work – work between HR and H&S had commenced on revising this policy pre-covid and was then put on hold. This work has now recommenced and proposes renaming the policy to 'Protecting Our Workforce', considering all types of violence, aggression, bullying and harassment colleagues may experience in the course of their employment, what preventative measures and mitigations the Council has in place to protect colleagues, and on the occasion where it occurs how we will manage such situations. The aim is to have this considered by Committee in late summer.

4.32 **People Strategy Policies**

In 2022, we also undertook an exercise to list all employment policies, guidance and information documents available to colleagues. These were then prioritised for review based on policy age. As a result, it was highlighted that a number of policies or information on the Council's intranet had not been reviewed for many years and while the principles underpinning these documents may still be relevant, the language used, and processes and systems cited were very outdated. A programme of work has commenced to review the intranet content.

4.33 In addition to this, a number of external factors have influenced our decision to review other existing policies. These include:

- Flexible Work Options – This policy outlines the process to follow where colleagues submit a flexible working request which may result in a contractual change. Decisions and outputs from the Our Future Work Project may result in changes to the policy in terms of ways of working. The policy is also due for a review having been originally written in 2014.
- Family focussed policies – Work commenced prior to the pandemic on reviewing the Maternity, Partner Support, Adoption and Shared Parental Leave policies to link in with the work of Your Pay and Benefits. The early proposals were to enhance our offer to colleagues. We intend to pick this work back up again as there is upcoming legislation regarding neo-natal care we would like to include, as well as additional support for colleagues who go through surrogacy or experience a miscarriage.
- Special Leave policy – As a result of our work on the family focussed policies, we are likely to proposed enhanced leave options to support colleagues and where approved will incorporate this into the Special Leave Policy. In addition to this, a motion has been put forward by Cllr Bandel to introduce Volunteer Leave for colleagues.

5. Next Steps

5.1 The priority for 2023-24 is to conclude the Inquiry and Review work programme. Trade Union consultation has already commenced on some of these policies, and to ensure capacity for review and engagement, these will be staggered over the first 6 months of this year.

5.2 Due to school holidays, consultation with the Trade Unions has to be paused over July and August, and we will take this time to continue development on the other identified policies for consultation to commence in September.

5.3 A revised policy review programme for 2024-25 will be developed by the end of this year.

6. Financial impact

6.1 There is no direct financial impact arising from this report.

7. Stakeholder/Community Impact

7.1 Consultation was undertaken, where appropriate, with recognised trades unions as part of the Council's Working Together Protocol and local collective consultation arrangements concerning employment policies.

8. Background reading/external references

8.1 None

9. Appendices

9.1 None

Policy and Sustainability Committee

10:00am, Tuesday, 21 March 2023

Policy for the Transition from Children to Adult Support

Routine
Wards: All
Council Commitments

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee:

1.1.1 Approves the updated policy for the transition between Children's and Adults services for young people with a disability.

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Judith Proctor

Chief Officer, Edinburgh's Health Social Care Partnership

Contact: Mark Grierson, Disability Support and Strategy Manager

E-mail: mark.grierson@edinburgh.gov.uk

Report

Policy for the Transition from Children to Adult Support

2. Executive Summary

2.1 This policy replaces the previous version that expired in 2015. This policy determines how both children's and adult services deliver the transition for young people between their services.

3. Background

3.1 As part of the Edinburgh's Health and Social Care Partnership's (the Partnership) Transformation programme, a project was identified to focus on 'Transitions'. This programme identified four key areas, one of which was developing a revised policy on transitions.

4. Main report

4.1 Transition between children's and adult services has remained a key area of work that has raised challenges for both departments, young people and their carers. It remains crucial that both departments have a very clear understanding of what is required to make a successful transition.

4.2 As part of the transformation project, four recommendations were agreed:

- Children's Services and the Partnership need to develop and implement clear transition processes and pathways.
- Children's Services and the Partnership need to work together to develop packages of support that both partners understand and can commit to.
- Self-directed support (SDS) options need to be shared with young people and their families at the onset of their secondary education.
- To provide clear information to young people and families on life choices and the process of moving from children to adult support.

4.3 The first recommendation has produced a new policy that covers both children's and adult services. This policy has been developed and co-produced through close partnership with both departments.

4.4 The policy needs to be presented to the Policy and Sustainability committee in relation to adult services; it also needs to be presented to Education, Children and Families committee.

5. Next Steps

5.1 Once agreed by both Education, Children Families Committee and Policy and Sustainability Committee, this policy will be implemented in full and used by both departments.

6. Financial impact

6.1 There are no direct financial implications related to these recommendations.

7. Consultation

7.1 A wide range of staff involved from children and adult services were involved in developing the policy and recommendations.

7.2 There was also direct input from carers who presented their views in written form.

8. Background reading/external references

None

9. Appendices

9.1 Appendix 1 – Policy for Young People with a Disability transitioning from School to Adult Life to promote positive outcomes.

Policy Title	Young People with a Disability transitioning from School to Adult Life to promote positive outcomes

Management Information		
Lead Officer	Name:	Mark Grierson /Jennifer Grundy
	Designation:	Disability Strategy and Support Manager/CPTM
	Email / Telephone:	Mark.grierson@edinburgh.gov.uk Jen.grundy@edinburgh.gov.uk
Service Area	Adult Social Care/Children's Social Work	
Last Review Date		
Implementation Date		
Review Date	One year after implementation	
Agreed by		
Date Agreed		

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1. Policy Statement & Purpose

This is a joint policy between the Edinburgh Health and Social Care Partnership and City of Edinburgh Council Children's Services. The policy sets out our shared vision and commitment to improving and enabling young people with additional support needs, who are making the transition to young adult life.

Life beyond school can be a daunting prospect for any young person and their family. For those with additional support needs, this transitional change and the options for consideration can feel particularly overwhelming. Young people with additional support needs have the same hopes as other young people; to have a voice, a social life, to be involved and to participate as active, included and valued citizens.

We recognise that when transitions are supported well at an appropriate age (14 years), this leads to positive outcomes and increases the young persons' ability to reach their full potential.

Young people with a disability often require additional support in different areas of their lives, for example, moving from school to further education or employment, benefit, welfare and/or housing support.

This policy promotes early intervention and the development of life skills, alongside clear pathways to support people to meet their identified needs and outcomes are central to achieving a positive destination and a fulfilling life.

2. Scope

2.1. Who Does This Policy Apply To?

- Young people with additional support needs from age 14 years to their 26th birthday (including people with additional support needs who are care experienced, looked after and accommodated).
- Carers of Young people (including Adult Carers, Young Adult Carers and Young Carers).

- Young people transitioning to adult health provisions is out with the scope of this policy however, Children's and Adult Services will work collaboratively with health professionals to support this.

2.2. What Will This Policy Aim to Achieve?

- Ensure a range of pathways and opportunities are available to young people, to achieve a positive destination with a fair and consistent approach.
- Provide a definition of a positive destination, which is clear and equitable for young people and allows them to access a range of supports which meet their personal outcomes and enables them to reach their full potential.
- Empower young people through an outcome focussed approach, increasing flexibility and choice across an increasingly diverse population.
- Children's and Adult Services will work collaboratively to achieve these aims.

2.3. Principles and Approaches Embedded in this Policy

- Good Transition Principles.
- A human rights-based approach, as broken down within the PANEL Principles (Participation, Accountability, Non-Discrimination and Equality, Empowerment and Legality).
- Principles of self-directed support.
- Three Conversations Approach/ Children's assessments.

3. Terms and Definitions

Term	Definition
Additional Support Needs	A child or young person is said to have additional support needs if they need more - or different support - to what is generally provided to children or young people of the same age. Factors which may individually or jointly impact on a child or young person's capabilities include: (1) Learning environment (2) Family circumstances (3) Disability or health: learning disability/intellectual disability/physical disability, autism – with or without a learning disability, sensory impairment, Profound and Multiple Learning Disability, complex needs, acquired brain injury (4) Social or emotional factors: mental health needs. The list is not exhaustive, and a person may have one or multiple diagnoses.
Adult Carer (of a Young Person)	A person over the age of 18 years (who has left school), who provides, or intends to provide, help and support to a person who is a relative, friend or neighbour who cannot manage to live independently without the Adult Carer's help due to disability, and who have needs around the transition into adulthood and accessing age-appropriate adult supports.

Term	Definition
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Adult Carer (of a Young Person)	A person over the age of 18 years (who has left school), who provides, or intends to provide, help and support to a person who is a relative, friend or neighbour who cannot manage to live independently without the Adult Carer's help due to disability, and who have needs around the transition into adulthood and accessing age-appropriate adult supports.

Advocate	An advocate offers independent support to ensure the young person's own voice is heard and their rights are respected.
Agency	Partner organisations who support the delivery of social care.
Assessment of Need and Risk/Section 23 report	This is the assessment carried out by Children's Services Social Work teams for a child with Additional Support Needs.
Autism	A life-long developmental disability which affects how people communicate and interact with the world. Autism is a spectrum condition and affects people in different ways.
Capacity	The ability of a person to use and understand information to make an informed decision which may impact on their life and be able to communicate any decisions made.
Care Experienced People	Any young person who is care experienced at any stage in their life, including adopted children who were previously looked after.
Child	Legal definitions vary in different legal contexts. A child is someone up to the age of 16 years, or 18 years if placed on a Compulsory Supervision Order. As soon as a young person becomes 18 years of age they are no longer be considered a child.
Complex Needs	The term complex needs is used to refer to people with intellectual/learning disabilities who also have one or more of the following; behaviours which impact adversely on the young person or others (it is noted that this may include behaviour which is not severe in itself, but becomes severe due to its high frequency), forensic support needs, mental health needs, autism.

	Young people can also have complex health care needs or profound and multiple disabilities.
Continuing Care - Health	A funded package of care that young people and adults may receive due to their disability.
Continuing Care-Social Work	Continuing Care refers to a **local authority's** duty (s17 Children (Scotland) Act 1995), subject to a welfare assessment, to provide young people on or after their 16th birthday, and whose final looked after placement was in foster, kinship (if they were looked after under section (17(6) or section 25 of the 1995 Act) or residential care with the same accommodation and other assistance as was being provided by the local authority, immediately before the young person ceased to be looked after. It enables a young person to remain in the same placement (or equivalent level of care and support if that placement is not available) they were in when they were looked after, the aim being provide to young people with a more graduated transition out of care, reducing the risk of multiple disruptions while maintaining supportive relationships and supporting positive outcomes It also places a duty to assess the need for aftercare support until their 26th birthday
Corporate Parent role	The Children and Young People (Scotland) Act 2014 defines corporate parenting as the formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers.
Development Officer for Post School Transitions	In post until January 2024, the Development Officer (ASN Post School Transitions) works with schools, social care professionals, health care professionals and third sector service providers to develop, encourage and support joined up procedures and practice.

Disability	A lifelong physical or mental condition that limits a young person's movement, senses and ability to manage day to day living.
Eligibility	The eligibility criteria policy describes levels of need that fall into 4 categories: critical, substantial, moderate and low. It also sets out the level of need, the partnership and children's services supports through the provision of services using the 4 self-directed support options. Levels of need are determined through engagement in a 3 conversations approach to support planning and/or an assessment from children's services.
Intellectual Disability	A term used internationally for a learning disability, increasingly being used across the United Kingdom.
Learning Difficulty	An additional support need, which affect areas of learning such as reading, writing, spelling and mathematics. There are many different types of learning difficulty, some widely known may include dyslexia, dyspraxia and attention deficit-hyperactivity disorder. A learning difficulty should not be confused with a learning disability.
Learning Disability	A learning disability is a significant, lifelong condition that starts before adulthood and affects a person's development. This means that the person may need help to understand information, learn skills and live independently. People with certain specific conditions can have a learning disability, e.g., people with Down's Syndrome. Other young people with other diagnoses may have a Learning Disability. There are different categories of Learning Disability; mild, moderate, severe and profound.
Leavers Passport	These will be developed for each young person by their school, giving information on the young person which can

	then be shared with any providers looking at support options.
Outcome focussed	Support planning which seeks to increase the independence, health and wellbeing of young people offering more choice and control over the support they receive.
Personalised and Individual supports including care and support	Individualised support applies to outcomes which cannot be met or provided by universal or targeted support. The purpose of individualised support is to provide an appropriate level of care and support which meets the physical, social, and wellbeing needs of the young person. This is arranged through self-directed support where a support budget will be agreed.
Positive Destination	A range of outcomes which are individual to the person wishes for their future. A positive destination may include, college, volunteering opportunities, supported employment/employment, support services, community networks, university.
Preventative and Universal Supports	Supports which are open to everyone, some provided and guided by local partner organisations and generally already available to support young people to make the best use of the strengths, capabilities and supports already available to them. These types of supports will always be considered first and remain accessible if more targeted or individual supports are required, (see conversation 1 under 'Three Conversations').
Protected Characteristics	A group of characteristics defined by the Equality Act 2010, in which it is against the law to discriminate against someone because of: age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex, sexual orientation.

Self-Directed Support (SDS)	A way of providing social care support that empowers people to have an informed choice about how support is arranged, with a focus on working together to achieve individual outcomes.
Social Care Direct	First point of contact for people who want to access social care support in Edinburgh.
socioeconomic factors	Social and economic factors such as income, education, employment, community safety, social supports and family circumstances which may affect a person's quality of life.
Targeted and specialised supports	Where a young person's outcomes cannot be fully met through preventative or universal support, more targeted supports are available. These are typically more specialised which focus on a particular issue and may require access to services which are already funded by Edinburgh Health and Social Care Partnership.
Three Conversations	**Conversation 1: Listen and connect** Conversation 1 is about listening hard to people and their families to understand what's important and working with them to make connections and build relationships to help them get on with their life independently. Conversation 1 is not about whether the person is 'eligible'. **Conversation 2: Work intensively with people in crisis** When we meet people who need something to happen urgently to help them regain stability and control in their life, we use Conversation 2 to understand what's causing the crisis, put together an 'emergency plan' and stick with the person to make sure that the changes happen quickly, and that the plan works for them. **Conversation 3: Build a good life** We always exhaust Conversations 1 and/or 2 before moving on to Conversation 3 – and often we find that we

	don't get this far. But for some people, longer-term support in building a good life will be necessary, so Conversation 3 is about understanding what this good life looks like to them and their family and helping them to get the support organised so they can live the best life possible.
Transition	The period when young people develop from children to young adults. This is not a single event, such as leaving school, but a growing-up process that unfolds over several years and involves significant emotional, physical, intellectual and physiological changes. During this period young people progressively assume greater autonomy in many different areas of their lives and are required to adjust to different experiences, expectations, processes, places and routines. Transitions also impact on the family or on those who care for the child or young person.
Transition Coordinator	The person identified to be the lead professional in transition planning meetings.
Young Adult Carer (of a Young Person)	Young adult carers are aged 18-25 years, who provide, or intend to provide, unpaid help and support to a person who is a relative, friend or neighbour who cannot manage to live independently without the Young Adult Carer's help due to disability, and who have needs around the transition into adulthood and accessing age-appropriate adult supports
Young Carer (of a young person)	A young carer is a carer who is under 18 years old or is 18 years old and is still at school, who provides, or intends to provide, unpaid help and support to a person who is a relative, friend or neighbour who cannot manage to live independently without the Young Adult Carer's help due to disability, and who have needs around the transition into adulthood and accessing age- appropriate adult supports.

Young Person	A person between the age of 14 years to 26 years of age

4.1. Introductory Principles of Supporting Young People in Transition

We recognise young people as rights-holders by placing them at the centre of transitions and fully taking their views into account as equal partners in planning for a positive destination. We recognise the rights of Parents and Carers as equal partners and will consider their views in a way that takes account of the young person's maturity and understanding; recognising with increasing age and experience, a young person can progressively assume greater autonomy and capacity.

4.1.1. Ensuring Effective Transitions

The intention is to ensure transitions for young people are as effective as they can be, not prescriptive, restrictive or service led. Young People's needs and outcomes are individual and diverse therefore, planning for the future should be creative, flexible and co-produced alongside key people, with the young person at the centre.

4.1.2 Understanding Personal Outcomes and Needs

In order to identify personal outcomes and needs of young people the following points must be considered:

- any impact of having one or more protected characteristics.
- any socio-economic factors which may affect equalities of outcome.
- any additional needs including family circumstances (e.g., one or multiple siblings with or without additional support needs and other caring responsibilities of unpaid carers).

4.2.3. Implementing Support

Achieving a positive destination should be as straightforward as possible, help to support the Young Person's health and wellbeing, be planned around what is

important in their life and improve their personal outcomes. This can be across different areas of their lives which may include help with:

- making connections
- linking in with community resources
- universal and/ or preventative supports
- targeted and specialised supports
- identifying and achieving employment, education or training
- welfare and housing changes
- healthcare needs
- information and advocacy
- assessing capacity
- guardianship and power of attorney
- managing risk
- personalised and individual supports including care and support
- social activities/friendships
- independence skills

4.2. Points to Consider

- Supports for the young person, and in meeting their personal outcomes, may benefit others (e.g., family members and carers) which can help to maintain and sustain relationships.
- Young people, parents and carers must have access to wide ranging and accessible information, taking into consideration any additional needs, e.g., large print or easy read format.
- Transitions can occur, not just from leaving school, but because of changing circumstances of either the young person or a person who provides unpaid care and support (e.g., age, illness, moving home, leaving or moving towards long term care, caring for people with terminal conditions). This can impact on the wellbeing of either party therefore transitions should be considered broadly and individually.

4.3. Approach

4.3.1. The Principles of Good Transitions 3 Framework:

Developed by The Scottish Transition Forum this framework provides 7 principles of good transitions:

- Planning and decision making should be carried out in a person-centred way.
- Support should be coordinated across all services.
- Planning should start early and continue up to age 25 years (we will provide planning support up to the young person's 26th birthday in line with the Disabled Children and Young people - Transitions to Adulthood (Scotland) Bill.).
- All young people should get the support they need.
- Young people, parents and carers must have access to the information they need.
- Families and carers need support.
- A continued focus on transitions across Scotland.

4.3.2. Transition Pathways

Identified outcomes can be met flexibly across universal, preventative, targeted or individual supports based on the identified needs of the Young Person.

The level of need is determined through an assessment carried out by a professional or other approved person. Edinburgh Health and Social Care Partnership use the Three Conversations Approach for assessment and planning. Information from Children's services will be accessed where relevant to assist with the 3 conversations approach.

The young person's diagnosis, needs and outcomes, will determine the appropriate pathway and person to lead on supporting successful transition.

Support for young people will be agreed based on their needs and individual outcomes. Where this is the case, young people will be empowered to access the full range of Self-Directed Support options.

4.3.3. Information for young people, parents and carers

Documentation will be made available, detailing appropriate pathways and support to ensure young people, parents and carers have clear information, understand the process and know what to expect throughout transition. These will include (and may be added to):

- Professionals Guide to Post School Transition Planning - Information, advice and support for young people with significant additional support needs.
- Parent and Carer Guide to Post School Enhanced Transition Planning **-** Information, advice and support on what to expect for your young person with additional support needs in the lead up to leaving school.

4.3.4. Practitioner and Professional Guidance and Procedure

A local procedure will be developed, providing clear information to support professionals and practitioners in applying this policy and ensure a consistent approach across the varying pathways. The ‘Professional’s guide to Post School Enhanced Transition Planning’ is available as a user guide.

4.3.5. Preparing and introducing a Transitions Plan

(Subject to the Disabled Children and Young people - Transitions to Adulthood (Scotland) Bill being Ratified by the Scottish Government)

Every young person with a significant additional support need will have a Transition Plan introduced and developed from the age of 14 years. This will provide a statement of the young person's needs from before their 16th birthday until they reach their 26th birthday and details of the care and support which will be required to support their personal outcomes and needs. This may include plans to enhance opportunities including, but not limited to:

- Education
- Employment
- Training
- Health and wellbeing
- Community connections
- Financial affairs
- Housing
- Leisure
- Active citizenship
- Independent living
- Advocacy support

Schools play a significant and lead role in the introduction of the Transitions Plan. The transitions co-ordinator will be identified as the lead facilitator and this plan will travel with the young person as a live document, minimising the need for repetition of circumstances and needs. In preparing the Transition Plan the views of the young person is paramount. Others, whose views may be captured include:

- Parents, carers and family members.
- An advocate or support agency, requested by the young person, parents or carers to act on the young persons' behalf.
- Professionals e.g., Teachers, Occupational Therapists, Physiotherapists, Social Work/Social Care staff.
- Any other individual the young person sees as key participants in the development of their plan.

The Transition Plan will be reviewed at least once a year while the young person is at school, and - once left school - will remain open for review and be revised when the needs of the young person change, resulting in a change of care and support needs or planned outcomes.

If the young person moves within the boundaries of a different Local Authority, their Transition Plan should be shared with the new Authority. If a young person is

moving to Edinburgh from within Scotland, the Transition Plan should be shared by the previous Local Authority.

4.3.6. Transition Planning Meetings

These meetings can be one of the most important steps in a young persons transition journey, allowing for the start of conversations about post school destinations and consideration of the range and scope of opportunities as the young person moves towards adult life.

There will be a planning meeting held as part of the young person's annual review meeting when they are 14 years old (third year in secondary school). Schools will co-ordinate and schedule planning meetings. They will also ensure key people are invited to attend, including the young person, their parents or carers and relevant professionals who work both within and outside of the school**.** The frequencies of these meetings will vary depending on individual circumstances and not all involved people will attend all meetings.

4.3.7. Leavers Passports

The development of a leavers' passport will:

- help young people express their views on their transition.
- reduce the need for young people and their parents or carers to repeat information that has already been captured.
- provide an opportunity for consent to share vital and consistent information with any support agency about the young person's needs and outcomes.
- be worked on within class time alongside young people. Contributors may also include parents and carers as key partners, professionals or any other relevant person the young person wishes.

4.4. Social Care Support Agencies

4.4.1. The Children Affected by Disability Practice Team

A specialist team of children's Social Workers working with Children and Young People who have a significant and lifelong disability who:-

- support children and young people up to and including their final year in school.(In some circumstances this team may be required for a longer period if the young person is care experienced).
- carry out an assessment of need, which may result in self-directed support funding.
- determine, alongside the young person, parents and/or carers, which is the most appropriate pathway and thereafter refer the person on appropriately to: Universal Supports, Local Area Co-ordination Team, Community Link Worker within GP Practice, Young Adult Disability Team, Locality Social Work Team, or Lothian Exceptional Needs Funding Team.
  (Details of timing of these process and how they will applied will be outlined in the procedure).

4.4.2. The Local Area Coordination Team (LAC)

LAC support young people who have a mild or moderate learning disability or Autism (with or without a learning disability) to:

- develop skills of self-reliance and independence.
- access existing community resources.
- use transport independently.
- make plans.
- maintain friendships and meet new people.
- look into further education.
- find work on a paid or voluntary basis.
- health appointments.

- offer advice and signposting to young people and carers.
- make referrals for additional support, where needed.

4.4.3. The Young Adult Disabilities Team (YAD)

A specialist team of Social Workers who support young people with a severe (diagnosed) learning disability, who may also have complex needs or profound and multiple learning disabilities (PMLD) to:

- determine areas of unmet need and personal outcomes through a Three Conversations Approach.
- link with community resources.
- identify if a support budget may be required to meet individual needs and outcomes, and make this request.
- explore all self-direct support options to maximise choice and control.
- source an appropriate social care provider (where this is required) in partnership with the young person and other key people.
- manage the planning and transitional arrangements for anyone who requires care and support.
- track young people who attend college .
- carry out a review once a positive destination has been sourced and thereafter refer the Young Person to the locality social work team for ongoing case management, including supporting the young person throughout the duration of their Transition Plan (until their 26th Birthday).
- to consider Guardianship options and carry out reviews where a Young Person lacks capacity.

4.4.4. Locality Social Work Teams

These teams operate across four localities. The responsible locality is determined based on the Young Persons home address and are the responsible Social Work team for:

- assessing and reviewing all young adults who are not supported directly by the Children affected by Disability Team or the Young Adult Disability Team, and have been referred for Social Work support #.
- leading on all adult support and protection issues, concerns or actions, for young people over 16 years, including those who are involved with the Disability Practice Team or Young Adult Disability Team.
- ongoing case management and review for all Young People with Social Work involvement or paid supports in place.

4.4.5. Voluntary and Independent Sectors

The voluntary and independent sectors are vital partners in the development of health and social care in Edinburgh. Engagement and collaborative planning are central in building trusting and lasting relationships, and ensuring sustainable social care supports. We will continue to work with both sectors co-producing, planning and shaping the local market based on demand, individual needs and personal outcomes.

We are committed to ensure ethical commissioning practices, wrap around and integrated care and support; building towards the future of a National Care Service and improving the continuity of approaches to deliver support and opportunities for Young People.

5. Roles and Responsibilities

Employees should follow and apply this policy alongside all available guidance.

Generally, for most young people with a disability**,** up until a young person leaves school, responsibility, including funding responsibility lies with Children's Services and Families and thereafter Edinburgh Health and Social Care Partnership.

As highlighted within the policy there are some occasions when this is not the pathway. This will be clearly defined within the procedure and guidance for Young People, parents, carers, professionals and practitioners.

The procedure and guidance will include information on:-

- Day support for LAAC children out with Edinburgh.
- Ordinary Residence.
- Case transfer requests within the Council, including children who are accommodated.
- Budgets and funding of assessed support and when this moves to adult services.
- Children who are in final year of school but not known to children's services.

6. Integrated Impact Assessment

An Integrated Impact Assessment has been completed

7. Risk Assessment

Not supporting young people transitioning to a young adult life effectively risks the potential of deteriorating health and wellbeing outcomes for young people and other key people in their life, such as unpaid carers. This Policy has detailed the mitigations to address these risks and ensure young people have fulfilling lives, with access to appropriate support that is right for them.

8. Review

This policy will be reviewed on an annual basis.

9. Legislative Context

9.1. The Children & Young People (Scotland) Act 2014

This legislation provides a framework for local authorities' support, information and services to children in need and their families, including children with disability or affected by disability. The Scottish Government's Getting it right for every child (GIRFEC) has been built into this legislation and commits to provide all children, young people and their families with the right support at the right time, so that every child and young person in Scotland can reach their full potential.

9.2. Disabled Children and Young people (Transitions to Adulthood) (Scotland) Bill

This bill aims to improve opportunities for disabled children and young people as they grow up. On agreement of this Bill, a statutory requirement will be placed on local authorities to develop transitions a plan for every young disabled person.

9.3. The Social Care (Self-Directed Support) (Scotland) Act 2013,

This legislation enables people who are eligible for social care support to have greater choice and control over how they receive this support, meaning support can be personalised to individual needs and wishes. Young People, parents and carers should be provided with information and advice about Self-Directed Support (SDS) options and staff must offer and explain a range of choices to them and the person they care for, about how support can be provided.

9.4. The United Nations Convention on the Rights of the Child (UNCRC) embodies the idea that every child should be recognised, respected and protected as a rights holder and as a unique and valuable human being

9.5. Social Work (Scotland) Act 1968 places a duty on local authorities to assess a person's community care needs and decide the appropriate support or services, taking account of the persons preferences.

9.6. Community Care and Health (Scotland) Act 2002 introduced new legislative measures that aim to make it easier for health and social acre organisations to deliver joined up care for people who rely on multiple different services.

9.7. Public Services Reform (Scotland) Act 2010 instigated the development of the Health and Social Care Standards; to make health and social care and social work services better for everyone, so that every person is treated with respect and dignity and has their human rights upheld. These standards are central to ensuring young people get the care and support that is right for them.

9.8. The Carers (Scotland) Act 2016 places a legislative requirement to provide support to Carers and offer an Adult Carer Support Plan, which includes

considering if a Short Break would help meet the Carer's outcomes. The Act also requires that a Statement is published which sets out information about Short Breaks, including what services are available for Carers and the people they support.

9.9. Continuing Care (Scotland) (Amendment) Order 2019

This order places a duty on Local Authorities to provide continuing care aftercare support under S.26A of the 1995 Act from the age of 16 years to 26 years of age.

9.10. Education (Additional Support for Learning) (Scotland) Act 2004 (amended 2009) places duties on local authorities to identify, meet and keep under review the needs of the young people for whom they are responsible.

10. Related Documents

10.1. City of Edinburgh Council Professionals guide to Post School Enhanced Transition Planning.

City of Edinburgh Council Professionals guide to Post School Enhanced Transition Planning.

10.2. City of Edinburgh Council Parent and Carer Guide to Post School Enhanced Transition Planning - Information, advice and support on what to expect for your young person with additional support needs in the lead up to leaving school.

City of Edinburgh Council Parent and Carer Guide to Post School Enhanced Transition Planning - Information, advice and support on what to expect for your young person with additional support needs in the lead up to leaving school.

10.3. Leavers Passport

These are developed by individual schools to meet the needs of each young person.

10.4. The Keys to Life (2013) and The Keys to Life Framework and Priorities (2019-2021)

The Keys to Life (2013) and The Keys to Life Framework and Priorities (2019-2021) *is the Scottish Government* strategy for people with Learning Disabilities. It recognises that people who have a learning disability have the same aspirations and expectations as everyone else and is guided by a vision shaped by the Scottish Government's ambition for all citizens. It follows on from the Same as You (2000), a review of support for people with learning disabilities.

10.5. Staying Put Scotland

Staying Put Scotland provides guidance on making care planning decisions that prioritise relationship-based practice, as well as extended and graduated transitions.

10.6. Supporting Adult Carers and Caring Relationships Policy

- (Currently being developed)

10.7. City of Edinburgh Council Eligibility Criteria for Adult Social Care Policy

- Eligibility Criteria for Adult Social Care Policy

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Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

Best Value Assurance Audit - Update

Executive/routine
Wards
Council Commitments

1. Recommendations

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

1.2 Agree that reporting on the Best Value recommendations will be through the relevant committee/body for each workstream.

1.3 Refer this report to the Governance Risk and Best Value Committee for consideration and scrutiny.

Dr Deborah Smart

Executive Director of Corporate Services

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Report

Best Value Assurance Audit - Update

2. Executive Summary

2.1 An update was provided on the progress with the implementation of actions from the key recommendations for the Council from the Council's Best Value Assurance Audit Report. Approval is also sought for further updates to be through the arrangements in place for each workstream.

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 Since November 2020, regular updates have been provided to the Policy and Sustainability Committee and the Governance, Risk and Best Value Committee.

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 and the latest updates are provided at appendix one.

4.3 Significant progress has been made on all six of the key recommendations made in the audit and consideration must be made on future reporting. For many of the recommendations there is not a natural closing point and work will continue indefinitely to improve that area of work in line with the audit recommendations. The following arrangements for each recommendation are in place:

4.3.1 Recommendation one – Medium Term Financial Plan– the medium-term financial plan is being taken forward as specific programme of work that will be reported to Council in the near future which will agree future reporting arrangements.

4.3.2 Recommendations two and four – Performance - are covered by the Planning and Performance Framework which outlines an approach to committee reporting for performance.

4.3.3 Recommendation three - elected member training - was largely covered by the comprehensive induction training programme, but elected member refresher training will continue throughout the life of the Council.

4.3.4 Recommendation five – Community Engagement and Consultation - a new consultation policy has been agreed and this will be reviewed and updated by the Policy and Sustainability Committee as part of its remit.

4.3.5 Recommendation six - Edinburgh Partnership - Progress in this workstream has been good, with constructive and practical meetings with the Council and the Edinburgh Association of Community Councils. This work will continue to develop and will be reported and monitored at the Edinburgh Partnership.

4.4 As a result of the comprehensive reporting arrangements in place for each workstream and the progress that has been made with the Best Value recommendations, it is recommended that the current separate reporting arrangements for the Best Value recommendations cease, and reporting reverts to the arrangements set out in the individual workstreams.

5. Next Steps

5.1 This report will be referred to the Governance, Risk and Best Value Committee for its information.

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 Each workstream has involved differing stakeholder involvement as appropriate and the details of this are included in the appendix.

8. Background reading/external references

8.1 Best Value Assurance Audit – City of Edinburgh Council, 10 December 2020

9. Appendices

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

Appendix 1 **Status Update Table – March 2023**

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 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.	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. 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.	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. 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	While the Council has approved a balanced revenue budget for 2022/23, there are significant financial challenges going forward. Current projections indicate a need to deliver at least £63m of recurring savings in 2023/24, increasing to £144m over the five-year period to 2026/27. The grant funding and other planning assumptions underlying these gaps will be reviewed following the publication of the Scottish Government's Resource	While the Council has approved a balanced revenue budget for 2022/23, there are significant financial challenges going forward. Current projections indicate a need to deliver at least £63m of recurring savings in 2023/24, increasing to £144m over the five-year period to 2026/27. The grant funding and other planning assumptions underlying these gaps were reviewed following the publication of the Scottish Government's Resource Spending Review on 31 May and, given increasing inflation-related pressures, a further update will be reported to the Finance and Resources Committee on 8 September.	An update on the Council's revenue budget planning assumptions was considered by the Finance and Resources Committee on 8 September 2022, indicating an increase in the estimated savings requirement for 2023/24 to £70.4m and £152.9m over the period to 2026/27 whilst noting a number of other inflation-related risks and pressures. Members also noted progress in the development of the Council's Medium-Term Financial Plan and the intention to present draft budget proposals for 2023/24 and broad programmes of activity to contribute towards future years' savings requirements at the Committee's meeting	A report considered by the Finance and Resources Committee on 10 November 2022 updated members on the outcome of the most recent review of the Council's financial planning assumptions, resulting in an increased estimated savings requirement before mitigations of £76.5m in 2023/24 and £158.6m by 2026/27. A number of further risks are highlighted, particularly those in respect of demand-led services, inflation and the Council's level of grant funding settlement. A range of proposed measures, including corporate	On 23 February 2023, the Council agreed a one-year balanced budget for 2023/24. Given the extent of future years' savings requirements and wider environmental factors, however, it is imperative that planning of a longer period of strategic change be initiated immediately given the required lead-in times for detailed programme development and implementation. Development of the Council's Medium-Term Financial Plan (MTFP) will place a greater emphasis on strategic and cross-cutting

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update
		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. In seeking to address these concerns, a number of further enhancements have been introduced into this year's process, including updated, detailed and consistently applied guidance for Finance professionals in assessing the rigour of accompanying savings implementation plans and more general earlier recognition, through discussion and agreement at Corporate Leadership Team, of the impact of underlying service pressures and savings	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. 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	Spending Review on 31 May. In recognising the urgency of this requirement, Directorates have been asked to develop potential savings options, captured by means of a standard template detailing service and performance impacts, risks and dependencies, with reference to the priorities set out in the Council's business plan. These proposals will be the subject of a process of co-design between the incoming administration	In recognising the urgency of this requirement, Directorates have been asked to develop potential savings options. , with reference to the priorities set out in the Council's business plan. These proposals will be the subject of a process of co-design between the incoming administration and officers and form the basis of planned public consultation in Autumn 2022.	on 10 November 2022	mitigations, budget realignment and savings relating to decisions already agreed by, or recommended to, members was presented for consideration. Alongside initial tactical savings developed through the Medium-Term Financial Plan (MTFP), if all approved, these measures would reduce the estimated residual funding gap in 2023/24 to £21.2m and £110.1m in 2026/27 albeit with a need to provide for an additional contingency of at least £10m against the risks noted above. In view of this remaining gap, a further update, incorporating the impact of the provisional 2023/24 Local Government Finance Settlement	proposals, informed by the priorities included within the Business Plan, as a means of improving outcomes and ensuring continuing financial sustainability. The plan also highlights the importance of the Council's services becoming more technologically enabled and digitally delivered, with a reorientation of work to focus, where appropriate, on more preventative practices. To support this process, the establishment of a formal change programme is underway, using

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update
		shortfalls on the robustness of the budget framework. An indicative five-year planning timeframe has also been adopted. 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: (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	plan is, however, subject to the identification of corresponding savings to balance the revenue framework over the medium to longer term. 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	and officers and form the basis of planned public consultation in Autumn 2022. An update on progress in developing these options and the outcome of the review of financial planning assumptions will be reported to the Finance and Resources Committee on 16 June			and presenting further proposals to address the resulting residual savings requirement, will be brought to the Committee's next meeting on 26 January 2023. These proposals are likely to involve increasingly difficult choices about the Council's priorities, including service reductions, across all service areas to maintain expenditure in line with available income. This report will also update members on the development of further longer-term strategic and cross-cutting workstreams to develop proposals to contribute towards subsequent years' savings requirements.	existing staff wherever practicable. The precise content of this prioritised programme will be subject to annual review but with an indicative Year 1 focus on the Social Care Operating Model, Inclusion Services and HR/Pay Core System and other efficiency initiatives. Some of these will be jointly delivered with the EIJB.

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update
		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 a COVID contingency reserve of £16m, acknowledging the	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. 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.					

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update
		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. 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.	The Council's People Strategy and Strategic Workforce Plan (2021-2024) was approved at Policy and Sustainability Committee 20/04/21. These included a number of commitments in respect of our People Agenda and specifically in relation to Workforce Planning. An approach to workforce planning has been developed and agreed. A workforce plan has now been completed by Human Resources (as a pilot to the approach) and has now been rolled out to: *Education					

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update
			*Customer Services *Waste *Facilities Management *Culture *Housing The timeline for completion of these will be impacted on service capacity and organisational reviews currently underway e.g. Place Directorate					
2	The council should implement a strategic approach to self-evaluation and continuous improvement. This should include better demonstrating how it responds to feedback and scrutiny findings.	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. This integrated framework is underpinned by the 'plan, do, check, review/act' model and methodology. 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 Planning and Performance Framework is now embedding and has reported twice to Policy and Sustainability. This is supplemented internally with a business plan action tracker which reports to CLT every 6 months. Training on reading and critiquing	Annual service plans were completed in September 2021 and two performance updates were submitted to the Policy & Sustainability Committee in November 2021 and February 2022. The review of 21/22 annual plans commenced in March and was	Annual service plans were completed in September 2021 and two performance updates were submitted to the Policy & Sustainability Committee in November 2021 and February 2022. The review of 21/22 annual plans commenced in March and was completed in April. 2022/23 annual	Annual service plans were completed in September 2021 and two performance updates were submitted to the Policy & Sustainability Committee in November 2021 and February 2022. The review of 21/22 annual plans commenced in March and was completed in April. 2022/23 annual service plans have been developed and	As we refresh the Council Business Plan work is underway to refresh and align the Planning & Performance Framework including measures and reporting. In the meantime, the next Performance update based on the Current Business Plan will be submitted to Committee in November	Annual Service Planning and review process is in place within the organisation. The Planning & Performance framework has been updated to reflect the Councils updated Business Plan. This includes the specific measures for the Business Plan and more broadly the Public Performance Scorecard,

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update
		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. 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. 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. 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	performance reports will be offered to all elected members following local elections. The recommendation for continuous improvement is embedded in the planning and performance framework. Commencing in March, 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 Level. The Council is now considering appropriate self-evaluation models.	completed in April. 2022/23 annual service plans are in development and will be completed by the end of May 2022. Alongside this process the Business Plan KPI's will be reviewed, and targets set for 22/23. When completed a full suite of KPI scorecards, dashboards and actions trackers will be developed to monitor performance and the actions that drive delivery of the Business Plan outcomes. A full Annual performance report and LGBF report will be submitted to Committee in	service plans have been developed and are now completed. Alongside this process the Business Plan KPI's will be reviewed, and targets set for 22/23. When completed a full suite of KPI scorecards, dashboards and actions trackers will be developed to monitor performance and the actions that drive delivery of the Business Plan outcomes. Our full Annual performance report 21/22 and LGBF 202/21 report will be submitted to Committee in August 22. Following local elections, the Business Plan will be reviewed and updated. Thereafter, a transition plan will	are now completed. Alongside this process the Business Plan KPI's will be reviewed, and targets set for 22/23. When completed a full suite of KPI scorecards, dashboards and actions trackers will be developed to monitor performance and the actions that drive delivery of the Business Plan outcomes. Our full Annual performance report 21/22 and LGBF 202/21 report was submitted to Committee in August 22. The Business Plan is being reviewed and updated. Thereafter, a transition plan will be developed to align the planning and performance framework to the revised Business Plan including development of appropriate		processes for internal monitoring and Elected Member Scrutiny. The Council is considering appropriate self-evaluation models to sit alongside the Planning & Performance Framework.

Recommendation		Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update
		planning and performance framework. A detailed report on the integrated planning and performance framework will be submitted to Policy and Sustainability in April 2021. As part of developing the framework we will undertake early discussion with political groups to inform our approach.		August 22. Thereafter, two update reports will be submitted to Committee in October and February. Additionally, we are reviewing the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our current pages include all performance reports to Committee, but we will expand what is available to include a quarterly performance	be developed to align the planning and performance framework to the revised Business Plan including development of appropriate measures/KPIs and reporting/monitoring cycles. Additionally, we have reviewed and updated the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our webpage includes all performance reports to Committee, and he wave expanded what is available to include a quarterly performance update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD,	measures/KPIs and reporting/monitoring cycles. Additionally, we have reviewed and updated the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our webpage includes all performance reports to Committee, and he wave expanded what is available to include a quarterly performance update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD, Locality profiles and the Annual Complaints report The Council is considering appropriate self-evaluation models.		

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				update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD, Locality profiles and the Annual Complaints report will also be located with the performance and data section. The redesign of our performance web pages will be completed by late summer/early Autumn 2022 The Council is considering appropriate self-evaluation models.	Locality profiles and the Annual Complaints report The Council is considering appropriate self-evaluation models.			
3	To help them carry out their best value responsibilities, elected members should take advantage of	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).	Work on the medium and long-term response is progressing. The training needs analysis	Work on the medium term and long-term response to supporting elected members to take advantage	The initial 8-week programme is now complete and development of the ongoing programme 2022/2023 is now being programmed.	No further update at this stage.		The initial training programme was designed for both new and returning councillors and included mandatory training on subjects such

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	the learning and development opportunities provided by the council.	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. Medium (2021/2022) – A training needs analysis will be carried out with elected members. This will be fundamental to identify any gaps in learning and development and help implement further training that is useful, relevant, developmental and will encourage and support participation. A key aspect of this will be to consider more online and virtual training to allow members to complete learning and development at a convenient time. Long-term (post Local Government elections) - The training needs analysis will be a fundamental tool to support the induction and	continues – survey, interviews and committee self-evaluation sessions. An elected member survey has been live for 4 weeks and will closed on 13 Feb. A key section of this survey focusses on elected member development and training. Interviews have been offered to all elected members to provide an opportunity for members to provide feedback on previous/current training to inform the development of training post May 2022. A draft induction (May/June 2022) and follow up programme (Autumn 2022) is	of learning and development opportunities provided by the Council continues. The initial training analysis with elected members pre-election is complete and informed the development of the 8-week induction programme which is now well underway with positive feedback. An evaluation to inform the further autumn and ongoing programme will be carried out. All elected members will also have access to mylearninghub where all materials will be stored, and members can use this to continually	An evaluation of the programme to date will take place. All elected members also have access to mylearninghub where all materials will be stored, and members can use this to continually enhance their personal learning and development.			as the Code of Conduct which has been completed by all 63 members. Recommended and committee specific training was also well attended, particularly by new members, Each training session was delivered twice with an online and in-person option to allow members the best opportunity to attend at a convenient time. Sessions were also recorded and stored for future viewing on the member's section of myLearning Hub. The training programme is intended to run throughout the term of the Council.

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		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.	currently with Directorates/key officers for comment. There has also been discussion with academic partners to delivery training sessions as part of the induction and ongoing training programme. A political mentoring session has also been offered to all political groups. This would be provided by the Improvement Service.	enhance their personal learning and development				A skills assessment of members will be conducted to gauge any gaps in knowledge and the programme designed thereafter to address these.
4(a)	The council should further improve its performance reporting by making better use of performance measures and targets, particularly to demonstrate the impact of	The Council's draft Business Plan includes a new strategy performance map which details the outcomes, actions and initial metrics. Work is now underway to further develop the strategy performance map and we will be working with teams to agree annual plans and	The substance of this update is in section 2.	The substance of this update is in section 2.	The substance of this update is in section 2.	The substance of this update is in section 2.	The substance of this update is in section 2.	The substance of this update is in section 2.

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	improvement work.	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. 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. The framework will be underpinned by a cycle of 'plan, do, check and review and act' and will aim to drive a culture of continuous improvement (see recommendation 2). The business plan outcomes will be aligned to Specific, Measurable, Achievable and Relevant (SMART) performance indicators and milestones where appropriate, which will allow for open discussion and scrutiny of performance at organisational and service team levels, as well as with Elected Members and the						
4(b)	The council should further improve its performance reporting by publishing easily accessible, up-to-date performance information on its website.		Development of a quarterly Scorecard for core measures is underway and will be published on the Council website. 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.	The 15th annual edition of Edinburgh by Numbers and Locality Profiles were published in February on the Council website for public use. As noted in section 2 improvements to the performance section of the Councils website and development of a quarterly performance scorecard is underway and expect to complete in late Summer/early Autumn	The 15th annual edition of Edinburgh by Numbers and Locality Profiles were published in February on the Council website for public use. As noted in section 2 improvements to the performance section of the Councils website and development of a quarterly performance scorecard is underway. Work to make our performance reports accessible continues.	As noted in section 2: we have reviewed and updated the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our webpage includes all performance reports to Committee, and he wave expanded what is available to include a quarterly performance update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD, Locality profiles and the Annual Complaints report	As we refresh the Council Business Plan work is underway to refresh and align the Planning & Performance Framework including measures and reporting. In the meantime, the next Performance update based on the Current Business Pan will be submitted to Committee in November Work has commenced on the next edition of Edinburgh by Numbers	The performance section of the website has been updated and improved. The addition of the Quarterly Public Performance Scorecard will further enhance the availability and accessibility of a broad range of Council Performance metrics. Performance Committee reports are published on the website as well as a range of data reports such as Edinburgh by Numbers and Locality Profiles. See section 2 for further detail

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		wider public on a regular basis.						
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.	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. The Council is also developing a Consultation Advisory Panel of expertly trained council officers who will evaluate proposed significant consultations and make recommendations to the Corporate Leadership Team. This group will be established in line with the implementation of the new Consultation and Engagement policy and will be chaired by senior managers on a rotating basis. This will ensure a high quality and coordinated approach to community consultation and engagement.	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. 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	The first review of the consultation policy has begun, involving stakeholders and colleagues. This will report to Policy and Sustainability in autumn 2022.	The first review of the consultation policy has begun, involving stakeholders and colleagues. This will report to Policy and Sustainability in August 2022. An organisational review of the Lifelong Learning service is due to complete in Autumns 2022. As a result of this review a new Community Engagement and Empowerment service will be established. This team will sit in the Culture and Wellbeing service in the Place Directorate		The Consultation Policy has been updated following review, and the process has been subject to Internal Audit. All of the recommendations of the internal audit are being taken forward and will further strengthen consultation policy and practice across the Council throughout 2023. During 2022/23 a new team has been in place to progress the Council's poverty prevention work. This work is helping to build capacity for Council engagement with communities and third sector groups in relation to poverty prevention and city responses to the cost of living crisis.	No Further Update

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		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. 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.	new Head of Community Empowerment has been appointed from 7 February 2022. The first review of the consultation policy has begun, involving stakeholders and colleagues. This will report to Policy and Sustainability in June 2022.				In 2020 the Council established a new citizen led group – End Poverty Edinburgh – to help raise the voices of people with lived experience of poverty and support co-design of projects to prevent and reduce poverty in the city. In Autumn 2022 additional funding to ensure this project can continue its work through to 2025 was secured through Edinburgh's UK Shared Prosperity Fund Investment Plan.	
5(b)	In order to make community engagement an integral part	Community Asset Transfer (CAT) is an important element of the Council's approach to Community Empowerment. The Council	No further update at this stage.	No further update at this stage.	No further update at this stage.	Since the most recent report a further two transfers have been concluded, bringing		Two requests have recently been approved by Committee and a further stage 2

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	of service improvement and delivery, the council should support community groups to complete asset transfers	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.				the total number of completed transfers to six since the introduction of the Community Empowerment (Scotland) Act 2015. In addition, a further two transfers have been agreed to by the Council and legal work is ongoing to bring them to a successful conclusion. After a hiatus during lockdown, community groups have resumed CAT activity and are preparing requests. Two stage 2 applications are being processed, six groups are preparing detailed business plans for consideration and a further seven further live cases are being discussed with applicants. We continue to receive initial enquiries on a regular basis, with 24 considered over the last reporting year.		application is being processed, five groups are preparing detailed business plans for consideration and a further seven live cases are being discussed with applicants.

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6(a)	The council should work with the Edinburgh Partnership Board to implement its new governance arrangements, effectively involve community representatives and deliver improved outcomes for communities.	Work to progress this recommendation will be taken forward in two parts; i) as a Community Planning Partnership looking at effective partnership working, and, ii) as a Council in support of community capacity and local empowerment. <u>The Edinburgh Partnership</u> 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	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. The Edinburgh Partnership Board agreed for partners to work with the Edinburgh Association of Community Councils to consider the	No further update at this stage.	The EACC planned to submit a report to the partnership in June to take forward the collaborative working. This however was deferred on their request. A report on the engagement programme for the Edinburgh Partnership Empowerment Strategy will be presented to the Board at its September 2022 meeting.	A report on the engagement programme for the Edinburgh Partnership Empowerment Strategy was presented to the Board at its September 2022 meeting.	Work on the Edinburgh Partnership Empowerment Strategy is ongoing with a programme of stakeholder engagement currently in hand. It is anticipated that the final strategy and implementation plan will be presented to the Board by June 2023. A further constructive meeting was held in November to discuss progress and take forward the agreed CEC/EACC improvement plan. This work is ongoing with actions in the plan running through to 2024.	No further update

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		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. 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. <u>The Council</u> The Council Business Plan has clearly articulated how the Council's priorities and key strategic programmes of work align with the Community Planning Partnership priorities (LOIP) and, in response to committee agreement to give further consideration of genuine local community empowerment, the Council is carrying out a review of the Localities teams. This will address how the Council improves its	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. 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. Head of Community Empowerment has been appointed and will now progress the development of the Community Empowerment Team which will be integral to					

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		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.	delivering against this BV recommendation.					
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 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.	The Edinburgh Partnership Board approved the revised LOIP at its meeting in March 2022. This is now subject to partner sign off through their internal governance arrangements.	The Edinburgh Partnership Board approved the revised LOIP at its meeting in March 2022. This is now subject to partner sign off through their internal governance arrangements.	The revised LOIP will be considered by the Culture and Communities Committee at its meeting on 4 October 2022.	Work continues on the delivery of the LOIP led by the Delivery Group. This is chaired by Edinburgh College and NHS Lothian. Lead partners have been assigned for each of the priorities from across partner organisations. A key area of work carried out during the period was the completion of the advice service review, funded by the Edinburgh Partnership. This, together with action to address the current cost of living crisis, forms the basis of the Partnership's focus currently.	No further update.

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							Work continues on the performance framework to ensure the impact of the plan can be effectively measured. A planned Partnership survey is intended to provide necessary data to support this activity. Consideration of the revised LOIP has been deferred by the Culture and Communities Committee until its December meeting.	

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of the Local Government(Scotland) Act 1973.

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