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Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 22nd August, 2023

Dean of Guild Court Room - City Chambers

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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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

Contacts

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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

5. Forward Planning

6. Business Bulletin

7. Executive Decisions

Services

8. Routine Decisions

9. Policy Reports

10. Motions

Nick Smith

Service Director, Legal and Assurance

Committee Members

Councillor Cammy Day (Convener), Councillor Danny Aston, Councillor Alan Beal, Councillor Fiona Bennett, Councillor Marco Biagi, Councillor Kate Campbell, Councillor Sanne Dijkstra-Downie, Councillor Phil Doggart, Councillor Kevin Lang, Councillor Lesley Macinnes, Councillor Adam Nols-McVey, Councillor Jane Meagher, Councillor Claire Miller, Councillor Alys Mumford, Councillor Ben Parker, 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 Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh and remotely by Microsoft Teams.

Further information

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

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

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Minutes

Policy and Sustainability Committee

10.00 am, Tuesday 23 May 2023

Present

Councillors Day (Convener), Beal, Bennett, Biagi, Campbell, Dalgleish (substituting for Councillor Day (Item 14)), Macinnes, McVey Meagher, Mowat (substituting for Councillor Doggart), Mumford, Nicolson (substituting for Councillor Aston), Osler (substituting for Councillor Lang), Parker, Staniforth, Thornley (substituting for Councillor Dijkstra-Downie), Watt and Whyte.

Also present: Councillor McKenzie (item 26)

1.   Deputations

a)   Street Assist (in relation to item 10 -– Response to Motion by Councillor Staniforth – Night Time Coordinator)

The deputation supported the recommendations in the report by the Executive Director of Place in regard to the proposal for the role and remit of a Night-Time Coordinator for Edinburgh and offered their help in gathering evidence to support the case given their knowledge of the subject matter and research they had previously carried out into other initiative in the UK and beyond.

The deputation indicated that there were areas which could be enhanced, many of which had been highlighted in 2010 and still existed today. They wanted to see a more coordinated approach in managing the city's night-time economy as they felt that it was a bit disjointed at the moment.

(see item 10 below)

b)   Unison (in relation to item 26 - Motion by Councillor McKenzie – Care Homes)

The deputation expressed concern that the remit of the public consultation had changed from being the future of care homes to the closure of care homes. They felt that the public consultation in its present form was a deliberate misdirection of what was happening with care homes in ~Edinburgh.

The deputation fully supported the motion by Councillor McKenzie and urged the Committee to do the same in order to protect the care homes.

(see item 26 below)

c) **Edinburgh TUC (in relation to item 26 - Motion by Councillor McKenzie – Care Homes)**

The deputation were in support of the motion by Councillor McKenzie but felt that more time was need for the consultations to be completed and analysed. They expressed concern that no consultation review meetings had been held since March 2023.

The deputation were also concerned that the private sector would be the ones to benefit from the closure of any publicly run care homes and believed that this was the wrong approach for the provision of quality health and social care services.

(see item 26 below)

2. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 21 March 2023 as a correct record.

3. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 21 March 2023 was presented.

Decision

1) To agree that officers would provide an update on the Climate Ready Edinburgh report to the next meeting.

2) To agree that officers would confirm whether reports listed for November 2023 would be submitted in October 2023 or January 2024.

3) To otherwise note the Work Programme.

(Reference – Work Programme 23 May 2023, submitted.)

4 Policy and Sustainability Committee Rolling Actions Log

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

Decision

1) To agree to close the following actions:

Action 1 – City of Edinburgh Council - Keep Safe Spaces - Motion by Councillor Nicolson

Action 3 – Education and Children's Services Structure

Action 4 - End Poverty in Edinburgh Annual Report

Action 10 – City of Edinburgh Council: Adopting Definition of Islamophobia - Motion By Councillor Kumar

Action 12 – City of Edinburgh Council: Night Time Coordinator - Motion by Councillor Staniforth

Action 14 – Employee Code of Conduct

Action 18 – Driving for the Council – Telematics Policy

Action 19 – Energy Management Policy for Operational Buildings – Update Report

Action 20 – Independent Inquiry and Whistleblowing Culture Review

Action 21 – 16 Days of Activism Against Gender Based Violence

Action 26 (1), (2) and (3) - City of Edinburgh Council Self Directed Support – Motion by Councillor Nicolson

Action 28 – The City of Edinburgh Council Gaelic Language Plans: 2017-22 and 2023-27

Action 33 – Response to Motion by Councillor Day - Ukraine Support

Action 39(1) – Drug and Alcohol Recovery Services in Niddrie and Craigmillar

2)   To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

5.   Business Bulletin

The Policy and Sustainability Committee Business Bulletin for 23 May 2023 was submitted.

Decision

To note the Business Bulletin.

(Reference – Business Bulletin 23 May 2023, submitted.)

6.   Local Government Benchmarking Framework 2021/22 – Edinburgh Overview

An overview of the 2021/22 benchmarking data provided by the Scottish Local Government Benchmarking Framework (LGBF) was provided which reflected the impact of the second year of Covid-19 together with an overview of Edinburgh's recovery as Covid-19 restrictions eased and how this was reflected in the data during 2021/22 as well as a longer-term comparison with pre-Covid performance.

Motion

1)   To note the report setting out the detailed analysis of the Local Government Benchmarking Framework (LGBF) dataset for the 2021/22 financial year.

2)   Committee regrets the absence of a homelessness benchmark which would reveal the extent of Edinburgh's homelessness challenge.

3)   Committee asks officers to investigate if homelessness indicators can be added to the Local Government Benchmarking Framework via the steering group and therefore be included as part of future reports.

- moved by Councillor Watt, seconded by Councillor Meagher

Amendment 1

1)   To note the report setting out the detailed analysis of the Local Government Benchmarking Framework (LGBF) dataset for the 2021/22 financial year.

2)   Requests that the different sections of the report for each service area are appended to the Business Bulletin(s) of the next meeting(s) of each relevant Executive Committee to allow for additional scrutiny.

- moved by Councillor Parker, seconded by Councillor Mumford

Amendment 2

1)   To note the report setting out the detailed analysis of the Local Government Benchmarking Framework (LGBF) dataset for the 2021/22 financial year.

2)   Committee notes with concern the relatively poor performance compared with Family Group Councils, and sometimes against the City average, in many service areas with pertinent examples being:

- the deprivation related school attainment gap;

- satisfaction with performance and delays in delivering social care;

- Street cleanliness despite the higher costs of the service by population size;

- The percentage of A, C and U class roads that require treatment.

3)   Committee considers that this is the direct legacy of the former SNP led administration which paid little attention to performance management and scrutiny of the important and core Council services on which the public rely.

4)   Committee therefore agrees that:

- the report should be subdivided and provided to the relevant service area Executive Committees to allow greater scrutiny of performance and the actions required to instil a culture of continuous improvement, learning lessons from the better performance in Family Group Councils;

- The Education, Children and Families Committee be asked to investigate in detail why the deprivation related attainment gap is increasing and is stubbornly high compared to comparator councils, drawing up an action plan with appropriate performance reporting to address this;

5)   Committee recommends:

- A quarterly performance report is provided to this Committee as part of the Health and Social Care improvement plan to allow scrutiny of performance against comparator Councils, as well as internally, as actions to resolve the

Inspection report recommendations, budgeting issues and poor service performance are taken forward;

- A quarterly performance report is provided to the Transport and Environment Committee so that further increased spend in street cleanliness, refuse collection and recycling can be monitored to ensure that the desired improvements are achieved when greater spend alone does not seem to be an entirely reliable indicator of service performance;

- A report is provided to the Finance and Resources Committee detailing a costed plan to improve A, C and U class road conditions to at least the Family Group level by the end of this Council term in order that this can be considered for future budgeting and implementation processes.

- moved by Councillor Whyte, seconded by Councillor Mowat

Amendment 3

To note the report setting out the detailed analysis of the Local Government Benchmarking Framework (LGBF) dataset for the 2021/22 financial year.

- moved by Councillor McVey, seconded by Councillor Biagi

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

In accordance with Standing Order 22(12), the Motion and Amendment 1 were accepted as addendums to Amendment 3, and Amendment 2 was adjusted and accepted as an addendum to Amendment 3.

Voting

The voting was as follows:

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

(For the Motion (as adjusted): Councillors Beal, Bennett, Day, Meagher, Mowat, Mumford, Osler, Parker, Staniforth, Thornley, Watt and Whyte.

For Amendment 3 (as adjusted): Councillors Biagi, Campbell, Macinnes, McVey and Nicolson.)

Decision

To approve the following adjusted motion by Councillor Watt:

1) To note the report setting out the detailed analysis of the Local Government Benchmarking Framework (LGBF) dataset for the 2021/22 financial year.

2) To regret the absence of a homelessness benchmark which would reveal the extent of Edinburgh's homelessness challenge.

3) To ask officers to investigate if homelessness indicators could be added to the Local Government Benchmarking Framework via the steering group and therefore be included as part of future reports.

4)   To request that the different sections of the report for each service area be appended to the Business Bulletin(s) of the next meeting(s) of each relevant Executive Committee to allow for additional scrutiny.

5)   To note with concern the relatively poor performance compared with Family Group Councils, and sometimes against the City average, in many service areas with pertinent examples being:

- the deprivation related school attainment gap;

- satisfaction with performance and delays in delivering social care;

- Street cleanliness despite the higher costs of the service by population size;

- The percentage of A, C and U class roads that require treatment.

6)   To consider that this was the direct legacy of the former SNP led administration which paid little attention to performance management and scrutiny of the important and core Council services on which the public relied.

7)   To therefore agree that:

- the report should be subdivided and provided to the relevant service area Executive Committees to allow greater scrutiny of performance and the actions required to instil a culture of continuous improvement, learning lessons from the better performance in Family Group Councils;

- The Education, Children and Families Committee be asked to investigate in detail why the deprivation related attainment gap is increasing and is stubbornly high compared to comparator councils, drawing up an action plan with appropriate performance reporting to address this.

8)   To recommend that quarterly performance report be provided to this Committee as part of the Health and Social Care improvement plan to allow scrutiny of performance against comparator Councils, as well as internally, as actions to resolve the Inspection report recommendations, budgeting issues and poor service performance are taken forward.

9)   To recommend that a quarterly performance report be provided to the Transport and Environment Committee so that further increased spend in street cleanliness, refuse collection and recycling could be monitored to ensure that the desired improvements were achieved when greater spend alone did not seem to be an entirely reliable indicator of service performance.

10)   To recommend that a report be provided to the Finance and Resources Committee detailing a costed plan to improve A, C and U class road conditions to at least the Family Group level by the end of this Council term in order that this could be considered for future budgeting and implementation processes.

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

7. Impact of Poverty on Women and Girls

Details were provided of an analysis of available evidence on the impact of poverty on women and girls in Edinburgh which showed evidence of higher risk and deeper experience of poverty for women, with these risks strongly associated with inequities in the distribution of childcare responsibilities, and in women's experience in the workplace. A number of Council actions currently in place, including steps to raise awareness of gendered impacts of poverty, actions to increase incomes for women in poverty, and actions to improve access to affordable childcare were highlighted.

Decision

1) To note the findings of the analysis of the impact of poverty on women in Edinburgh presented in the report by the Executive Director of Corporate Services.

2) To note the analysis of Council led actions currently in place which were expected to prevent and mitigate these impacts.

3) To note that further analysis of these actions, and priority next steps, would be reported to Committee as part of the Council's annual End Poverty in Edinburgh progress report in October 2023.

(References – Policy and Sustainability Committee 3 of 17 November 2022; report by the Executive Director of Corporate Services, submitted.)

8. Response to Adopting Definition of Islamophobia

In response to a motion by Councillor Kumar, an update was provided on the proposal to adopt the All-Party Parliamentary Group definition of Islamophobia and use it to embed and drive change both in the Council and across Edinburgh.

Motion

1) To note the action to address the motion to adopt the definition of Islamophobia.

2) To agree to the establishment of a short life Task and Finish Group to deepen the Council's understanding of the impacts of Islamophobia.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

1) To note the action to address the motion to adopt the definition of Islamophobia.

2) To agree to the establishment of a short life Task and Finish Group to deepen the Council's understanding of the impacts of Islamophobia.

3) To agree to engage with council's BME staff network around Islamophobia.

4) To agree to provide data around number of incidents reported based on racial prejudice.

- moved by Councillor McVey, seconded by Councillor Macinnes

Amendment 2

1)   To note the action to address the motion to adopt the definition of Islamophobia.

2)   To agree to the establishment of a short life Task and Finish Group to deepen the Council's understanding of the impacts of Islamophobia and this group be formed of one councillor representative from each political group and at least three external representatives from the Muslim community.

- moved by Councillor Bennett, seconded by Councillor Osler

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

Decision

To approve the following adjusted motion by Councillor Day:

1)   To note the action to address the motion to adopt the definition of Islamophobia.

2)   To agree to the establishment of a short life Task and Finish Group to deepen the Council's understanding of the impacts of Islamophobia and this group be formed of one councillor representative from each political group and at least three external representatives from the Muslim community.

3)   To agree to engage with council's BME staff network around Islamophobia.

4)   To agree to provide data around number of incidents reported based on racial prejudice.

(Reference – Act of Council No 17 of 24 November 2022; report by the Executive Director of Corporate Services, submitted.)

9.   Response to Motion by Councillor Nicolson – Keep Safe Spaces

In response to a motion by Councillor Nicolson, an update was provided on the activities currently in place and proposals for promoting and raising awareness of the Keep Safe Spaces scheme.

Decision

To note the update by the Executive Director of Place on Keep Safe Spaces and the actions which would be progressed by the Edinburgh Health and Social Care Partnership and partners.

(Reference – Act of Council No 16 of 25 August 2022; report by the Executive Director of Place, submitted.)

10.   Response to Motion by Councillor Staniforth – Night Time Coordinator-

In response to a motion by Councillor Staniforth, details were provided on the potential to introduce a Night Time Co-ordinator for the city, the information gathered so far and on the proposed next steps.

The Committee had heard a deputation from Street Assist on this issue (see item 1(a) above).

Motion

1) To note that officers were researching the role of the Night-Time Advisers in the City of London, Greater Manchester and Bristol Council's to better understand the benefits, opportunities and current successes of these roles and impact on the Night-time economy.

2) To agree to consult with the Night-Time Economy workforce and the wider sector and to carry out further analysis of the activities carried out by Night-Time Advisers in other cities.

3) To note that a detailed proposal for the role and remit of a Night-Time Coordinator for Edinburgh would be developed following conclusion of the research and consultation and would be reported to Committee on 12 March 2024.

 - moved by Councillor Day, seconded by Councillor Watt

Amendment 1

1) To note that officers were researching the role of the Night-Time Advisers in the City of London, Greater Manchester and Bristol Council's to better understand the benefits, opportunities and current successes of these roles and impact on the Night-time economy.

2) To agree to consult with the Night-Time Economy workforce and to carry out further analysis of the activities carried out by Night-Time Advisers in other cities.

3) To note that a detailed proposal for the role and remit of a Night-Time Coordinator for Edinburgh would be developed following conclusion of the research and consultation and would be reported to Committee by end of 2023.

4) Agrees to further report in 3 cycles on how implementation of the recommendations in the 'Get Me Home Safely' campaign might be progressed.

- moved by Councillor Beal, seconded by Councillor Bennett

Amendment 2

1) To note that officers were researching the role of the Night-Time Advisers in the City of London, Greater Manchester and Bristol Council's to better understand the benefits, opportunities and current successes of these roles and impact on the Night-time economy.

2) To agree to consult with the Night-Time Economy workforce and to carry out further analysis of the activities carried out by Night-Time Advisers in other cities.

3) Notes that though the night time coordinator position should be an independent post the council may wish to fund or part fund it.

4)   Therefore resolves that the detailed proposal for the role will be submitted to this committee on 9th Jan 2024 to give the opportunity for such funding in the 24/25 budget.

- moved by Councillor Staniforth, seconded by Councillor Mumford

In terms of Standing Order 22(12), Amendment 1 was accepted as an amendment to the Motion and Amendment 2 was adjusted and accepted as an addendum to the Motion.

Decision

To approve the following adjusted motion by Councillor Day:

1)   To note that officers were researching the role of the Night-Time Advisers in the City of London, Greater Manchester and Bristol Council's to better understand the benefits, opportunities and current successes of these roles and impact on the Night-time economy.

2)   To agree to consult with the Night-Time Economy workforce and the wider sector and to carry out further analysis of the activities carried out by Night-Time Advisers in other cities.

3)   To note that a detailed proposal for the role and remit of a Night-Time Coordinator for Edinburgh would be developed following conclusion of the research and consultation and would be reported to Committee by end of 2023.

4)   To note that though the night time coordinator position should be an independent post the council might wish to fund or part fund it.

5)   To agree to a further report in 3 cycles on how implementation of the recommendations in the 'Get Me Home Safely' campaign might be progressed.

(References – Act of Council No 24 of 24 November 2022; report by the Executive Director of Place, submitted.)

11.   The UK's Real Estate, Infrastructure and Investment Forum (UKREiiF) - Attendance

Details were provided on the attendance of the Council Leader at the UKREiiF (the UK's Real Estate, Infrastructure and Investment Forum) event held in Leeds on 16 and 17 May, following consultationwith other political group leaders in advance.

Decision

1)   To note that the Council Leader attended UKREiiF (the UK's Real Estate, Infrastructure and Investment Forum) on 16 and 17 May 2023, having consulted other political group leaders in advance.

2)   To request a follow-up report providing full details of the event, including whether expected outcomes were achieved.

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

12. Response to Consultation on the Scottish Parliament's draft Gaelic Language Plan 2023-28

Details were provided on the Council's response to Scottish Parliament's consultation on its draft Gaelic Language Plan, 2023-28, which was open from 20 February until 3 April 2023. The response was supportive of the commitments made in the draft plan and made some suggestions for further development.

Decision

To note the response to the Scottish Parliament's consultation on their draft Gaelic Language Plan for 2023-28, approved by the Chief Executive in consultation with the Deputy Leader under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions so as to meet the consultation deadline.

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

13. Chair

At this point in the proceedings Councillor Day left the meeting and Councillor Watt was appointed to the Chair.

14. Driving for the Council – Telematics Policy

Details were provided on the Telematics Policy, how it defined how telematics, and other systems which provided live location on vehicles, would be managed and used in Council operated fleet assets together with actions taken to address concerns raised by Union representatives about the introduction of the policy and why a local collective agreement could not be reached.

Motion

1)   To approve the Driving for the Council - Telematics Policy.

2)   To note that despite action taken to address the concerns raised by Union representatives, there would not be a local collective agreement between the employer and the joint trade unions on this policy.

3)   To note a report would be presented to the Partnership at Work Forum and the Policy and Sustainability Committee in six months' time to provide an update on the implementation of the policy.

4)   To note that there were currently a number of systems providing telemetry data for fleet assets that had been in place for several years and were being used across the Council, however there was no specific Telematics Policy in place for management of these systems.

- moved by Councillor Watt, seconded by Councillor Meagher

Amendment

1)   To approve the Driving for the Council - Telematics Policy.

2)   To note that despite action taken to address the concerns raised by Union representatives, there would not be a local collective agreement between the employer and the joint trade unions on this policy.

3)   To note a report would be presented to the Partnership at Work Forum in six months' time to provide an update on the implementation of the policy and an update provided to the Policy and Sustainability Committee in the business bulletin.

4)   To note that there were currently a number of systems providing telemetry data for fleet assets that had been in place for several years and were being used across the Council, however there was no specific Telematics Policy in place for management of these systems. Therefore requests a report to committee within 2 cycles outlining the steps that would be needed in order to produce an overarching telematics and digital surveillance policy for the Council, and how this could be incorporated into the current policy creation schedule.

5)   Notes that this policy will be reviewed annually and requests that this happens through the Policy & Sustainability Committee for at least the first year.

6)   Additionally requests that a dashboard detailing information about requests is brought to each Policy & Sustainability Committee for the first year of the policy. This dashboard should include information about why the request was made and if it was granted, and details of the date, time, and concerned parties relating to the request; as far as is permissible under GDPR regulations. This can either be included in the Business Bulletin, or as a standalone dashboard report.

7)   Finally, notes that this policy "also covers any other system the Council may use which provides live data on Council vehicles locations" and therefore requests a briefing note to Committee Members in advance of the next committee meeting detailing which other systems that will be impacted by this policy and the next steps and timescales for implementation.

- moved by Councillor Mumford, seconded by Councillor Staniforth

In terms of Standing Order 22(12) the amendment was adjusted and accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor Watt:

1)   To approve the Driving for the Council - Telematics Policy.

2)   To note that despite action taken to address the concerns raised by Union representatives, there would not be a local collective agreement between the employer and the joint trade unions on this policy.

3)   To note a report would be presented to the Partnership at Work Forum and the Policy and Sustainability Committee in six months' time to provide an update on the implementation of the policy and an update provided to the Policy & Sustainability Committee in the business bulletin.

4)   To note that there were currently a number of systems providing telemetry data for fleet assets that had been in place for several years and were being used across the Council, however there was no specific Telematics Policy in place for management of these systems. Therefore to request a report to committee within 2 cycles outlining the steps that would be needed in order to produce an overarching telematics and digital surveillance policy for the Council, and how this could be incorporated into the current policy creation schedule.

5)   To note that this policy would be reviewed annually and request that this happens through the Policy and Sustainability Committee for at least the first year.

6)   Additionally to request that a dashboard detailing information about requests be brought to the next Policy and Sustainability Committee for the first year of the policy. This dashboard should include information about why the request was made and if it was granted, and details of the date, time, and concerned parties relating to the request; as far as was permissible under GDPR regulations. The covering report should outline how regular reporting was brought to committee (via Business Bulletin/email updates, etc.).

7)   Finally, to note that this policy "also covers any other system the Council may use which provides live data on Council vehicles locations" and therefore to request a briefing note to Committee Members in advance of the next committee meeting detailing which other systems that would be impacted by this policy and the next steps and timescales for implementation.

(References – Policy and Sustainability Committee, 17 January 2023 (item 15); report by the Executive Director of Place, submitted.)

Declaration of Interests

Councillor Day declared a non-financial interest in the above item as his brother was a Trade Union representative and left the meeting during the Committee's consideration of the item.

15.   Chair

At this point in the proceedings Councillor Day resumed the Chair.

16.   Response to Scottish Government Community Wealth Building Consultation

Details were provided on the Council's response to a Scottish Government public consultation on proposed legislation for Community Wealth Building (CWB) which had closed for submissions on 9 May 2023.

Motion

1)   To note the Council's response to the Scottish Government's consultation on proposed Community Wealth Building Legislation.

2)   To note that, in order to meet Scottish Government consultation deadlines, submission of the response had been approved by the Chief Executive in consultation with the Council Leader under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.

- moved by Councillor Day, seconded by Councillor Watt

Amendment

1)   Notes that the consultation opened on January 31st, and the deadline for submission was May 9th, providing ample opportunity for elected members to feed into the consultation response.

2)   Committee regrets that the consultation response was submitted without committee approval, despite a long period of open consultation.

3)   Further regrets answers 1.a, 4 and 7 and agrees these do not reflect the Council's position.

4)   Agrees that the Chief Executive will write to the Government within 5 working days:

      a)   to revise answer 1.a to option c.

      b)   to expand on areas currently devolved that could advance the Council's support for community wealth building and confirm the Council's support for the devolution of all employment law to the Scottish Parliament to allow this to be advanced further.

      c)   Agrees officers will make contact with local groups, including financial institutions, in Edinburgh to explore question 7 in more depth and submit information which could be helpful to encourage more finance availability in support of community wealth building projects and wider economic approaches.

- moved by Councillor McVey, seconded by Councillor Macinnes

Amendment 2

1)   To note the Council's response to the Scottish Government's consultation on proposed Community Wealth Building Legislation.

2)   To note that, in order to meet Scottish Government consultation deadlines, submission of the response had been approved by the Chief Executive in consultation with the Council Leader under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.

3)   Regrets that this issue was not brought to Committee for approval of the broad principles in the consultation, and believes this could and should have been done within the time constraints.

4)   Requests a paper be brought within 2 cycles outlining the Council's broad position on the introduction and streamlining of Duties, to enable Elected Members to consider whether this is still the correct position to be taking.

5)   Further requests a report within 3 cycles setting out how the council is embedding and maximising a Community Wealth Building Approach across our work including but not limited to:

- Relevant sections of the Economic Strategy and Business Plan

- How CEC works with social enterprises and cooperatives

- How food systems are currently, and could be in future, considered under CWB in Edinburgh

- How procurement systems could be utilised to support a CWB approach

- How CEC's commitment to participatory budgeting interacts with CWB.

- moved by Councillor Mumford, 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 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, Bennett, Day, Meagher, Mowat, Osler, Thornley, Watt and Whyte.

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

Decision

To approve the following adjusted motion by Councillor Day:

1)   To note the Council's response to the Scottish Government's consultation on proposed Community Wealth Building Legislation.

2)   To note that, in order to meet Scottish Government consultation deadlines, submission of the response had been approved by the Chief Executive in consultation with the Council Leader under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.

3)   To regret that this issue was not brought to Committee for approval of the broad principles in the consultation, and believe this could and should have been done within the time constraints.

4)   To request a paper be brought within 2 cycles outlining the Council's broad position on the introduction and streamlining of Duties, to enable Elected Members to consider whether this was still the correct position to be taking.

5) Further to request a report within 3 cycles setting out how the council was embedding and maximising a Community Wealth Building Approach across its work including but not limited to:

- Relevant sections of the Economic Strategy and Business Plan
- How CEC works with social enterprises and cooperatives
- How food systems are currently, and could be in future, considered under CWB in Edinburgh
- How procurement systems could be utilised to support a CWB approach
- How CEC's commitment to participatory budgeting interacts with CWB.

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

17.   Energy for Edinburgh – Option Appraisal

Decision

To note that the report had been withdrawn.

18.   Alcohol and Drugs Policy

Details were provided on a recommendation from the Independent Inquiry and Whistleblowing Culture Review to review conduct related employment policies and, where appropriate to revise. The refreshed policy of Alcohol and Drugs was presented.

Motion

1) To approve the new Alcohol and Drugs Policy.

2) To note that this policy 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.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

1) To approve the new Alcohol and Drugs Policy.

2) To note that this policy 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.

3) Notes that drug and alcohol testing at work is invasive and unnecessary.

4) Therefore resolves that, in contrast to paragraph 4.7 of the report by the Executive Director of Corporate Services, drug and alcohol testing will not ever be reviewed unless a motion requesting such a review is passed at full council or there is a legal requirement to do so.

- moved by Councillor Staniforth, seconded by Councillor Parker

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

At this point in the meeting the following Amendment 2 was proposed:

Amendment 2

To approve the motion by Councillor Day as originally submitted.

- moved by Councillor Whyte, seconded by Councillor Mowat

Voting

The voting was as follows:

For the Motion (as adjusted)	-	15 votes
For Amendment 2 (the motion as originally submitted)	-	2 votes

(For the Motion (as adjusted): Councillors Beal, Bennett, Biagi, Campbell, Day, Macinnes, McVey, Meagher, Mumford, Nicolson, Osler, Parker, Staniforth, Thornley and Watt.

For Amendment 2 (the motion as originally submitted): Councillors Mowat and Whyte.)

Decision

To approve the following adjusted motion by Councillor Day:

1)	To approve the new Alcohol and Drugs Policy.

2)	To note that this policy 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.

3)	To note that drug and alcohol testing at work was invasive and unnecessary.

4)	To therefore resolve that, in contrast to paragraph 4.7 of the report by the Executive Director of Corporate Services, drug and alcohol testing would not ever be reviewed unless a motion requesting such a review was passed at full council or there was a legal requirement to do so.

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

## 19.	Harassment Policies – Amendment Update

The Committee had agreed to a report 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. An update was provided on the work undertaken to date.

Decision

1)	To note the progress towards developing a robust approach to the prevention of harassment in the workplace.

2)	To welcome the involvement of the Equally Safe at Work Subgroup of the Council's Women's Network and the Equally Safe Edinburgh Committee.

3)   To confirm that a separate gender informed sexual harassment policy, with appropriate training and toolkits, was expected to be put in place within two years and to request that an update of progress towards that goal be provided to this Committee within 12 months.

(References – Policy and Sustainability Committee of 17 January 2023 (item 9); report by the Executive Director of Corporate Services, submitted.)

20.   Gaelic Implementation Steering Group

Details were provided on a proposal that ownership of the Gaelic Implementation Steering Group be transferred from the Education, Children and Families Committee to the Policy and Sustainability Committee, to bring oversight in line with that of the Gaelic Language Plan.

Motion

1)   To agree to transfer ownership of the Gaelic Implementation Steering Group from the Education, Children and Families Committee to the Policy and Sustainability Committee.

2)   To consider the membership of the Gaelic Implementation Steering Group.

3)   To refer this report to the Education, Children and Families Committee for joint approval.

- moved by Councillor Day, seconded by Councillor Watt

Amendment

Committee agrees:

1)   To transfer ownership of the Gaelic Implementation Steering Group from the Education, Children and Families Committee to the Policy and Sustainability Committee;

2)   The membership of the Gaelic Implementation Steering Group is as set out in appendix 1 to the report by the Executive Director of Corporate Services, with the following changes:

   a)   Remove "1 Labour Member", insert "Council Leader";

   b)   The group will be convened by the Council Leader;

   c)   Any elected member may appoint a substitute from within their political group;

   d)   All other membership is as set out in Appendix 1 to the report by the Executive Director of Corporate Services.

3)   To refer this report to the Education, Children and Families Committee for joint approval."

- moved by Councillor Parker, seconded by Councillor Staniforth

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

Decision

To approve the following adjusted motion by Councillor Day:

1) To transfer ownership of the Gaelic Implementation Steering Group from the Education, Children and Families Committee to the Policy and Sustainability Committee.

2) To agree the membership of the Gaelic Implementation Steering Group as set out in appendix 1 to the report by the Executive Director of Corporate Services, with the following changes:

    a) Remove "1 Labour Member", insert "Council Leader";

    b) The group will be convened by the Council Leader;

    c) Any elected member may appoint a substitute from within their political group;

    d) All other membership is as set out in Appendix 1 to the report by the Executive Director of Corporate Services.

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

21. Self Directed Support – Direct Payments

Details were provided on what outcomes Self Directed Support (SDS), and specifically direct payments could be used to support.

Decision

1) To note that briefing sessions had recently been provided to staff on Self Directed Support, including direct payments.

2) To note that officers had committed to revising information for recipients of direct payments by September 2023 and publish this on the Edinburgh Health and Social Care Partnership website.

(References – Act of Council No 10 of 16 March 2023; report by the Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

22. 16 Days of Activism Against Gender-Based Violence

Details were provided on a proposed a range of interventions and communication methods to raise awareness of power imbalances and gender-based violence (GBV) within the political settings of the City Chambers and Waverley Court, how to report GBV, as well as how to access support together with an update on actions to be undertaken by the Equally Safe Edinburgh Committee (ESEC) in order to improve communications with the public on Violence Against Women and Girls (VAWG) and other forms of Gendered violence.

Decision

1)   To note the report by the Chief Executive which set out the context for the recommended activities, and the ways in which those aligned with a multitude of Council priorities, such as Equally Safe and Stonewall's Diversity Champions Programme.

2)   To approve the action plan proposed within the report, which involved both direct development activities as well as written communications and information posters being distributed which raised awareness of inappropriate conduct, gender-based violence, reporting mechanisms and sources of support both with Elected Members as well as staff members working directly with them.

(References – Act of Council No 15 of 9 February 2023; report by the Chief Executive, submitted.)

23.   Women's Safety in Public Places

In response to motions by Councillors Osler and Watt, an update was provided on the work of the Women's Safety in Public Places Community Improvement Partnership, as together with an overview of the work undertaken by the Partnership between November 2022-March 2023, as well as a plan for next steps and anticipated impacts of the work.

Motion

To note the report by the Executive Director of Children, Education and Justice Services which provided an update on the work of the Women's Safety in Public Places Community Improvement Partnership.

- moved by Councillor Watt, seconded by Councillor Meagher

Amendment 1

1)   To note the report by the Executive Director of Children, Education and Justice Services which provided an update on the work of the Women's Safety in Public Places Community Improvement Partnership.

2)   Thanks officers for their continued hard work on this.

3)   Notes the report and amended recommendations of 7.4 Guidance on Park Lighting agreed by Culture and Communities Committee on 11th May 2023.

4)   Agrees to liaise with officers designing the above lighting strategy and feed any relevant responses as outlined in 5.3 of the report, to address concerns raised and inform innovative solutions as far as possible.

- moved by Councillor Osler, seconded by Councillor Thornley

Amendment 2

1)   To note the report by the Executive Director of Children, Education and Justice Services which provided an update on the work of the Women's Safety in Public Places Community Improvement Partnership.

2)   Notes that on 4th May 2023 Edinburgh Council passed a motion on "Edinburgh as a feminist city" which commends the work of the Women's Safety in Public Places Community Improvement Partnership and will lead to a report on how a feminist town planning approach and gendered lens can be adopted across the Council, which must necessarily cover issues covered in this report.

3)   Further notes that ongoing conversations and decisions around a Night-Time Co-ordinator and the Get Me Home Safely campaign may also have an impact on women's safety in public places.

4)   Therefore requests that the Women's Safety in Public Places Community Improvement Partnership engages with the officers and external agencies involved in the work around feminist town planning, a night-time coordinator post, and the Get Me Home Safely campaign, as this project progresses to ensure women's safety in Edinburgh is embedded across all these strands of work.

- moved by Councillor Mumford, seconded by Councillor Staniforth

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

Decision

To approve the following adjusted motion by Councillor Watt:

1)   To note the report by the Executive Director of Children, Education and Justice Services which provided an update on the work of the Women's Safety in Public Places Community Improvement Partnership.

2)   To thank officers for their continued hard work on this.

3)   To note the report and amended recommendations of 7.4 Guidance on Park Lighting agreed by Culture and Communities Committee on 11th May 2023.

4)   To agree to liaise with officers designing the above lighting strategy and feed any relevant responses as outlined in 5.3 of the report, to address concerns raised and inform innovative solutions as far as possible.

5)   To note that on 4th May 2023 Edinburgh Council passed a motion on "Edinburgh as a feminist city" which commended the work of the Women's Safety in Public Places Community Improvement Partnership and would lead to a report on how a feminist town planning approach and gendered lens could be adopted across the Council, which must necessarily cover issues covered in the report.

6)   To further note that ongoing conversations and decisions around a Night-Time Co-ordinator and the Get Me Home Safely campaign might also have an impact on women's safety in public places.

7)   To therefore request that the Women's Safety in Public Places Community Improvement Partnership engage with the officers and external agencies involved in the work around feminist town planning, a night-time coordinator post, and the Get Me Home Safely campaign, as this project progressed to

ensure women's safety in Edinburgh was embedded across all these strands of work.

(References – Act of Council No 8 of 29 April 2021: Act of Council No 16 of 26 August 2021; report by the Executive Director of Children, Education and Justice Services, submitted.)

24.   EUROCITIES Urban Summit 2023 - Brussels

Details were provided on the EUROCITIES AGM which was being held in Brussels in June 2023 as a part of the Brussels Urban Summit (BUS).

Decision

1)   To agree to the Lord Provost, accompanied and supported by one Council officer, representing Edinburgh at the EUROCITIES AGM and Brussels Urban Summit (BUS) between 12th and 15th June 2023.

2)   To note that the Brussels Urban Summit would bring together three international city conferences: the 14th Metropolis World Congress, the EUROCITIES Annual Conference and the sixth OECD Champion Mayors Summit for Inclusive Growth Initiative.

3)   To note the focus of the summit would be on themes including climate change, migration, urban growth, and inequality.

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

25.   International Travel - Place

Details were provided on the proposed international travel for officers in the Place Directorate in 2023/24 together with a small number of visits which had already been approved under delegated authority due to urgency.

Decision

1)   To note the international travel for officers in the Place Directorate which had been agreed under delegated authority due to urgency.

2)   To agree the remaining international travel for officers within the Place Directorate in 2023/24.

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

26.   Motion by Councillor McKenzie – Care Homes

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

"Committee:

1)   Notes that on 21 March 2023, Policy & Sustainability Committee agreed that:

   a)   'the council's role as a care provider is best met through council owned and operated care homes'

b)   'CECs presumption going forward should be in favour of an in-house model'

2)   Is concerned that the upcoming Care Home Public Consultation may focus specifically on proposals to decommission four council care homes, with no consideration given to options for replacement care provision.

3)   Believes that consideration of the decommissioning of the four care homes in isolation risks a significant reduction in the council's ability to provide care through council owned and operated care homes.

4)   Requests that the Chief Executive intervenes to broaden the scope of the consultation to include the development of options for replacement care provision in the event that any council care homes are decommissioned.

5)   Requests a report to this committee within 2 cycles, outlining options for expanding council provision of long term care, including upgrading existing care homes, building new care homes and acquiring care homes from private providers."

The Committee had heard deputations from Unison and Edinburgh TUC on this issue (see items 1(b) and (c) above).

Motion

To approve the motion by Councillor McKenzie.

- moved by Councillor McKenzie, seconded by Councillor Mumford

Amendment 1

1)   To amend point 4 of the motion by Councillor McKenzie to read:

"Requests that the IJB intervenes to broaden the scope of the consultation to include the development of options for replacement care provision in the event that any council care homes are decommissioned."

2)   To amend point 5 of the motion to read:

"Asks the Convener to write to the IJB requesting an outline of the options for expanding council provision of long-term care, including upgrading existing care homes, building new care homes and acquiring care homes from private providers."

- moved by Councillor Day, seconded by Councillor Watt

Amendment 2

1)   To add additional text at the end of point (2) in the motion by Councillor McKenzie as follows:

"and invites the Unions (Unison and GMB) to reconnect with the consultation process."

2)   To add a new point 5 to the motion by Councillor McKenzie as follows:

"5)   Requests a report to this committee within 2 cycles, outlining options for expanding council provision of long term care, including upgrading existing care homes, building new care homes and acquiring care homes from private providers and explaining the decision making process around the changes to the consultation and why voting members of the EIJB Board weren't informed i.e. why the process will now identify how to decommission care homes rather than focus on the future of Edinburgh's care homes."

- moved by Councillor Nicolson, seconded by Councillor McVey

Amendment 3

1)   To add additional text at the end of point (2) in the motion by Councillor McKenzie as follows:

"and notes with concern that the consultation approach which was approved by the Edinburgh Integration Joint Board on 13 December 2023 to consult broadly on older peoples' care has not been taken"

2)   To add additional text at point (4) in the motion after the words "Requests that the Chief Executive intervenes to broaden the scope of the consultation":

"as originally approved on 13 December and"

3)   To add a new point (6) to the motion:

"6) Requests officers urgently communicate and engage with all affected care home residents, their families, and workers in these care homes to assure them of the council's policy of support for publicly owned and managed care homes, and that their feedback will be at the heart of all improvements made to residential care."

- moved by Councillor Parker, seconded by Councillor Staniforth

In accordance with Standing Order 22(12), Amendment 1 was adjusted and accepted as an amendment to the motion and Amendments 2 and 3 were adjusted and accepted as addendums to the motion.

Decision

To approve the following adjusted motion by Councillor McKenzie:

1)   To note that on 21 March 2023, Policy and Sustainability Committee agreed that:

    a)   'the council's role as a care provider is best met through council owned and operated care homes'

    b)   'CECs presumption going forward should be in favour of an in-house model'

2)   To note concern that the upcoming Care Home Public Consultation might focus specifically on proposals to decommission four council care homes, with no consideration given to options for replacement care provision and note with concern that the consultation approach which was approved by the Edinburgh

Integration Joint Board on 13 December 2023 to consult broadly on older peoples' care had not been taken.

3)   To believe that consideration of the decommissioning of the four care homes in isolation risked a significant reduction in the council's ability to provide care through council owned and operated care homes.

4)   To request that the Chief Executive intervene to advocate for council policy by formally requesting that the IJB broaden the scope of the consultation, as originally approved on 13 December 2022, to include the development of options for replacement care provision in the event that any council care homes were decommissioned and the unions (Unison and GMB) should be invited to reconnect with the consultation process.

5)   To request a report from the IJB to this committee within 4 cycles outlining options for expanding council provision of long-term care, including upgrading existing care homes, building new care homes and acquiring care homes from private providers.

6)   To request that the IJB explain the decision-making process around the consultation and why voting members of the Board weren't informed that the process would identify how to decommission care homes rather than focus on the future of Edinburgh's care homes.

7)   To request officers urgently communicate and engage with all affected care home residents, their families, and workers in these care homes to assure them of the council's policy of support for publicly owned and managed care homes, and that their feedback would be at the heart of all improvements made to long-term care.

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Work Programme

Policy and Sustainability Committee

22 August 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	January 2024
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	January 2024
6	Gaelic Language Plan 2018-22	Monitoring Report	Executive	Eleanor Cunningham	Corporate Services	Annual	March 2024
7	Edinburgh Integration Joint Board	Progress Report	Executive	Mike Massaro-Mallinson	Edinburgh Health and Social Care	6-monthly	August 2024

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
					Partnership		
8	Energy Management Policy for Operational Buildings - Annual Report	Progress report	Executive	Karen Reeves	Place	Annual	January 2024
9	Policy Assurance Statement – Customer Services	Annual report	Executive	Nicola Harvey	Corporate Services	Annual	October 2023
10	Policy Assurance Statement - Human Resources (HR)	Annual report	Executive	Margaret-Ann Love	Corporate Services	Annual	October 2023
11	Policy Assurance Statement - Legal and Assurance	Annual report	Executive	Nick Smith	Corporate Services	Annual	December 2023
12	Chief Social Work Officer's Annual Report	Annual report	Executive	Amanda Hatton	Children, Education and Justice Services	Annual	January 2024
13	Diversity and Inclusion Strategy	Annual update	Executive	Margaret-Ann Love	Corporate Services	Annual	October 2023

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
14	Carbon Impact of the Council's International Travel (including travel by the Lord Provost and other flights booked via externally funded partners)	Annual Report	Executive	Claire Marion	Corporate Services	Annual	March 2024
15	End Poverty in Edinburgh Delivery Plan 2020-30	Annual Report	Executive	Chris Adams	Corporate Services	Annual	November 2023
16	2030 City Target Monitoring Approach	Annual Report	Executive	Claire Marion	Corporate Services	Annual	November 2023
17	Appointments to Working Groups	Annual Report	Executive	Jamie Macrae	Corporate Services	Annual	June 2024
18	Corporate Performance updates	Bi-Annual Update	Executive	Edel McManus	Corporate Services	Bi-annual	March 2024
19	Annual Performance report and LGBF report	Annual	Executive	Edel McManus	Corporate Services	Annual	August 2024

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
20	Council Emissions Reduction Plan (CERP)	Annual Update	Executive	Claire Marion/Christine Downie	Corporate Services	Annual	November 2023
21	Edinburgh Economy Strategy	Annual Progress	Executive	Chris Adams	Place	Annual	October 2023
22	EIJBs Savings and Recovery Programme	Bi-annual Update	Executive	Mike Massaro-Mallinson	Edinburgh Health and Social Care Partnership	Bi-annual	August 2024
23	20-Minute Neighbourhoods	Annual Update	Executive		Place	Annual	This now sits within the remit of Culture and Communities Committee – this will be removed from the next Work Programme.
24	Improving Accessibility and Inclusion for Edinburgh Citizens	Annual Update	Executive		Place	Annual	Committee agreed that this would be updated through Transport and

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
							Environment Committee, with updates to P&S – this will be removed from the next Work Programme.
25	Energy Management System	Annual Update	Executive	Karen Reeves	Place	Annual	January 2024
26	Best Value Assurance	Bi-annual update	Executive		Corporate Services	Bi-annual	October 2023
27	Telematics Policy	Annual Review	Executive	Karen Reeves	Place	Annual	May 2024

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Policy and Sustainability Committee Upcoming Reports   **Appendix 1**

Report Title	Directorate	Lead Officer
OCTOBER 2023		
Edinburgh Economy Strategy Annual Report	Corporate Services	Chris Adams
Strategy and Comm Assurance Schedule and Consultation Policy Annual Review	Corporate Services	Layla Smith
Consultation and Engagement Policy Annual Review Policy	Corporate Services	Yvonne Gannon
End Poverty in Edinburgh Delivery Plan 2020-30 – Annual Report	Corporate Services	Chris Adams
Public Bodies Climate Change Duties Report	Corporate Services	Fiona MacLeod/Claire Marion
Gender Recognition Reform	Corporate Services	Michele Mulvaney
Human Rights Consultation	Corporate Services	Michele Mulvaney
Period Poverty	Corporate Services	Chris Adams
Community Wealth Building	Corporate Services	Michele Mulvaney

Islamaphobia	Corporate Services	Michele Mulvaney
Council Emissions Reduction Plan (CERP)	Corporate Services	Claire Marion
Climate Ready Edinburgh Plan for Consultation	Corporate Services	Fiona Macleod
Scottish Government consultation: Draft British Sign Language Plan 2023-2029	Corporate Services	Eleanor Cunningham
Edinburgh Drug Consumption Room - feasibility study	EHSCP	Mike Massaro-Mallinson
Implementation of Voter ID at UK Parliamentary Election in Edinburgh	Corporate Services	Chris Highcock
Pay Gap Report	Corporate Services	Nareen Owens
Risk Management Policy	Corporate Services	Chris Lawson
Risk Appetite Statement	Corporate Services	Chris Lawson
Best Value Overview of Progress	Corporate Services	Gavin King
Whistleblowing Policy	Corporate Services	Abigail Drummond
Edinburgh and South East Scotland City Region Deal report	Corporate Services	Andy Nichol

Local Government in Scotland 2023	Corporate Services	Hugh Dunn
Diversity and Inclusion	Corporate Services	Nareen Owens
Venue Booking Policy	Place	Karl Chapman
Bioquarter (Outcome of Procurement) – May be B Agenda Item	Place	David Cooper
The UK's Real Estate, Infrastructure and Investment Conference feedback	Place	David Cooper
Special Meeting – December 2023		
Edinburgh Local Heat and Energy Efficiency Strategy	Place	Kyle Drummond
DECEMBER 2023		
Legal & Assurance Policy Assurance Statement	Corporate Services	Nick Smith
JANUARY 2024		
Council Health and Safety Policy	Corporate Services	Chris Lawson
Council Smoke Free Policy	Corporate Services	Chris Lawson

Energy Management Policy for Operational Buildings - Annual Report	Place	
Edinburgh Union Canal Strategy	Place	
Chief Social Work Officer's Annual Report	Children, Education and Justice Services	
Energy Management System	Place	

Rolling Actions Log

Policy and Sustainability Committee

22 August 2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	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		**Recommended for closure** A report on a Visitor Levy for Edinburgh is included on the agenda for Committee on 22.08.2023. **Update March 2023** An update is included in the Business Bulletin for Committee in March 2023
2	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	Executive Director of Corporate	October 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			climate solutions locally be made available to groups as soon as possible, and to request a report to the Policy and Sustainability 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.	Services			
3	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	Executive Director of Corporate Services	October 2023		**Update - May 2023** 1) An update on LHEES was included in the March 2023 Business Bulletin with the full report planned for October 2023.

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			meet our climate change and energy targets" and requested "a report on progress made 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				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			options for alternative and joint ventures for Committee to consider, and with learning from other ESCOs and Local Authorities.				
4	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	October 2023		**Update – August 2023** A business bulletin update will be provided as part of the August update; briefing is being prepared to share with members ahead of October P&S. **Update - May 2023** A Business Bulletin update was provided as part of the March update; full report is planned for the

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							August meeting of P&S Committee.
5	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		**Recommended for closure** An update was provided in the Business Bulletin for the Education, Children and Families Committee in June 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 up to review this subject and last met

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							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 colleagues including via workshops and

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							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.
			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		**Recommended for closure** Colleagues have implemented a Wellbeing Focus Plan comprising of in-person and digital events and communications on all aspects of wellbeing including physical wellbeing.
6	24.11.22	City of Edinburgh Council:	To note that a further detailed report would be	Interim Chief Officer,	October 2023		**Update August 2023**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Monitoring Officer Report - Adults with Incapacity	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 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.	Edinburgh Health and Social Care Partnership			Will come to committee on 24 October. **Update - May 2023** An independent review has been commissioned and it has been confirmed that the reviewer should have a report finalised by the end of June. On receipt of the findings of the review, a report will be submitted to Committee
7	24.11.22	City of Edinburgh	To request an update report	Executive	21 March		**Update – March**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Council: **Social Security Take-Up Strategy** - Motion by Councillor Heap	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	Director of Place	2023		**2023** A briefing session has been organised for the 23rd March to cover the Social Security Take-Up Strategy and other questions on benefits
8	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	March 2024		**Update – August 2023** Colleagues have met with Cllr Bandel and have agreed the Employee Volunteering Policy will be incorporated into the revised Special Leave Policy expected at March 2024 P&S Committee. **Update - May 2023**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							Colleagues are currently reviewing a number of employee policies and will provide an update in the business bulletin for the August 2023 meeting
9	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 presented to Committee for decision within 3 cycles	Executive Director of Corporate Services Executive Director of Corporate Services	January 2024		**Update – August 2023** Colleagues have provided an update on August Business Bulletin; full report due at January 2024 P&S Committee. **Update - May 2023** These are still on schedule for August 2023 meeting - report will now be titled Plant-Based Treaty Action Plan

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
10	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.				**Update – August 2023** An update has been included in the Business Bulletin for Committee in August 2023. It is anticipated that this work will take approximately one year to complete. An update on action 4 will be circulated as soon as possible. **Update May 2023** This will be included in the report referred to under Para 3), scheduled to come to this Committee in August 2023.
			2) To request a report back in 2 cycles which addressed the above concerns.	Executive Director of Place	August 2024		
			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	Executive Director of Place	August 2024		

No	Date	Report Title	Action		Action Owner	Expected completion date	Actual completion date	Comments
				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	Executive Director of Place	October 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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.				
11	17.01.23 (Council –	**Regional Prosperity Framework Delivery Plan**	To further note with regret the lack of diversity on the Edinburgh and South East	Executive Director of Place	October 2023		**Update – August 2023**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
	09.02,23)		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				An update is included in the Business Bulletin for Committee in August 2023. **Update - May 2023** An update will be provided in the business bulletin for the August meeting of the committee. **Update - 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.
12	09.02.23	City of Edinburgh	To request the guidance on	Chief Executive	August 2023		**Recommended for**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Council **Edinburgh and Taiwan Partnership Links**	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				**closure** Report on agenda for August Committee.
13	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 Edinburgh	Executive Director of Place	August 2023		**Recommended for closure** A report has been included on the agenda for Committee on 22.08.2023. **Update - May 2023** Report is being prepared for the

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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 the Biodiversity				August meeting of the Committee.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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 partners, including				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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 | | | | |
| 14 | 09.02.23 | City of Edinburgh Council: **Gender Recognition Reform** - Motion by Councillor Mumford | To recognise the importance of hearing more about the lived experience of trans people, and therefore agrees that the Council Leader should arrange a round table meeting in the | Executive Director of Corporate Services | October 2023 | | **Update – August 2023**

Colleagues are working with the Council Leader to attain feedback from |

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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				a number of roundtable meetings. The report is expected at October P&S Committee. **Update - May 2023** Work is progressing with officers supporting the Council Leader with the round table meeting having taken place late April.
15	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	Interim Chief Officer, Edinburgh Health and Social Care Partnership Executive Director of Children, Education and	August 2023		**Update – August 2023** Briefing will be included in next business bulletin. **May 2023 Update** Deferred to August 2023. The report was

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			decision making processes 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. The report was continued to the next meeting of the Committee	Justice Services			originally submitted to the Committee on 21 March 2023 when it was continued for 1 cycle of meetings
	21 .03.23						
16	16.03.23	City of Edinburgh Council **Self Directed Support** – Motion by Councillor Nicolson	1) To request a further report in 1 cycle to the Policy and Sustainability Committee specifically outlining which Directorate's	Interim Chief Officer, Edinburgh Health and Social Care Partnership	23 May 2023		**1, 2 and 3 closed 23 May 2023**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Budget was credited when Self Directed Support monies were unspent and 'clawed back' and details of the financial transaction. 2) To request that this report detail how the parameters of use for Self Directed Support could be made as broad as statutory guidance encourages, by delivering care and support through the widest means possible including options to support people with the cost-of-living crisis. 3) To further request the report outline how the 'claw back' procedure				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			could be developed to support assessors as currently no assurance could be given that every locality and practitioner followed the same process.

4) To request a report to Policy and Sustainability Committee by September detailing:

   a) potential solutions to reducing the amount of self-directed support money's clawed back from families through allowing spend on non-traditional approaches to care and respite; | Interim Chief Officer, Edinburgh Health and Social Care Partnership | August 2023 | | |

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			b) what training the council was providing those at each level of implementing SDS locally in terms of maximizing service user choice in this area.				
17	16.03.23	City of Edinburgh Council – **Conservatives Voter ID Disenfranchisement Legislation** – Motion by Councillor Dobbin	To request a report to Policy and Sustainability Committee in three cycles, setting out the impact of the Conservative's voter ID disenfranchisement legislation, with information from the impact during May's English local government elections. This should include: a) How Voter ID legislation will lower	Executive Director of Corporate Services	24 October 2023		**Update August 2023** Colleagues are working on the report due at October Committee

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			voter turnout, or participation rate. b) How the Council can use its communications to share information on new legislation and how it will impact voters ahead of time. c) How the Council can engage with Edinburgh constituents on their worries or concerns of Voter ID ahead of future elections This should further set out all actions being taken by the Edinburgh Returning Officer, valuation board and elections team to support people most at risk of losing their voting rights.				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
18	21.03.23	Internal Audit: Swift System - Application Technology Controls Internal Audit Report	To request that officers provided a briefing to members on concerns which had been raised on the recording of information on the Swift System and any alternatives for recording information which may have been available with particular reference to confidential information and whistleblowing.	Executive Director of Corporate Services			**Recommended for closure** Briefing note was circulated to members August 2023.
19	21.03.23	Risk Management Policy	To agree to bring back the report for approval in two cycles, with a more detailed assessment of elected member involvement, roles, reporting and escalation following the workshop with GRBV members.	Executive Director of Corporate Services	October 2023		**Update August 2023** Report on work programme for October 2023 Committee
20	21.03.23	Carbon Impact of International Travel	To regret that international travel by the Lord Provost office was not captured in the report by the Executive	Executive Director of Corporate Services	22 August 2023		**Recommended for closure** A briefing note was circulated to members

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Director of Corporate Services and therefore request a briefing note outlining a list of international travel bookings from the Lord Provost office for 2021-2022 to be supplied in the same format as Table 1 included in the report, as well as comparative data for trips from the Lord Provost office from previous years to be supplied in the same format as Figure 1 at 4.7 in the report.				August 2023. **Update – May 2023** Officers are compiling data and a briefing note will be circulated to members ahead of 22 August committee.
21	21.03.23	Extreme Heat, Climate Adaptation and Resilience	To request a briefing note in table format to cover, for each of these: a) Timescales for anticipated updates and/or review; b) Governance arrangements	Executive Director of Corporate Services	October 2023		**Update – August 2023** Colleagues are still compiling information and advised briefing will be circulated by October committee meeting.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			including committee reporting schedules and scrutiny; how the various strategies and policies interrelate; and relevant directorate leading on the work; c) How climate adaptation would be profiled within these strategies and/or policies as part of updates and/or review going forward.				**Update - May 2023** The Policy team are working on this briefing note which will be circulated to members in June 2023.
22	21.03.23	Policy for the Transition from Children to Adult Support	To call for a report in 2 cycles providing an update on the policy and addressing the issues raised by members including why the policy had not been updated before now, the impact not having an updated policy had had on young people affected	Interim Chief Officer, Edinburgh Health and Social Care Partnership	22 August 2023		**Recommended for closure** Report on the agenda for 22 August 2023.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			and consultation with young people making the transition.				
23	21.03.23	**Re-deployment** – Motion By Councillor Day	To ask 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.	Executive Director of Corporate Services	22 August 2023		**<u>Recommended for closure</u>** Report on the agenda for 22 August 2023.
24	21.03.23	**Edinburgh Community Climate Fund** – Motion by Councillor Mumford	To request a report from officers after applications had 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	Executive Director of Corporate Services			**<u>Recommended for closure</u>** Report on the agenda for 22 August 2023.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			demand.				
25	21.03.23	**Four Seasons Healthcare – North Merchiston and Castlegreen Care Homes – referral from the Finance and Resources Committee**	Requests a report and presentation to Policy and Sustainability Committee within 2 cycles updating members on future plans for social care provision, including any instances where it is anticipated that this presumption may be challenging.	Interim Chief Officer, Edinburgh Health and Social Care Partnership	22 August 2023		**Recommended for closure** Report on the agenda for 22 August 2023.
26	04.05.23	City of Edinburgh Council Council Reporting	To further request that, as part of the ongoing programme of work to review systemic discrimination within Council business practices and improve diversity, a report would come to Policy and Sustainability Committee in 2 cycles outlining a high-level workplan about how the Council could audit and improve accessibility within its communications both	Executive Director of Corporate Services	January 2024		**Update – August 2023** The Executive Director of Corporate Services is leading a working group to review.

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			internally and externally.				
27	04.05.23	City of Edinburgh Council [Drug and Alcohol Recovery Services in Niddrie and Craigmillar](#)	1) To request a business bulletin update to Policy and Sustainability within one cycle as to the rationale behind a centralised Opiate Replacement Therapy service as opposed to more locality-based models. 2) Furthermore, to request a briefing session be offered to ward councillors and relevant group spokespeople to explore remaining barriers to people in Niddrie and Craigmillar accessing drug and alcohol support services	Interim Chief Officer, Edinburgh Health and Social Care Partnership Lead Officer	23 May 2023		**Closed 23 May 2023**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			locally.				
28	04.05.23	City of Edinburgh Council **Care Inspection Reports –** Motion by Councillor Miller	To note the requirement to prepare an improvement plan in response to both inspections, that officers have started this work, and call for improvement plans to be reported to the Policy and Sustainability Committee within one cycle. To request that unpaid carers/parents and service users be involved in the development of all improvement plans.	Interim Chief Officer, Edinburgh Health and Social Care Partnership Lead Officer	October 2023		**Recommended for closure** As referenced in the CO report, the Improvement plan has now been agreed by Edinburgh Integration Joint Board. Scrutiny of the implementation of the actions in the plan will be undertaken by the IJB's Performance and Delivery Committee and the Council's Policy and Sustainability Committee. A full report will come to P&S in October.
29	04.05.23	City of Edinburgh Council	Council requests a report to Policy and Sustainability Committee within 2 cycles	Chief Executive	October 2023		**Update – August 2023**

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Period Product Provision – Motion by Councillor Bennett	detailing where such information was available: a) Which areas of the city were reporting running out of products for those in need? b) Which public buildings were seeing an increase in people taking free period products? c) Which details the status of premises that provided free period products (i.e. were they open for staff, the public and whether hours of access were restricted to assess whether it was restriction of provision or access				Working group has been established and work is ongoing to ensure we have input from all stakeholders

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			to buildings which was causing the problem). d) Widely publicise the link to the Hey Girls website where building managers could apply to become a community partner and access appropriate products. e) Which third sector organisations and buildings were seeing an increase in people taking free period products. f) The possible costs associated with extension of provision. g) The possible costs associated with				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			extension or provision of specifically biodegradable or reusable products? h) An application scheme for interested parties to receive products to distribute. The report should cover provision for key partners such as pantries, food banks, and third sector organisations, where access to period products was a vital part of the support provided and where access had been limited since the Council's citywide roll out.				
30	04.05.23	City of Edinburgh Council	Council requests the Council leader writes to (a) the Scottish Health	Interim Chief Officer, Edinburgh Health	22 August 2023		TBC

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Crisis in NHS Dentistry – Motion by Councillor Davidson	Secretary to request urgent action to tackle the lack of access to NHS dentists in Edinburgh and (b) the Edinburgh Integrated Joint Board to request a written update on the approach being taken to improve access to NHS dentistry in the city for consideration at a meeting of the Policy and Sustainability Committee within 2 cycles.	and Social Care Partnership Lead Officer			
31	23.05.23	Business Bulletin	1) To note that an interim briefing would be offered to members before the August committee meeting on MS Victoria. 2) To note that the Chief Executive would provide an update on the International Travel strategy.	Executive Director of Place Chief Executive			**Recommended for closure** Covered under international and member travel guidance at August 2023 Committee.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
32	23.05.23	Local Government Benchmarking Framework 2021/22	To ask officers to investigate if homelessness indicators can be added to the Local Government Benchmarking Framework via the steering group and therefore be included as part of future reports.	Executive Director of Corporate Services	October 2023		**Update – August 2023** Colleagues have advised homelessness indicators is on the agenda at the next steering group meeting which is to be held in October. Due to the number of apologies in the summer the previous group was postponed.
33	23.05.2023	Impact of poverty on women and girls	Officers to provide details about Edinburgh's allocation of the Parental Employability Support Fund.	Executive Director of Corporate Services			**Recommended for closure** The report was considered at P&S Committee on 23 May and the recommendations accepted.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
34	23.05.23	[Response to Adopting Definition of Islamophobia Motion](#)	1) To agree to the establishment of a short life Task and Finish Group to deepen the Council's understanding of the impacts of Islamophobia, and this group be formed of one councillor representative from each political group and at least three external representatives from the Muslim community. 2) To agree to engage with council's BME staff network around Islamophobia. 3) To agree to provide data around number of incidents reported based on racial	Executive Director of Corporate Services			**Update - August 2023** Islamaphobia roundtable is due to take place on the 24th August; report coming to October 2023 P&S Committee.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			prejudice.				
35	23.05.2023	Response to motion by Councillor Nicolson – Keep Safe Spaces	Officers to contact ward councillors about potential new safe space venues.	Executive Director of Place/Interim Chief Social Work Officer	October 2023		This action is currently being progressed.
36	23.05.2023	Response to motion by Councillor Staniforth – Night Time Coordinator	1) To agree to consult with the Night-Time Economy workforce and the wider sector and to carry out further analysis of the activities carried out by Night-Time Advisers in other cities. 2) To agree to a further report in 3 cycles on how implementation of the recommendations in the 'Get Me Home Safely' campaign might be progressed.	Executive Director of Place	January 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
37	23.05.2023	The UK's Real Estate, Infrastructure and Investment	To request a follow-up report providing full details of the event, including whether expected outcomes were achieved.	Executive Director of Place	October 2023		
38	23.05.2023	Response to the consultation on the Scottish Parliament's draft Gaelic Language Plan, 2023-28	To request details of the Scottish Government proposals included within the consultation to committee members.	Executive Director of Corporate Services			**Recommended for Closure** On the agenda for August 2023.
39	23.05.2023	Driving for the Council – Telematics Policy-	1) To note a report would be presented to the Partnership at Work Forum and the Policy and Sustainability Committee in six months' time to provide an update on the implementation of the policy and an update provided to the Policy & Sustainability Committee in the business bulletin.	Executive Director of Place	October 2023		

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) To request a report to committee within 2 cycles outlining the steps that would be needed in order to produce an overarching telematics and digital surveillance policy for the Council, and how this could be incorporated into the current policy creation schedule. 3) Additionally to request that a dashboard detailing information about requests be brought to the next Policy and Sustainability Committee for the first year of the policy. This dashboard should include information about why the request was made and if it was granted,		October 2023 August 2023		**2 – 4 - Recommended for closure** These actions are covered in the report to Committee on 22.08.2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			and details of the date, time, and concerned parties relating to the request; as far as was permissible under GDPR regulations. The covering report should outline how regular reporting was brought to committee (via Business Bulletin/email updates, etc.). 4) Finally, to note that this policy "also covers any other system the Council may use which provides live data on Council vehicles locations" and therefore to request a briefing note to Committee Members in advance of the next committee meeting detailing which other systems				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			that would be impacted by this policy and the next steps and timescales for implementation.				
40	23.05.2023	Response to Scottish Government Community Wealth Building Consultation	1) To request a paper be brought within 2 cycles outlining the Council's broad position on the introduction and streamlining of Duties, to enable Elected Members to consider whether this was still the correct position to be taking. 2) Further to request a report within 3 cycles setting out how the council was embedding and maximising a Community Wealth Building Approach across its work including but not limited to:	Executive Director of Corporate Services	October 2023 January 2024		

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			• Relevant sections of the Economic Strategy and Business Plan • How CEC works with social enterprises and cooperatives • How food systems are currently, and could be in future, considered under CWB in Edinburgh • How procurement systems could be utilised to support a CWB approach • How CEC's commitment to participatory budgeting interacts with CWB.				
41	23.05.2023	Harassment Policies – Amendment Update	To confirm that a separate gender informed sexual harassment policy, with appropriate training and	Executive Director of Corporate	May 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			toolkits, was expected to be put in place within two years and to request that an update of progress towards that goal be provided to this Committee within 12 months.	Services			
42	23.05.2023	Women's Safety in Public Places	1) To agree to liaise with officers designing the above lighting strategy and feed any relevant responses as outlined in paragraph 5.3 of the report, to address concerns raised and inform innovative solutions as far as possible. 2) To request that the Women's Safety in Public Places Community Improvement Partnership engage	Executive Director of Children, Education and Justice Services			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			with the officers and external agencies involved in the work around feminist town planning, a night-time coordinator post, and the Get Me Home Safely campaign, as this project progressed to ensure women's safety in Edinburgh was embedded across all these strands of work.				
43	23.05.2023	Motion by Councillor McKenzie – Care Homes	1) To request that the Chief Executive intervene to advocate for council policy by formally requesting that the IJB broaden the scope of the consultation, as originally approved on 13 December 2022, to include the development of	Chief Executive			**Update – August 2023** This is now superseded by the commissioning exercise agreed by the Edinburgh Integration Joint Board in June 2023 and the pausing of

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			options for replacement care provision in the event that any council care homes were decommissioned and the unions (Unison and GMB) should be invited to reconnect with the consultation process.				the consultation until the conclusion of that exercise.
			2) To request a report from the IJB to this committee within 4 cycles outlining options for expanding council provision of long-term care, including upgrading existing care homes, building new care homes and acquiring care homes from private providers.	Interim Chief Officer, Edinburgh Health and Social Care Partnership	March 2024		
			3) To request that the IJB explain the decision-making process around the consultation and why	Interim Chief Officer, Edinburgh Health and Social Care			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			voting members of the Board weren't informed that the process would identify how to decommission care homes rather than focus on the future of Edinburgh's care homes. 4) To request officers urgently communicate and engage with all affected care home residents, their families, and workers in these care homes to assure them of the council's policy of support for publicly owned and managed care homes, and that their feedback would be at the heart of all improvements made to long-term care.	Partnership Interim Chief Officer, Edinburgh Health and Social Care Partnership			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
44	01.06.23	City of Edinburgh Council **EDI Training –** Motion by Councillor Kumar	1) Agrees to review our Equality and Diversity training, learning, and development practice and to consider changes, for example: a) A programme of mandatory training to be completed over a three-year period completed both in-person and online. b) Additional opportunities for in-person training to reflect on case studies and examples of unconscious bias training that can impact on how we develop policies, procurement, funding, design and deliver services. c) Ensures that lived	Executive Director of Corporate Services	October 2023		**Update – August 2023** Presentation on EDI Training has been prepared to share at the Member /Officer equality meeting on 24 August for engagement with a view to taking report to P&S in October.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			experience is central to training, learning and development or redevelopment of policy d) Recognises the essential value of 'lived experience, therefore should explore services of organisations such as CEMVO Scotland, Multi-Cultural Family Base and others to provide training on behalf of the Council. 2) Requests an update to be provided to Policy and Sustainability Committee in 2 cycles detailing how the Council will review our training, learning and development practices as set out in point above, noting gaps and shortfalls,				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			successes, financial implications and a timeline for future implementation.				
45	01.06.23	City of Edinburgh Council **Celebrating Pride Month –** Motion by Councillor Heap	1) Agrees that this motion be referred to the Equality Working Group to allow officers the space to work with members on how we can create an inclusive council culture and a city where everyone feels like they can truly belong, including (a) What progress on LGBTIQ+ equality has been made as part of the Council's Equality and Diversity Framework 2021-2025 so far; (b) And what future actions it will take as part of the Framework to advance LGBTIQ+	Executive Director of Corporate Services	End 2023		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			equality including (i) what can be done to support local pride activities across the city (c) How the Council works with Police Scotland to tackle LGBTIQ+ hate crime 2) And requests the Group report on these issues and any others it considers important to the Policy & Sustainability Committee (with the option for subsequent referral to Full Council) by the end of the calendar year				
46	22.06.23	City of Edinburgh Council **Supporting Community Climate Action** – Motion by	Requests that: 1) Officers explore how the Council could support EVOC / SCCAN and community groups with "in-kind" support throughout the	Executive Director of Corporate Services	August 2023		**Update – August 2023** Colleagues have provided a Business Bulletin item for

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Councillor Parker	bid writing process to secure funding for the development of a Community Climate Hub. 2) Officers also explore through its estates teams if there are any central spaces which could be leased by the Community Climate Hub if it is successful in securing funding, as part of its commitment to delivering a net zero city by 2030 3) Officers report back on actions 1) and 2) at the next Climate and Sustainability APOG and the Policy and Sustainability Committee.				Supporting Community Climate Action.
47	22.06.23	City of Edinburgh Council **Water Scarcity** – Emergency Motion by Councillor Parker	1) Welcomes the ongoing work of officers in developing Edinburgh's climate adaptation plan, and stresses the importance of adopting a climate justice approach in this, recognising that	Executive Director of Corporate Services	August 2023		**<u>Recommended for closure</u>** On August Committee Business Bulletin

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			the impacts of extreme weather and other consequences of the climate and nature emergencies will affect different demographics differently and the Council's climate adaptation planning ought to be cognisant of this fact. 2) Requests that the Council amplifies messaging from SEPA around water scarcity, how residents can help to save water to reduce the risk of drought, and how residents can stay safe during periods of extreme heat / drought through its various communications channels this Summer. 3) Requests that a short				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			update about the activity undertaken to meet 2) is outlined in the Business Bulletin of the next Policy & Sustainability committee, including evidencing how this embraced a climate justice approach in line with 2)				

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Business Bulletin

Policy and Sustainability Committee

10.00am, Tuesday 22nd August 2023

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

Policy and Sustainability Committee

Convener:	Members:	Contact:
Convener: Councillor Cammy Day	Councillor Cammy Day (Convener)	Jamie Macrae, Committee Officer
	Councillor Danny Aston	
	Councillor Alan Beal	
	Councillor Fiona Bennett	
	Councillor Marco Biagi	
	Councillor Kate Campbell	
	Councillor Sanne Dijkstra-Downie	
	Councillor Phil Doggart	
	Councillor Kevin Lang	
	Councillor Lesley Macinnes	
	Councillor Adam McVey	
	Councillor Jane Meagher	
	Councillor Claire Miller	
	Councillor Alys Mumford	
	Councillor Ben Parker	
	Councillor Mandy Watt	
	Councillor Iain Whyte	

Recent News	Background

Plant-Based Treaty Action Plan Update

The Policy & Sustainability Committee agreed to endorse the call for a Plant-Based Treaty on behalf of the city in January 2023. Edinburgh has thus become the first European capital to support this global initiative, which calls for the development of a Plant-Based Treaty by national governments as a companion to the UN Paris Agreement on climate. Although endorsing the Plant Based treaty initiative is non-binding and carries no legal risk, it represents a public acknowledgment that food systems are a key driver of the climate crisis.

Since Edinburgh publicly signed up to the Plant-Based treaty, active efforts were made to communicate around it to amplify the Council impact:
- The Council leader wrote to Scottish Ministers to encourage the Scottish Government to endorse the call for a Plant-based treaty;
- The Council leader has participated in the Eurocities Food Cities campaign, encouraging all European cities to follow Edinburgh's example and endorse the call for a Plant-based Treaty;
- The Communications team has promoted a webinar co-organised by the Plant-Based Treaty team on its internal communication channel, Newsbeat. The webinar was titled "What if Edinburgh and Stockholm went vegan?"[1], presented by Dr Joseph Poore, Researcher at the University of Oxford and IPCC contributing author.

The Council has engaged with various services within the organisation (catering, food and health, libraries, culture and wellbeing, procurement) leading to the identification of new actions. The Council has also reached out to external stakeholders to secure additional commitments for the action plan.

The Council has sought advice from the Food Standards Agency for Scotland who mentioned key studies in relation to health and diets due to be published in the second half of 2023. The decision has thus been made to postpone the publication of the draft action plan to January 2024 to align messaging with upcoming findings.

Contact

Christine Downie,

Sustainability and Climate Strategy Manager, Policy and Insight Team, Resources Directorate

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Supporting Community Climate Action

Officers are continuing to support EVOC/ SCCAN and community groups with in-kind support to develop a funding bid for a community climate hub. The council's estates team have identified a potential location for the community climate hub which is currently being reviewed by the community groups to ensure its' suitability. An update on progress was provided to the Climate, Sustainability and Nature Emergencies APOG on 3rd August. Officers will continue to update members on progress at future APOGs.

Contact

Christine Downie,

Sustainability and Climate Strategy Manager, Policy and Insight Team, Resources Directorate

Policy and Sustainability Committee – Page 3 of 6

Water Scarcity

This Business Bulletin responds to the Emergency Motion brought to Council on 22nd June 2023 by the Green Group.

The Motion noted with concern SEPA's water scarcity report which was re-issued on 15th June 2023 describing the Loch Maree area as in a "Significant Water Scarcity situation" putting large swathes of Southwest and Central Scotland in "Moderate Water Scarcity" and the City of Edinburgh on "Alert" level.

Significant work in this area is underway with a Climate Change Risk and Vulnerability Assessment for Edinburgh completed in 2022. This identified drought as an emerging key risk for the city due to increasing temperatures and a reduction in in average rainfall amounts in the summer months, prolonged periods of hot and dry weather will exacerbate the effect of changing rainfall patterns on loch and reservoir levels. These combined impacts are anticipated to increase the likelihood and severity of drought with more frequent and extreme drought events likely to occur across Scotland in the near future, with Edinburgh a potential drought hotspot. This could also have a detrimental impact on Scottish wetlands; while more common in other parts of Scotland, Bawsinch and Duddingston Loch in Edinburgh is one example of an ecosystem that may be affected by the increase in drought. Additionally, reduced river flows can caused reduced dilution of pollutants, affecting aquatic health and biodiversity in river such as the Water of Leith. Increased risk of drought can also affect water supply. Edinburgh's water is supplied from Glencorse Reservoir, managed by Scottish Water. Scottish Water plans to manage the increased risk of lower river and reservoir levels, associated with droughts by managing demand for water all year round, through reduced leakage and water efficiency improvements, in alignment with SEPA's water supply and wastewater sector plan.

The upcoming Climate Ready Edinburgh Plan places heat and drought as key risks for the city and identifies actions to tackle these, recognising that these and other consequences of climate change will affect different areas of the city and people differently, with vulnerable residents most likely to be impacted. The Plan includes ensuring that delivery of Edinburgh's Water Management Vision and Strategy will address issues of drought and water quality as well as tackling flooding and delivery of Edinburgh's Green and Blue Network will also take account of the emerging risk of drought in its development.

Periods of water scarcity also present acute operational challenges for the Council in managing the risk of wildfires (particularly, but not exclusively, in countryside settings such as the Pentland Hills Regional Park) and also in watering young trees that have been planted as part of the Million Tree City initiative but are not yet established enough to withstand the

Contact

[Christine Downie](#),

Sustainability and Climate Strategy Manager, Policy and Insight Team, Resources Directorate

impacts of water scarcity.

The council is currently undertaking further work to look at the risk of heat and drought on trees and other green areas of the city. Going forward the Council aims to work closely with local communities to help reduce the impacts of drought whilst promoting awareness to reduce wildfire risk and encouraging residents to water any nearby trees using 'grey' water such as bath water or water from their own water butts where possible. Scottish Water promotes water saving tips and messages through their 'Water is always worth saving' campaign. The Council will continue to amplify these messages on internal and external communications channels such as News Beat and social media channels. The Council will also continue to monitor and amplify messages from SEPA about water scarcity warnings relevant to the Council area, and from NHS such as their summer health advice and tips to support residents.

Responding to Scottish Government Consultations: Human Rights and the Draft British Sign Language (BSL) National Plan, 2023-2029

The Scottish Government published a consultation on a Human Rights Bill on 15 June 2023 for 15 weeks, closing on 5 October 2023. The Bill Seeks to incorporate four international treaties into Scots law, recognising and including the right to a healthy environment, within the limits of devolved competence, making them binding and justiciable. These are:
- The International Covenant on Economic, Social and Cultural Rights (ICESCR);
- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW);
- The Convention on the Rights of Persons with Disabilities (CRPD);
- The International Convention on the Elimination of all Forms of Racial Discrimination (ICERD).

The Scottish Government launched a public consultation for a British Sign Language National Plan 2023 - 2029 on 7 July. The consultation is open for responses until 3 September and will inform the develop of a final the National Plan and, in turn, the shape of the next iteration of the Council's own British Sign Language Plan due for consideration by Committee in 2024. Work on the Council's response to the consultations has begun. Due to summer annual leave among a significant number of key stakeholders, it has not been possible to prepare a full draft for consideration by members in time for the 22 August meeting of the Policy and Sustainability Committee.

To ensure that Scottish Government timescales for the respective consultations are met, the proposed approach is set out below. Officer draft responses to these consultations are being developed currently.
Additionally for the Human Rights Bill consultation comments have been invited from group leaders and the Elected Members

Contact

Eleanor Cunningham,

Lead Policy and Insight Officer,
Corporate Services

Michele Mulvaney

Strategy Manager (Communities),
Corporate Services

Policy and Sustainability Committee – Page 5 of 6

Equalities Working Group, these draft responses will be considered by the Elected Members Equalities Working Group at its meeting on 24 August 2023. Following this input, a further draft will be developed and shared with group leaders and members of the Policy and Sustainability Committee for further comment. Final Council responses will be developed and submitted to Scottish Government by 3 September for the BSL national plan consultation, and 5 October for the Human Rights Bill, to be formally approved by the Executive Director of Corporate Services under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions. The submissions will be reported retrospectively to the Policy and Sustainability Committee at its meeting on 24 October 2023.	
Direct Service Organisation On 17 January 2023, Committee requested a report which examines the case for the establishment of a Direct Service Organisation (DSO) within the Council. This will now be incorporated into the Council's Service Review programme (as part of the Medium Term Financial Plan change programme) to begin the process of scoping what this would mean and understanding the data and financial information required. It is anticipated that this will take approximately 12 months to complete and a report to Committee will be prepared thereafter.	**Contact:** Gareth Barwell Service Director, Operational Services, Place Directorate
Union Canal Strategy update The 2011 Edinburgh Union Canal Strategy is being refreshed as part of a partnership between the City of Edinburgh Council and Scottish Canals. Stakeholder engagement activities have now been completed, with two well-attended drop-in sessions attended by a range of stakeholders and engagement with regular users of the Canal at the Edinburgh Union Canal Festival in June. The stakeholders reviewed current opportunities for the Union Canal and raised issues present in their areas. In addition, the partnership is currently analysing the information gathered on the online consultation (which received 599 responses) which will inform the key priorities for the strategy. The refreshed Union Canal Strategy will now be presented to Committee in January 2024. The timeframe has changed slightly from the original timescale of October 2023 to ensure content can be fully reviewed by relevant stakeholders and to ensure the supplementary delivery plan can be accurate and reflect current ambitions.	**Contact:** Rebecca Smith, Development Officer, Place Directorate

Edinburgh Slavery and Colonialism Legacy Review (ESCLR) Implementation Group

Following the endorsement of Irene Mosota as proposed Chair of the independent Edinburgh Slavery and Colonialism Legacy Review Implementation Group (agreed by Committee in March) a campaign was launched to attract and recruit members of the new Group, and to encourage wide public participation with a dedicated Supporters' Network.

It is anticipated that the first meeting of the Group will take place in September, and its agreed terms of reference and membership will be published on the Council's dedicated ESCLR pages shortly afterwards.

Since March, the Chair has spoken at a number of high-profile events including the RSA's annual Angus Grossart Lecture in the City Chambers, and a Scottish Parliament roundtable on teaching of Empire and Slavery in Schools. She has also met with various supportive stakeholder groups in both the public and private sector to discuss avenues for collaboration, particularly to raise awareness, support and/or resource for this work including with Creative Edinburgh, Digby Brown Solicitors, Edinburgh Art Festival and Gillespie's School.

Options are being explored to mark the first UNESCO designated International Day for the Remembrance of the Slave Trade and its Abolition (23 August). This is an event that the Council agreed to observe every year as one of the Recommendations of the Edinburgh Slavery and Colonialism Legacy Review report and is expected that awareness and activity for this anniversary will grow in future years. | **Contact:**

Gillian Findlay

Curatorial and Engagement Manager, Place Directorate |
| **Regional Prosperity Framework**

The Regional Prosperity Framework (RPF) Delivery Plan was considered at Policy and Sustainability Committee on 17 January 2023, before being referred and approved by the Council on 9 February 2023.

The RPF Delivery Plan was also considered by the other five constituent Local Authorities in the Edinburgh and South East Scotland City Region (ESESCR) ahead of approval at the ESESCR Joint Committee meeting on 3 March 2023.
The RPF articulates the next phase of activity to develop the regional economy, building upon the successes of the Deal.

The RPF Delivery Plan sets out an ambitious and dynamic series of four key programmes to deliver the region's ambitions:

- Green Regeneration;
- Infrastructure for Recovery and Prosperity;
- Visitor Economy and Culture; and
- Data Driven Innovation (DDI) Economy | **Contact**

Andy Nichol

Programme Manager, Place Directorate |

These programmes will enable the city region to maintain and enhance its global reputation and become the data capital of Europe, delivering sustainable and inclusive growth.
In support the region's economic ambitions and delivery of the key Programmes within the Delivery Plan, a meeting of regional partners with Neil Gray, Cabinet Secretary for Wellbeing Economy, Fair Work and Energy and Lord Offord, Parliamentary Under Secretary of State for Scotland, will take place on 26 September.

The ESESCR Deal Annual Report will be considered by the ESESCR Joint Committee on 1 September and then reported to Policy and Sustainability Committee on 24 October 2023. This report will also include an update on progress with the RPF Delivery Plan including the joint Ministerial meeting.

Local Government Benchmarking Framework (LGBF) The Local Government Benchmarking Framework provides an annual opportunity for local authorities across Scotland to benchmark how they are performing against a range of cost and activity indicators. The whole LGBF report was considered at P&S in May with that committee referring the relevant sections of the LGBF report to the relevant executive committee. There are one theme that is relevant to the P&S committee which is the Climate Change theme. Two appendices attached to the bottom of this bulletin provide a detailed view of this theme for your consideration.	**Contact:** Catherine Stewart, Lead Change and Delivery Officer, Corporate Services

Forthcoming activities:

Appendix 1 - LGBF 2021/22 - Housing Services

1. This is an extract of the Housing section of the Local Government Benchmarking Framework report considered at Policy and Sustainability Committee in May 2023. Below is the summary analysis followed by charts showing performance and relative position for all the indicators under this theme.

2. There are 5 indicators in the LGBF that relate to the efficiency and effectiveness of Housing Services.

Housing Services - national context

3. There has been a decline in areas caused by or exacerbated by Covid. This includes areas which were previously improving such as housing quality and repairs, and also areas where there were already signs of strain pre-pandemic, such as rent arrears and income lost due to voids.

4. Rent arrears have continued to rise, reaching an all-time high of 8.7% in 2021/22, compared to pre-Covid levels of 7.3%. While some of the rise observed in 2020/21 may be due to the temporary ban on enforcing eviction orders (which introduced as part of the Covid response), it also reflects payment difficulties for some tenants due to significant loss of income during Covid. The continued increase in arrears in 2021/22 provides further evidence of the pressure that the cost-of-living crisis is placing on household budgets.

5. The statutory five-week wait for Universal Credit continues to be a significant contributory issue in relation to rent arrears, and this has been exacerbated by Covid with unprecedented levels of new Universal Credit applications during 2020/21.

Housing Services – 2021/22 Edinburgh

6. Edinburgh continued to comply with Covid restrictions during 2021/22 resulting in reduced access to houses to undertake repairs and upgrade housing stock. Rent arrears also show a similar picture to the national situation affected by the cost-of-living crisis.

7. The proportion of Housing indicators that are ranked in the top two quartiles (so above the national average) has remained static for the last two years (as shown in the chart below). There is no longer an indicator in the bottom quartile, with the 'percentage of council dwellings meeting Scottish Housing Standards' measure moving into the second quartile in 2020/21.

Chart 8: 2021/22 Ranking quartiles for Edinburgh compared to 2019/20 (pre Covid)
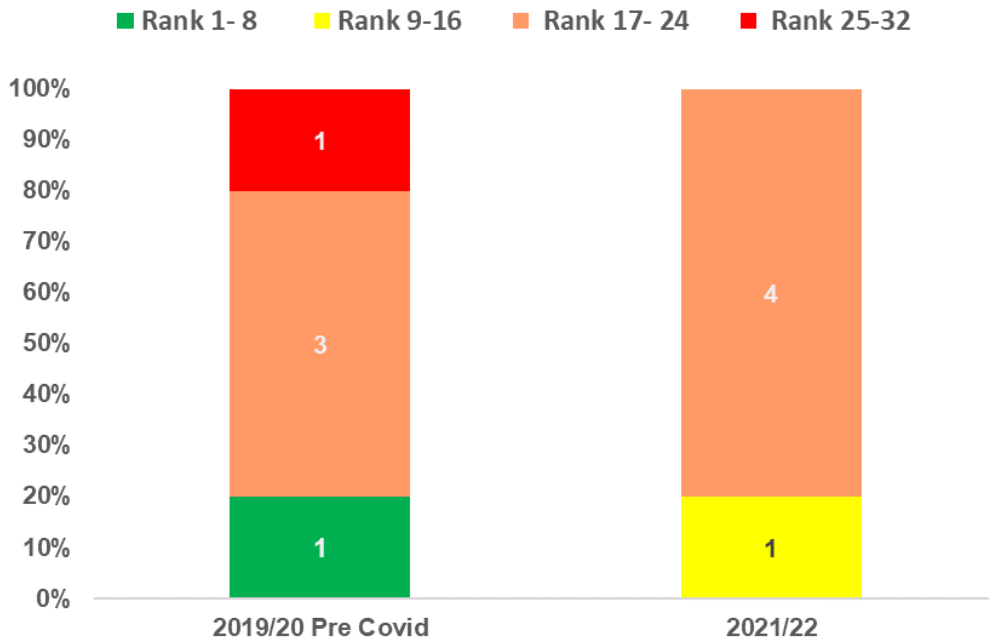
8. While the full set of charts for all Housing indicators can be found in Appendix 2, some of the indicators are highlighted in more detail below.

9. Rent arrears across Scotland increased by roughly 2% between 2019/20 and 2021/22. Edinburgh sees a sharper rise in 2020/21 (2% increase) which tapers off in 2021/22 (1% increase). While this is a similar pattern to the 2 city average and family group, Edinburgh remains higher than both these averages. Although rent arrears were high before the pandemic, the situation has been made worse since then as tenants' ability to pay has been challenged by the cost-of-living crisis currently being experienced throughout the UK. The increased demand for Scottish Welfare Fund and Discretionary Housing Payments (included in the Corporate Service theme of the LGBF dataset) gives some indication of the pressure households are experiencing.

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year
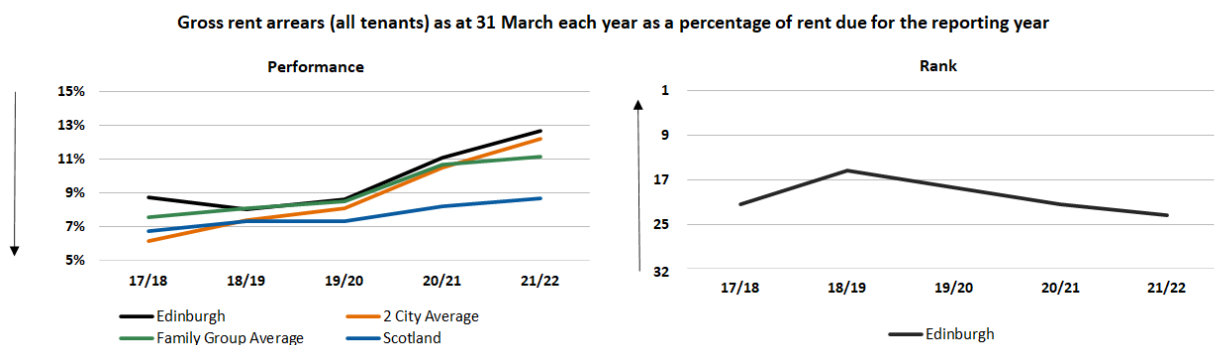
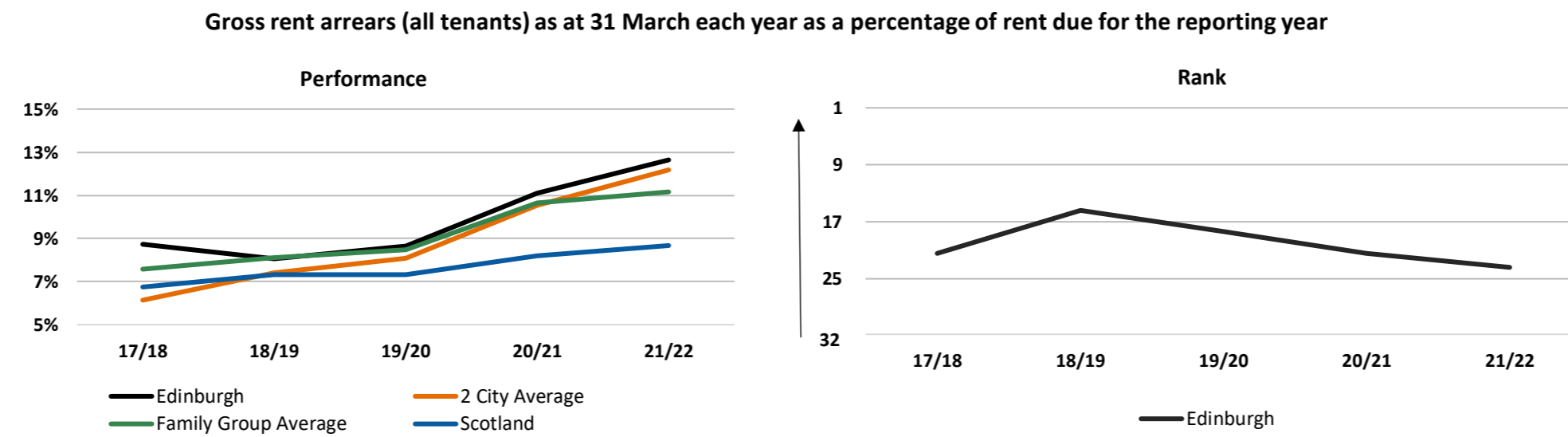10. Edinburgh's void rent loss rate increased to be in line with the family group but remains below the 2 City average. Edinburgh's ranking decreased to 19, putting it in the third quartile for the first time. Improving the turnover rate of empty homes has been made difficult due to some factors beyond the Council's control (such as the availability of utility companies and the availability of materials required to repair homes to the required standard). This is a priority area for improvement in the service.

% of rent due in the year that was lost due to voids
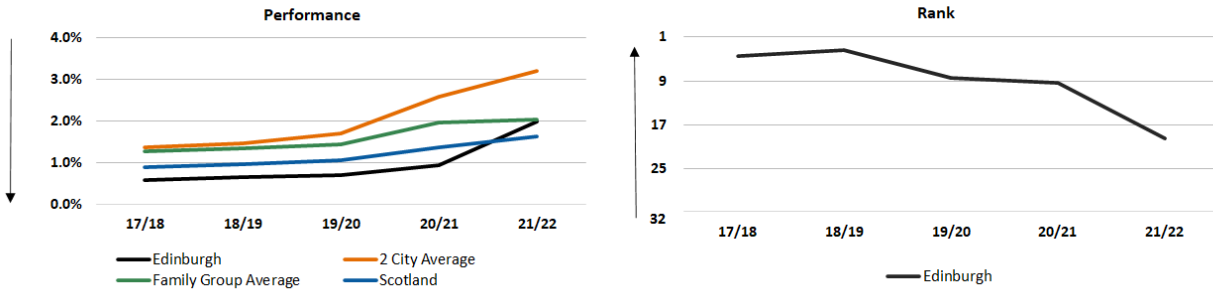
11. The average number of days to complete non-emergency repairs has increased in Edinburgh over the last three years and ranking remains within the second bottom quartile. Access to tenancies remained an issue during 2021/22 with 6,655 repairs unable to be completed due to non-access. During this time the service continued to prioritise emergency repairs and supporting vulnerable tenants.

Average number of days taken to complete non-emergency repairs
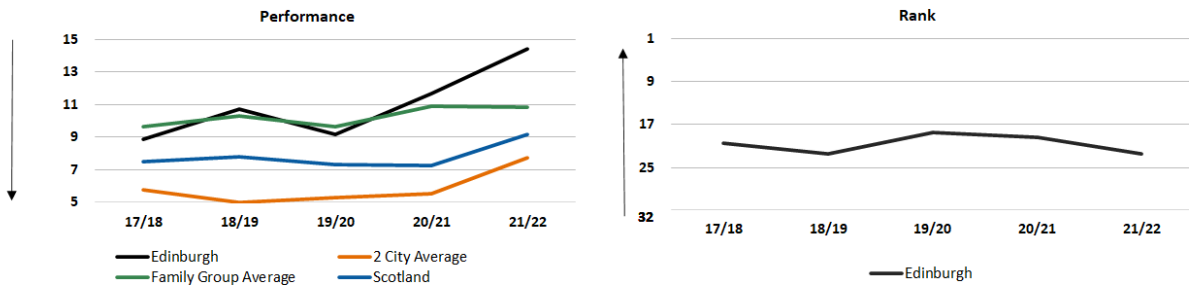
12. The drop in the percentage of dwellings meeting the Scottish Housing Quality Standard can be attributed to a change in the energy efficiency element of the standard. A new higher standard (the EESHS) has been applied which means that some households that met the previous energy efficiency element of the Scottish Housing Quality Standard (SHQS) do not currently meet the new higher standard. This change has affected all social housing landlords as is shown by the large percentage drop only reducing Edinburgh 2 ranking places. This higher energy efficiency standard will drive improvement in houses in the future as all providers work to meet the new standard.

% of council dwellings meeting Scottish Housing Standards
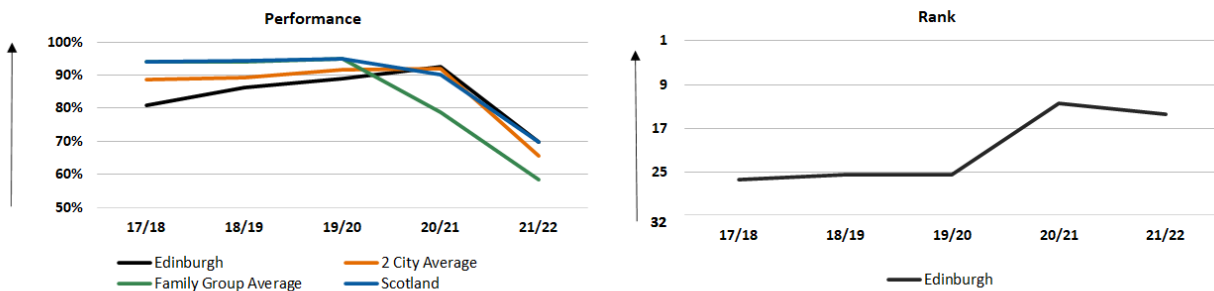
13. Improvements have been made to % of council dwellings that are energy efficient as is shown on that indicator with just over 15,500 out of just over 20,200 houses now rated as energy efficient. Progress has been slower than was planned due to the access restrictions introduced during the pandemic.

% of council dwellings that are energy efficient

Performance

Legend:
- Edinburgh
- 2 City Average
- Family Group Average
- Scotland

Rank

Legend:
- Edinburgh
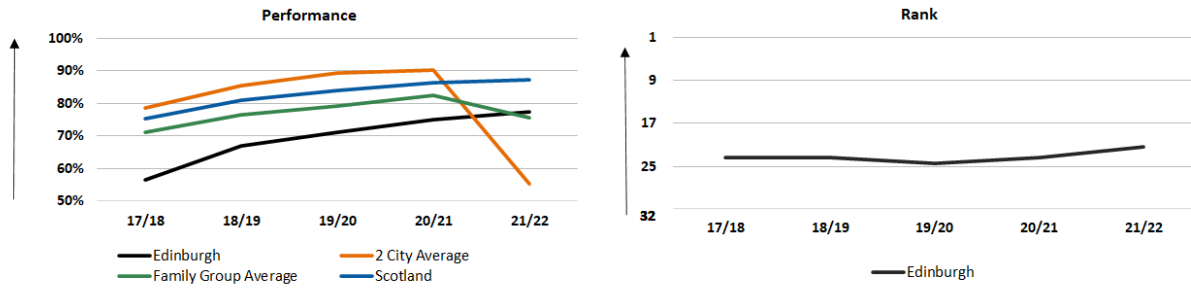
Appendix 2 - LGBF 2021/22 - Housing Services

Charts showing performance and relative position for all the indicators under this theme.

HSN1b — **Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year**

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	9%	8%	9%	11%	13%
2 City Average	6%	7%	8%	11%	12%
Family Group Avera	8%	8%	8%	11%	11%
Scotland	7%	7%	7%	8%	9%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	21	15	18	21	23
2 City Min/Max	4	10	15	17	18
2 city max	11	14	16	23	25

Family Group = People Services

Ranking Order (1 is Highest/ Lowest) = Lowest

No Data for Glasgow for this indicator

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year

HSN2 — **% of rent due in the year that was lost due to voids**

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	0.6%	0.6%	0.7%	0.9%	2.0%
2 City Average	1.4%	1.5%	1.7%	2.6%	3.2%
Family Group Avera	1.3%	1.3%	1.4%	2.0%	2.0%
Scotland	0.9%	1.0%	1.1%	1.4%	1.6%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	4	3	8	9	19
2 City Min/Max	19	23	20	23	24
2 city max	23	24	23	24	25

Family Group = People Services

Ranking Order (1 is Highest/ Lowest) = Lowest

No Data for Glasgow for this indicator

% of rent due in the year that was lost due to voids
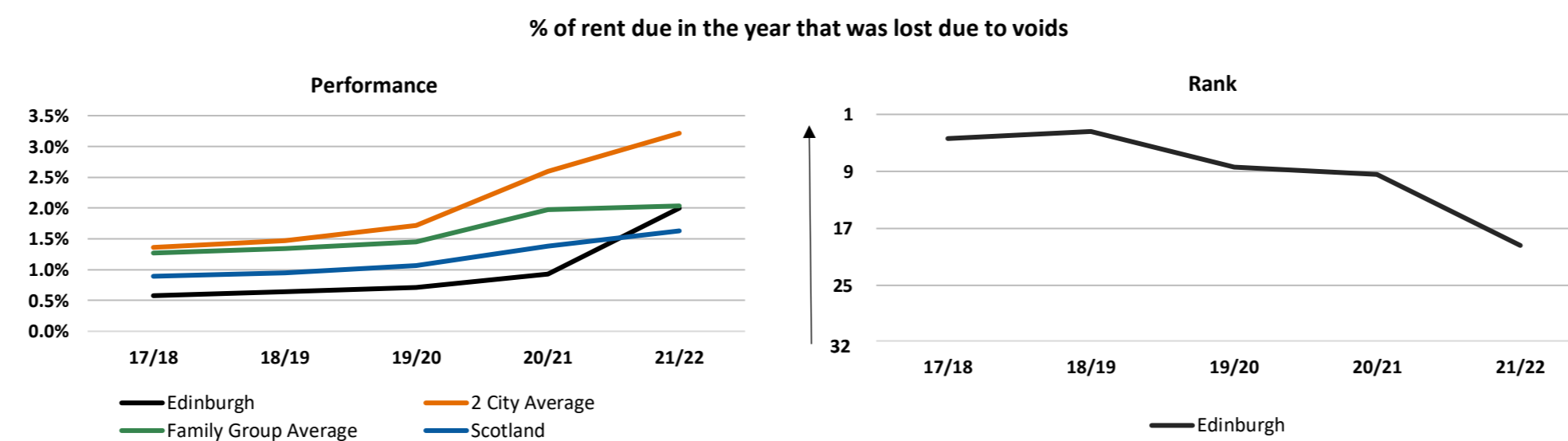
HSN3 — **% of council dwellings meeting Scottish Housing Standards**

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	81%	86%	89%	92%	70%
2 City Average	89%	89%	92%	92%	66%
Family Group Avera	94%	94%	95%	79%	58%
Scotland	94%	94%	95%	90%	70%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	26	25	25	12	14
2 City Min/Max	18	16	15	7	11
2 city max	25	26	26	19	19

Family Group = People Services

Ranking Order (1 is Highest/ Lowest) = Highest

No Data for Glasgow for this indicator

% of council dwellings meeting Scottish Housing Standards
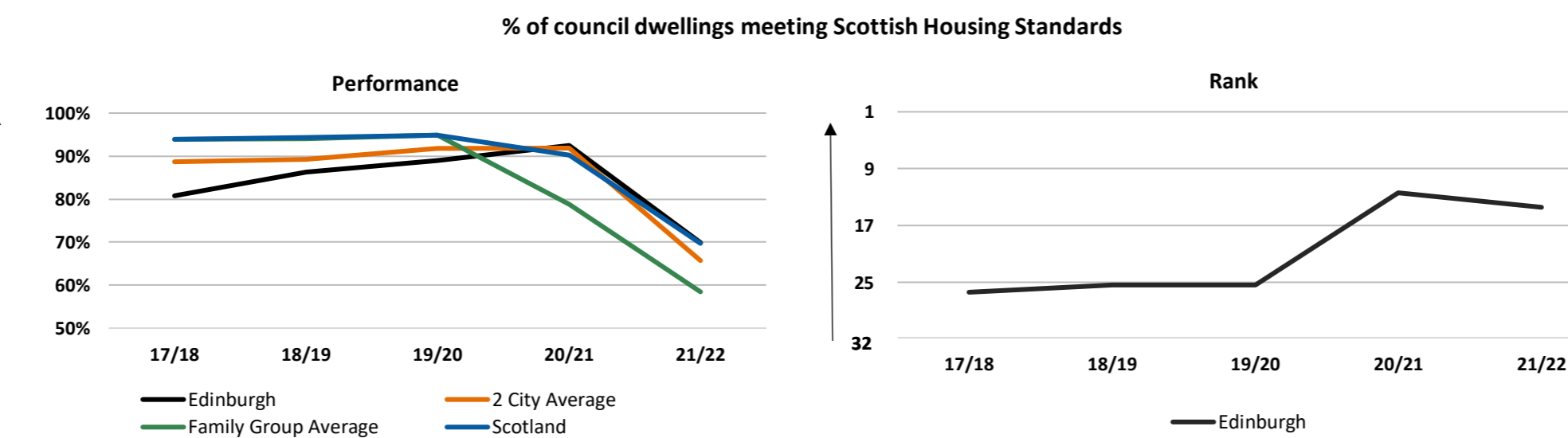
HSN4b — **Average number of days taken to complete non-emergency repairs**

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	9	11	9	12	14
2 City Average	6	5	5	6	8
Family Group Avera	10	10	10	11	11
Scotland	8	8	7	7	9

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	20	22	18	19	22
2 City Min/Max	1	2	2	7	5
2 city max	13	4	6	8	11

Family Group = People Services

Ranking Order (1 is Highest/ Lowest) = Lowest

No Data for Glasgow for this indicator

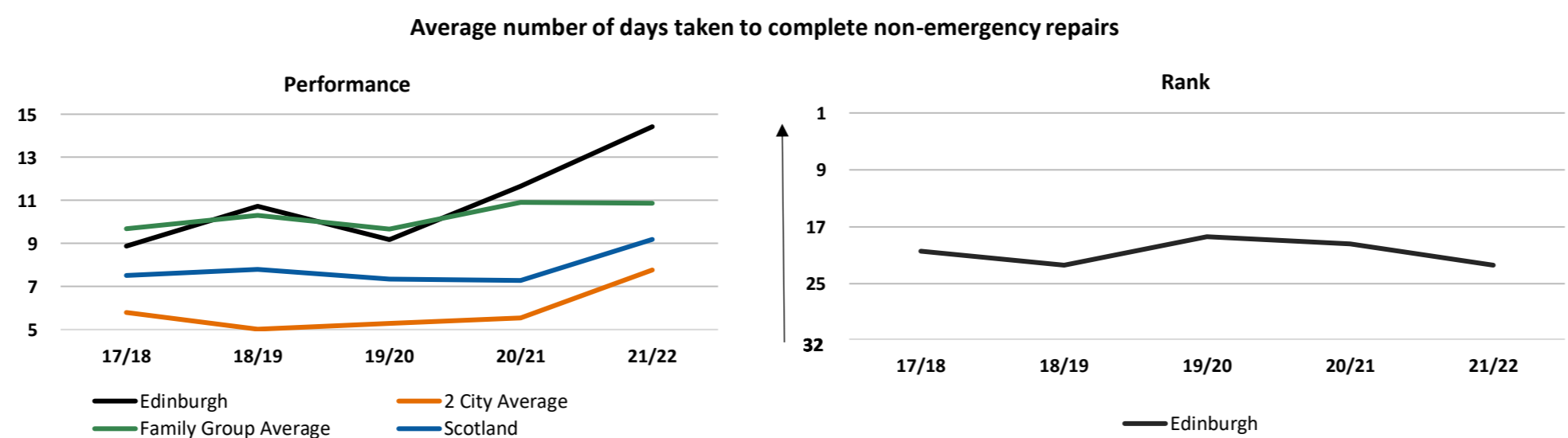**Average number of days taken to complete non-emergency repairs**

HSN5a	% of council dwellings that are energy efficient				
Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	57%	67%	71%	75%	78%
2 City Average	79%	86%	89%	90%	55%
Family Group Avera	71%	76%	79%	82%	76%
Scotland	75%	81%	84%	86%	87%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	23	23	24	23	21
2 City Min/Max	6	9	5	5	13
2 city max	16	12	11	12	26

Family Group = People Services
Ranking Order (1 is Highest/ Lowest) = Highest

No Data for Glasgow for this indicator

% of council dwellings that are energy efficient

Performance

Rank
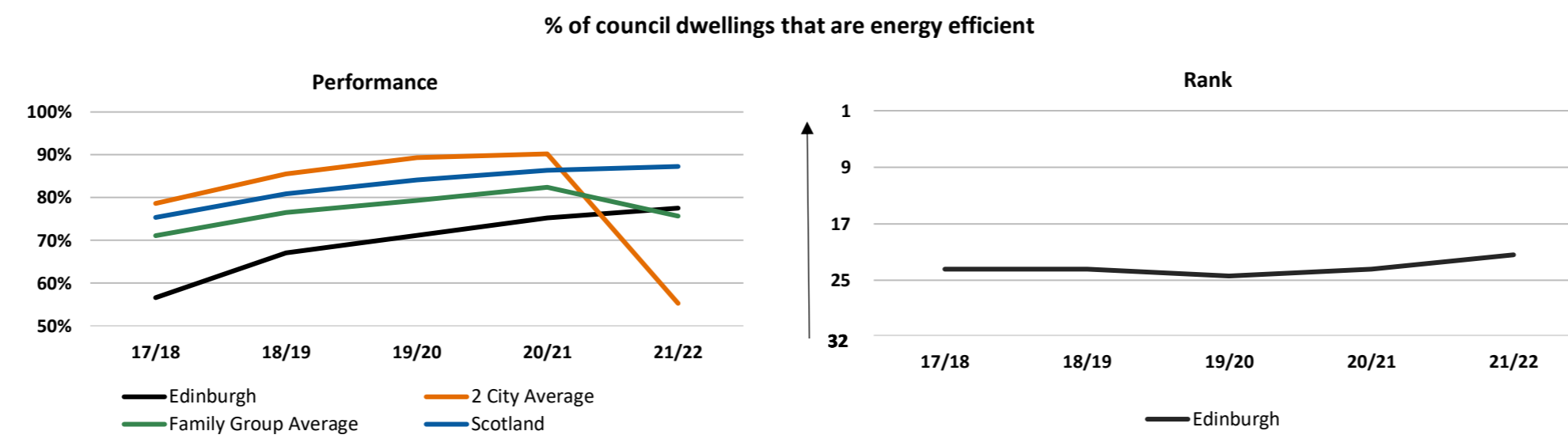
Appendix 3 - LGBF 2021/22 - Economic Development Services

1. This is an extract of the Economic Development Services section of the Local Government Benchmarking Framework report considered at Policy and Sustainability Committee in May 2023. Below is the summary analysis followed by charts showing performance and relative position for all the indicators under this theme.

2. There are 13 indicators in the LGBF that relate to the efficiency and effectiveness of Economic Development Services.

Economic Development Services - national context

3. Expenditure on economic development increased in 2021/22, following a sharp reduction in spend in 2020/21. The increased expenditure in 2021/22 reflects a resumption in activity, which was deferred during Covid, including significant capital programmes which were paused due to the restrictions in place during the pandemic.

4. Over the longer term, the spending pattern is clear. Relative reductions continue in non-statutory services such as planning and tourism in order to provide balance to statutory and ringfenced commitments elsewhere.

Economic Development Services – 2021/22 Edinburgh

5. While Edinburgh shows a similar dip in some economic development indicators as seen at a national level, there are also several indicators that continue a gradual improvement from 2019/20 to 2021/22.

6. This gradual improvement in the proportion of Economic Development indicators is shown by an increase in the number ranked in the top two quartiles (so above the national average) over the longer term. There are now 11 indicators in the top two quartiles up from nine pre-Covid (as shown in the chart below).

Chart 10: 2021/22 Ranking quartiles for Edinburgh compared to 2019/20 (pre Covid)
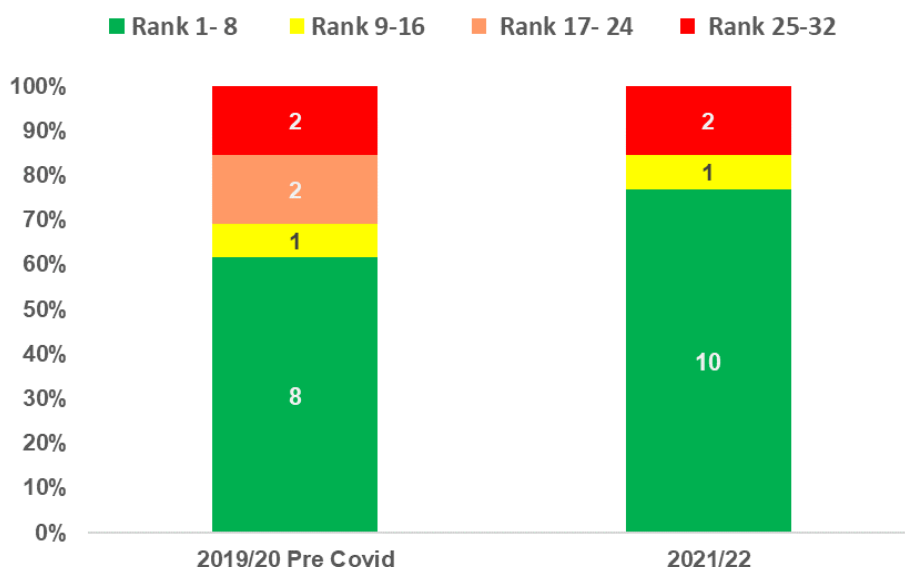
7. When looking at actual performance, a similar patten is shown. A number of indicators show improvement from last year highlighting the impact Covid-19 restrictions had on economic development such as unemployed people assisted into work, business start-ups and unemployment claimants. However there were also indicators that continue to show gradual improvement throughout 2019/20 to 2021/22

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such as planning application processing times, people earning the living wage, and super broadband rates. Some of these indicators are highlighted below but a full set of charts for all Economic Development indicators can be found in Appendix 4.

8. Planning applications cost and time to process improved in performance and ranking, with Edinburgh now performing better than the 3 city, the family group and the Scottish average. This improved performance is due to the delivery of actions set out in the Council's improvement plan which was put in place in 2018 to drive improvements in performance and drive down application processing time. The Council's ranking also shows this improvement moving from 29 in 2018/19 to 10 in 2021/22

Average time per business and industry planning application (weeks)
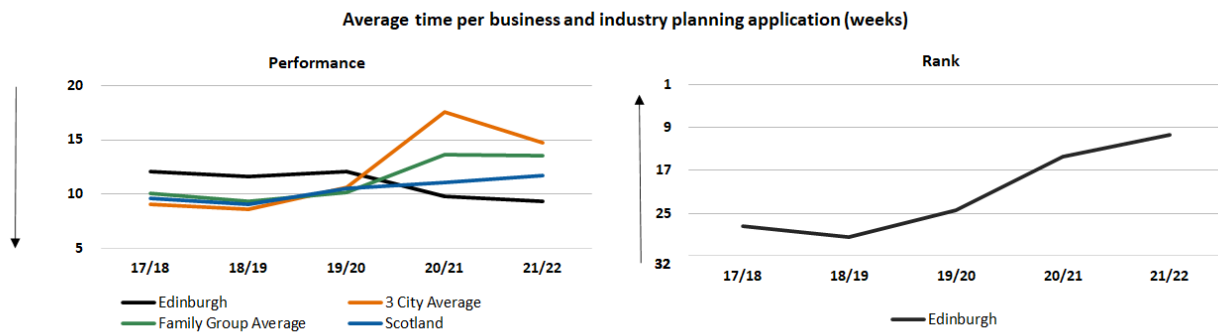
9. Investment in Economic Development and tourism showed a sharp increase in 2021/22 which is attributed to a one-off capital payment for the St James Quarter when it opened in June 2021 shown in the chart below. This indicator is likely to return to 'normal' levels next year.

Investment in of Economic Development & Tourism per 1,000 Population
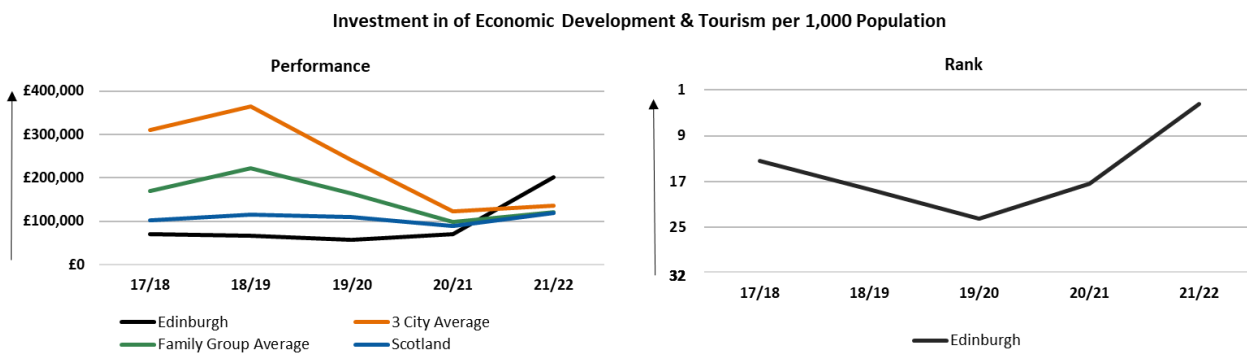
10. The Council's operated/funded employability programmes which assist unemployed people into work, recovered from the effect of Covid during 2020/21 when the service could not see clients face-to-face. However, while Edinburgh's performance returned to pre-Covid levels, the national average, 3 city average and family group average all show larger increase. One reason for this is the relatively low unemployment rate in Edinburgh and therefore the employability service focuses on those furthest from employment, who often move into other activity such as placements, volunteering and training, with a view to moving into employment later.

% of unemployed people assisted into work from council operated / funded employability programmes
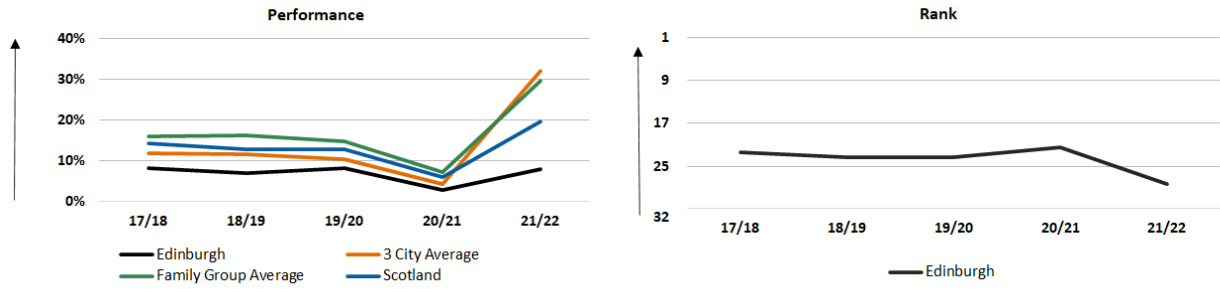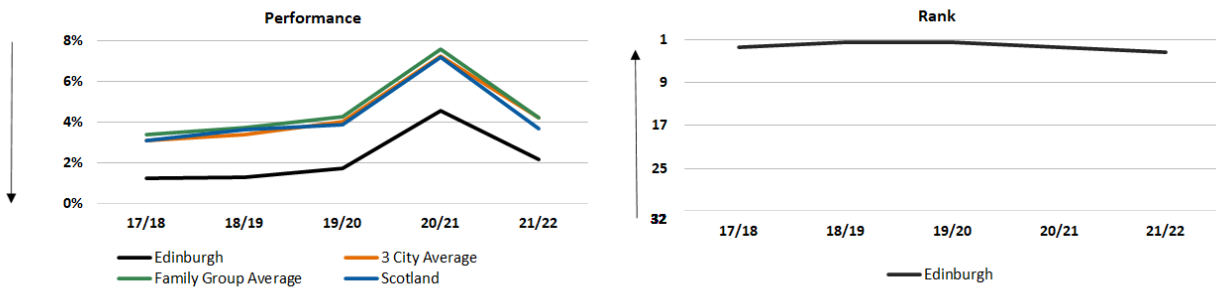

11. There was good recovery in the % of Claimant Count, which is correlating with the low unemployment rate, as a % of 16-24 Population with Edinburgh reporting a lower rate than the family group average, the 3 city average and below Scotland's average in 2021/22. Ranking remains high at 3.

Claimant Count as % of Working Age Population
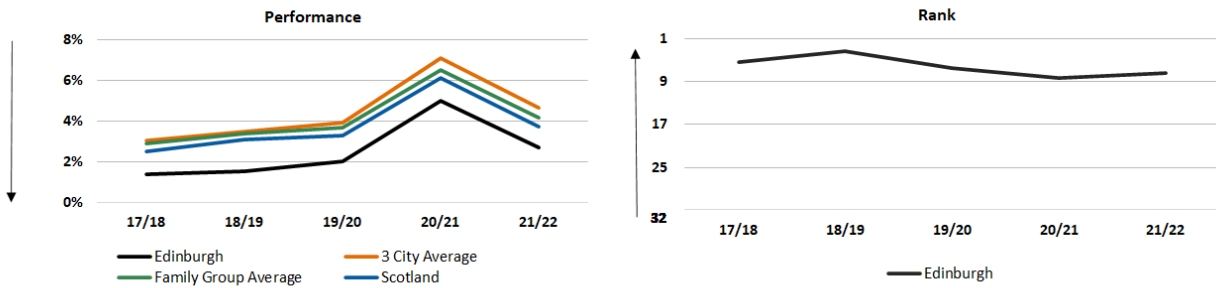
Claimant Count as % of 16-24 Population

Appendix 4 - LGBF 2021/22 - Economic Development Services

Charts showing performance and relative position for all the indicators under this theme.

ECON1	% of unemployed people assisted into work from council operated / funded employability programmes				
Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	8%	7%	8%	3%	8%
3 City Average	12%	11%	10%	4%	32%
Family Group Avera	16%	16%	15%	7%	30%
Scotland	14%	13%	13%	6%	20%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	22	23	23	21	28
3 City Min/Max	12	9	16	13	2
3 city max	25	27	26	23	25

Family Group = Other Services
Ranking Order (1 is Highest/ Lowest) = Highest

% of unemployed people assisted into work from council operated / funded employability programmes
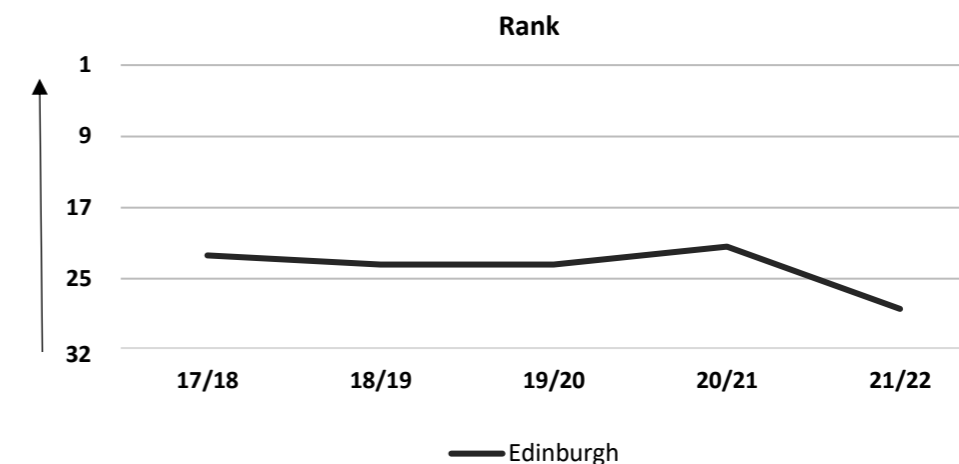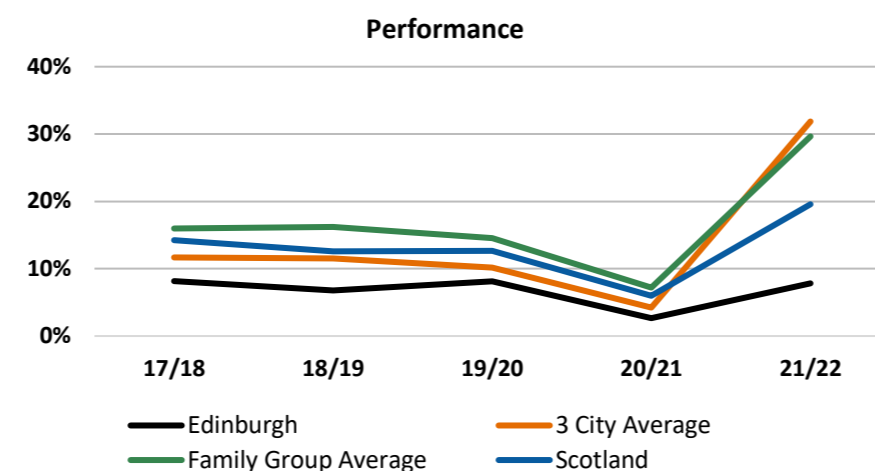
ECON2	Cost of planning and building standards Per Planning Application				
Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	£5,069	£5,102	£4,421	£5,026	£3,555
3 City Average	£5,988	£5,687	£5,621	£6,325	£5,391
Family Group Avera	£5,189	£5,373	£5,554	£5,891	£5,156
Scotland	£4,446	£4,797	£4,681	£5,117	£4,337

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	22	20	15	16	8
3 City Min/Max	20	16	11	12	16
3 city max	28	27	25	28	28

Family Group = Other Services
Ranking Order (1 is Highest/ Lowest) = Lowest

Cost of planning and building standards Per Planning Application
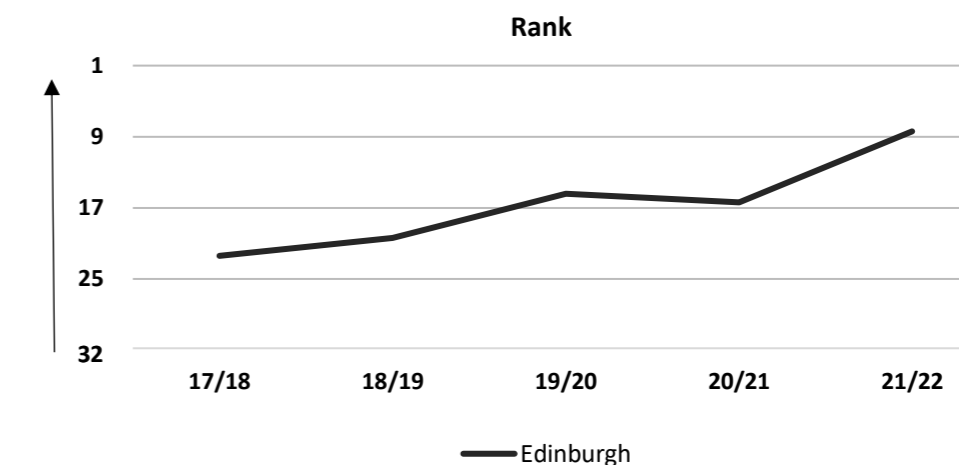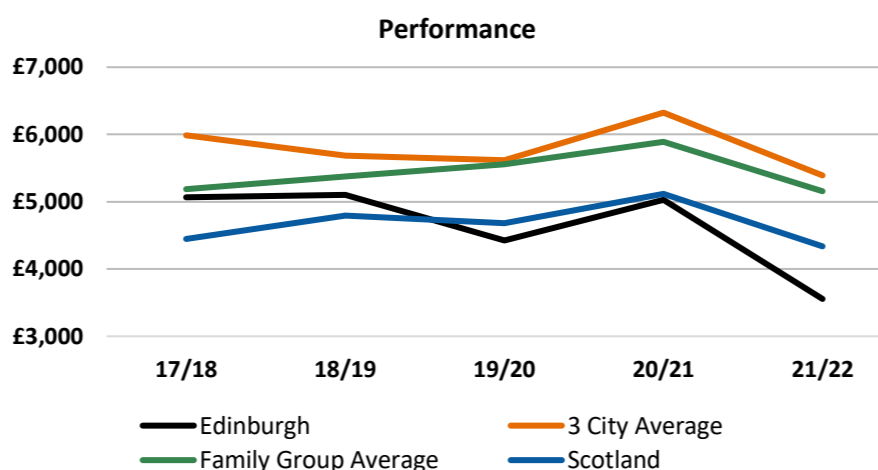
| ECON3	Average time per business and industry planning application (weeks)				
Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	12	12	12	10	9
3 City Average	9	9	11	18	15
Family Group Avera	10	9	10	14	14
Scotland	10	9	11	11	12

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	27	29	24	14	10
3 City Min/Max	8	4	17	21	24
3 city max	22	22	25	32	26

Family Group = Other Services
Ranking Order (1 is Highest/ Lowest) = Lowest

**Average time per business and industry planning application (weeks)**
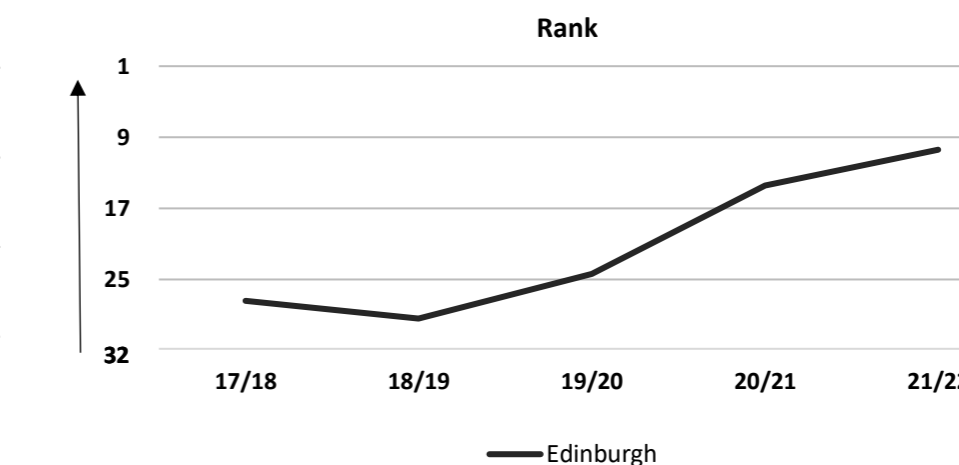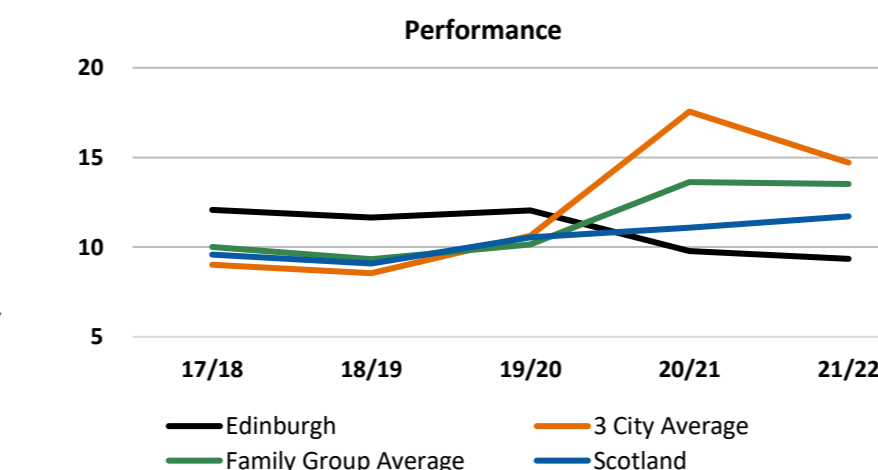
ECON4 — % of procurement spend spent on local enterprises

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	38%	42%	39%	41%	37%
3 City Average	29%	30%	35%	37%	37%
Family Group Avera	25%	25%	28%	28%	27%
Scotland	27%	29%	29%	29%	30%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	6	5	5	3	8
3 City Min/Max	8	9	4	5	6
3 city max	20	21	10	9	9

Family Group = Other Services

Ranking Order (1 is Highest/ Lowest) = Highest

% of procurement spend spent on local enterprises
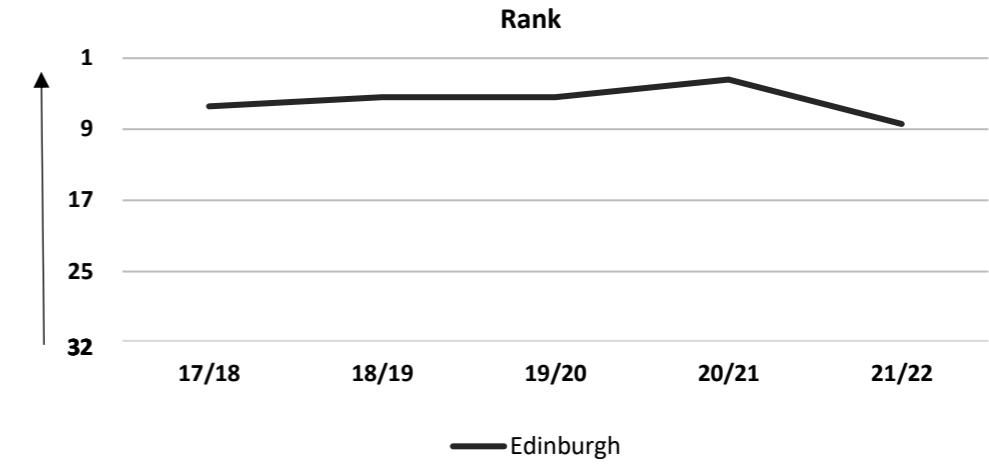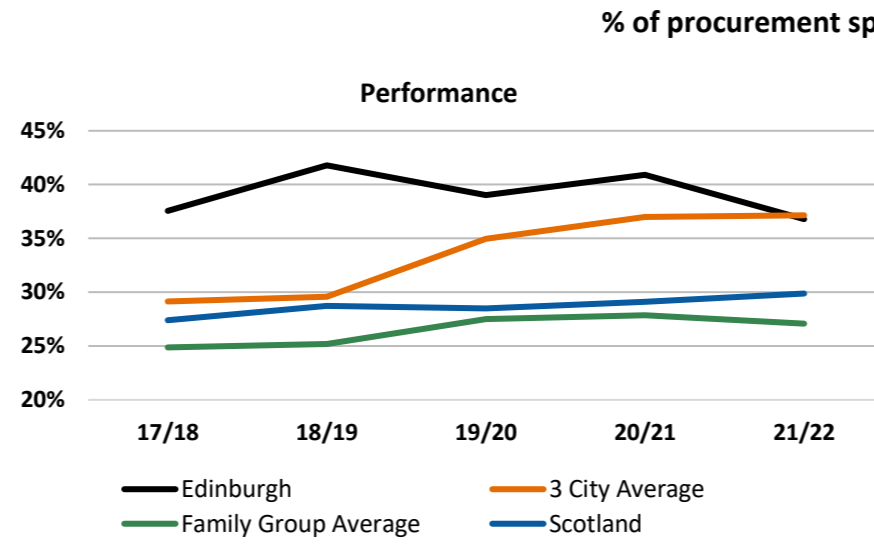
ECON5 — No of business gateway start-ups per 10,000 population

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	20	17	12	6	8
3 City Average	15	17	16	12	14
Family Group Avera	17	18	17	13	15
Scotland	17	17	16	11	14

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	13	19	30	27	30
3 City Min/Max	4	5	7	9	13
3 city max	32	32	32	31	31

Family Group = Other Services

Ranking Order (1 is Highest/ Lowest) = Highest

No of business gateway start-ups per 10,000 population
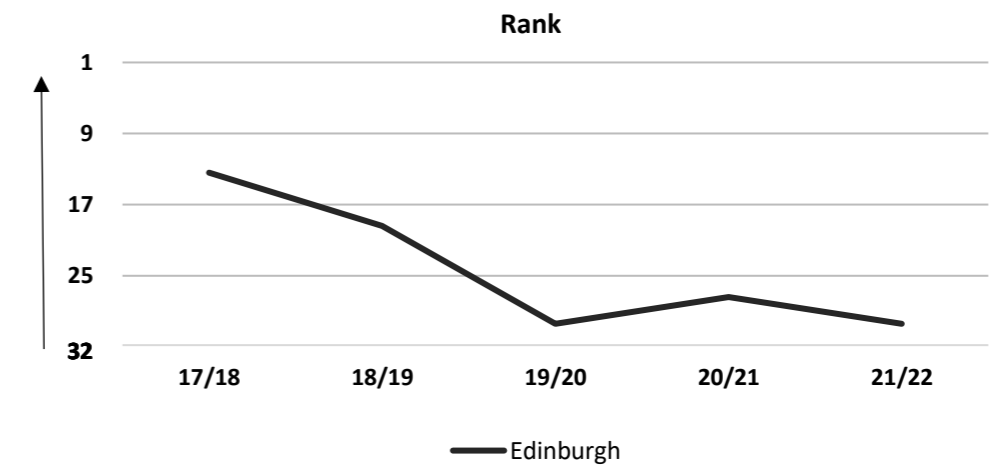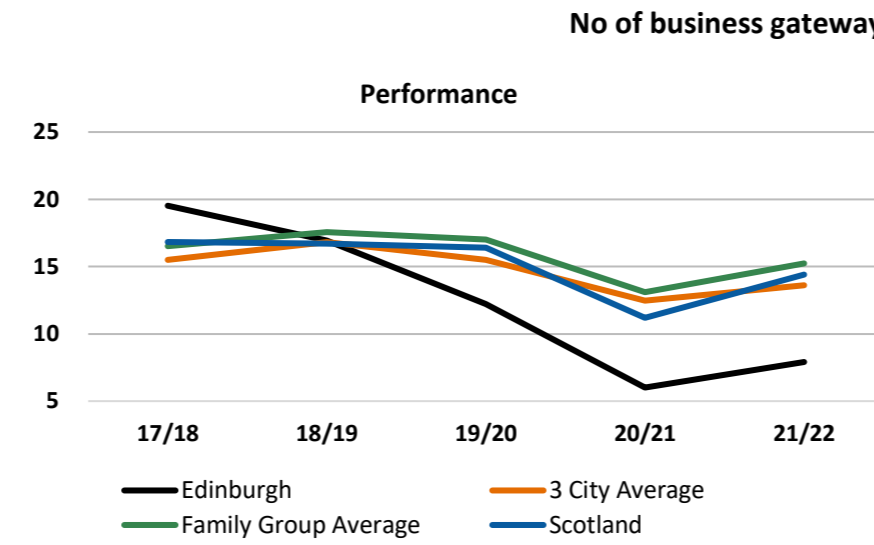
ECON6 — Investment in of Economic Development & Tourism per 1,000 Population

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	£70,968	£66,543	£57,388	£69,148	£201,520
3 City Average	£310,515	£364,065	£240,214	£121,652	£134,752
Family Group Avera	£168,699	£221,646	£163,117	£98,715	£120,342
Scotland	£101,950	£115,933	£109,031	£88,509	£119,388

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	13	18	23	17	3
3 City Min/Max	1	1	2	3	4
3 city max	8	6	13	18	20

Family Group = Other Services

Ranking Order (1 is Highest/ Lowest) = Highest

Investment in of Economic Development & Tourism per 1,000 Population
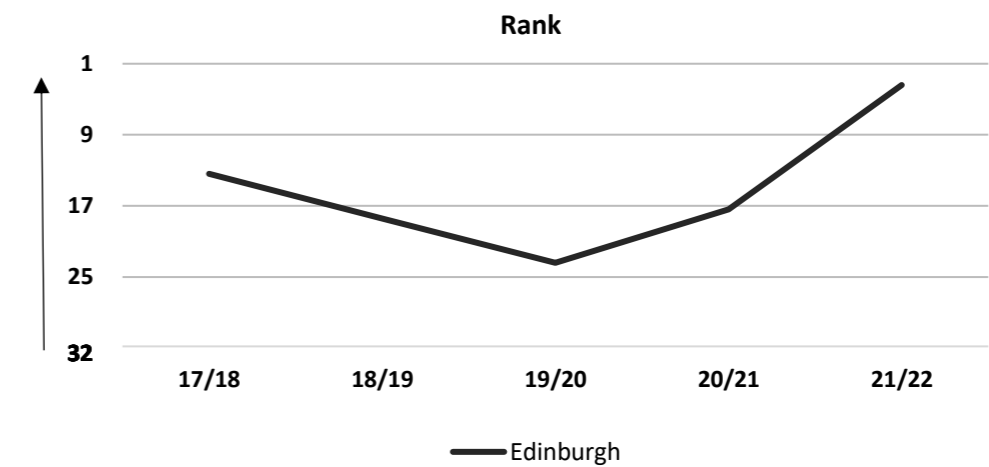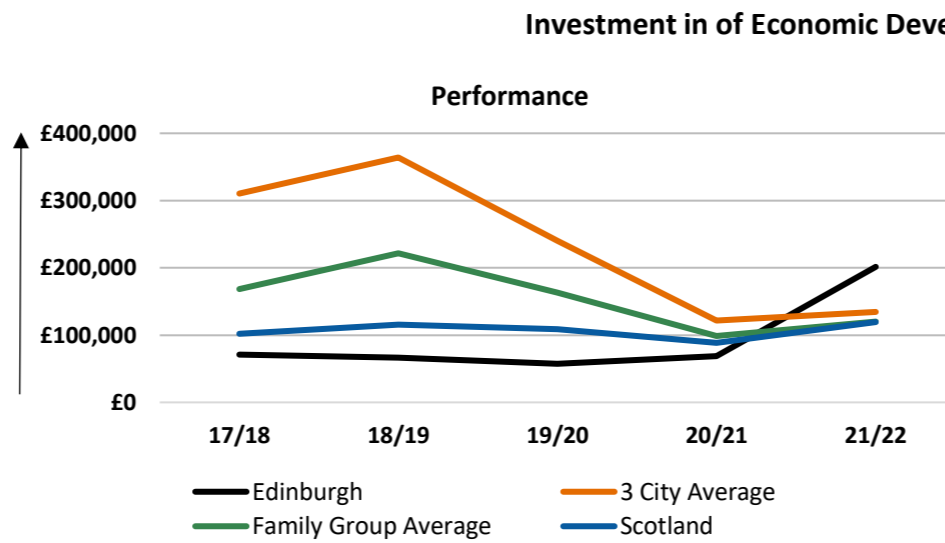
ECON7   **Proportion of people earning less than the living wage**

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	14%	15%	13%	11%	10%
3 City Average	15%	16%	13%	12%	12%
Family Group Avera	17%	19%	17%	16%	16%
Scotland	18%	19%	17%	15%	14%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	2	3	2	2	3
3 City Min/Max	3	1	1	1	2
3 city max	6	7	5	4	8

Family Group = Other Services

Ranking Order (1 is Highest/ Lowest) = Lowest

Proportion of people earning less than the living wage
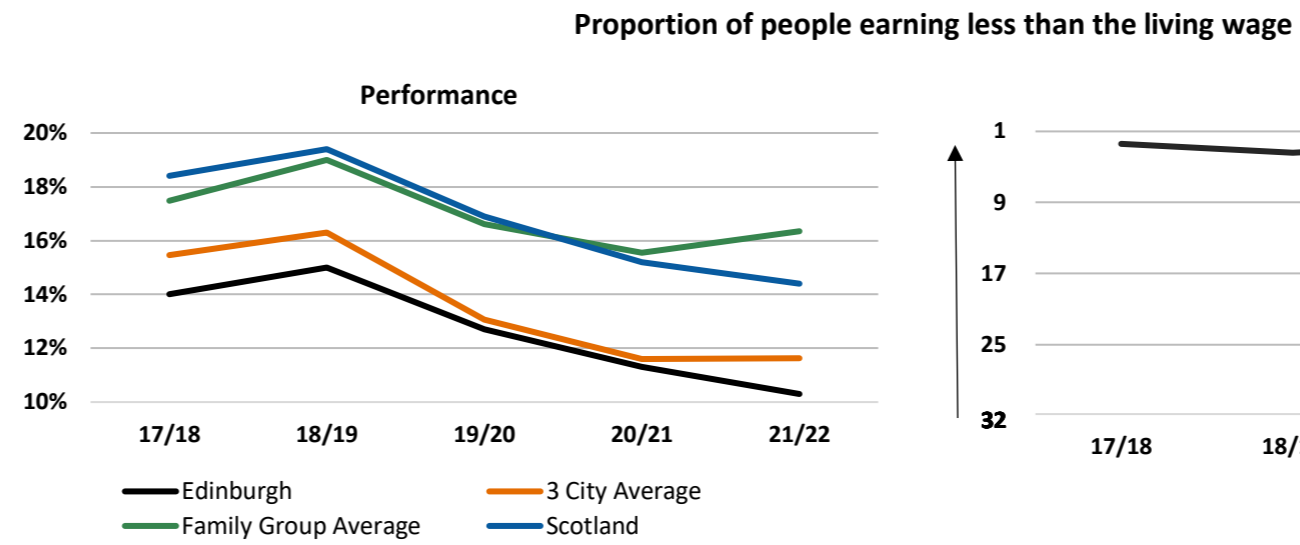
ECON8   **Proportion of properties receiving superfast broadband**

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	96%	98%	98%	98%	98%
3 City Average	96%	97%	97%	97%	98%
Family Group Avera	96%	97%	97%	97%	98%
Scotland	91%	92%	93%	94%	94%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	5	3	4	4	5
3 City Min/Max	1	1	1	1	1
3 city max	16	17	16	16	17

Family Group = Other Services

Ranking Order (1 is Highest/ Lowest) = Highest

Proportion of properties receiving superfast broadband
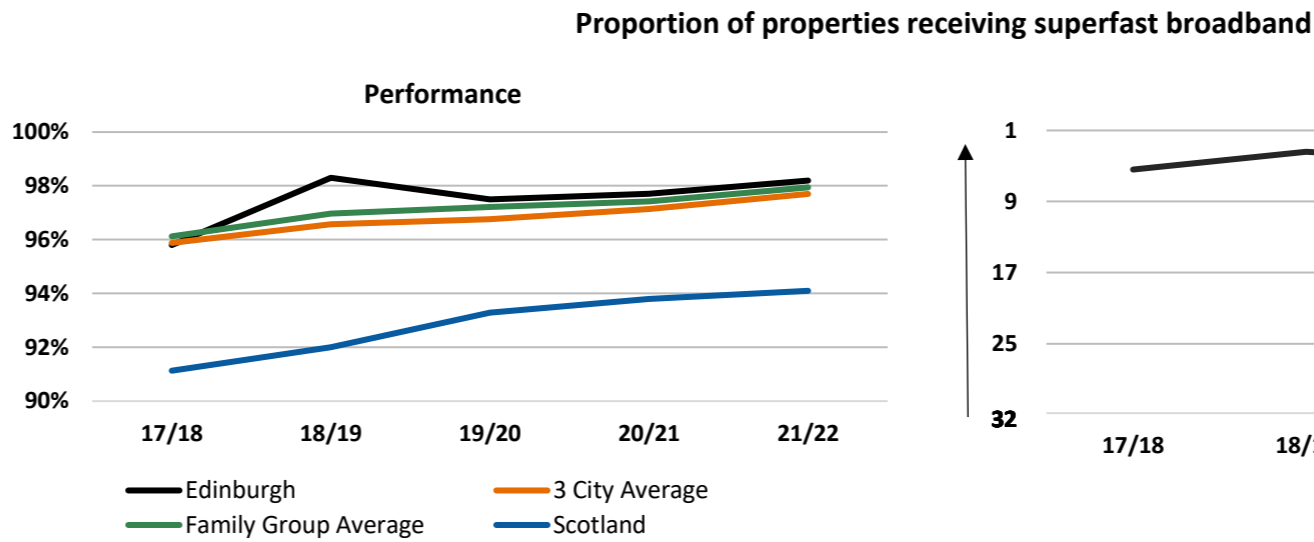
ECON9   **Town Vacancy Rates**

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	6	5	6	6	5
3 City Average	10	11	12	15	15
Family Group Avera	12	13	13	15	14
Scotland	10	10	12	12	11

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	4	6	7	7	5
3 City Min/Max	13	14	15	21	20
3 city max	17	25	25	29	27

Family Group = Other Services

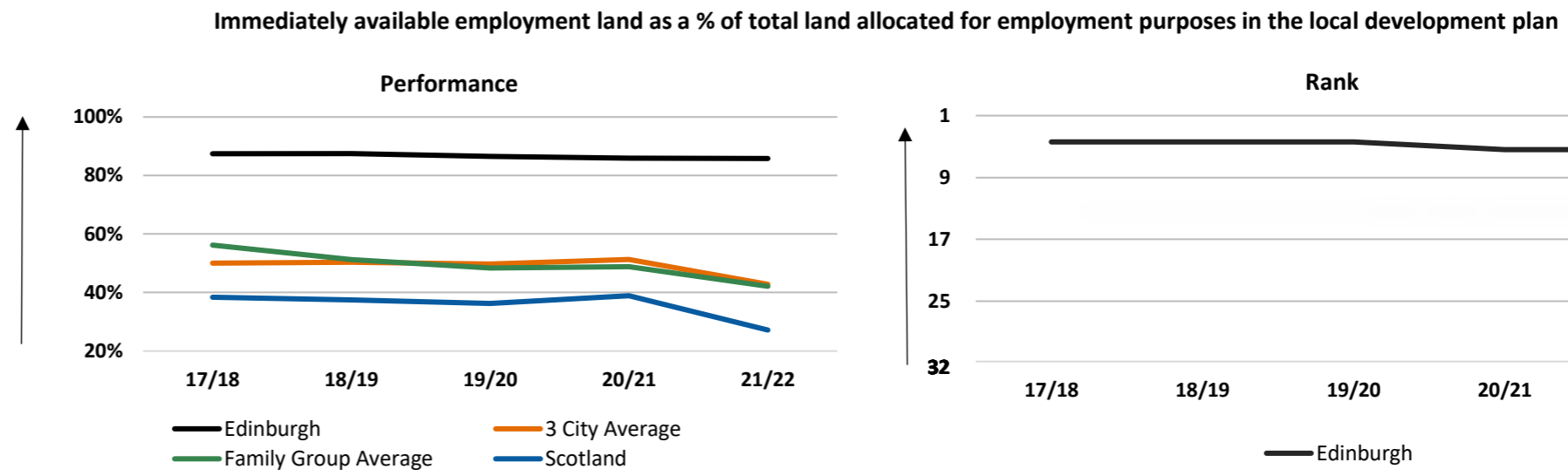*Ranking Order (1 is Highest/ Lowest) = Lowest*

Town Vacancy Rates
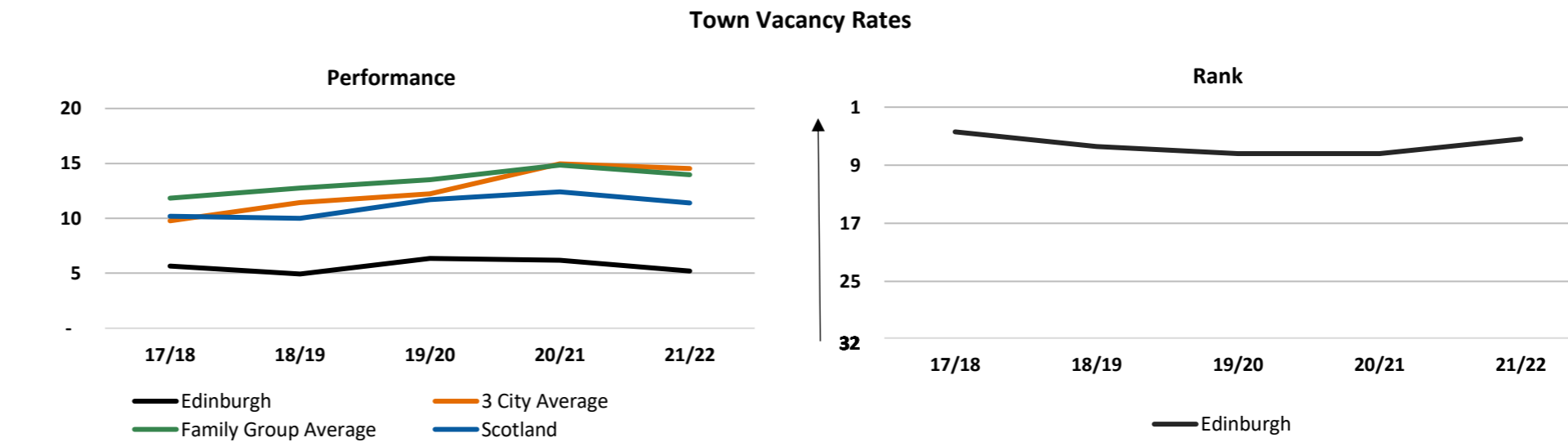
ECON10 — Immediately available employment land as a % of total land allocated for employment purposes in the local development plan

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	87%	87%	86%	86%	86%
3 City Average	50%	50%	50%	51%	43%
Family Group Avera	56%	51%	48%	49%	42%
Scotland	38%	38%	36%	39%	27%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	4	4	4	5	5
3 City Min/Max	6	6	6	6	7
3 city max	21	24	23	23	22

Family Group = Other Services
Ranking Order (1 is Highest/ Lowest) = Highest

Immediately available employment land as a % of total land allocated for employment purposes in the local development plan

ECON11 — Gross Value Added (GVA) per capita

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	£47,865	£48,274	£48,004	£42,680	
3 City Average	£34,520	£34,448	£35,096	£31,425	
Family Group Avera	£26,470	£26,668	£27,054	£24,157	
Scotland	£27,115	£27,078	£27,284	£24,721	

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	1	1	1	1	
3 City Min/Max	2	2	2	2	
3 city max	14	14	14	15	

Family Group = Other Services
Ranking Order (1 is Highest/ Lowest) = Highest

Gross Value Added (GVA) per capita
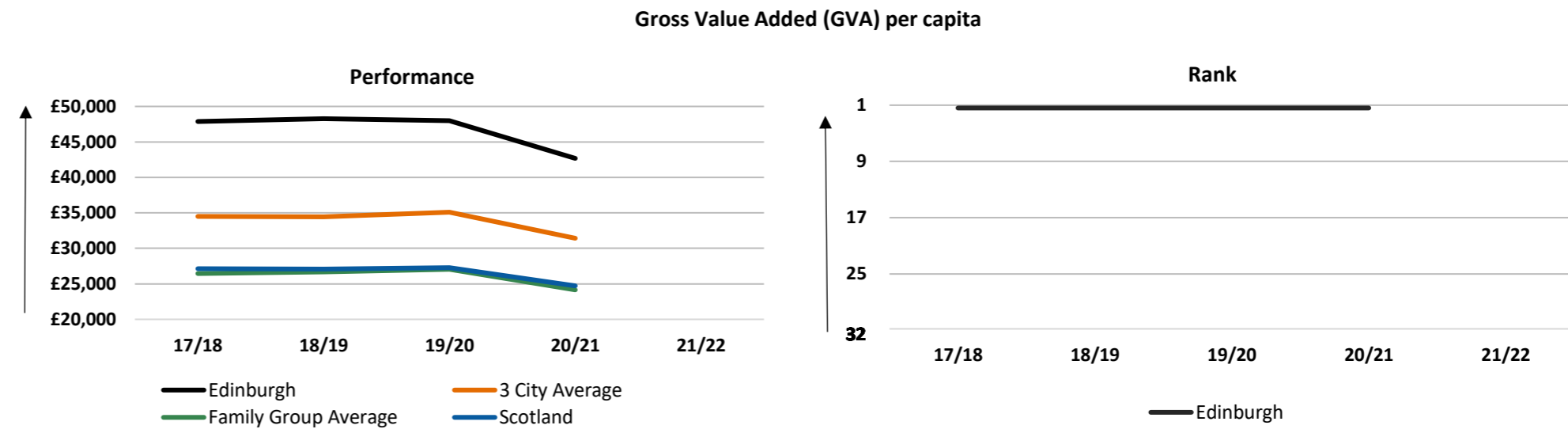
ECON12a — Claimant Count as % of Working Age Population

Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	1%	2%	2%	5%	3%
3 City Average	3%	3%	4%	7%	5%
Family Group Avera	3%	3%	4%	7%	4%
Scotland	3%	3%	3%	6%	4%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	5	3	6	8	7
3 City Min/Max	14	8	12	20	22
3 city max	27	29	27	31	32

Family Group = Other Services
Ranking Order (1 is Highest/ Lowest) = Lowest

Claimant Count as % of Working Age Population
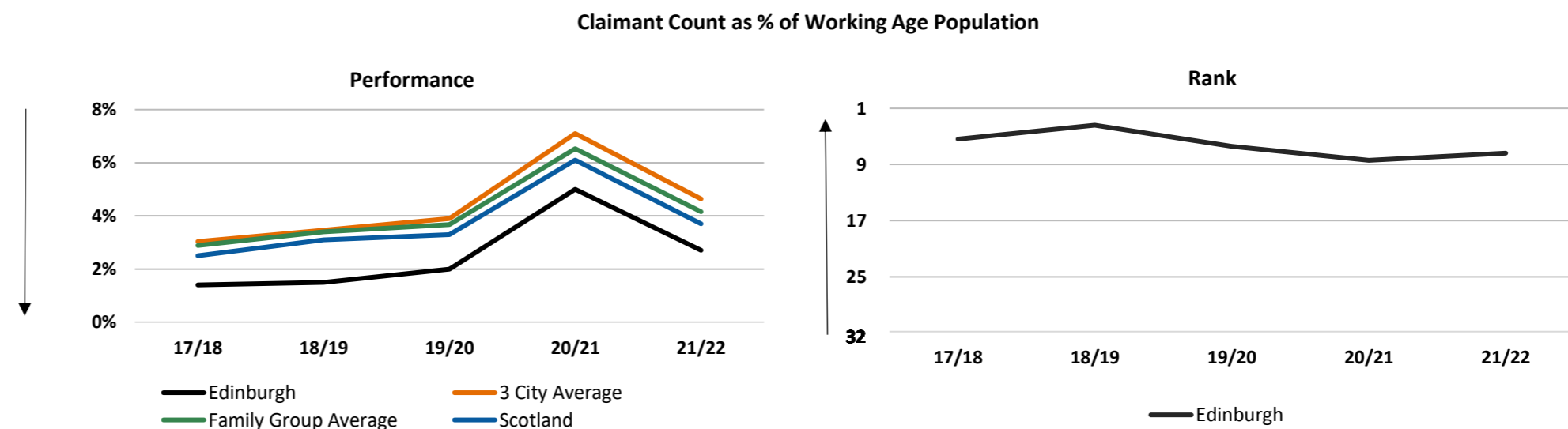
ECON12b	Claimant Count as % of 16-24 Population				
Performance	17/18	18/19	19/20	20/21	21/22
Edinburgh	1%	1%	2%	5%	2%
3 City Average	3%	3%	4%	7%	4%
Family Group Avera	3%	4%	4%	8%	4%
Scotland	3%	4%	4%	7%	4%

Rank	17/18	18/19	19/20	20/21	21/22
Edinburgh	2	1	1	2	3
3 City Min/Max	9	4	10	11	20
3 city max	26	25	26	23	27

Family Group = Other Services

Ranking Order (1 is Highest/ Lowest) = Lowest

Claimant Count as % of 16-24 Population
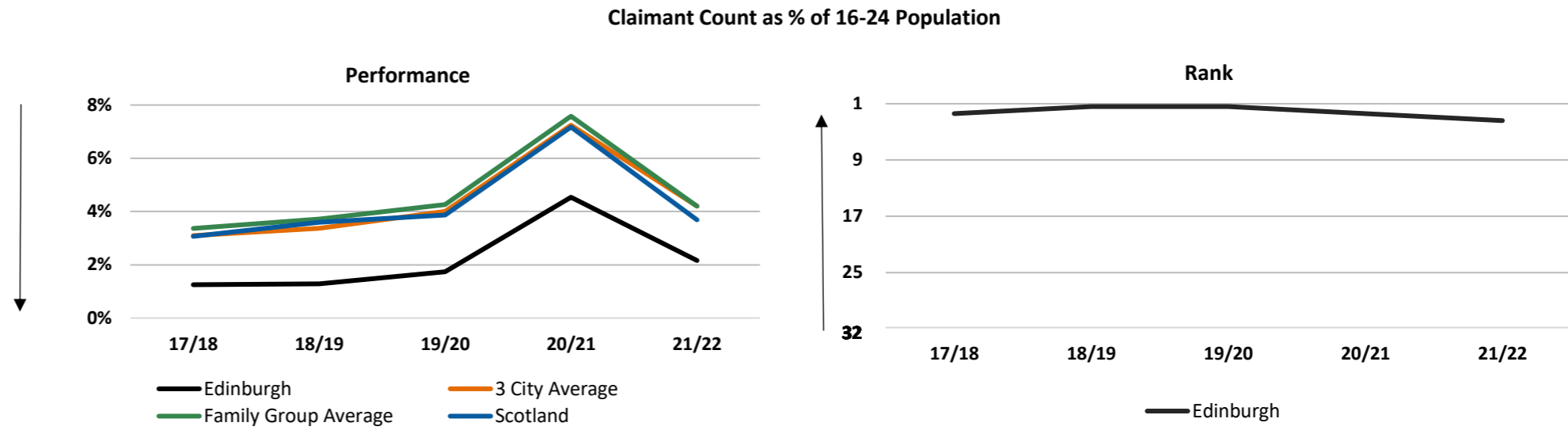
Policy and Sustainability Committee

10.00am, Tuesday, 22 August 2023

A Visitor Levy for Edinburgh: Progress Update and Draft Proposal

Executive/routine	Executive
Wards	All

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee notes:

1.1.1 That the Visitor Levy (Scotland) Bill was laid in the Scottish Parliament on 24 May 2023, and calls for views on the Bill and its Financial Memorandum were issued on 26 and 30 June 2023, with submissions due by 15 and 1 September 2023 respectively;

1.1.2 The current timeline for implementation of a Visitor Levy in Edinburgh; and

1.1.3 That this report will be used as starting point for further stakeholder engagement.

1.2 It is further recommended that Committee approves:

1.2.1 The considerations around the proposed charge level and remit of the scheme, as set out in paragraphs 4.14 - 4.41;

1.2.2 The possible use of the net proceeds, as set out in paragraphs 4.42 - 4.54;

1.2.3 The proposed governance structure, as set out in paragraphs 4.55 - 4.60;

1.2.4 Informal engagement with stakeholders around these parameters; and

1.2.5 The proposed response to the Scottish Parliament's calls for views, as set out in Appendices 8 and 9, for submission by 15 and 1 September 2023.

1.3 Finally, Committee is asked to note that a further report, setting out the proposed final scheme for formal consultation, will be presented to Committee in early 2024, if the Bill passes through Parliament as currently expected.

Paul Lawrence

Executive Director of Place

Contact: Gareth Dixon, Senior Policy and Insight Officer; E-mail: Gareth.dixon@edinburgh.gov.uk | Tel: 0131 529 3044

Report

A Visitor Levy for Edinburgh: Progress Update and Draft Proposal

2.   Executive Summary

2.1   This report provides a summary of the Visitor Levy (Scotland) Bill and a proposed response to the Scottish Parliament's Local Government, Housing and Planning Committee and Finance and Public Administration Committees calls for views on the Bill. The report also contains a draft proposal of the parameters of a Visitor Levy Scheme in Edinburgh.

3.   Background

3.1   The City of Edinburgh Council has pressed the Scottish Government for the power to introduce a visitor levy (VL) since 2018.

3.2   The VL concept has been discussed by the Council on several occasions. In June 2022, the Council's agreed shared priorities included to 'Support the introduction of Transient Visitor Levy (Tourist Tax)'. This commitment was further reflected in the Council Business Plan 2023 to 2027 (to introduce [a VL] as quickly as legislation will allow). On 1 November 2022, Committee agreed that officers would work with Scottish Government Officials and the Convention of Scottish Local Authorities (COSLA) to support the development of the legislation for the Local Visitor Levy Bill.

The Visitor Levy (Scotland) Bill

3.3   The Visitor Levy (Scotland) Bill was published on 24 May 2023. A report was presented to the Council on 22 June 2023 providing an overview of the Bill. The report also set out the Council's agreed policy position thus far.

3.4   In response to the June report, Councillors agreed that there should be more freedom in how the revenue raised through a VL is allocated across the Council budget in order to mitigate against issues facing Edinburgh residents.

3.5   Councillors also requested that, in advance of the August meeting of Committee, officers should engage with the Scottish Parliament and COSLA to determine what can be done by local authorities in tandem with the Bill process and to seek clarity on whether any consultations can run concurrently (to allow for earlier implementation of a levy). Committee also asked for identification of any elements

of the statement of objectives which are in conflict with Edinburgh's previously stated objectives for the Bill.

4.   Main report

Call for Views on the Bill

4.1   On 26 June 2023, the Local Government, Housing and Planning Committee issued a call for views on the Bill, with responses due by 15 September 2023.

4.2   In addition, the Finance and Public Administration Committee also issued a call, on 30 June 2023, for views on the Financial Memorandum of the Bill. Responses are due on 1 September 2023.

4.3   A proposed response to the Call for Views on the Bill is presented in Appendix 8. In summary it states that overall, the Bill addresses most of the requests that have been made by the Council, in that it empowers local authorities to raise revenue and make decisions on how it is allocated, based on their communities' needs and priorities.

4.4   Matters such as the Bill mandating a levy to be a percentage of room charges rather than a fixed fee, or the definition of a chargeable transaction, are different from what has previously been envisaged in Edinburgh but are not considered to have an adverse impact. As such the proposed response broadly agrees with these aspects of the Bill.

4.5   However, there are aspects of the Bill which warrant further consideration, as summarised below:

4.5.1   The legislated implementation time of 18 months from the formal announcement of the introduction of a VL is understood to have been requested by national accommodation providers. While it is recognised that an implementation period will be required, it is proposed that local authorities should be able to set the implementation timescale for their area in conjunction with the industry. Initial engagement with stakeholders indicates that, in most cases, the technology and the applied finance system across multi-national accommodation providers and online booking agents could facilitate this scheme within a shorter timescale and with no detrimental impact on advance bookings. Furthermore, accommodation providers have suggested that, if the levy is to be introduced, they would prefer a quick implementation in order to be able to see the benefits from the revenue raised sooner rather than later; and

4.5.2   The Bill requires that net proceeds of the scheme only be used to "achieve the scheme's objectives", which must be "to develop, support, or sustain facilities and services which are substantially for or used by persons visiting the area of the local authority for leisure purposes". This is considered to be too restrictive as it fails to include business tourism. For context, in 2019, (pre-pandemic) business visitors made up around 12% of Edinburgh's overnight visitor numbers - ranging from individuals staying for one night for a work meeting to large scale conventions booking multiple hotel rooms. As

business visitors would be paying the levy, it is important that revenue raised could be spent on activities specifically aimed at them.

4.6   The proposed response to the Call for Views on the Financial Memorandum is in Appendix 9. The draft response highlights that the Memorandum accurately reflects the information previously provided and summarises the anticipated costs of implementation.

4.7   If Committee approves the draft responses, these will be submitted to the Scottish Parliament Committees. In addition, officers will also raise the areas for further consideration (as summarised in paragraph 4.5) with Scottish Government directly.

A Visitor Levy for Edinburgh

4.8   A VL is not a new concept and, as more destinations consider introducing or increasing charges for visitors, is something visitors are increasingly factoring into their costs.

4.9   Considering the ever-changing macro environment and a potential three-year lead time to introduce a VL, there is now an opportunity for Edinburgh to re-evaluate and consider its charging strategy and approach.

4.10   According to section (s.) 13 of the Bill, the implementation of any VL scheme must specify details such as: when and where it will be enforceable, the percentage rate(s) of the levy, and whether any exemptions apply. The implementation must also specify how decisions on use of the net proceeds will be made.

4.11   As the Bill is still in draft, some of these requirements may be subject to change, and some details (e.g. exemptions) are yet to be established by way of regulation. With this caveat, the following section sets out the main areas of consideration for Edinburgh's VL scheme and proposals which will form the basis of engagement with industry, residents and communities over the coming months, to help form the final VL scheme for Edinburgh.

Objectives of the scheme:

4.12   Under s. 12 (1) (a) (ii), a local authority intending to introduce a VL scheme must state the objective of the proposal. It is further explained that the objectives must relate to developing, supporting or sustaining facilities or services which are substantially for or used by persons visiting the scheme area for leisure purposes.

4.13   Edinburgh's 2030 Tourism Strategy was endorsed by the Council in February 2020 and has an explicit shift from driving (tourism) growth to managing growth. It also clearly and directly aligns with the wider development of the city through the Council's Edinburgh Economy Strategy and a range of key policies (such as the commitment to achieving net-zero carbon emissions by 2030, tackling worklessness and poverty).

4.14   The VL scheme should directly relate to the ambitions set out in this Strategy and aim to achieve clear outcomes and visible success for the city that benefit both residents and visitors.

4.15   While the overall aim of the scheme would be to sustain Edinburgh's status as one of the world's greatest cultural and heritage cities, and ensuring that the impacts of a successful visitor economy can be managed effectively, the proposed objectives of the scheme for further discussion with stakeholders would be for it to:

    4.15.1 Develop Edinburgh's cultural provision to ensure it remains world leading and competitively attractive to visitors as well as residents;

    4.15.2 Support the visitor economy in general, and encourage innovation in the sector as it seeks to meet the Climate and Nature emergency, and adapts to new approaches to business development and employment;

    4.15.3 Support destination marketing and promotion to maintain the city's long-term sustainable competitive advantage; and

    4.15.4 Sustain and enhance the essential public services that create an enjoyable and safe visitor experience.

    Charge level and remit:

4.16   The previous proposal for an Edinburgh Transient Visitor Levy (TVL) was that it should be a fixed charge of £2 per room, per night.

4.17   However, since this was agreed, there has been a significant change in how the tourism industry looks. In the Covid-19 recovery and post-Brexit era, there are ongoing economic pressures from inflation and labour market shortages; and organisations are transitioning to new business and operating models.

4.18   The Bill states that charges must be a percentage of the room fee. While it is recognised that a flat fee is simpler to administer, a percentage is often perceived as fairer as it means that those paying a higher cost for accommodation will also pay a higher levy fee. There will also be a relative benefit of future proofing the revenue stream over time (Appendix 1 provides further comparison).

4.19   S. 3 of the Bill confirms the chargeable transaction as being the accommodation part only, meaning charges such as food and drinks, parking and entertainment should be deducted before the VL is applied. The Bill is silent on the treatment of Value Added Tax (VAT), as this is a matter retained by the UK Government and subject to confirmation from HMRC, but it has been assumed that the levy will be based on the chargeable transaction pre VAT.

4.20   In the 2018 Edinburgh consultation findings, the question asked was: "Is a charge of £2/2% about right?" 67% of respondents agreed but close to half (46%) felt that luxury accommodation should pay a higher rate (base 2,523). However, in an initial unprompted stakeholder engagement carried out by Marketing Edinburgh, residents on average felt a £5 charge on a £100 room fee per night would be reasonable, while visitors averaged £3.30 per £100 per night.[1]

4.21   The findings from the 2018 consultation also showed that there was a desire for the charge level to be "large enough to merit the administrative costs involved" and to

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[1] Views on the charge level was also dependent on who was answering the question, with accommodation providers less accepting of a high charge and residents calling for a higher charge level. 33% of Edinburgh accommodation providers felt that £2/2% was too high, however 9% of these respondents felt that it was not high enough. 21% of residents felt that the charge should be higher than £2/2%

"raise enough money to make a significant investment in the city". At the time, residents felt that an estimated revenue of £11-13m p.a. was the minimum required to achieve a meaningful impact to the city.

4.22   Revenue estimates have been made using recent data, including the current stock of accommodation units and prices applied when the data was produced (Appendix 2). The estimates show that between £5.6 million and £37 million could be raised annually from a 1% and 7% (of room cost charge) levy if applied to all hotels, self-catering apartments, B&B/Guest house, short-term lets and hostels in Edinburgh. [2]

4.23   The revenue estimates must be considered with care, as it is recognised that revenue is not linear. Further research on impact on visitor demand is required and will be performed over the coming months.

4.24   It should be noted that there is strong concern from the industry, around the overall fiscal burden on visitors and accommodation provision already being higher in the UK than in other comparable destinations. As an example, following the UK's departure from the EU, it is now no longer possible to reclaim VAT paid on goods upon leaving the country (i.e. duty free shopping) and it has been suggested that many other countries apply lower VAT to visitor services, and in some cases none at all, making the overall taxation of visitors higher in the UK than elsewhere. This is supported by VisitBritain reporting in 2022 that the UK is not being perceived as a 'value for money destination' by many international markets and describes this as the UK's "Achilles heel", concluding that "the impact of perceptions of value for money remain a core barrier for Britain".

4.25   Competitiveness is not just about price though and, when interpreting any measure of price competitiveness, it is important to understand how the measure has been derived. For example, The World Economic Forum create a range of index values and rank countries relatively, creating something akin to a league table based on different data points. In their Travel and Tourism Development Index, the factors include business environment, prioritisation of travel and tourism, cultural resource and business travel, international openness, and price competitiveness. In 2021, the UK ranked joint 6th out of 136 economies.[3]

4.26   This reinforces that the UK (and Edinburgh, as the second most popular city to visit after London) remains competitive when assessed on a more comprehensive set of factors that collectively impact a visitor's destination choice, alongside price.

4.27   Edinburgh has a high amenity value; it is rich in scenery, history and culture, architecture, attractions; hosts an annual international events programme; and has three UNESCO Heritage designations. When visitors consider a destination's overall appeal (including the overall quality of the visitor experience, quality of

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[2] The estimation process was used taking available public data and the 2018 accommodation audit figures produced by an external consultant as part of the City Plan development. The approach has erred on the side of caution and may have underestimated the revenue receipts for a number of reasons including the assumptions taken over the expected occupancy levels at hotel accommodation. There is also no assumption for future expansion of accommodation stock, and no inclusion of student accommodations used in summer festival period, but it has factored in the likely changes in the short term lets sector over the coming years.
[3] https://www.weforum.org/reports/travel-and-tourism-development-index-2021/shareables-214a5b33ff#report-nav

events and the vibrancy of its cultural product, its food and drink offering and more) Edinburgh is extremely well placed.

4.28   These pull factors are not captured or considered within a generic measure or within a price-based analysis of competitiveness. Edinburgh is a global destination, and its competitiveness should not be assessed on cost and relative affordability only but evaluated holistically on its overall visitor appeal.

4.29   Furthermore, despite variations in national taxes between countries, anecdotal evidence as well as feedback from the 2018 survey shows that visitors are accustomed to paying a 'visitor levy', especially on city breaks. While budgets will certainly be a factor in planning travel, visitors are usually committed to a particular destination by the time they are ready to book, and it is unlikely that visitors would substitute one city for another for a marginal saving.

4.30   That said, when determining the right level for Edinburgh, consideration must be given to the visitor perception and how a charge compares with other cities, who may on an international level be seen as competitors (Appendix 3, Table 1). Among the cities that apply a percentage of the room cost, this varies from 4% in Budapest, 5% in Berlin, 6% in Bergamo to 7% in Amsterdam, and some even charge additional Euros per person per night on top of the percentage rates.

4.31   Accommodation owners adjust pricing by the day of week, month and year, time of booking and by booking agent. Dynamic pricing systems arguably create a degree of uncertainty over the potential impacts on consumer behaviour. This indicates that, as consumers are already familiar with paying incredibly variable accommodation rates, they will not be deterred by a marginal rise in prices.

4.32   Data from STR show that the average daily rate[4] in Edinburgh in 2022 was £150. Appendix 3, Table 2 shows the impact of charging a levy of 2% or 5% in Edinburgh compared with other European destinations, and illustrates that even at 5%, the levy would be smaller than other European cities.

4.33   Returning to the 2018 consultation, 81% of respondents wanted to see a cap on charges to help protect festival performers and other non-leisure visitors. The previous proposal was that the levy would be capped at seven (7) nights, meaning that with the fixed £2 fee charge, no person would ever pay more than £14. With a change to percentage, one person could reach that amount in only one nights' stay in an upmarket hotel. It is proposed to have a cap on charges and to engage with stakeholders on whether this should be at a fixed amount, or number of nights.

4.34   While the Bill decrees for the levy to be percentage of the room cost, it does allow for other considerations such as variable pricing, whether to charge more or less over certain times of the year or charge more in certain areas of the city.

4.35   This approach could encourage visitor dispersal throughout the year or across the city. Some locations in Europe have tactically opted not to charge the levy during

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[4] This is the room revenue divided by the number of rooms sold – room revenue is no-show revenue, day use revenue, early departure fees, late check-out fees, rental of rollaway beds and service charges.

off-peak periods to make visiting cheaper at these times and thus 'extend' the peak season.

4.36 There is, however, a risk that adding the additional cost of a levy could cause some accommodation providers to make the decision to close entirely during the low season, impacting on workforce retention and seasonal visitor offer. There is also an argument that accommodation providers already apply dynamic pricing based on seasonality and location, meaning that there is no need to add to that.

4.37 In addition, during discussions with Amsterdam, officers were advised that charging lower visitor taxes in non-central hotels had no impact on demand for city centre hotel bookings, further highlighting the non-financial related drivers that influence booking decisions.

4.38 Edinburgh is largely a year-round destination although it is relatively more attractive for visitors during the summer, with October – March attracting more domestic visitors than international visitors (Appendix 4).

4.39 To maintain simplicity in the collections process, and in order to ensure fairness in visitors contributing towards the cost of a successful visitor economy, reflecting Edinburgh's year-round visitor appeal, and aligning with the levy's objectives, it is proposed that the levy would cover the full City of Edinburgh Council boundary and to be in place at the same rate throughout the year.

4.40 The Bill states that Scottish Ministers may specify by way of regulations, cases or circumstances in which the levy is not payable or a sum equivalent to the levy should be reimbursed (i.e. exemptions). Local authorities can also introduce their own local exemptions but will have to carefully consider the cost-effectiveness of these. The more exemptions a scheme has, the more complex and costly it becomes to administer.

4.41 To minimise complexity of the scheme, it is proposed that Edinburgh's VL scheme does not include any exemptions beyond those set out in regulation.

Use of the net proceeds

4.42 As stated previously, local flexibility over spend is limited by the provision in the Bill stating that any revenue raised must be spent on the Scheme objectives (must "develop, support, or sustain facilities and services which are substantially for or used by persons visiting for leisure purposes") (s.17 (1)).

4.43 It has already been highlighted that limiting any spend to benefit leisure visitors only would be too restrictive, and proposals have been developed on the understanding that this will be amended in the final version of the Bill.

4.44 S. 17 (2) (b) of the Bill explicitly states that, in using the net proceeds of the VL scheme, a local authority must have regard to its local tourism strategy (if any). Edinburgh's 2030 Tourism Strategy aligns well with other national and local strategic priorities (such as the National Strategy for Economic Transformation, Edinburgh's Economy Strategy and Scotland Outlook 2030, the national tourism strategy as well as the Council's Business Plan).

4.45   A key priority in all of these is sustainability and reaching Net Zero. This is especially relevant here due to the environmental impact of tourism (and particularly overnight visitors). It is therefore proposed that a proportion of the revenue (circa. 25%) is earmarked for initiatives across all programmes that can demonstrate a clear link to the sustainability agenda.

Portfolio of Programmes

4.46   To ensure revenue delivers visible and significant impact for the city, its residents, and visitors, it is important that allocation is not diluted or spread too thinly. It is therefore proposed (in order to deliver the proposed objectives of the visitor levy set out in paragraph 4.13) that five portfolios of programmes could be introduced, including:

4.46.1 A **City Infrastructure Fund**, aimed at ensuring the city's core assets, buildings and greenspaces remain fit for the future, as well as ensuring public transport can be accessible and affordable to all;

4.46.2 **Promotion and Marketing**, to make Edinburgh's full visitor offering more desirable within key markets, building on new visitor data as well as ensuring audience targeting and conversions achieves long term sustainable competitive advantage for the city;

4.46.3 **Culture, Heritage and Festivals**, giving the city's cultural institutions the ability to reach everyone in the city through enhanced production and participation resources;

4.46.4 **City Services,** aimed at enhancing the overall visitor impression and experience to generate a higher net visitor value for the city; and

4.46.5 **Industry Growth and Resilience**, aimed at incentivising Net Zero across the sector, as well as innovation and diversification, enhancing skills, career growth, fair work and training in this key sector.

4.47   These portfolios will be further developed through stakeholder engagement and may also seek to leverage additional funds through match funding and borrowing and will invest services that make visiting, living, studying and working in this city an enjoyable and safe experience for all.

4.48   It is proposed that revenue is allocated across the programmes on a three-year cycle, with the exemption of capital projects which typically have longer lead-times. An illustration of the total value over the programme is shown in Appendix 5.

4.49   Part of the money raised could also be reserved for a Participatory Budgeting (PB) process that would help ensure access and opportunities for all communities in Edinburgh which meet the agreed criteria. This will also enable the Council to meet the Scottish Government requirement for 1% of the Council's budget to be allocated to PB.

4.50   Criteria for each programme/fund is yet to be determined but it is a key requirement of the overall portfolios that they do not only invest in, or promote, city centre and/or summer activities. All activity should be aligned to the Edinburgh 2030 Tourism

Strategy's aim of dispersing visitors across the whole city throughout the year and ensure that residents across the city can enjoy the financial benefits of the visitor economy.

4.51   As the Bill makes reference to net proceeds, this means that all costs for administering the scheme would need to be deducted before any investment can be made. It is estimated that the total administrative costs to the Council will be around £250,000 upfront for set up costs (over two years); then a further £500,000 recurring cost. These costs would broadly cover any decision making and consultation costs; set up costs; collection, processing of payments and monitoring/enforcement; and the potential upgrade or enhancement of new IT system and its ongoing maintenance.

4.52   The estimated total administrative cost is based on the main assumption that the scheme is easy and simple to administer. The higher the complexity in design of the scheme and/or the number of exemptions, the higher the administrative cost. Estimates will be reviewed as new evidence and insight become available through discussions with the Scottish Government's expert group and once the level of resource required to manage and supervise the scheme has been agreed.

Additionality

4.53   The Council currently funds activities which directly support the Visitor Economy, (such as financial support to festivals, and destination marketing). In addition, the cost implications of being a major tourism centre are clearly seen in other areas of the Council (such as an increased maintenance for public space and parks, coordination of the roads network and public safety for events).

4.54   It is clear that the revenue raised by the VL could be used to both sustain these existing services and provide significant additionality through enhanced funding.

Governance

4.55   The Bill establishes the requirement for consultation, both in establishing a VL scheme and in the use of the net proceeds. The Council has previously agreed to involve industry, residents, and communities in decision-making. However, as the power to introduce a VL, and the responsibility for reporting on its implementation and progress, is delegated to local authorities, the City of Edinburgh Council should retain overall leadership for delivery of the VL scheme.

4.56   In order to do this, it is proposed:

4.56.1 That a Council officer be assigned to each investment portfolio and to be responsible for developing and delivering the associated action plans (which should include project ideas collated via consultation processes);

4.56.2 That the portfolio output would be coordinated and monitored by a new team to be created within the Council. This team will act as a Programme Management Office (PMO) for the whole VL scheme and will ensure minimum criteria are fulfilled as well as proposing a longlist for investment; and

4.56.3 An Edinburgh VL Advisory Group be established, with membership drawn from across the tourism, culture and leisure industry, residents and community groups. This Group will oversee the development and delivery of a VL investment plan and will make recommendations to the relevant Executive Committee of the Council. The Committee will provide political oversight, approval and scrutiny of the proposed investment programme.

4.57 If approved, the investment portfolio leads would be responsible for overseeing full delivery of the action plans (including reporting on the positive impacts and learnings generated to the PMO, who will coordinate and report on the scheme as a whole).

4.58 The relevant Executive Committee would receive an annual report of the accounts and delivery, with detailed reports on individual portfolios as agreed.

4.59 In addition to the local governance, a report on the progress and outcomes from the Edinburgh VL scheme would be reported to the relevant Scottish Government department at least every three years, as set out in the Bill.

4.60 The proposed governance structure is shown in Appendix 6.

5. Next Steps

5.1 To develop supporting guidance towards the implementation of the legislation, an expert working group is being established by the Scottish Government to work in parallel with the Bill process. At the time of writing, this is anticipated to be a small group with representatives from key stakeholders in both the public sector and tourism industry, taking views from several sub-groups focussed on different aspects of the Bill such as implementation, exemptions etc.

5.2 Scottish Government officials have indicated that COSLA will be invited to participate in the lead group and that Council officers will be invited to participate in some, if not all, of the sub-groups.

5.3 The proposed timeline is illustrated in Appendix 7. If the recommendations in this report are agreed, officers will continue to engage with stakeholders to further develop the scheme and will bring a report, outlining the full scheme, back to Policy and Sustainability Committee for approval before initiating a formal public consultation. It is currently anticipated that this will be presented in early 2024.

5.4 While the consultation can be undertaken before the passage of the Bill, there is a risk that the final version of the Bill will differ from the scheme which is consulted on.

5.5 Subject to the agreement of Committee, officers will submit the response to the Scottish Parliament Committee Calls for Views (Appendices 8 and 9), and will continue engagement with COSLA, the expert working group and other local authorities on the introduction of an Edinburgh Visitor Levy. Council officers will also engage with the Scottish Government on the issues raised in paragraph 4.4.

6. Financial impact

6.1 Initial estimates suggest that it will cost £250,000 to set-up the programme (this cost is expected to be split over two years), and £500,000 per annum to run the core operational activities of a scheme. Income collected from additional penalties and costs of undertaking extra enforcement proceeding for non-compliance have not been included.

6.2 The balance can, if used as per the recommendations in this report, help the Council support and sustain the visitor economy in Edinburgh as well as provide a way for the Council to manage the impacts of a successful visitor economy.

6.3 As the VL moves to its next phase of development, there is a need for project management resource to ensure the project delivers to the timescales in Appendix 7. At this stage it is proposed that this could be funded through the 'invest to save' fund. Approval for this will be sought from Finance and Resources Committee in September. Once the VL is fully operational, as noted in the main section of this report, there will be a requirement for a wider team to manage the levy on behalf of the city, and this would be funded as part of the administrative costs for the scheme.

6.4 Following the provision of external advice, it is assumed that any VL would be outside the scope of VAT as it is a statutory charge, meaning that the full amount of income generated would be available for reinvestment or to offset scheme operating costs. As VAT policy is a reserved matter for the UK Government, however, this treatment will not be confirmed until completion of the Bill's passage through Parliament.

6.5 As noted in the main report, a draft response to the Scottish Parliament's Finance and Public Administration Committee's Call for Views on the Bill Financial Memorandum is included in Appendix 9.

7. Stakeholder/Community Impact

7.1 Consultations with European cities, industry stakeholders and communities have, and will continue to, inform the development of the Edinburgh VL scheme. One-to-one meetings with individual tourism businesses (such as, but not limited to, Edinburgh Hotels Association, Edinburgh's Festivals, and Edinburgh Tourism Action Group) will continue. It remains important that the voice of residents as well as the industry is heard, and further engagement will reflect this.

7.2 As part of the development of the scheme, an Integrated Impact Assessment will be performed and published.

8. Background reading/external references

8.1 Scottish Parliament's Local Government, Housing and Planning Committee call for views on the Visitor Levy (Scotland) Bill – open 26 June 2023 – 15 September 2023.

8.2   [Visitor Levy (Scotland) Bill,](#) Scottish Parliament, 24 May 2023

8.3   [Report](#) to Policy and Sustainability Committee, 1 November 2023: Edinburgh Transient Visitor Levy Update

8.4   [Report](#) to City of Edinburgh Council, 7 February 2019: [Edinburgh Transient Visitor Levy Consultation 2018](#)

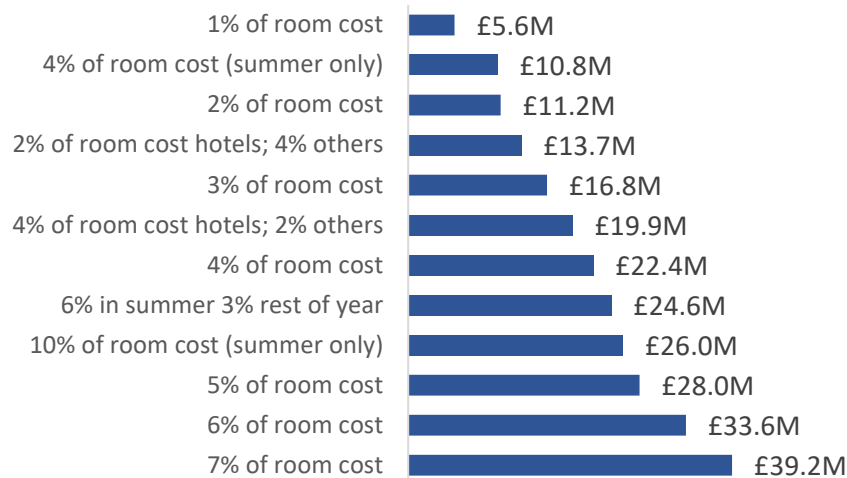8.5   [Report](#) to City of Edinburgh Council, 31 May 2018: Edinburgh Transient Visitor Levy - Reports

9.   Appendices

9.1   Appendix 1: Comparative analysis of perceived benefits from a flat fee versus a percentage of the room cost.

9.2   Appendix 2: Estimated Revenue from an Edinburgh VL scheme.

9.3   Appendix 3: Comparative Analysis with other European cities.

9.4   Appendix 4: Edinburgh Visitors by season 2019.

9.5   Appendix 5: Proposed portfolios for revenue spend (after operational costs) over a one-year period.

9.6   Appendix 6: Governance Model.

9.7   Appendix 7: Timeline.

9.8   Appendix 8: Proposed submission to Scottish Parliament's Local Government, Housing and Planning Committee Call for Views on the Visitor Levy (Scotland) Bill.

9.9   Appendix 9: Finance and Public Administration Committee Call for Views on the Visitor Levy (Scotland) Bill Financial Memorandum.

Appendix 1: Comparative analysis of perceived benefits from a flat fee versus a percentage of the room cost

Flat fee per room per night (££/room/pn)			Percentage of room cost (%roomcost)
Appears fairer to residents, everyone who stays in Edinburgh and makes use of the city free attractions and facilities pays the same **Appears fairer to industry and high-season visitors** as visitor levy fee is kept low relative to the cost of accommodation.	✓	✓	**Perceived as fairer in general**, those that pay for higher priced accommodation options pay more, and those that pay for less expensive accommodation and face a smaller levy fee
Simple to administer: More predictable revenue receipts estimates because calculations are based on occupied rooms and accommodation stock, this makes the enforcement and validation activities more straightforward.	✓	✗	**Less simple to administer**, more variable revenue collection each quarter, could be more complex to predict revenue receipts in quarter period given lack of clarity of daily accommodation prices
	✗	✓	**Additional Research data value,** because there is a rationale to gain addition data on visitors (occupancy number of guests etc.) to aid enforcement activities
	✗	✓	**Higher revenue yield,** as a % approach future proofs revenue receipts over time and will automatically consider impact of inflation

Scheme	Revenue
1% of room cost	£5.6M
4% of room cost (summer only)	£10.8M
2% of room cost	£11.2M
2% of room cost hotels; 4% others	£13.7M
3% of room cost	£16.8M
4% of room cost hotels; 2% others	£19.9M
4% of room cost	£22.4M
6% in summer 3% rest of year	£24.6M
10% of room cost (summer only)	£26.0M
5% of room cost	£28.0M
6% of room cost	£33.6M
7% of room cost	£39.2M

Explanatory notes:

Revenue generation potential under a percentage of the room cost approach will vary by both the supply of the accommodation for tourism as well as the price paid by visitors for their accommodation in the local area. These forecasts will be updated at appropriate periods.

These estimates in the chart above were based on the supply of the current accommodation stock and prices as recorded at the end of 2021, and as a representative of a full non-covid impacted season, the average occupancy rate observed between 2017 and 2019. The cost of the room price was then adjusted for inflation to 2023 prices using GDP deflators. The types of accommodation included in this estimated include hotels, self-catering apartments, B&Bs, guest houses, hostels and short term lets.

A conservative assumption has been applied to the potential cross over in accommodation lines and the future supply of the short term let sector in Edinburgh. There are some cross over between self-catering apartment and serviced apartments, also between Airbnb properties and guesthouses. In addition to this there will be an impact from the new licencing and regulations decision locally to be applied from September 2023. To account for all of these together, an assumption of an 80% reduction from the Edinburgh 2021 number of active listings reported on Airbnb, as a proxy for the size of short terms lets.

To note there has been no assumption on the growth of rooms or size of commercial accommodation (e.g. adding in future new hotels, hostels, apartments, and the use of student accommodation for leisure tourism).

Appendix 3: Comparative Analysis with other European cities

Table 1:

City (Country)	Level of levy/tax
Amsterdam **(Netherlands)**	7% + €3 per person, per night. Holiday rentals / Short term lets pay 10% of turnover
Rome[5] (Italy)	€3 - €7 per person per night, depending on type & quality of accommodation
Barcelona[6] **(Spain)**	€3.75-€6.25 per person, per night, depending on type & quality of accommodation
Milan **(Italy)**	€2 - €5 per person per night, depending on type & quality of accommodation
Florence **(Italy)**	€3.5 - €8 per person per night, depending on type & quality of accommodation
Bergamo **(Italy)**	6% of cost of accommodation and €0.5 per person per night for "Youth Hostels"
Berlin **(Germany)**	5% of cost of accommodation
Budapest **(Hungary)**	4% of cost of accommodation or 200-300 HUF per person per night
Lisbon **(Portugal)**	€2 per person per night
Porto **(Portugal)**	€2 per person per night

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[5] Rome will increase their tourist taxes from start of October 2023 to between €3.5 and €10 per person per night. Source: Extralberghiero.it

[6] From April 2023 Barcelona City Council charges €2.75 per person on top of the variable regional tourist tax of Catalonia which varies between €1.00 and €3.00 per person per night. Source: Catalonia tourist tax.

Table 2: Example of visitor levy totals payable by visitors across Europe of one night based in Euros with an illustrated example of an Edinburgh range between 2% and 5% of accommodation cost.
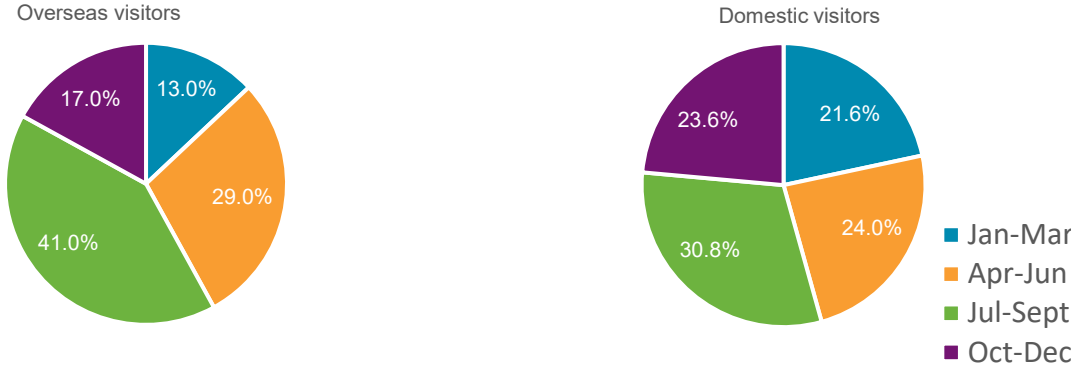
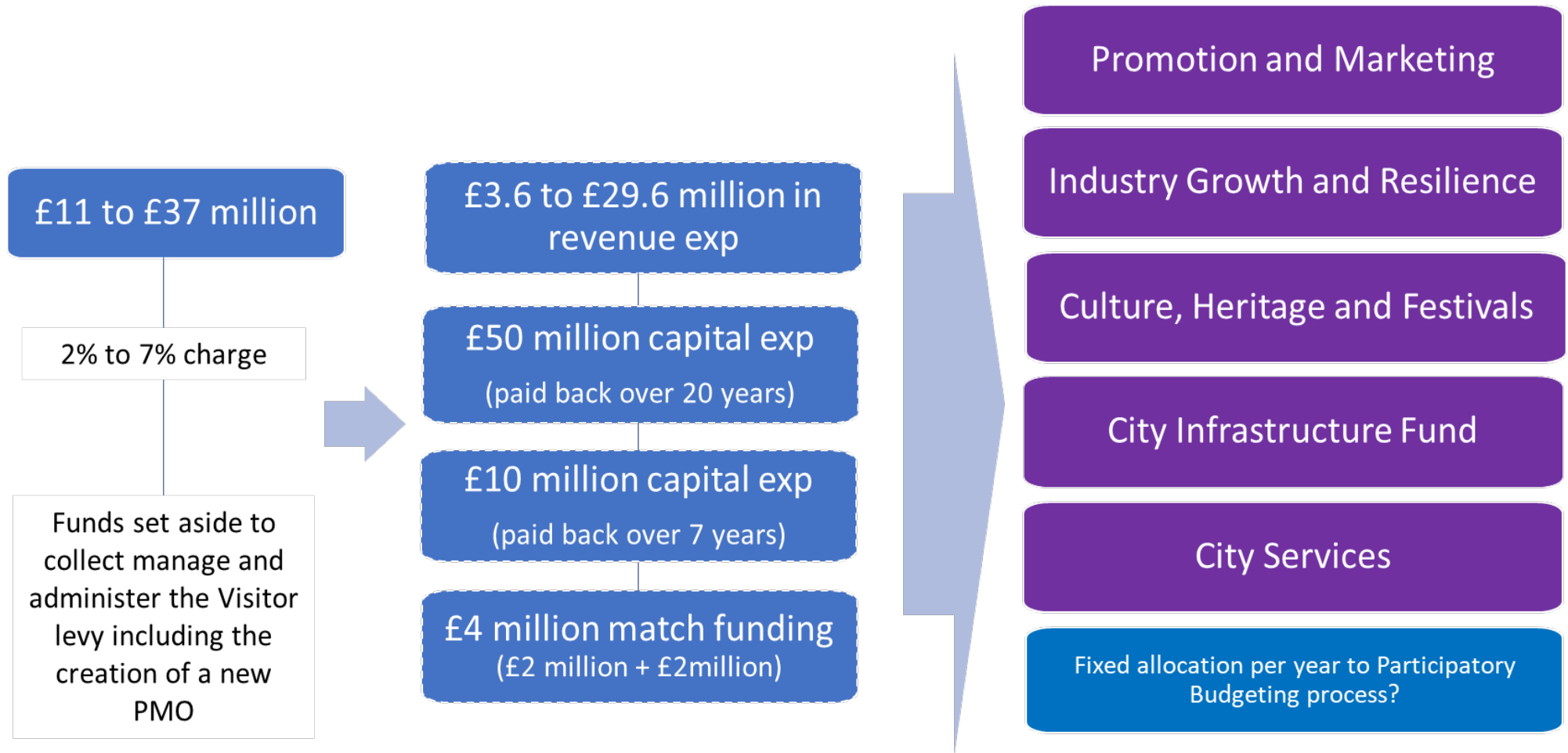| City (Country)	If €150 paid per room per night	If €250 paid per room per night
Amsterdam (Netherlands)	€17.21	€24.66
Florence (Italy) 4-star	€14.00	€14.00
Rome (Italy) 4-star	€12.00	€12.00
Barcelona (Spain) tourist rental accommodation	€10.00	€10.00
Milan (Italy)	€10.00	€10.00
Bergamo (Italy)	€9.20	€15.31
Florence (Italy) 2-star	€9.00	€9.00
Barcelona (Spain) 4-star	€8.90	€8.90
Rome (Italy) 3-star	€8.00	€8.00
Berlin (Germany)	€7.92	€13.19
Aachen (Germany)	€7.92	€13.19
Cologne (Germany)	€7.92	€13.19
Dortmund (Germany)	€7.92	€13.19
Utrecht (Netherlands)	€8.00	€13.33
Rotterdam (Netherlands)	€7.20	€11.99
Edinburgh (UK) 5% (pre VAT – post VAT)	€6.96 - €8.70	€9.28 - €11.60
Budapest (Hungary)	€5.59	€9.30
Vienna (Austria)	€4.74	€7.89
Salzburg (Austria)	€4.74	€7.89
Lisbon (Portugal)	€4.00	€4.00
Porto (Portugal)	€4.00	€4.00
Edinburgh (UK) 2% (pre VAT – post VAT)	€2.78 – €3.48	€3.71 - €4.64

Explanatory notes:

This analysis compares the per night cost of visitor levy across different cities who employ different tourism taxes. Costs are expressed in euros for a two person stay in a room for one night only. Exemptions and price or duration caps have not been shown in this analysis. The Edinburgh illustration shows the payment of the tourist tax between the values of 2% and 5% both if applied against the pre-VAT accommodation cost and the post-VAT or inclusive of VAT accommodation cost for a €150 and €250 price per night.

The above table should not be used to compare the value of visiting each destination as all cities provide unique attractions and experiences. Cost of travel, cost of eating and drinking out, cost of transport at the destination and many other considerations are not reflected in the table above.

Appendix 4: Edinburgh Visitors by season 2019

Overseas visitors

13.0%

29.0%

41.0%

17.0%

Domestic visitors

21.6%

24.0%

30.8%

23.6%

■ Jan-Mar
■ Apr-Jun
■ Jul-Sept
■ Oct-Dec

Appendix 5: Proposed portfolios for revenue spend (after operational costs) over a one-year period

£11 to £37 million

2% to 7% charge

Funds set aside to collect manage and administer the Visitor levy including the creation of a new PMO

£3.6 to £29.6 million in revenue exp

£50 million capital exp (paid back over 20 years)

£10 million capital exp (paid back over 7 years)

£4 million match funding (£2 million + £2million)

Promotion and Marketing

Industry Growth and Resilience

Culture, Heritage and Festivals

City Infrastructure Fund

City Services

Fixed allocation per year to Participatory Budgeting process?

Explanatory notes: The examples of capital expenditure and match funding amounts are only illustrative, the required payback period and size of expenditure has not been decided, and these will depend on many factors (such as the infrastructure type and expected lifecycle). These are subject to change as details on the exact proposals and use of the net proceeds from the visitor levy are developed.

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Appendix 6: Proposed Governance Model
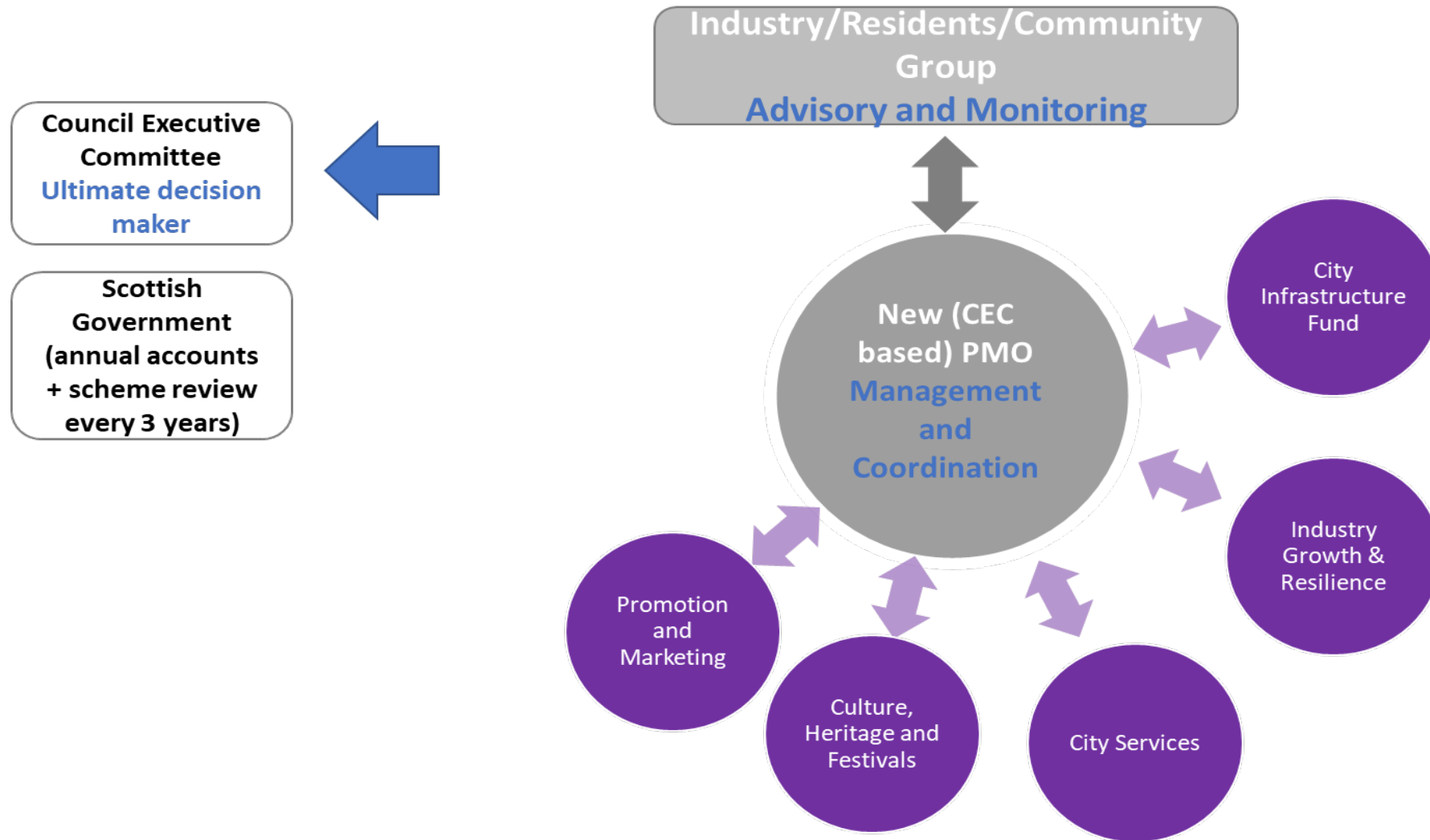
Appendix 7: Timeline

	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026
Stage:	Engagement and Visitor Levy Bill development			Prepare for Edinburgh Visitor Levy Public Consultation							
Bill Passage (estimated, not official)	Bill introduction and Stage 1		Stage 1 and 2	Stage 2 and 3	Royal Ascent						
Update data, share Bill information	■										
Report findings to Committee / Council		■	■			■					
Undertake engagement & develop of Edinburgh Visitor Levy position	■	■									
Develop final design, and revenue commitments (conditional on the Bill's passage in the Scottish Parliament)			■								
Consultation on visitor levy (conditional on the Bill's passage in the Scottish Parliament)				■	■						
Implementation Period (18 month)						■	■	■	■	■	■
Begin Acquisition of collection system and resources.							■				
Scheme starts in Edinburgh (assumption)											End Q1 2026

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Appendix 8: Proposed response to Scottish Parliament's Local Government, Housing and Planning Committee Call for Views on the Visitor Levy (Scotland) Bill

1. **What are your views on whether local authorities should have a power to place a levy (a type of additional charge or fee) on top of the price charged for overnight accommodation in their area?**

   The City of Edinburgh Council supports the view that Local Authorities (LA) should have powers to place a levy on top of overnight accommodation in their areas.

   We understand that the original purpose of the Bill was to empower LAs to raise revenue and make decisions on how that is allocated, based on their communities' needs and priorities. This is in line with our previous stance when we, together with COSLA, lobbied for a discretionary Transient Visitor Tax for the following reasons:

   - To strengthen local democracy and choice; and;

   - To generate revenue that would contribute to the cost of maintaining public services which are required to provide and support a thriving visitor economy (by reinvesting in local facilities and services used by visitors and residents).

2. **Given that the Bill is likely to result in different councils introducing a visitor levy in different ways or not doing so at all, what impact do you think the Bill will have in your area and across different parts of Scotland?**

   For example, this could include any impact (positive or negative) on local authority finances, local accountability and flexibility, businesses, or on numbers of overnight visitors.

   The overnight accommodation visitor charge is the most widely established tourist related charge in the world.

   In terms of Scotland's overnight visitor market share, in 2019, Edinburgh accounted for 64% of total international visitors and 45% of its bed nights, and 20% of domestic visits and 15% of its nights. It is clear that Edinburgh is the primary pull factor for the country and demonstrates a co-dependent relationship with the rest of Scotland.

   For both domestic and international overnight stays in Scotland during 2019, it was reported by VisitScotland that over a quarter of total nights in Scotland were spent in Edinburgh (IPS, 2019). Edinburgh therefore hosts a disproportionately large share of visitors and needs sustained investment to continue to remain attractive for visitors to stay in the city or visit the rest of Scotland.

   The pace at which visitor demand is growing in the capital, while economically advantageous for the sector, requires sustained and further investment. In addition, current financial and economic conditions limit Edinburgh's ability to sustainably invest in its visitor economy (e.g. product development, built environment, infrastructure, transport etc.).

A recent impact assessment of the Edinburgh Festivals (published in 2023) reported a 333% return – for every £1 invested in delivering the festivals, £33 was generated for the local economy through spending.

In terms of the impact on overnight visitors, research carried out with other European cities returned no evidence to suggest that an overnight charge on accommodation would reduce demand or bookings. In fact, cities such as Amsterdam have continued to see a rise in visitor demand despite increasing its tourist tax level.

It was found that, while cost is a factor, there are many considerations which contribute to a destination's desirability including its events, culture, security, accessibility and convenience of travel.
Edinburgh has a high amenity value; it is rich in scenery, history and culture, architecture, attractions; hosts an international events programme; and has three UNESCO Heritage designations. Visitors consider a destination's overall appeal including its affordability, the overall quality of the visitor experience, quality of events and the vibrancy of its cultural product, its food and drink offering and more. Edinburgh is extremely well placed in this regard.

These pull factors are not captured or considered within a generic measure or within a price-based analysis of competitiveness. Edinburgh is a global destination and its competitiveness relative to other destinations should not be assessed on price alone and considered holistically on its overall visitor appeal.

Furthermore, despite variations in national taxes between countries, anecdotal evidence and feedback from a survey carried out in Edinburgh in 2018 shows that visitors are accustomed to paying a 'visitor levy', especially in city breaks. While budget certainly will be a factor in planning a holiday, visitors are usually committed to a particular destination by the time they are ready to book, and it is unlikely that they would substitute one city for another for a marginal saving.

It is also important to consider that visitors do not generally consider a visitor levy as an unreasonable charge because accommodation costs already vary considerably. Edinburgh hosts large-scale events and festivals every year and is very susceptible to the impacts of dynamic pricing and increased demand on rooms. This results in rising accommodation prices. The observed volatility was recently reported in an analysis of Edinburgh hotel prices in May 2023 (published by STR 19 June 2023). It could be argued that not all areas in Scotland experience the same degree of accommodation cost volatility, however, this further justifies the extent to which the destination's overall visitor offering is more influential on visitor demand.

3. **Do you agree with the Bill's definitions of a "chargeable transaction" and of "overnight accommodation"? If not, what definitions do you think would be better?**

Regarding "chargeable transaction", the City of Edinburgh Council considers the definition to be reasonable and recognises the deduction of any commission payable by the person providing the accommodation to a travel booking service. The definition of overnight accommodation is also clear.

The Council requests clarification in respect of VAT. It is currently understood that the chargeable transaction should be applied before VAT is added. Care should be taken to ensure that the Bill does not encourage advertising of accommodation pricing net of VAT and other items and thus risk undermining consumer protection measures which requires the total price payable by the consumer to be provided, recognising that if the levy is applied after VAT, this would not be consistent with other destinations and would potentially mean visitors being taxed twice

4. **What are your views on the Bill's proposal to allow councils to set the levy as a percentage of the chargeable transaction? Are there any other arrangements that you think might be better? If so, please give examples and a short description of the reasons why.**

In general, the City of Edinburgh Council believes that local authorities should be able to choose the type of scheme that reflects their own circumstances.

There are pros and cons for both fixed fees and percentage of room options, with the percentage option creating fairness in that those that can afford to pay more do so and would future proof revenue against inflation. A fixed rate offers visitors greater visibility, simpler calculations over what is to be paid, and could be easier to administer. Similarly, it could be argued that this is fairer as every person pays the same cost per room per night. However, proportionally, it means that those staying in cheaper accommodation would be paying a higher proportion of their room cost.

The enforcement and validation of revenue receipts are relatively more difficult with the percentage route; however, would still be achievable.

For Edinburgh, there are arguably marginally more benefits from a percentage of room cost approach (including future proofing the revenue with the impact of inflation). It is a more proportionate approach to the visitor levy and means those who pay more for accommodation pay a higher levy. Compared to Edinburgh's previous policy position on TVL, there will be relative benefit of future proofing the revenue stream over time. Therefore, the perceived fairness and ensuring longevity of the revenue stream appears favourable.

5. **What are your views on the absence of an upper limit to the percentage rate (which would be for councils to decide) and that it could be different for different purposes or different areas within the local authority area, but not for different types of accommodation?**

A nationally set cap or upper percentage limit contradicts the legislation's original intent; to grant fiscal powers to improve local democracy. Like the Scottish Government, local Councils are democratically elected entities and should be trusted to act without being subjected to arbitrary limits. This is also consistent with the Transport (Scotland) Act 2019, where the Workplace Parking Licensing provisions places no upper cap on local authorities. Instead, a Workplace Parking Licensing Guidance published key principles within its National Guidance.

During stakeholder consultations, the City of Edinburgh Council heard that it was important to ensure that no part of the accommodation industry or visitors choosing accommodation were disproportionately advantaged or disadvantaged by being exempt from a VL. The focus of this principle is often around ensuring that the short term lets economy is fairly and equally contributing to the city in the same way as other types of visitors and indeed local taxpayers. Similarly, several respondents commented that they felt those in more expensive accommodation should pay more. We believe this point is being adequately addressed by the introduction of a percentage based levy.

In summary, we support the absence of an upper limit to the percentage rate and agree that local authorities should be given the freedom to consider seasonal and geographical variations to design a scheme that meets the needs and nuances of their visitor economy and communities.

6. **The Bill would allow councils to apply local exemptions and rebates to some types of guests if they choose to. It also allows the Scottish Government to set exemptions and rebates on a national basis where it considers it appropriate. What are your views on the Bill's proposals in relation to exemptions and rebates?**

There is general agreement that exemptions create complexities in the collection, enforcement and administration of the scheme, and could generate avoidance opportunities for accommodation providers. It may also become confusing for visitors who may be exempt in one area but not in another.

Despite this, the City of Edinburgh Council agrees with the provisions in the Act that devolve discretion to local authorities to determine exemptions and rebates that are appropriate for their local circumstances. Edinburgh looks forward to contributing to the development of national guidance as part of a cross industry group, learning and sharing best practice to ensure that areas of Scotland interested in the visitor levy approach can benefit from the scheme and the opportunities it creates as soon as the legislation would permit.

7. **Do you agree with the Bill's requirements around the introduction and administration of a visitor levy scheme, including those relating to consultation, content, and publicity (Sections 11 to 15)? Are there any other requirements you think should be met before any introduction of the levy in a given area?**

Under section 74 of the draft Bill, some provisions necessary to introduce a visitor levy locally are delegated to Scottish Ministers. The duration of time for these to be completed after formal commencement could further delay implementation. The Council would welcome any opportunity to work with stakeholders to reduce these timescales if possible.

The Local Visitor (Scotland) Levy Bill sets out requirements which a Local Authority must undertake to introduce a Visitor Levy (VL) for the area. This indicates that the earliest time a VL could be introduced is early to mid-2026 (assuming that the regulations to support implementation of the scheme are immediately available), with the primary contributing factor being the 18-month timeframe for implementation from announcement to collection.

It is understood that the 18-month period was requested by national accommodation representatives to provide sufficient time for providers to communicate to customers, plan and set up collection systems, and to protect future advance bookings. The City of Edinburgh Council believes that this removes the opportunity for authorities and areas with advanced plans to introduce the scheme swiftly.

The City of Edinburgh (the Council as well as its industry groups) require this additional revenue to be available sooner than 2026. While it is agreed that a notice period is required, to mandate this to be 18 months is, in the Council's opinion, unnecessarily excessive.

The Council's engagement with accommodation stakeholders in Edinburgh has highlighted that the technology and applied finance system across multi-national accommodation providers and online booking agents could facilitate the scheme's introduction with relative ease and with no detrimental impact on advance booking that cannot be easily mitigated. Industry representatives have explicitly said that they would rather see a quicker implementation and sooner access to the revenue.

Furthermore, this extended grace period is inconsistent with standard notice periods and practice elsewhere (where implementation has varied from three months to 10 months).

We therefore ask for the 18-month implementation period to be reviewed and replaced with a recommendation for a notice period provided as non-statutory guidance, the length of which should not be defined in the legislation but decided by the local authority in consultation with the providers who would be collecting the levy from visitors.

8. **What are your views on the Bill's requirements for local authorities in respect of records keeping, reporting, and reviewing? (Sections 16, 18 and 19)**

The Council should be able to conduct financial audits of the returns in the same way as assessors have access to when assessing rateable values of hotels. This would be done where it is proportionate, based on risk and not as a matter of course.

9. **The Bill requires that net proceeds of the scheme should only be used to "achieve the scheme's objectives" and for "developing, supporting, and sustaining facilities and services which are substantially for or used by persons visiting the area of the LA for leisure purposes." Do you agree with how the Bill proposes net proceeds should be used and if not, how do you think net proceeds should be used?**

The current wording sets a precedent by under-valuing the importance of business visitors. Every year Edinburgh welcomes a large number (12% of overnight stays in 2021) of business visitors, ranging from individuals staying for one night for a work meeting to large scale conventions booking multiple hotel rooms over the course of several days. As business visitors would be paying a visitor levy, it would not be right to be unable to spend the revenue raised on activities specifically aimed at them (such as convention bureau activities, subventions and business events marketing).

In addition, setting such a narrow focus for the spend would restrict local decision making, and it is local decision making which can lead to better outcomes. Local decision includes stakeholder involvement and coordination.

There is benefit and greater public acceptability (including support) for a scheme where the funds raised from a visitor levy be pledged for the purposes of tourism. This supports the messaging to visitors and residents and creates a clearer link between the levy or tax and the service provided.

However, spend restricted to one area does not always lead to an optimal outcome (as this can restrict local decision making and prioritisation of how revenue is spent). Additionally, spend in one area may indirectly or directly benefit another (e.g. spending on environmental initiatives may make the area cleaner and more welcoming and attractive to visit. This may encourage tourism and improve the wellbeing of residents and visitors).

10. **What are your views on the Bill's requirements for accommodation providers to identify the chargeable part of their overnight rates, keep records, make returns, and make payments to relevant local authorities? Are there any other arrangements that you think would be better, for example, by reducing any "administrative burden" for accommodation providers?**

Accommodation providers are most familiar with their charging structures and are in the best position to determine what is the chargeable part of the transaction as long as, as part of reviewing returns, local authorities can ask for evidence to support the calculations.

Simplicity would suggest that submissions should be made electronically into an agreed system that has parity across Scotland, so accommodation providers are not burdened by having to input different information to different areas of Scotland should more than one local authority area decide to introduce a visitor levy.

For the Council to effectively perform its role in overseeing the implementation and to validate returns, it would require access to specific information from current and historic accommodation providers, which could be ascertained by the registration process on such a system.

It is understood that, in Amsterdam, businesses are required to update their online records each year. While other cities, like Lisbon, Porto and Budapest, request monthly submissions from their providers.

While the Bill currently proposes a percentage fee, the introduction of a flat fee for the accommodation provider, similar to the flat fee option for VAT payments, reduce the administrative burden for the accommodation providers.

The Council could also, where possible, make use of the establishment of shared platform providers to facilitate the automated collection of visitor levy totals. This would involve the platform provider collecting the appropriate taxes from the visitor at the time of payment and then remitting them back to the Council, without any direct involvement from the accommodation provider themselves. Such options would support providers to comply with the condition being placed on them and the automation of the collection procedure would be effective in deterring non-compliance

and prevent compliant businesses from being unduly penalised and ensure that the right revenues are collected.

11. **Do you have any comments on Part 5 of the Bill (Enforcement and Penalties and Appeals)? Are there any other arrangements that you think might be more appropriate in ensuring compliance and reducing the risk of avoidance?**

The Council's position would be to work with industry as a partner in developing these systems and to strongly support a culture of voluntary compliance based around a shared understanding and support for the added value that the raised income will bring for all.

The proposed penalties of £100 for the initial infringement; £10 per day for 3 months; the greater amount of 5% of the levy and £300 for 6 months; and the greater amount of 100% of the Levy and £300 for 12 months are not proportionate to the value of the levy being collected. In some instances, businesses could be better off paying the fine over submitting the levy collection.

It is suggested that fines at the level indicated are unlikely to deter non-compliance. Fines should be used as a deterrent to providers and be worthwhile of the enforcement effort if enacted upon. The size of the charge should be proportionate based on the business size.

The Council notes that the powers available are civil only and may not be sufficiently robust to act as a deterrent or to deal with any persistent or wilful non-compliance. As a final resort and in exceptional cases, other options should be considered (such as the power to seek court orders to restrict trading or to comply with a notice served under the Act). The power to revoke an operating license, where applicable, might be another option for non-payment after 12 months would be a sufficient deterrent.

In terms of the language in the Bill around powers of entry to inspect and require information, there is no provision to obtain a warrant which would normally underpin powers of entry

There are various types of contraventions which may apply to the scheme (such as Failure to register for the visitor levy scheme; failure to register all units for the visitor levy scheme; breach of any locally set licence conditions; intentionally providing false or misleading information; and obstructing or refusing access or information).

In order to ensure accurate validation of the collected revenues from accommodation providers, it might be necessary for authorities to acquire better understanding of each local authority's accommodation supply and supplementary information to be collected.

12. **Do you have any comments on the issues that the Scottish Government proposes to deal with in regulations after the Bill has been passed? (Set out in the Delegated Powers Memorandum) Are there any that you think should be included in the Bill itself rather than being dealt with by regulations and if so, why?**

To future proof the bill and ensure its fit for emerging market trends, we believe cruise ships should be regulated.

13. **Do you have any comments on the accuracy of the estimated costs for the Scottish Government, local authorities, accommodation providers and others as set out in the Financial Memorandum and Business and Regulatory Impact Assessment (BRIA)?**

Arguably, there is no consistent methodology or standard approach to how estimates have been calculated and the costs to administer the scheme vary significantly.

BRIA work is thorough and comprehensive, and Edinburgh welcomes its input into parts of this work.

Appendix 9: Finance and Public Administration Committee Call for Views on the Visitor Levy (Scotland) Bill Financial Memorandum

Call for Views on the Visitor Levy (Scotland) Bill Financial Memorandum

1. **Did you take part in any consultation exercise preceding the Bill and, if so, did you comment on the financial assumptions made?**

   The City of Edinburgh Council previously made a submission to the Scottish Government consultation on the 'Principles of a Local Discretionary Transient Visitor Levy or Tourist Tax' in 2019 and this was also reported to the Council's Policy and Sustainability Committee on 25 November 2019. This submission did not comment on projected financial assumptions at that time.

   Council officers engaged with the Scottish Government Bill Team, COSLA and other local authorities in information sharing events during the development of the Bill in 2022 and 2023. The Council volunteered and shared findings with the Bill team during this process,

2. **If applicable, do you believe your comments on the financial assumptions have been accurately reflected in the FM?**

   Yes, cost assumptions from the local government were captured in the financial memorandum report.

3. **Did you have sufficient time to contribute to the consultation exercise?**

   Yes, sufficient time was available to respond.

4. **If the Bill has any financial implications for you or your organisation, do you believe that they have been accurately reflected in the FM? If not, please provide details.**

   Financial implications for Scottish Local Government (as set out in the Financial Memorandum) are accurate. Costs to local authorities are expected in the pre-implementation stage before launch of the visitor levy. The costs will vary based on the complexity of the scheme being set up, the extent of consultation engagement and research required, and the additional resources to administer, manage and communicate the visitor levy project.

   There will also be costs associated with changes to software and IT and regular maintenance charges, followed by further staffing costs in the years following the introduction of a Levy. The costs will be based on the type of scheme, size of authority and volume of transactions the local authority required to manage when collecting the charge from accommodation providers.

5. **Do you consider that the estimated costs and savings set out in the FM are reasonable and accurate?**

    See above.

6. **If applicable, are you content that your organisation can meet any financial costs that it might incur as a result of the Bill? If not, how do you think these costs should be met?**

    The initial costs associated with administration and setup of a Visitor Levy within a local area are expected to be recovered through revenue raised in the years following the launch of a Levy.

    In order to save costs and ensure consistency across the country, the City of Edinburgh Council aims to work with other authorities to explore shared platforms and services for collection in order to achieve greater efficiencies.

7. **Does the FM accurately reflect the margins of uncertainty associated with the Bill's estimated costs and with the timescales over which they would be expected to arise?**

    The Financial Memorandum accurately reflects the expected costs and associated timescales for Local Government.

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Policy and Sustainability Committee

10.00am, Tuesday 22 August 2023

Redeployment Update

Item Number	
Executive/routine	Executive
Wards	
Council Commitments	

1. Recommendations

The Policy and Sustainability Committee is asked to:

1.1   Note the contents of this report.

1.2   Approve the extension of the enhanced voluntary redundancy package to colleagues who have been on the redeployment register for over 3 years (9 colleagues) as outlined in the financial implications section of the report.

Dr Deborah Smart

Executive Director of Corporate Services

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2. Executive Summary

2.1 As part of the Council's 2023/24 budget approved in February 2023, it was agreed that a £0.6M saving should be achieved from the Council's spend on redeployment. Subsequently, the motion below was approved at Policy and Sustainability Committee on 21 March 2023:

"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".

2.2 This report sets out current redeployment arrangements, the application of the Managing Change Policy and measures to ensure that this is being applied effectively.

3. Background

3.1 Sometimes, as a result of an organisational review, our people may become displaced. If this happens, we're committed to giving individuals as much support, advice, and help as we can. This may be to help find a new post with us through redeployment or explore other options they may be considering.

3.2 The City of Edinburgh Council's Managing Change Policy sets out the principles and the process for how we approach change and this includes the process in relation to Redeployment. Redeployment is the process our people go through when we help them to try and find another job in the Council that matches their skills, knowledge, experience and qualifications.

4 Main Report

4.1 Managing Change Policy and Redeployment Process

4.2 Detailed below are the key aspects of the Council's current Redeployment process:

- Individuals initially have access to an enhanced voluntary redundancy package. Should they not wish to take this then they will move on to the Redeployment Register.
- The Redeployment Register is managed by Human Resources, in liaison with Line Managers to ensure that individuals have access to all available support and vacancies, whilst ensuring that they remain linked to their original Service Line Manager for continual day to day support and guidance.
- Individuals are required to complete a personal profile to support job searches.

- All individuals have access to Working Transitions, who provide interview and career coaching, help and preparation with applications and CVs, as well as interview skills and techniques.
- Individuals are required to keep a weekly record of proactive engagement with opportunities that arise for consideration and discuss these with their line manager at monthly reviews. This should include development of an action plan, identifying any additional training or support that might help the employee secure an alternative role.
- Individuals are placed on the priority list for all permanent vacancies for one week before general advertising internally and externally.
- Once they've applied and had a successful trial period (normally 4 weeks which can be extended to 8 weeks), individuals will be confirmed in their new post. The terms and conditions of the new post, including pay, will then apply, and any previous terms will cease at the end of the trial. If the new post is at a lower grade or it attracts fewer working time payments, the individuals pay will change in line with the Council's pay transition arrangements.
- Our aim is to help find a new permanent post and whilst we help search, we will seek to identify temporary or secondment opportunities or meaningful work.

4.3   Current Register

4.3.1 There are currently 14 colleagues on the Council's Redeployment Register.

Directorate	Number of Years on Redeployment Register							Total
	<1	1+	2+	3+	4+	6+	7-8	
Children, Education and Justice Services	2			1		2	1	6
Corporate Services		1	1		1		1	4
Health and Social Care						1		1
Place	1			1	1			3
Total	**3**	**1**	**1**	**2**	**2**	**3**	**2**	**14**

4.4   To ensure those on the redeployment register are being supported and managed effectively to transition to permanent roles within the Council, a comprehensive review of those impacted has been carried out. All colleagues on the register have been asked to contribute and we thank those that have put forward suggestions and areas for improvement.

4.5   Going forwards both HR and Line Managers will ensure that the key principles below will be applied in relation to redeployment. This will ensure adherence to current Policy and process and reinforce focus in supporting colleagues on the register:

4.6   All redeployees be funded against their Directorate budget until such time as they are no longer on the redeployment register. This will ensure that there is ongoing focus and support to individuals and ensure that there is no spend against a central unfunded code.

4.7   The Managing Change Policy will be fully implemented for all redeployees.

4.8   Suitable alternative employment will be made available to individuals. A post is considered suitable when comparable to the employee's previous role and

takes account of factors such as skills and experience, competencies, status and basic pay. The nature of the work itself doesn't need to be the same for a role to be a suitable alternative. A range of transferable skills need to be considered in deciding whether a role is suitable. A role would normally be considered suitable if the employee meets the essential requirements in the person specification or could be expected to do so with support and training during the trial period. If the new post is at a lower grade or it attracts fewer working time payments, the individuals pay will change in line with the Council's pay transition arrangements – it is anticipated that suitable employment will be no less than 1 grade below. There's no automatic right to be redeployed into a promoted post (that is, one at a higher grade than their previous role). Where someone is interested in a post at a higher grade, they are required to apply the same as any other candidate (in line with the Council's normal recruitment process).

4.9 Employees will be provided with work appropriate to their existing grade while they're seeking redeployment. This might involve working at other locations or carrying out different types of work within the scope of their general capabilities, skills and experience. Displaced employees could be placed into temporary roles during their redeployment search. Examples of this could include project work, or secondments into other areas of the organisation. Line Managers need to continually review any secondment or temporary meaningful work, taking cognisance of time periods and impact on statutory contractual arrangements.

4.10 Current arrangements where colleagues have been undertaking secondment, temporary or meaningful work for prolonged periods is now under comprehensive review to ensure that all principles and the managing change policy are being applied.

4.11 Recruiting managers will be reminded to be open to engaging redeployees on trial periods for vacant roles in their teams, providing the relevant training and support. This will assist our efforts in having as few colleagues as possible seeking redeployment within the Council.

4.12 In addition to the above, the Council's Managing Change Policy states that "should an employee unreasonably decline suitable redeployment opportunities (or contribute to the breakdown of a trial period) on two occasions, a decision may be taken not to continue with the process and the outcome may be dismissal. The Council reserves the right not to make a redundancy payment in these circumstances".

4.13 As part of the review of the 14 individuals, some have advised that they would now like to be re-considered for voluntary redundancy and asked for a review of the enhanced voluntary redundancy payment to be applied. It is proposed that discussions take place with individuals on a case by case basis in this regards, in respect of managing long term cases, and only be re-considered for those who have been on the Register for longer than 3 years as a one-off arrangement – giving a maximum of 14 days to accept, as per current voluntary redundancy arrangements.

4.14 Should a colleague find a role external to the Council, they can still opt to take a reduced voluntary redundancy option.

4.15 Through review of this process it is essential that as part of the regular engagement and monitoring process that Managers also be provided with support in ensuring the application of the correct policies as part of staff management and engagement, with the Managing Change Policy being applied where relevant. Prior to any employee being placed on the redeployment register there are a number of processes that require to be followed as part of the Managing Change Policy. This includes setting out a rationale for change being developed, followed by the exploration and design of options, employee consultation, consideration of alternative arrangements and voluntary redundancy review. It is only after all these steps would an employee potentially be placed on the redeployment register. This is outlined in more detail in the Managing Change Policy.

5   Next Steps

5.1 Ongoing engagement with Line Managers and employees to ensure adherence and compliance with the Managing Change Policy and Redeployment Process.

5.2 An update will be provided in the Policy and Sustainability Business Bulletin in September 2023. Going forwards an overview of the redeployment register will be contained in the Workforce Dashboard which is submitted to the Finance and Resources Committee on a quarterly basis.

6   Financial Impact

6.1 The unfunded cost of redeployment is currently £712,695 this has now been aligned to individual Departments, ceasing the central redeployment budget pressure.

6.2 There are 9 individuals who may wish to apply for the enhanced voluntary redundancy payment if agreed. The enhanced payment allows for the number of weeks pay x 2.5 rather than number of weeks pay x 1.5 (for those without access to pension). For those with access to pension this will be number of weeks pay x 1.5 rather than no multiplier. Individual calculations will require to be undertaken to determine financial impact. All currently still have access to the non-enhanced voluntary redundancy payment.

6.3 The additional financial impact of the proposed extension to the enhanced voluntary redundancy payment is detailed below:

	Enhanced Voluntary Redundancy	Non-Enhanced Voluntary Redundancy*	**Difference**	Current Annual Salary Costs
14 Individuals	£522,764	£333,695	**£189,069**	£712,695
9 Individuals (on the register for over 3 Years)	£387,790	£252,710	**£135,080**	£444,814

* Currently available to all individuals as per Managing Change Policy.

6.4 It is proposed to set the saving of £0.6m against the central funding currently provided to meet the costs of staff on redeployment. Ceasing the central pot means these costs will now be transferred to services. This will result in services having to manage the majority of costs of staff on redeployment within their existing budgets. This is complemented by the actions described above including one-off enhancements to voluntary redundancy payments for relevant individuals. Delivery of the budget saving will therefore be managed in the context of services' overall employee budgets and established structures whilst still securing the level of saving approved by members. The position will continue to be monitored at Directorate level with reporting through existing quarterly revenue budget monitoring arrangements.

6.5 Any additional payments arising from this one-off change in policy can be met from the Council's existing workforce restructuring earmarked reserve.

7   Stakeholder/Community Impact

7.1 Communications have been ongoing with colleagues on the register.

7.2 Engagement will ensure Trade Union involvement with any colleague communications.

8   Background reading/external references

8.1 Not applicable.

9   Appendices

None

Policy and Sustainability Committee

10.00, Tuesday, 22 August 2023

Corporate Property Strategy

Executive/routine	**Executive**
Wards	**All**

1. Recommendations

1.1 That Policy and Sustainability Committee:

1.1.1 Approves the proposed Corporate Property Strategy (Appendix 1); and

1.1.2 Notes that the proposed Corporate Property Strategy Board will bring forward business cases for programmes and projects, as set out in the report, to the appropriate Executive Committee for approval.

Paul Lawrence

Executive Director of Place

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Report

Corporate Property Strategy

2. Executive Summary

2.1 This report presents the proposed Corporate Property Strategy (attached in Appendix 1) for approval.

3. Background

3.1 The Council's current Corporate Asset Strategy is out of date, having covered the period 2015-2019.

3.2 A proposed review of the Strategy was delayed while the Council addressed the outbreak of COVID-19 and, in particular, its impact on the operational property estate as, at that time, it was considered prudent to wait until the medium to longer term outcomes of the pandemic, and their impact on property occupation, were known.

3.3 In addition to this, the Council has also approved strategies (such as the 20-minute neighbourhood strategy) and a new Council Business Plan since the current Strategy was approved.

3.4 The legacy impact of COVID-19 on property occupation, and society as a whole, is now more clearly understood. This, together with the other approved Council priorities, mean that a revised Corporate Property Strategy can now be developed.

Sustainable Development

3.5 In late 2021, all Council services responsible for property, development, regeneration and placemaking were consolidated into one service area titled Sustainable Development.

3.6 The principal rationale was to ensure that these key activities, and their overlapping dependencies, were strategically aligned and that pooling of resources would create greater synergises to get best value from available funding and deliver sustainable, integrated outcomes.

4. Main report

Corporate Property Strategy

4.1 Providing an overarching framework for the Council's operational property estate, the proposed Corporate Property Strategy is attached as Appendix 1.

4.2 It is intended to act as a policy framework which outlines the main strategic objectives and themes that the Council will follow in implementing changes to its operational property estate.

4.3 The themes of the Strategy are interlinked and interdependent and connect to all Council major strategies and policies that assist with delivery of the priorities and outcomes in the Council Business Plan and Medium-Term Financial Plan (MTFP).

4.4 The principal strategic themes of the Strategy are:

- **Live Well Locally** - property solutions to support 20-minute neighbourhoods;

- **Our Future Work** - new ways of working (which are emerging following the COVID-19 pandemic and other flexible working arrangements); and

- **Net Zero Properties** - delivering and maintaining a Sustainable Corporate Property Estate.

4.5 These themes are already being implemented in many areas as consideration is given to how the Council uses its operational property estate more effectively.

4.6 In a carefully planned way, and with full community engagement, the aim is to deliver a smaller, more efficient, affordable and accessible estate that contributes to the Council's zero carbon goal. It is intended to take a place-based, multi service and multi-agency approach to deliver this aim.

4.7 Formal approval of the Strategy will enable officers to accelerate the implementation of many projects and plans which have been or will be reported to Elected Members in the future. However, by linking their outcomes to this overarching strategy, the Council will achieve a much more cohesive approach to decision making and implementation.

5. Next Steps

5.1 The delivery of this plan is complex and needs to take both a service and place-based approach. To achieve this, it is proposed to establish a Strategy Board to oversee its implementation. This Board will comprise senior officers from the Sustainable Development team and other relevant services across the Council, drawing in partner agencies where appropriate.

5.2 A Corporate Property Action Plan will be developed, ensuring that all of the upcoming change projects which may impact on the Council's operational property estate will be captured. This action plan will be submitted to Committee for approval and will then be used to measure progress in delivering the overall strategy.

5.3 Business cases for change projects will be presented to the appropriate Executive Committee once finalised, and progress against the action plan will then be reported annually to Committee.

6. Financial impact

6.1 There are no immediate financial implications arising as a result of this report.

6.2 The costs of running the Council's operational property estate are outlined in Appendix 1.

6.3 The Council's budget has a saving of £500,000 against property rationalisation in financial year 2023/24 and 2024/25. It is expected that additional saving requirements will be developed as part of the MTFP.

6.4 Individual business cases will be developed and approved for projects within the Corporate Property Action Plan. The financial details of each will be reported to the appropriate Executive Committee as part of the development of change proposals.

7. Stakeholder/Community Impact

7.1 Significant stakeholder and community engagement will be required to implement this overarching change programme, and the associated individual business cases. The Corporate Property Strategy Board will be responsible for ensuring that all stakeholder and community impacts are captured in the emerging businesses cases and are monitored throughout the completion of the project.

7.2 Stakeholder and community engagement related to any property project emerging from the Corporate Property Strategy will be subject to the normal extensive engagement which is part of the established project development, design and delivery process.

8. Background reading/external references

8.1 Links to relevant background reading sources are provided in the draft Corporate Property Strategy (Appendix 1).

9. Appendices

9.1 Appendix 1 – Draft Corporate Property Strategy

Appendix 1 - Corporate Property Strategy

Executive Summary

The Corporate Property Strategy is a high-level framework which sets out the strategic themes that will be followed when implementing changes to the Council's operational property estate. It will provide the strategic basis on which property related decisions will be taken to facilitate the delivery of the priorities and outcomes in the Council Business Plan and the Medium -Term Financial Plan (MTFP).

The strategic themes are:

- **Live Well Locally** - property solutions to support 20-minute neighbourhoods;

- **Our Future Work** - new ways of working which are emerging following the COVID-19 pandemic and other flexible working arrangements; and

- **Net Zero Properties** - delivering and maintaining a sustainable zero carbon corporate property estate.

The main themes are inter-linked and inter-dependant and, when combined with a focus on the operational property estate, they will guide the delivery of an action plan.

Vision, Aims and Context

The Corporate Property Strategy vision is to create a smaller, modern, more efficient, and carbon neutral property estate that supports the delivery of outcomes in the Council's Business Plan and MTFP.

The Business Plan outlines that the future Council will be more digitally enabled, inclusive, and accessible, as a smaller, leaner organisation with fewer, better buildings that meet service needs.

The MTFP is a driving force behind implementation of the Council's Business Plan and will be delivered through a Change Programme. The Corporate Property

Strategy touches on all four of the principal work themes of the Change Programme, which are:

- **Organisational Efficiency** - ensuring technology is used more effectively, moving more services on-line, simplifying and automating business processes, embedding new, post-covid ways of working in buildings fit for this purpose.
- **Service Design and External Spend** - focusing on improving contract management, seeking efficiencies across a range of spend categories and identifying different ways of designing and delivering services which will inform asset planning.
- **Delivery Optimisation** - making services more accessible to residents, but delivered through fewer, better buildings by rationalising the Council's property holdings, alongside creating opportunities to ensure citizens can access a wider range of services from within high quality multi-purpose settings.
- **Prevention and Partnership Working** - focusing on designing and rolling out new ways of working that help prevent and mitigate the harm and costs associated with poverty, homelessness, and family crisis through more efficient partnership working across Council services, other public bodies, and community organisations.

The key strategic aims of Corporate Property Strategy are to:

- Drive the delivery of a net carbon zero estate;
- Improve workplace standards and service delivery models ensuring change processes are service, not property led;
- Create a property estate which is future proofed, leading to operational and resource efficiencies;
- Maximise the use of our assets so they can help to deliver all relevant Council policies;
- Take a multi-agency, place based approach to the development of change projects, working in particular with the public and voluntary/community sectors;
- Ensure that communities are fully engaged in any change process, and that community engagement is a central hallmark of our approach;
- Drive to improve the accessibility of Council buildings;
- Comply with all necessary health and safety and other regulatory requirements; and
- Take a balanced view of costs and benefits in each business case for change, recognising that where assets are not cost effective to invest in, they can be re-purposed to free up resource to invest elsewhere.

The Corporate Property Strategy is an integral workstream of the Change Programme portfolio. The Change Programme is being overseen by the Strategic Programme Board made up of Senior Leaders and Directors from across the Council. Business cases will be developed for specific property rationalisation, workplace and service design projects which will in turn be approved via the Strategic Programme Board as shown below.
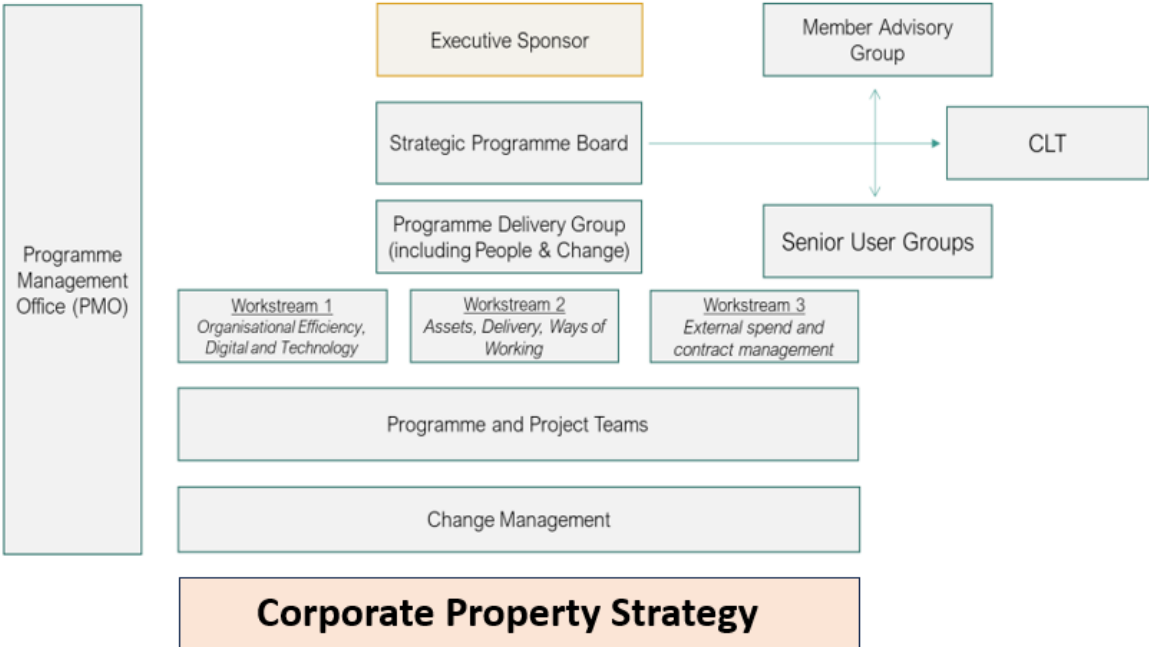
Corporate Property Strategy Governance

Specific governance arrangements are in place to support the delivery of the Corporate Property Strategy, and these are summarised in Appendix 1 (of this Strategy). This will be linked to the existing governance arrangements for the 20-minute neighbourhood strategy, the Our Future Work Programme and the Council's sustainability programmes to ensure any service delivery requirements are fully integrated.

The Current Property Portfolio

The Corporate Property Strategy applies to all non-housing property and services within the Council and is also relevant to the Council's service delivery partners in situations where integrated service delivery is already happening or will be introduced.

The strategy focuses on operational properties and the decisions required to guide future capital investment and intervention which will improve the efficiency, suitability, and condition of the estate.

In terms of context, the following provides high-level information on the current use, condition, cost, and carbon footprint of the operational property portfolio.

Use

The breakdown of the Council's operational use of the property portfolio is dominated by the learning estate. Based on Gross Internal Area (GIA) the current split is shown below: -
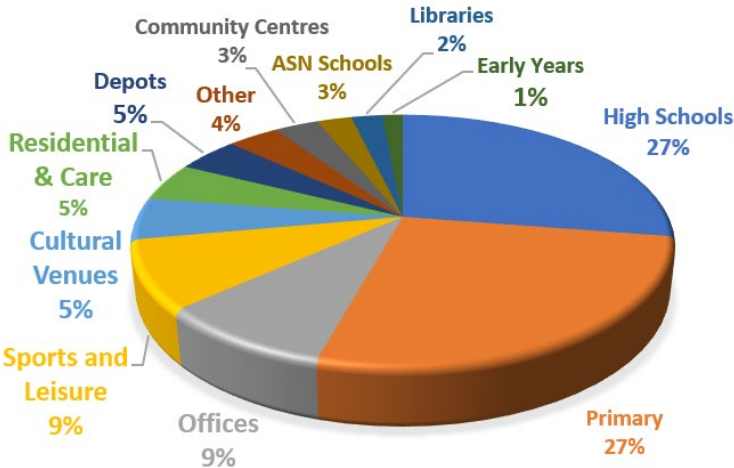

GIA PERCENTAGE

City Plan 2030 has been prepared to address the growth of the city and includes a significant requirement for new education infrastructure. Further, the replacement of the existing learning estate is a significant priority in the Council's Sustainable Capital Budget Strategy 2023-2033.

Condition

The operational property estate has benefitted from a five-year investment allocation of £155.5m which was approved by the Council in 2018, with the main beneficiary being the learning estate. The current category of condition of the estate is shown below:
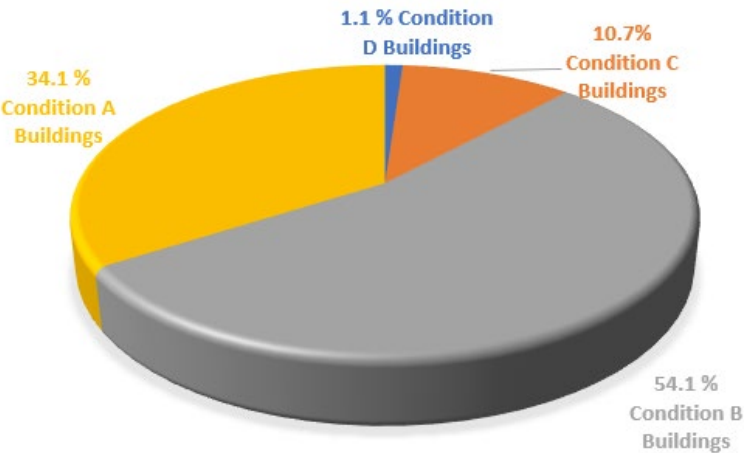
CONDITION

Category A and B buildings are in superior condition, although there remain issues with accessibility and suitability due to their design. However, many of the condition C and D buildings are no longer fit for purpose and, in some cases, are at the end of their natural life span with further investment not economically viable.

Further, as set out in the Council's Sustainable Capital Budget Strategy, there are significant ongoing unfunded pressures to address property condition.

Cost

The running cost of the estate is currently £120.52m per annum and can be split into the broad categories below:
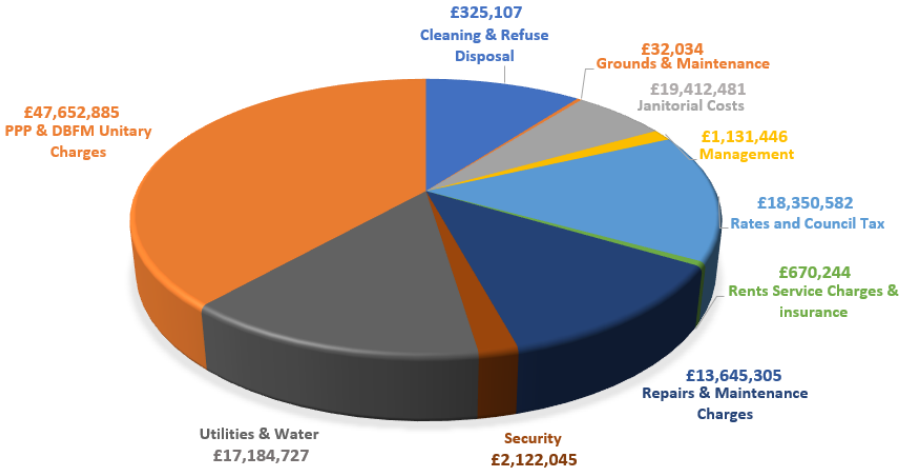
COST

The running costs for the ten most expensive properties (excluding PPP) in the estate are shown in the table below:

Property	Grand Total Actual 2022-23
	£
WAVERLEY COURT	3,031,013
CITY CHAMBERS	2,021,515
PORTOBELLO HIGH SCHOOL	1,759,013
WESTER HAILES HIGH SCHOOL	1,431,701
LEITH ACADEMY	1,240,028
BOROUGHMUIR HIGH SCHOOL	1,100,003
LIBERTON HIGH SCHOOL	1,007,963
CURRIE HIGH SCHOOL	1,005,662
TRINITY ACADEMY	984,004
USHER HALL	817,166

The cost of the estate is predicted to grow significantly in the short term, principally due to increased electricity costs and rising non-domestic rates (NDR).

Carbon Footprint

The Council Emissions Reduction Plan continues to highlight the significant impact of the property estate on the Council's carbon footprint, as shown in the table below:
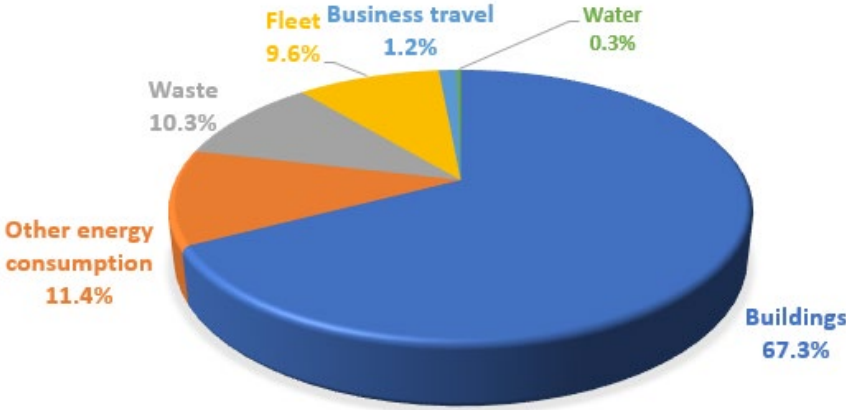
CARBON EMISSIONS

Addressing the carbon footprint of property assets is an important element of the Strategy and will be a major consideration in all projects, business cases and on the action plan moving forward. In doing so, and closely linked to the conditionality and suitability of the estate, many Council buildings will (physically and financially) not be capable of being retrofitted to achieve zero carbon aspirations.

Strategic Themes

A summary of the guiding principles for the three themes of the Corporate Property Strategy are as follows:

Live Well Locally

The City of Edinburgh Council's vision is for a net zero city where everyone can live well locally. The Council is working to achieve this by adopting a '20-minute neighbourhood' approach to service and infrastructure planning and delivery. The aspiration is that everyone should be able to meet most of their daily needs within a 20-minute round trip from their home by walking or wheeling.

This means citizens having access to essential services such as shopping, schools and community spaces, health facilities and leisure activities. They will also benefit from open spaces, places to work and active travel links to the rest of the city.

The updated 20-minute Neighbourhood Strategy was agreed by the Culture and Communities Committee on 10 August 2023 and is characterised by the following

key strategic actions, which are the "building blocks" for how the 20-minute concept will be implemented:

- Working with local communities;
- Supporting people to access the services they need locally;
- Providing multiple services and facilities from a single location;
- Delivering mixed-use regeneration and development;
- Making our town and local centres greener, more inclusive and people-focused;
- Supporting local economies and businesses; and
- Improving sustainable and active travel access to services and facilities.

Numerous projects are already ongoing in neighbourhoods across the city, as shown below:
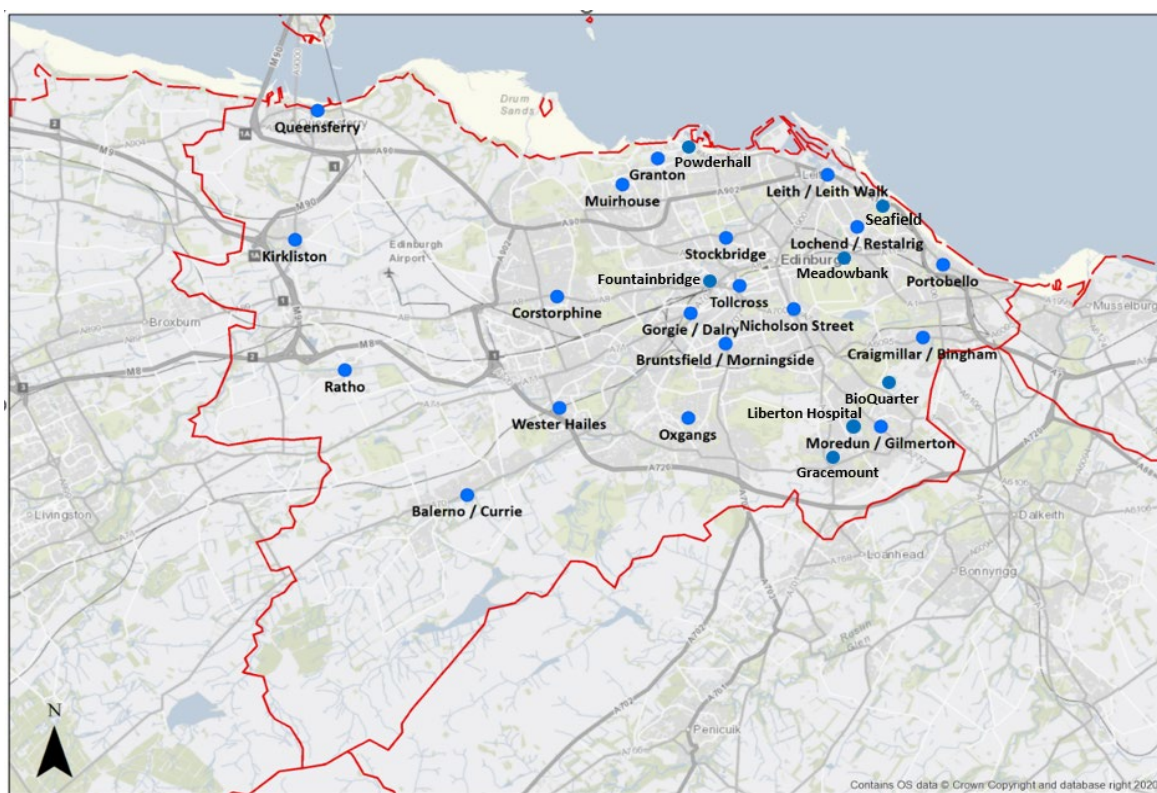
Active engagement with local communities

The principal focus for engagement with local communities is on services and place making, with the property context added as part of the infrastructure needed to deliver services and create better places. As an example of the outputs from engagement with the community, Appendix 2 provides the detail of a recent community workshop in Queensferry.

Our Future Work

As outlined in the Our Future Work Strategy, the vision for the Council's workplaces of the future is for an environment that is designed, built and adapted to drive the Council forward with a shared sense of purpose within a culture of collaboration aiming to improve outcomes for citizens.

Creating more dynamic work settings and effective ways of working will improve performance, knowledge sharing and autonomy, leading to greater employee and customer satisfaction, which will ultimately result in improved service delivery.

Waverley Court, the City Chambers and local offices will be redesigned and adapted to create suitable Hubs (for Elected Members, citizens, colleagues and partners) that have hybrid capability and promote the values in the Business Plan (including wellbeing and sustainability).
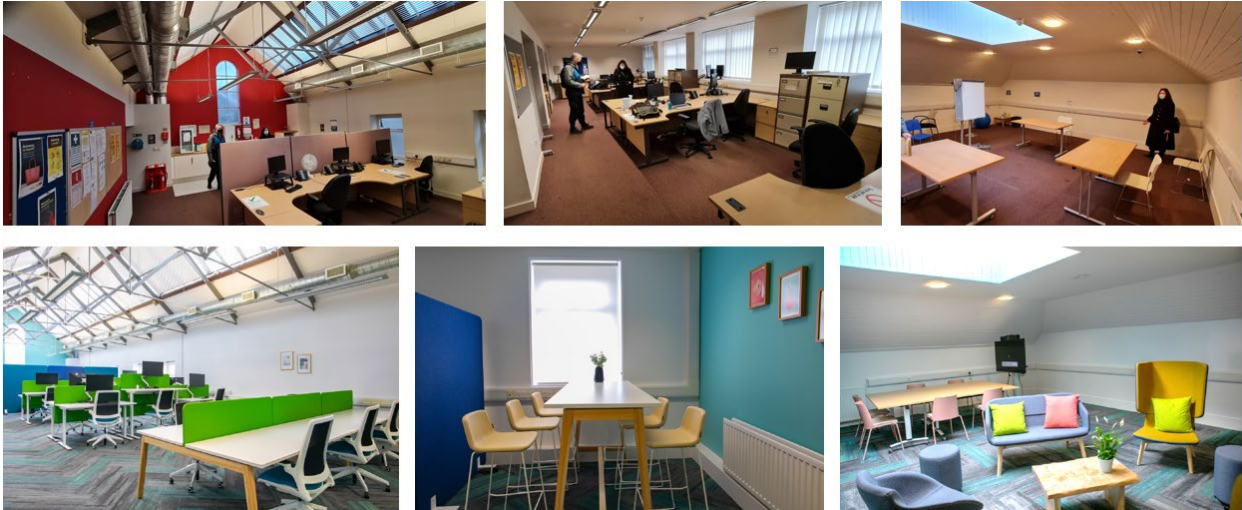
Grindley Street Court – Recently adapted community and colleague space

The initial focus will be on Waverley Court which is currently underutilised and the Council's most expensive building. Appendix 3 provides further information on the approach adopted.

Inclusive within this theme will be addressing issues of accessibility. Over a quarter of Council occupied buildings were built over 100 years ago and many suffer from accessibility issues due to their physical attributes. Therefore, as part of any business case, project or proposal coming forward for approval, accessibility will be a material consideration.

Net Zero Properties

Edinburgh has a central role to play in delivering a cleaner, greener and fairer future for everyone. The Council has set an ambitious target for Edinburgh to become a net zero city by 2030.

The Council is adapting strategies to accommodate net zero plans within established asset management practices. A lot of the thinking around the delivery of net zero in buildings is still in development and therefore, this requires the Council not only to make informed decisions about the management and investment in its estate but also to play a part in driving innovation of net zero solutions.
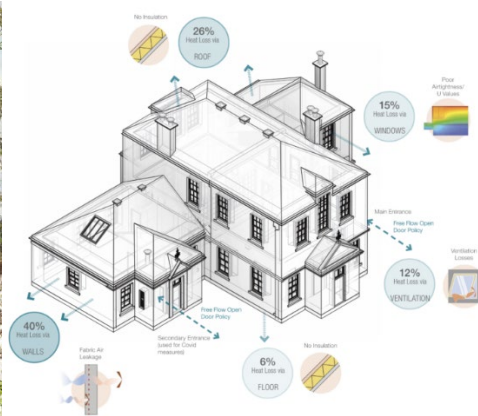
Sciennes PS Annexe (PassivHaus) Liberton Nursery (Retrofit)

The policy for all new builds being of a PassivHaus standard will continue. Eight projects are on site, with Sciennes Primary School extension being the first to open.

On 22 August 2022, Policy and Sustainability Committee approved the initial Retrofit Strategy (including the first tranche 12 buildings to undergo works as part of the programme). Appendix 4 provides more information and commentary on the current position regarding delivering and maintaining a sustainable corporate property estate.

Implementation

When the three themes of the Corporate Property Strategy are combined, they provide the strategic basis on which future decisions on property assets will be taken, as shown in the diagram below:
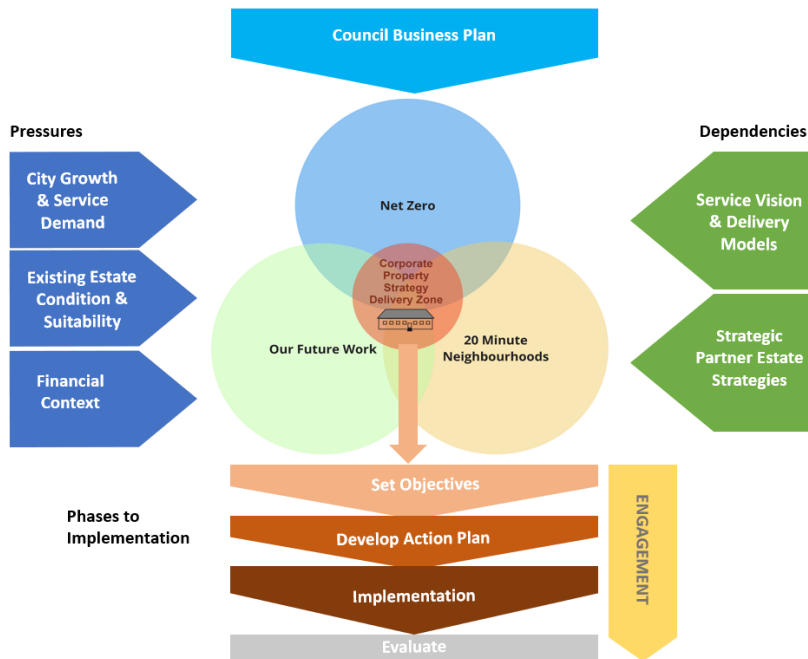
Implementation & Action Plan

Page 9

Collectively, the individual projects, business plans and proposals will form an action plan, that will be developed on the three strategic themes of this strategy. Appropriate consultation and engagement will be progressed with Elected Members, colleagues, partners and communities on individual project proposals as they are developed.

Related documents

[Council Business Plan 2023-2027](#)

Council Medium Term Financial Plan

[Council Sustainably Capital Financial Strategy](#)

[Our Future Work Strategy](#)

[Council Emissions Reduction Plan](#)

[20-Minute Neighbourhood Strategy](#)

[City Plan 2030](#)

Integrated impact assessment

The Corporate Property Strategy itself is too broadly defined to prepare its own Integrated Impact Assessment (IIA). The strategy aims to ensure that services, and the buildings they are delivered from, are open and accessible to all those with protected characteristics. It will also contribute to placemaking and local economies, especially with regards to accommodating services that can provide timely and locally available support to those experiencing socio-economic disadvantage. Furthermore, one of the core workstreams of the Strategy is to contribute to reducing climate change and improving local environments by achieving net zero via sustainable operational property estate.

IIAs will be completed for specific property projects and programmes to assess any impacts on citizens with protected characteristics associated with rationalising properties in specific locations or neighbourhoods.

Risk assessment

Risk assessment for the Corporate Property Strategy is captured in the Council's established corporate risk process and procedures. Risk registers will be developed for specific projects as part of the overall project governance strategy highlighted in the governance section above.

Next Steps and Review

Subject to the appropriate approval by Committee, the next steps for implementation of the Corporate Property Strategy will be to establish the Corporate Property Strategy Board and develop an action plan which will be submitted to a future meeting of the Policy and Sustainability Committee.

Progress against the action plan will then be reported annually to Policy and Sustainability Committee along with any updates required to the Corporate Property Strategy. Individual business cases (which form part of the Strategy action plan) will be reported to the appropriate Executive Committee.
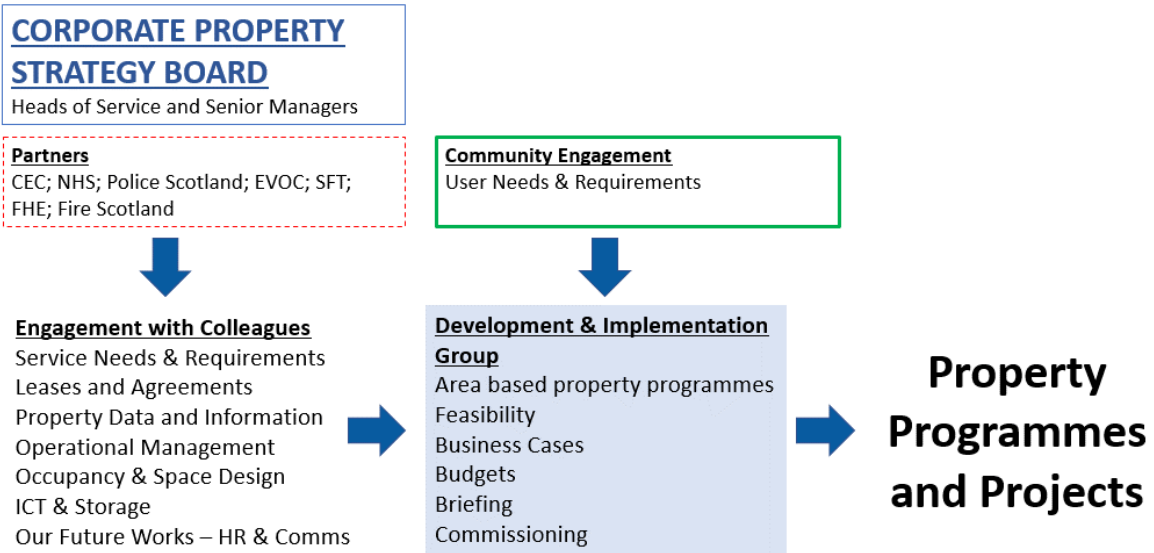
Corporate Property Strategy Specific Governance and Implementation

The framework and governance structure for future operational property decisions and programme/project implementation is shown in the following diagrams.
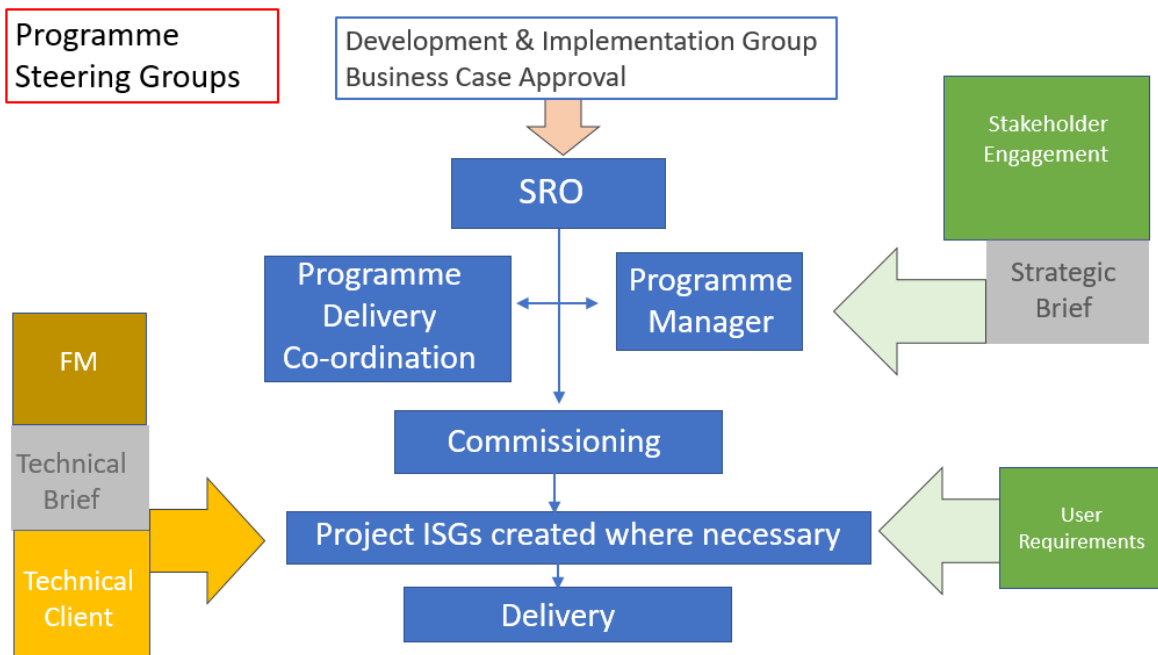
As shown below, the Corporate Property Strategy will be delivered as a workstream of the Council's Change Programme and have interactive connections with key partners, service reviews and accommodation requirements and other key service delivery initiatives.
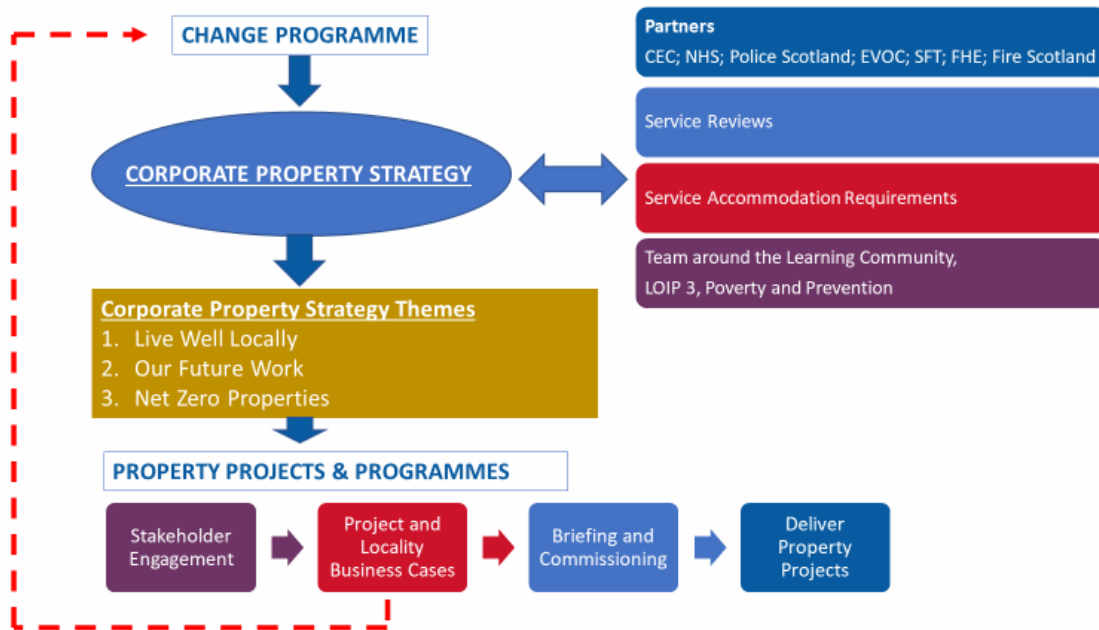
The specific Corporate Property Strategy Programme and Delivery Governance is as follows:

CORPORATE PROPERTY STRATEGY BOARD
Heads of Service and Senior Managers

Partners
CEC; NHS; Police Scotland; EVOC; SFT; FHE; Fire Scotland

Community Engagement
User Needs & Requirements

Engagement with Colleagues
Service Needs & Requirements
Leases and Agreements
Property Data and Information
Operational Management
Occupancy & Space Design
ICT & Storage
Our Future Works – HR & Comms

Development & Implementation Group
Area based property programmes
Feasibility
Business Cases
Budgets
Briefing
Commissioning

Property Programmes and Projects

Following Business Case approval and Committee approval, (where necessary), the following governance structures will be followed to ensure appropriate implementation of corporate property programmes and projects.

Programme Steering Groups

Development & Implementation Group Business Case Approval

SRO

Programme Delivery Co-ordination

Programme Manager

Stakeholder Engagement

Strategic Brief

FM

Technical Brief

Technical Client

Commissioning

Project ISGs created where necessary

Delivery

User Requirements

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Queensferry Community Buildings & Facilities Workshop

Wednesday 22 February 2023

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Background

An informal engagement process asking people for their views on the future of secondary provision in Queensferry and Kirkliston highlighted some local resident's more general concerns about the lack of appropriate infrastructure to meet the growing needs of their communities.

Queensferry District Community Council had previously raised concerns with Councill Officers regarding the lack of a co-ordinated approach when engaging with the Queensferry community over recent years. In order to gain a better understanding of the community's aspirations for infrastructure improvements, an offer was made to undertake a networking workshop with a range of Council Officers and other partner agencies providing services in this area to discuss the current performance of existing buildings and facilities in Queensferry.

In summary, the following organisations and groups were represented:

- City of Edinburgh Council Officers representing the following teams and departments:
    - Strategic Asset Planning;
    - Primary & Secondary School Leadership Teams;
    - Quality Improvement Education;
    - Facilities Management;
    - Community Empowerment & Engagement;
    - Libraries;
    - Sport & Wellbeing;
    - Heritage;
    - Cultural Venues and Place;
    - Transport & Environment;
    - 20 Minute Neighbourhood.
- Queensferry District Community Council;
- NHS
- Police Scotland
- Edinburgh Leisure
- Edinburgh Voluntary Organisations' Council (EVOC)
- Rosebery Hall Management Team
- Squids (After School)
- Queensferry Heritage Trust
- Queensferry Parish Church Youth Team
- Queensferry Priory Church
- Queensferry History Group
- Craigalmond Scout Group
- Queensferry Men's Shed
- Kirkliston Community Council.

Objectives

The aim of the workshop was to provide an open and creative forum for a small group of community representatives to meet service providers directly and discuss service needs within their growing community:

- *share ideas and aspirations for the future use of buildings and services in and around Queensferry;*

- *share any challenges/issues they face delivering or accessing services from existing buildings;*

- *identify what new investment projects such as a new Builyeon Road Primary School or new housing developments can offer to address any unmet needs;*

- *initiate a dialogue to help inform the development of the communities own Local Place Plan.*

Format

The format of the workshop was mixed tables of service providers and community representatives discussing the merits or challenges of providing services from existing buildings/facilities based around an asset map of Queensferry. The discussions were structured around three themed activities.

The membership of each table was decided before the event to provide a mix of interests at each table.

Following a presentation using the slides in Appendix 1, providing introductions, background and context to the event, tables undertook the following activities themed around popular property television shows:

Activity 1: *'Love It or List It'*

From your own experiences what are the key challenges delivering or accessing services from existing buildings and facilities in Queensferry?

- Identify and mark the buildings or facilities you discuss on the map.
- For each building or facility, use the Love It or List It sheets to say why – at least one good (Love It) and one bad (List It) for each building or facility.

Activity 2: *'Location, Location, Location'*

As a rapidly changing and growing community where would services be best located and why /does location matter/ what other services could / should also be co-located?

- Use the maps provided to show where your service (or any other) would best be located (and with whom).
- Use Post It notes or write on the map why you think that location would be best.

Activity 3: *'Amazing Space'*

What potential opportunities are there for pipeline projects and future investment to address any unmet community needs?

- Discuss any future projects or investment you are aware of and record these in the sheet provided.
- Beside each project or investment identify the opportunities it may present for your service or the community as a whole.

Discussion and Feedback

Overview

All the workshop feedback has been collated and can be found at the end of the report in Appendix 2.

A sample of the type of feedback can be found below:

1.

2.

1.Income generation opportunities to increase economic value along the High Street. Potential to create a Developers Trust and Carers Co-operative to work with existing active community networks.
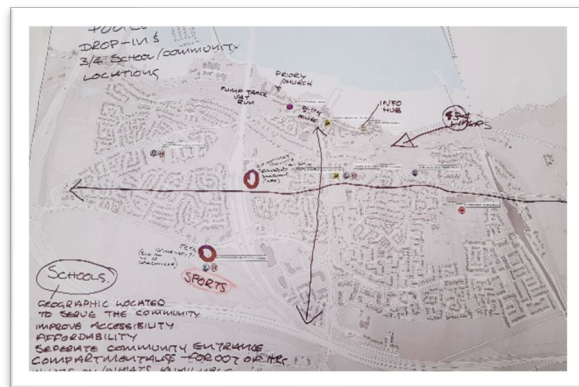
2. Opportunities to create Community Hub in locations other than the High Street. Quality of service is as important as location.

3.

4.

3. Improve connectivity between the 20minute Neighbourhoods, and a shifting centre of the Queensferry community.

4. Opportunity to improve access and service delivery from schools, which are best placed geographically to meet local needs aligned with 20 Minute Neighbourhood principles.

Themes

Several common themes emerged from the discussions which have been listed in the table on the next page. Where possible, these themes have been followed up with the relevant Council departments with comments and actions being taken included for further information.

Themes	Needs	Post workshop discussions / Outcomes
Aged Assets: • Rosebery Hall • Museum • Library • Sports Hub – non CEC	Significant Investment required to ensure fit for purpose – future long term use still to be determined Constraints-conservation area/common good	**Corporate Property Strategy** – once the future service delivery models and assets strategies have been finalised by the various departments the Corporate Property Strategy will determine capital budget allocations over the next 5-10 years subject to approved business cases. **Common Good assets** - can only be disposed of (sale or lease) with Court approval. If the intention was to sell or lease out a common good property to fund improvements to another community facility, then a consultation would be required under the Community Empowerment Act and the feedback from the consultation as submitted as part of the application to the court.
Co-location Opportunities **(Further Co-location opportunities are considered in the next section)**	Library, Museum, Police	**Corporate Property Strategy** – Outline Business Cases will be developed with Police input as part of the Council's Corporate Property Strategic including an appropriate options appraisal. (Incl. Do Nothing, Refurb /Extend, Repurpose & Relocate, Replace/ Build New)
Maps	Update missing key assets: • Queensferry Parish Church, • Priory Church, • Christ Church Queensferry • Forth Bridge Contact & Educations Centre • Police Station/Fire Station • Burgess Road Depot • GP Surgery NHS 24 & Health Improvement Scotland • Scottish Ambulance Service • Sports Hub • VAT Run • Frankie & Benny's • No 43 Bus route	The asset maps shared at the workshop have been updated and can be view using the link below:

Themes	Needs	Post workshop discussions / Outcomes
Operational Management Issues	Affordability/ availability/ Booking systems/key holding etc	**Community Centre Strategy -** it is anticipated the operational issues identified will be reviewed as part of the proposed strategic review of current arrangements for community centres and other neighbouring assets in consultation with Management Committees and service users. Anticipated timescales April 2023 to April 2024.
Under Utilised sites	Forth Bridges Contact & Education Centre Frankie & Benny's, Burgess Road Depot	Burgess Road depot could be relocated if it was deemed necessary to re-purpose the site for community use subject to outline business case approval. Frankie & Bennies is owned by MFW Property Development Limited.
Housing	More mid- market rent/smaller houses and housing co-operatives.	**Affordable Housing policy** dictates 25% affordable housing mix, 70% of which is for social rent. The Council has limited involvement or influence over community benefits for private developer sites.
Active Travel improvements	Queensferry walking, wheeling & cycling	**South Queensferry - Local Development Plan Action Programme (LDPAP) Transport Priority Actions Lot 2 -** The feedback report on the community engagement undertaken last year is available on the Consultation and Engagement Hub. The Council have received Sustrans Places for Everyone funding to continue next stages of engagement and design but no design contract has been awarded yet.
Future Investment/ other funding streams	Learning Estate capital programme for new schools, or school extensions Capital Receipts Community Asset Transfer Community Benefits QDCC funding	Other grant funding options: • Heritage Fund: https://www.heritagefund.org.uk/ • Let's Do Net Zero Community Buildings Fund: https://localenergy.scot/funding/lets-do-net-zero-community-buildings-fund/ • Wolfson Foundation: https://www.wolfson.org.uk/funding/funding-for-places/funding-for-historic-buildings-landscapes/ • Historic Environment Scotland: https://www.historicenvironment.scot/grants-and-funding/
Tourism/Economic Growth	Heritage Trial / 33 Cruise liners	

Themes	Needs	Post workshop discussions / Outcomes
VAT RUN		The VAT run is on the Council's Recreation Account, but is not on Parks register. Various local groups propose ideas, most recently a skate park, but nothing has come to fruition. We have some interaction with the forest schools and there is a biodiversity pond on site along with the Bike Track. They would be happy to arrange a visit to site with the relevant parties to explore redevelopment further if funding was available?
NHS	Additional capacity: GP, Dentistry and Pharmacy	There has been no further feedback provided following the workshop.

Potential Co-location /Asset Rationalisation Opportunities

A few opportunities for co-location of services particularly the library, museum, and police were highlighted. However no clear preference or consensus on the ideal location for these services emerged. It is recommended that further option appraisals are developed to inform the decision making process and any strategic business cases for change.

	Library	Museum	Community Centre	After School	Early Years	Sports & Comm. Hub	Police (drop - in)	GP
Rosebery Hall	√	√	√					
Queensferry PS	√		√	√			√	
St Margaret's PS	√		√	√	√		√	
Builyeon Road PS	√		√	√	√	√	√	
Queensferry HS							√	
Burgess Road Depot	√		√	√	√		√	
Frankie & Benny's	√		√				√	√
QDCC Ferrymuir site	√		√	√				
Forth Bridge Education & Contact Centre		√						
NHS 24/Scottish Ambulance service								√

There are 2 potential emerging projects (subject to wider consultation and financial business case):

1.Potential redevelopment of the Queensferry Primary School and Burgess Road Depot sites to expand the school and develop a community campus approach including the library service.2. Optimise and invest in the Roseberry Hall and a new Cultural Tourism & Information Hub on the High Street.

Next Steps

Governance: Establish a Steering Group to oversee wider community engagement and develop the relevant Locality Business Plan, as part of the Corporate Strategy and Change agenda.

Local Place Plan (LPP): Jane Lannarelli, from the 20 Minute Neighbourhood Team, has been involved in general conversations with the Scottish Government regarding Local Place Plans and community engagement. Scottish Government have offered to meet with Queensferry District Community Council to discuss how a LPP for Queensferry could be developed.

Community Centre Strategy: Community Empowerment & Engagement Team will be embarking on a consultation and engagement process with Management committees, service users and providers during the next calendar year to develop a city-wide community centre strategy.

Queensferry District Community Council: further discussion required following the workshop to determine QDCC priorities for creating new Community Hub and preferred location utilising funding secured by the QDCC.

Learning Estate Strategy: A statutory consultation to establish Builyeon Road primary school and change the catchment areas of local schools will begin after the summer.
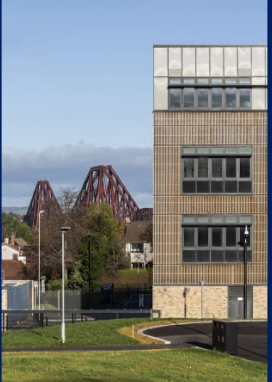
Appendices

1. **Presentation**
2. **Summary of Activity Responses**
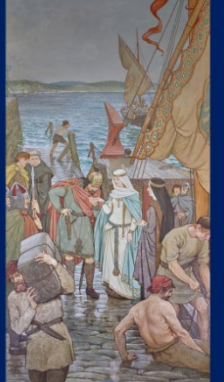
APPENDIX 1: Presentation Slides

Introducing…

Robbie Crockatt	Learning Estate Planning Manager
Julie Duncan	Portfolio Planner
Keith Giblett	Chair, Queensferry & District Community Council
Terry Airlie	Vice Chair & Correspondence Secretary, Queensferry & District Community Council

Round the table introductions... (3 min)

Agenda

1. Welcome and Introductions (5 min)
2. Presentation (10 min)
3. Question - Discussion (20 min)
   Question - Feedback (10 min) } X 3
4. Summary and Next Steps

Why Are We Here?

- City of Edinburgh Council and Queensferry & District Community Council
  - Numerous public engagements and consultations;
  - Lack of clear joined up working;
  - Multiple points of contact;
  - Separate conversations.
- Local Plan for Queensferry
- Council's Corporate Property Strategy
- Assemble key stakeholders

Objectives

To provide an **open and creative forum** for a small group of community representatives to meet service providers directly and discuss the service needs in their growing community:

- share ideas and aspirations for the future use of buildings and services in and around Queensferry;
- share the challenges and issues they face delivering or accessing services from existing buildings;
- identify what new investment projects such as Builyeon Road Primary School or new housing developments can offer to any unmet needs;
- Initiate a community dialogue to help inform the development of a Local Plan.

Context – Priorities & Challenges

Costs
Budgets
Population
Expectations

Context – Our Existing Estate

Location
Running Costs
Accessibility
Condition
Fit for Purpose
Performance

Context – Future

Discussion 1

From your own experiences what are the key challenges delivering or accessing services from existing buildings and facilities in Queensferry?

- Identify and mark the buildings or facilities you discuss on the map.
- For each building or facility, use the Love It or List It sheets to say why – at least one good (Love It) and one bad (List It) for each building or facility.

Discussion 2

As a rapidly changing and growing community where would services be best located and why /does location matter/ what other services could / should also be co-located?

- Use the maps provided to show where your service (or any other) would best be located (and with whom).
- Use Post It notes or write on the map why you think that location would be best.

Discussion 3

What potential opportunities are there for pipeline projects and future investment to address any unmet community needs?

- Discuss any future projects or investment you are aware of and record these in the sheet provided.
- Beside each project or investment identify the opportunities it may present for your service or the community as a whole.

Summary & Next Steps

1. A report from the workshop summarising group discussions, capturing the key themes raised and any challenges identified or ideas/opportunities generated.

2. Feed into the Local Place Plan being developed by the QDCC

3. Inform the Council's Corporate Property Strategy

4. Recommendation areas/topics for more further discussion.

APPENDIX 2: Summary of Activity Responses

Activity 1: *'Love It or List It'*

From your own experiences what are the key challenges delivering or accessing services from existing buildings and facilities in Queensferry?

- Identify and mark the buildings or facilities you discuss on the map.
- For each building or facility, use the Love It or List It sheets to say why – at least one good (Love It) and one bad (List It) for each building or facility.

Queensferry Museum/ Registrars /Office	
Why?	
Love It	**List It**
Great Location – Queensferry needs a museum	Poor access
Excellent location – central, views	Poor access – mobility, wheelchair
Popular museum and wedding venue	No registrar
	No local services
	Under utilised
Location	Accessibility issues – no disabled access
Excellent for visitors/tourists – 33 cruise ships to come in this yeast	High Value asset
Create business opportunities around High St – key foundation	Work required/need significant investment
Used to be popular with visitors and the community love it	
Good venue – potential for community use	Lack of availability/access
Location for tourism: heritage trail/views	Building/access/local connections/mixed use – co-locate with other services
VAT Run	
Forest Kindergarten	Needs TLC
Great potential – large area	
Holiday clubs	
Library	
Location	Past sell by date
Service	Located on a busy road, no parking
	Would be better located up the hill
School, Community use and engagement (Rhyme time, Book Bugs etc)	Varying opening times
	Accessibility issues, too small, on a busy road

Need for a physical library: Books +	Too small / co-locate with museum

Queensferry High School

Concert Venue for Churches & Primary Schools	Cost of Cleaning
Attractive to Teaching Staff	
Good Quality Environment/Spaces and Technology for pupils	
Sports Facilities well used by the Community, Clubs and Edinburgh Leisure Members	Limits on access due to scale School location/chid protection
Fantastic venue for open all hours	As with all high schools – Schools feel they don't 'gain' from including Adult Education provision ie use of their resources but no longer benefit directly from the income generation

Rosebery Hall

Well Used	Accessibility (rear access for wheelchair users)
Run well by Management Committee	Limited parking
Decoration ok ???	
Bus or walk ok	
Hired for Wedding's, Shows, parties etc	
Capacity (100?)	
Historic Value	Sate of repair
Well used for community Groups	Management Committee having to take on repairs/costs
Central	Accessibility
Bookshop (FF)	
Garden run by Local Environment Group	
Strong desire to keep with investment	
Good Management Group	Access issues; Buggies & wheelchairs
Popular	Very busy – limited capacity
Listed Building	Expensive to heat
Iconic & well loved	Challenging location for walking & parking
Keypad access (reduces need for janitorial cover	No evening janitor/varied keyholders
Community services for all age groups	Accessibility issues
	Limited spaces
	Looking tired and requires investment

Queensferry Community Centre

Location	No investment
Well used daily	Not fit for purpose

Established clientele	Accessibility
Desire to rebuild – a purpose built unit – preferably on existing site	
Cramped site – but well placed, level site	Very old building - issues with: windows, gutters and energy efficiency
Highly used	No serious community ties s a building
Right location – ideally positioned for after school clubs	Accessibility (ok by foot)
Near Ferrymuir site (the centre of Queensferry)	End of life
Provision of Services	Not big enough
Well used – good provision	Limited space and tired

St Margaret's Primary School

Location	

Forth Bridge Contact & Education Centre

Accessible, Modern, Views, Size	Soul-less, Security, Functional, Transport Scotland

Police Station

	Police presence
	No public access
Location/presence/Re-assurance	Co-location advantages/part time opening/low use

Activity 2: *'Location, Location, Location'*

As a rapidly changing and growing community where would services be best located and why /does location matter/ what other services could / should also be co-located?

- Use the maps provided to show where your service (or any other) would best be located (and with whom).
- Use Post It notes or write on the map why you think that location would be best.

LOCATION, LOCATION, LOCATION (Maps)
Move Library to a new Hub facility
Co-locate GP Services & Community Services - existing facilities not big enough
Hub – colocation of Nursing/Library/Police/CEC/Pharmacy/Dentist) lots of locations would work (Community Hub - Queensferry PS and/or GP Hub Builyeon Road) Quality of Service is important
Sports Hub next to QHS is 20year old
Medical Centre relocate to Frankie & Benny's site
Library relocate to Builyeon Road or Queensferry PS
Museum/Registrars to Rosebery Hall
Rosebery Hall community function relocate to Queensferry PS
Queensferry PS – a more central location for service provision

Active travel improvements/linking the various 20 minute neighbourhoods
Economic Value – Registrars & museum to bring in money
Museum to be integrated not Rosebury Hall
Potential Development Trust/ Edinburgh Development Group – Carers Trust
Need more rented housing & cooperatives – more mid rent and smaller housing
Opportunity to develop a library/community hub on the Frankie & Benny's site
Forth Bridges Visitor Centre – development potential
Transport Scotland – centrally located for a community hub
All schools ideally located and geographically spread across the locality to serve all areas of the community: However changes required to: improve accessibility/ affordability   create separate community access and reduce barriers   compartmentalise plant/services – for more efficient and cost effective use out with school hours   create an information hub; promoting what's on/what's available
Builyeon Road Opportunity to develop a sports hub that complement/supplement the facilities provided at Queensferry HS
Police Drop-In Service across 3 or 4 school /community locations
Investment in the VAT run pump track for young people
Develop a Historic corridor along the high street from the Priory Church to the Queensferry Museum the would be attractive to Cruise Liner visitors
Improve active travel links across the community: North to South & East to West to improve walkability and access and in line with 20min neighbourhoods
Optimise the development potential of the Ferrymuir site

Activity 3: *'Amazing Space'*

What potential opportunities are there for pipeline projects and future investment to address any unmet community needs?

- Discuss any future projects or investment you are aware of and record these in the sheet provided.
- Beside each project or investment identify the opportunities it may present for your service or the community as a whole.

PROJECTS AND FUTURE INVESTMENT	OPPORTUNITIES to Create 'AMAZING SPACES' (Places)
	Sites/Assets for further development: Transport Scotland (Forth Bridge), Cleansing Building, Scottish Water?
Queensferry HS facilities: Halls, Cinema, Theatre	Make let costs more affordable for community groups
Purpose Built Community Centre	Independent access (a problem with school facilities conflict)
Scout Hall facilities on South side	More lets (waiting list)
Childcare Facilities – expanding population	After School Care

Community Hub Investment	Frankie & Benny's
Development Trust	
Community Cohesion	Trust/Charities/Services working together with CEC
Site Development opportunities - FETA, Transport Scotland	
Need for a new cemetery	
VAT Run development – funded as part of the developer's community benefits	
Income generation/ economic growth – from cruise liner visitors	
All schools geographically spread/located to serve the whole community	Improve accessibility/ affordability Create separate community access to reduce barriers Compartmentalise plant/services – for more efficient and cost effective use out with school hours Information hub; what's on/what's available
Forth Bridge Experience	Tourism, Heritage story, 'Active Visitors'
Community Centre Hub - Art & Sports	Wider Cultural Opportunities
Health	Secondary Care
	Improve services being delivered from new and existing schools, or other under-utilised sites: Forth Bridges contact & Education Centre and Frankie & Benny's

Case Study: Waverley Court, Edinburgh
June 2023

Project Name	Waverley Court Adaptations
Duration *(Month/Year)*	June 2023 onwards
Functions	Collaborative Hub, Community Hub, Co-Location with Partners

1. Project Description

Overview

Edinburgh Council's Business Plan 2023 to 2027 recognises the shared goals and commitments of the Edinburgh Partnership, with a focus on creating good places to live and work and taking actions to end poverty. In order to achieve these shared goals the plan commits to working together through seeking opportunities to share assets, services, and resources towards the three common outcomes.

Vision

The vision for Waverley Court, as one project within the Corporate Property Strategy, is to facilitate this way of working by creating modern, attractive and future proof workspaces that can be used as a collaborative hub for Council colleagues and external public sector and service delivery partners. In addition, this will support the Our Future Work agenda through the creation of an effective hybrid working environment, attracting colleagues into the workplace to engage in individual and teamwork activities. This will be achieved through a planned implementation of a low intervention, sustainable design which promotes a collaborative working environment and creates opportunities for collocating with service delivery partners.

There are many advantages to a flexible approach to working patterns in the future which incorporates a healthy mix of different working options for roles where that is appropriate. A balance is good for a variety of reasons such as – welcoming new colleagues, collaboration and teamwork, social interaction, keeping connected with work activities and general wellbeing.

Main Objectives

The main objectives of this project are to:

1. **Adapt Waverley Court to support Our Future Work strategy**

   - Transformation of Waverley Court to a collaborative hub for the public sector and its service delivery partners.

   - Create an environment which supports and attracts staff.

   - Create a fully accessible workplace.

2. **Create opportunities to integrate other public sector bodies within Waverley Court**

   - Explore opportunities to lease space to public sector partners.

   - Design spaces that support increased cooperation between public sector partners, leading to multi agency early intervention solutions (STRIVE/MASH).

   - Mitigate current running costs and create new income streams.

3. Sustainable development and the Council's path to Net Zero

- Investigate opportunities to improve energy efficiency of Waverley Court.

- Develop a circular approach to specification and disposal of Furniture, Fixings and Equipment.

- Encouraging more sustainable travel patterns. (Car park).

2. Function

Waverley Court is currently underutilised following the return to work after the COVID-19 pandemic. Services have assigned desks and areas based on a reduced and the adoption of hybrid working practices. The current usage of this is approximately 14% was when measured in January 2023, although recent occupancy monitoring has shown a marginal increase. An example of how the assigned areas are currently designated is shown below. This partitioning of space in this way contributes to the territorial nature of the workplace and results in less collaboration, isolation and creativity.
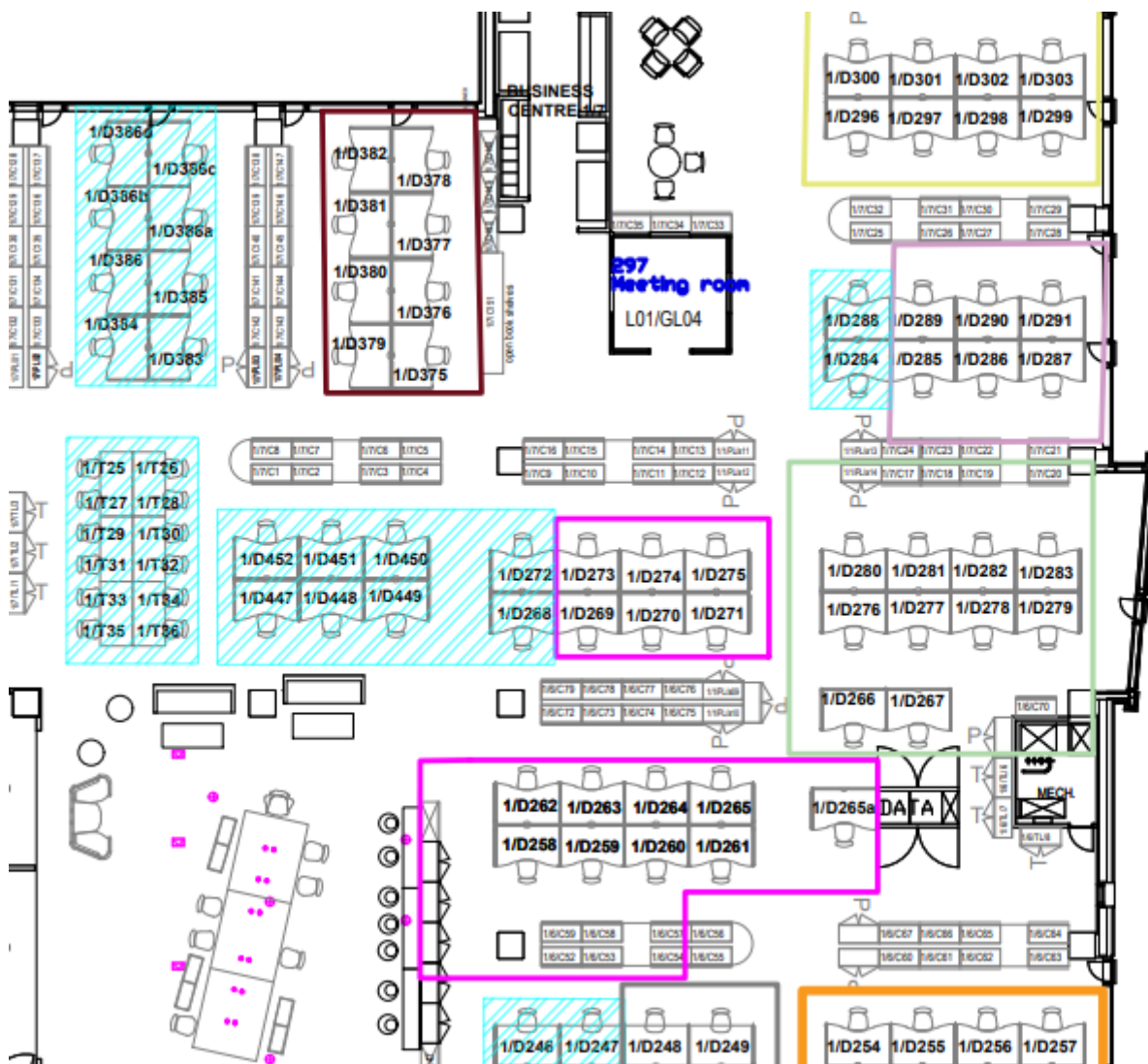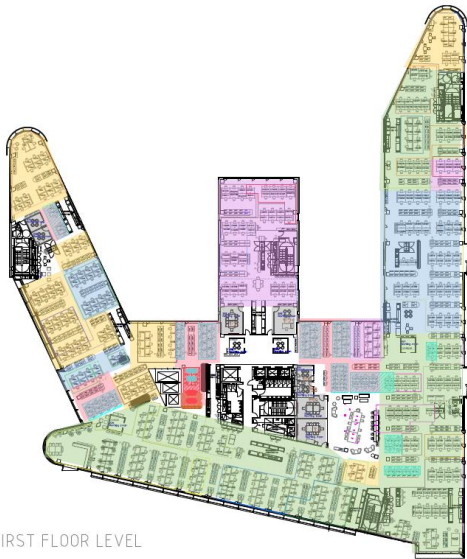
FIRST FLOOR LEVEL
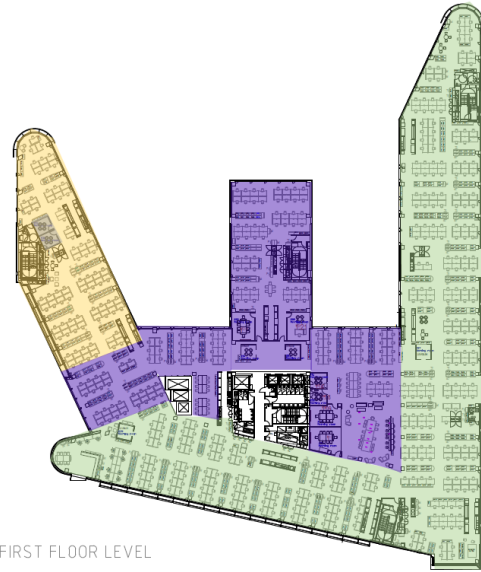
FIRST FLOOR LEVEL

The above typical plans show the current directorate placement against the proposed directorate placement.
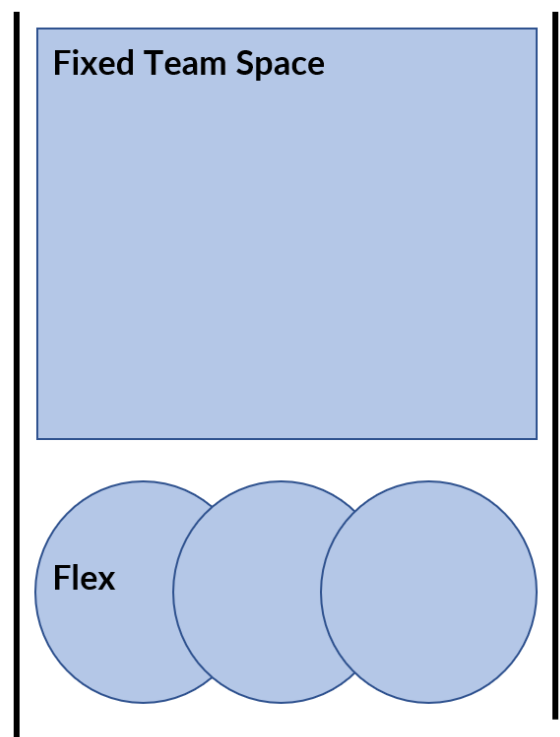
We propose to create directorate neighbourhoods based on a "fixed and flex" approach. This offers a variety of different spaces for teams to work in. With minimal 'fixed' desks intended for teams who have specific IT requirements, this gives colleagues the flexibility to complete different tasks in the most appropriate setting and spaces that complement their way of working. This is achieved by creating distinct work areas, also known as "zones." Flexible office spaces promote collaboration between disparate departments and partners as everyone is in a central location – a "hub". There are fewer barriers between workstations so that different teams can interact with one another, but there are still delineations so that they do not necessarily interrupt workflows. Better visibility and collaboration helps encourage creativity and additionally enhanced early and reactive intervention.
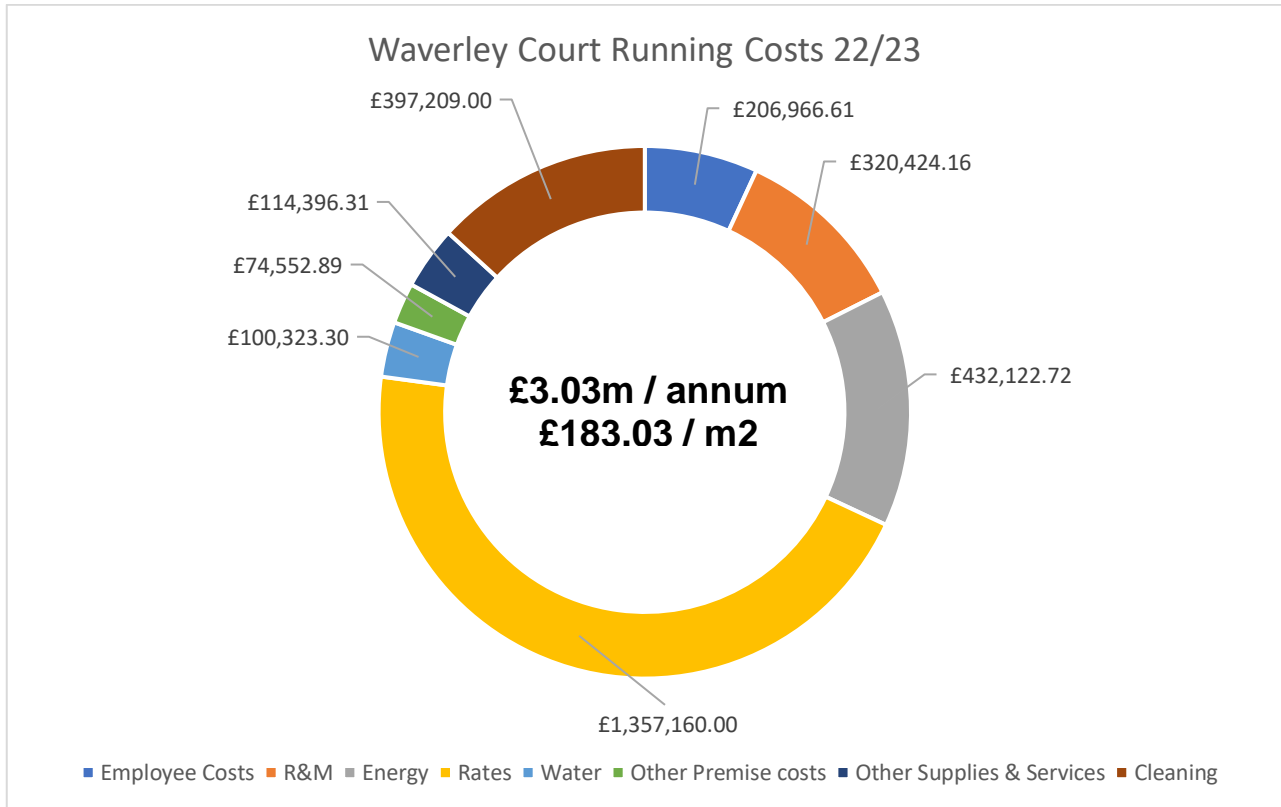
Fixed zones would be based on specific team requirements and would be similar to delinineating an area for specific team use albeit on a reduced desk count.

Flex zones would make use of an enhanced desk booking system so that colleagues could actively search, book and occupy desks in a specific directorate neighbourhood. By sharing these area
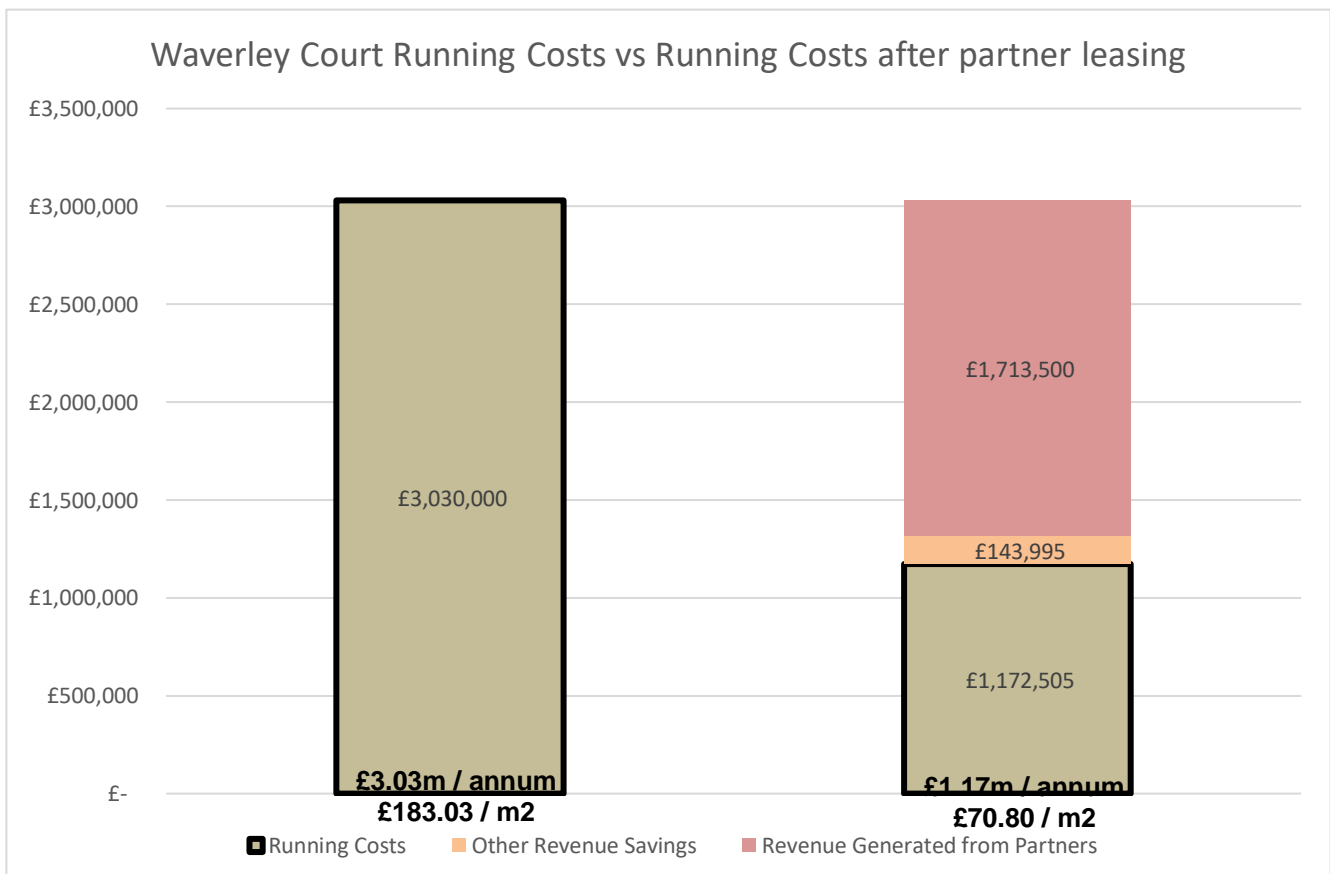
By reducing the amount of fixed desks and the introduction of more desk sharing between teams and services, the intention would be to use any excess space to create and range of other work settings such as collaboration space, bookable teams areas, phone booths and quiet/focus spaces.

The introduction of External Partners into Waverley Court would generate reveneue and help offset the the building running costs.

Fixed Team Space

Flex

Waverley Court Running Costs 22/23

£397,209.00
£206,966.61
£320,424.16
£114,396.31
£74,552.89
£432,122.72
£100,323.30

£3.03m / annum
£183.03 / m2

£1,357,160.00

■ Employee Costs ■ R&M ■ Energy ■ Rates ■ Water ■ Other Premise costs ■ Other Supplies & Services ■ Cleaning

By leasing out approximately 25% of desks in Waverly Court, there is potential to generate approx £1.7m in revenue, realise other savings of £144k by ending external leases, effectively reducing the operational running costs of Waverley Court by 61% to £1.17m per annum.

Waverley Court Running Costs vs Running Costs after partner leasing

£1,713,500

£143,995

£3,030,000

£1,172,505

£3.03m / annum
£183.03 / m2

£1.17m / annum
£70.80 / m2

■ Running Costs ■ Other Revenue Savings ■ Revenue Generated from Partners

The Council is experiencing a shortage of customer facing space in the city centre. Further leasing opportunities could be explored as services move into Waverley Court and external leases are ended. To this end, we are exploring creating a Community Hub space within Waverley Court. This would be located on the Ground Floor G2 space, re-opening the existing entrance to Market Street.

3. Furniture, Fixtures and Equipment

As we adapt space moving forward, reuse of existing furniture, fittings and equipment will be considered where appropriate developing a circular approach to specification and disposal. Budgets and processes for repairs of furniture, fittings and equipment including audio visual equipment and monitors will require to be established.

By utilising current purchasing frameworks, the Council will benefit from associated purchasing savings and benefits. By developing benchmark solutions that can be replicated across the estate, it is planned to use the tender process for Our Future Work trials to incorporate key groupings of furniture solutions that can be 'called off directly' for further trials and adaptations across the estate, this will reduce duplication of procurement costs as the project develops.

A Hybrid Equipment Guide has been included within the Our Future Work toolkit with DSE guidance. During the pandemic, some teams may have organised for their office equipment to be sent home to support home working. Services were asked to review what equipment needs to be returned to an office, and this forms part of their future workplace equipment strategy including equipment that can be purchased to help colleagues work more comfortably in an office.

Waverley Court has implemented a traditional desk based system since its opening in 2007. In fact, the desks are the same as they were in 2007. Although the desk are in relatively good condition for their age, they are not space efficient and there is an opportunity to alter them to modern standards. The requirement for large desks is now outdated – modern workforces are increasing agile and less paper based.

We propose to alter the existing desk to a more appropriate size of 1400x750mm (they are currently 1800x1000mm) in order to free up more space within Waverly Court. By doing this the size of each desk would be reduced approximately 0.7m2. and would result in freeing up an additional 1340m2 (0.7m2 x 1917 desks) of usable space. This can then be used create a range of collaboration spaces throughout the building.
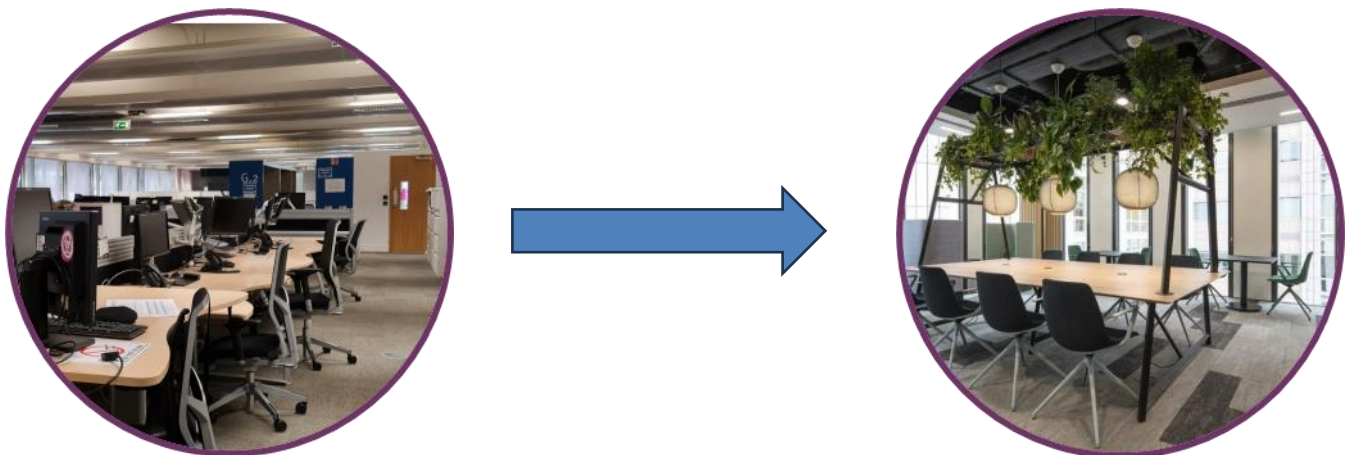
A good example of the approach is the creation of a new accessible, demonstration space on the Ground Floor (G.6) of Waverley Court. Colleagues will have the ability to book the space with the intention to demonstrate sustainable adaptation of existing equipment where possible with inclusive and wellbeing design principles that can be replicated over the estate. There are also additional opportunities for short term hire of corporate space to partners, use for out of hours and for learning and teaching/digital innovation.

4. Digital

Embedding new, post-covid ways of working and delivering the organisational reform priorities of the Our Future Work programme will require the interior environments over the estate to be digitally enabled with fittings, furniture, and equipment to support and align with the digital strategy.

A selection of new hybrid Audio Visual (AV) equipment has been piloted to facilitate hybrid meetings in certain buildings. AV Screens are required with video conferencing technology including cameras and microphones. In these trials it has been identified there has been a lack of investment in AV with no service directly owning audio visual kit and the associated responsibilities such as procurement and specification advice, repairs and maintenance and support for use. The has resulted in a range of compatibility issues between laptops, monitors and AV equipment.

Physical storage rationalisation will be essential to make buildings more suitable for sharing and collaboration, as currently some services are dependent on being located near files/resources. Removing storage from buildings will allow more inclusive space for wellbeing and collaboration to be developed. Digital storage solutions require to be developed to support the Our Future Work Programme. The Council currently has 827m2 of file storage within Waverley Court.

5. Accessibility

Since the build opened, further accessibility considerations, legislation and guidance have developed. Under this context we are reviewing the

Throughout this project, accessible design considerations will be fundamental in all decision making. Accessibility audits will be carried out to ensure the operational property estate continues to be improved

for all staff. Equal opportunities, health and wellbeing are innately dependant on the quality of all our working environments and every opportunity will be taken as workplaces are transformed to develop working environments suitable and inclusive for all colleagues.

Appendix 4

Delivering and Maintaining a Sustainable Corporate Property Estate

Summary

Edinburgh has a central role to play in delivering a cleaner, greener and fairer future for everyone. The Council has set an ambitious target for Edinburgh to become a net zero city by 2030.

The Council is adapting strategies to accommodate net zero plans within established asset management practices. A lot of the thinking around the delivery of net zero in buildings is still in development and therefore, this requires the Council not only to make informed decisions about the management of and investment in its estate but also to play a role in driving innovation.

This Appendix sets out the approach that the Council will adopt to address the challenges and opportunities that the delivery of net zero presents to the Council's operational estate.

Background

Legislative Drivers
The Council has legislative obligations to ensure Health and Safety, statutory compliance and mandatory inspections and certifications are carried out.

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 commits Scotland to a "Net Zero" emissions target of 2045. Through the Scottish Government's 'Heat in Buildings Strategy' published in 2021, phased targets will be agreed with the Scottish Public Sector, with a commitment to decarbonise public buildings by 2038 at the latest. A key tenet of this is to ensure that publicly owned buildings meet zero direct emission heating requirements. A New Build Zero Emissions from Heat Standard will be introduced from 2024 by which point all new builds will have to use heating systems which produce zero direct emissions at the point of use. These include electric heat pumps, direct electric heating such as storage heaters and connection to heat networks.
In other words, it is expected that all public buildings stop using fossil fuels and replace their current gas and oil boilers as soon as possible, with a backstop of 2038 for hard to decarbonise buildings such as hospitals.

The Climate Change (Scotland) Act 2009 commits Scotland to a "Net Zero" emissions target of 2045. Through the Scottish Government's 'Heat in Buildings Strategy', phased targets will be agreed with the Scottish Public Sector with a commitment to decarbonise public buildings by 2038. A key tenet of this is to ensure that publicly owned buildings meet net zero emission heating requirements.

The Heat in Building's Strategy also sets out a requirement for Councils to develop Local Heat and Energy Efficiency Strategies (LHEES) by the end of 2023. The Council's LHEES will define the long-term plans for decarbonising heat and improving energy efficiency across Edinburgh.

Council Drivers

In January 2018, the Council embarked on a five-year programme to upgrade the condition of buildings across the operational property estate. The programme was designed to first stabilise, and then upgrade the condition of the Council's operational estate to a safe and satisfactory condition and to address a backlog of maintenance issues. Condition remains a focus of the Corporate

Property Strategy and will play a central role in informing the buildings that require investment and is therefore integral to how the Council resources the switch to net zero buildings.

The City of Edinburgh Council declared a Climate Emergency in 2019 and a Nature Emergency in 2023 and committed to work towards a target of net zero emissions by 2030 for both city and corporate emissions. The new Council Business Plan 2023-27 sets "Become a net zero city" as one of the three strategic priorities for the Council. The Council Emissions Reduction Plan (CERP) was approved in November 2021 and sets out the strategic approach and key actions the organisation will take to ensure that, subject to the appropriate funding being secured, it will be a net zero organisation by 2030. In doing this, the plan also sets out how the Council is delivering against its Climate Compact commitments. The CERP provides detail on the strategic approach to building emission reduction and outlines the key interventions being progressed.

In 2021/22 emissions from buildings made up around two thirds of the Council's carbon footprint. Set within the wider context of city emissions, Council corporate emissions account for around 3% of total emissions. The scale of this challenge highlights the importance of the Council taking a lead role to drive the change and practices that will support wider net zero delivery across the city.

In terms of the Corporate Property Strategy, this will means pushing boundaries, bringing in resource and funding, building knowledge and expertise, developing the market, innovating and promoting technology advancement. The Corporate Property Strategy therefore has a wider value that extends beyond the outcomes sought for the Council estate. Importantly, this step change requires consideration of opportunities and impacts beyond the boundaries of any individual properties. The strategy needs to balance the requirements of the individual buildings, with the wider needs of neighbourhoods and the city.

Defining Condition

Understanding the condition of assets is an essential component of keeping buildings safe and operable. Properties are surveyed on a five-year cycle to monitor condition and identify any required investment. The gathering and analysis of property data (such as any reactive maintenance call outs or surveys undertaken) helps inform this process. Therefore it is important that information is recorded in a way that informs the delivery of current and future objectives. The Council follows the Scottish Government's The Condition Core Fact guidance.

Historically, condition was the predominant driver of capital works in the Council's operational buildings with a risk-based approach taken to prioritise investment. Whilst this remains an essential requirement, future capital works must also support the delivery of a net zero Council estate.

Defining Net Zero in Buildings

A net zero carbon building is generally considered as a building that is fully powered by renewable energy and, over the course of a year, contributes zero (or negative) carbon emissions. However, this is only part of the picture. There are carbon emissions associated with the construction, maintenance and disposal of buildings that are significant and need consideration.

Establishing a clear pathway to delivering a net zero property estate is not an attainable objective at this point in time. More work is required to research the technical approaches and establish the infrastructure, supply chains and finance that will support the delivery of net zero. The Corporate Property Strategy outlines an approach that will help place the Council on the journey to net zero.

Net Zero and New build

The Council has set a default requirement to deliver new build properties to Certified Passivhaus Standard in the 2030 Climate Strategy (see action 3.1 in "Net Zero Development and Growth" chapter – "Commit to all City of Edinburgh Council new build operational estate to be Passivhaus standard with LZC primary plant"). This will ensure that buildings are designed to a very high level of energy efficiency. The Passivhaus approach also accommodates the addition of low carbon heating plant which will ensure that new builds support net zero targets and importantly, that new buildings do not add to the challenge of decarbonising the Council estate. The first Council building, constructed to Certified Passivhaus Standard, Sciennes Primary School extension opened in August 2023.

Net Zero and the wider city

Achieving net zero emissions is a global challenge. Whilst the focus of this strategy is the Council's corporate property, it is important to recognise the Council as a key stakeholder and leader in the delivery of net zero in Edinburgh and Scotland. Delivering on net zero will require coordination across Edinburgh to create the infrastructure to support low/zero carbon heat and localised power generation.

The Council has a role to play in identifying and supporting the establishment of heat networks in areas of high heat density. According to the Heat Networks (Scotland) Act 2021, local authorities have a duty to consider the designation of heat network zones and assess the suitability of their own estate to connect to heat networks. Larger Council buildings in areas with a high heat density are well placed to act as anchor loads for heat networks and, along with other public sector organisations, will play a central role in the success of future heat networks. Therefore, it is important that the viability of a heat network is considered as part of the decarbonisation strategy for individual buildings in the Council estate.

The Challenge of Low Carbon Heat

One of the primary requirements to decarbonising Council buildings is to reduce reliance on natural gas as a source of space and water heating. With most of the Council's estate currently heated by boilers burning natural gas, the most likely strategy available to the Council will be to switch buildings across to some form of electric heating. However, there are practical, operational, and financial considerations to making this switch.

- **Infrastructure** – the switch to electric based heating will require an upgrade to local electricity connections to support the increased demand. Wide-spread adoption of this approach across the city will place pressure on wider infrastructure which may result in delayed switch over. This pressure also points to a need to consider low energy Retrofit as a means to reduce demand on the electricity network. For example, according to SPEN distribution heat maps, in the east side of the city, "at least one factor is close to its operational limit and so installation of most levels of Distributed Generation and a local connection is highly unlikely. It may also require extensive reinforcement works or given the lack of a local connection, require an extensive amount of sole user assets to facilitate such a connection."
- **Cost of energy** – historically, when compared to electricity, gas has been relatively cheap. This means that converting to electricity from gas could cause a significant increase in operational costs placing pressure on budgets, particularly when a lower level of fabric intervention has been applied to the building. Electricity is more flexible and there are ways

to get 'more' heat output, such as using electricity to power heat pumps (which also reduce the overall demand for electricity – see why this is important in '**Infrastructure**' above). However, even with improved efficiencies, running costs will likely increase, making it challenging to create a conventional 'spend to save' argument for decarbonisation. Decarbonisation will come at a cost.

- **Building Characteristics** - the Council operates a diverse property portfolio to meet a broad and evolving range of user needs. Whilst the Council has some more modern buildings, it also has a large portion of older buildings which present specific challenges to decarbonisation (30% of the estate is over 100 years old). Low carbon heat from heat pumps suits lower circulation temperatures (i.e. the temperature of water circulated to radiators) than that provided by conventional gas boilers. This lower grade of heat can present barriers to a direct switch out of gas boilers with heat pumps. Essentially, at lower circulation temperatures, radiators are not able to deliver the same heat to a building. This places a major challenge on retrofit plans with consideration needed on both the capability of existing heat distribution to heat a space, and any corresponding improvements that need to be made to the building fabric to reduce heat loss.
- **Other Risks -** the supply chain would not be ready and the skills gap too big to deliver**;** Works carried out would be done in an accelerated way (e.g. heating electrification only without fabric first approach), to the detriment of the buildings (increased running costs) and its users (reduced comfort); and levels of disruption / decant.

Existing Buildings - Aligning condition and net zero

A key aspect of the Council's Corporate Property Strategy is to align established processes to invest in lifecycle condition improvements of the Council's estate with works to decarbonise properties. This places the drive to decarbonise against practicalities of determining the best course of action within the remaining lifespan of any plant and equipment. As detailed above, there are challenges with decarbonising heat, and 'making the switch' can be predicated on other works such as increased insulation, or new radiators, that support the electrification of heat. Adapting to this is an important aspect of the Council's Corporate Property Strategy. More planning will be needed to ensure that works that support the switch to low carbon heat are identified and phased accordingly and prior to any lifecycle replacement of heating plant becoming critical. This may mean upgrading insulation and air tightness at the same time as replacing roofs, even though the building remains on gas for a while longer. Current methods for evaluating the best approach to retrofit are resource intensive and solutions will be building specific. Adapting property surveys to include low carbon opportunities and dependencies and linking to wider LHEES will be an important element in better informing the estate wide retrofit strategy.

Delivering Best Value

Decarbonising heat and lowering heat demand through retrofit is expensive. Whilst there are opportunities to learn from pilots where a building archetype is made as efficient as possible, this is not practical or affordable across all buildings in the Council estate. The Council needs to strike a balance between low carbon plant and demand reduction. This will vary based on building characteristics, but any approach will likely fall between the minimum level of improvement required to enable the switch over to low carbon heating plant and the optimum level to enable improved comfort and lower running costs. Works can be disruptive to normal building activity and the cost of decanting building users (such as would be the case for schools during deep energy

retrofit) is very expensive. Whilst there are opportunities to look at ways to address this, the Council will need to be innovative where it can be to reduce costs.

Consequently, to deliver best value, the Council will need to be flexible in approach, and the decarbonisation of a building may an iterative/elemental process over several years. Whilst improved comfort is a desired outcome, decarbonisation of heat is the primary objective.

Pilots and Innovation

Developing pilot projects and supporting innovation not only help the Council inform the best pathways to deliver net zero, but they also play a role in supporting wider industry in developing responses to the net zero challenge. It is important the Council continues to share knowledge and information gained from pilot projects and continues work with other organisations to support the development of ideas, standards, and research.
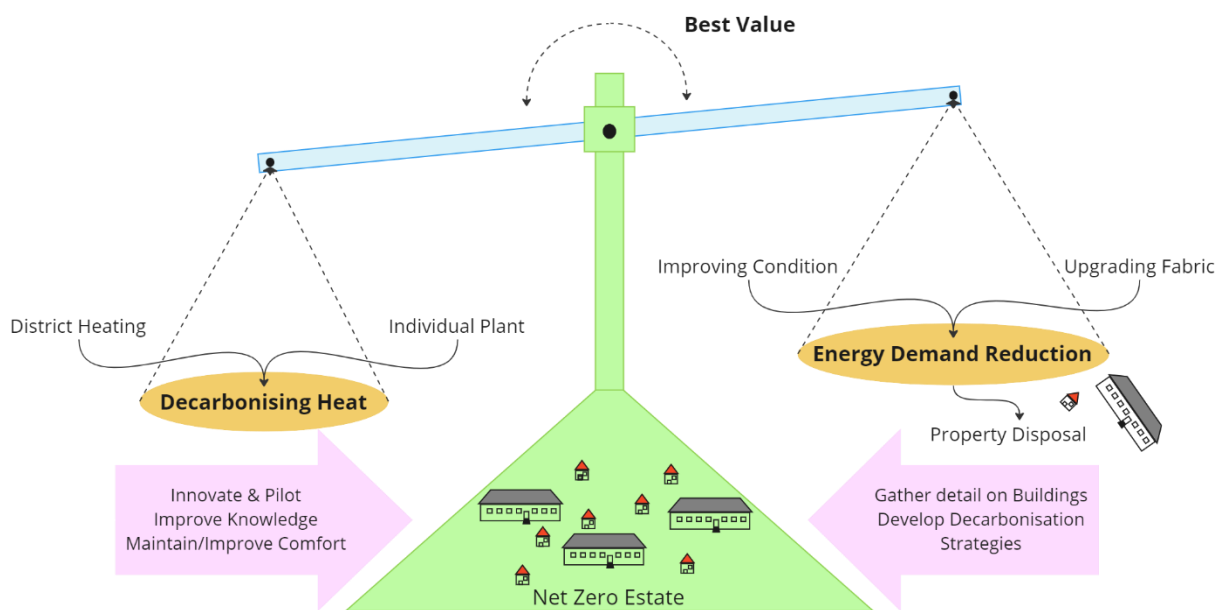
The reality and costs of decarbonising heat and delivering net zero

Delivering net zero across the Council's estate is a significant challenge. The Corporate Property Strategy seeks to prioritise the electrification of heat as the primary objective but this is just one aspect of a larger picture. With over 400 operational buildings, and with options for the electrification of heat expensive and potentially intrusive, the scale of the task ahead is enormous. However, there is also value in assessing the retrofit methodologies at a more modest scale to ensure the build-up of skills and expertise whilst moderating exposure to the risks associated with learning by doing. Therefore, the Council needs to exercise caution but will ultimately need to take bold and informed steps.

In conclusion, as part of the Corporate Property Strategy, the ability (cost and conditionality) to retrofit a building will be a material consideration in informing future decisions.

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Policy and Sustainability Committee

10.00am, Tuesday, 22 August 2023

Energy for Edinburgh – options appraisal

Executive/routine	Executive
Wards	All
Council Commitments	

1.   Recommendations

1.1   It is recommended that the Policy and Sustainability Committee:

1.1.1   Notes the option appraisal for Energy for Edinburgh; and

1.1.2   Agrees to continue to develop the business case for local heat networks and consider whether there is a role for Energy for Edinburgh, once that work is further advanced, later this year.

Paul Lawrence

Executive Director of Place

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Report

Energy for Edinburgh – options appraisal

2. Executive Summary

2.1 The Council-owned energy services company (ESCo) Energy for Edinburgh Limited (EFE) was incorporated in 2016 but, to date, has not carried out any activity. An appraisal on future options for EFE has found that there is currently no clear role for EFE but that it could be used to progress heat network projects subject to further, more detailed, assessment.

3. Background

3.1 EFE is the Council's arm's length ESCo.

3.2 Proposals to create an ESCo for Edinburgh were initially presented to the Council's Economy Committee in May 2014. The relevant report identified four proposed objectives for the ESCo:

    3.2.1 Delivering affordable energy initiatives (with a particular focus on alleviating fuel poverty and reducing energy bills);

    3.2.2 Income generation;

    3.2.3 Reducing carbon emissions as per the Sustainable Energy Action Plan (SEAP) targets; and

    3.2.4 Creating wider benefits for the community.

3.3 In September 2015, the Council approved the first stage of establishing an ESCo for Edinburgh as a wholly Council-owned body. This report identified four prospective areas of activity for the ESCo:

    3.3.1 District heating – providing coherence and a clear delivery model in developing district heating schemes across Edinburgh, ensuring that best practice is made available, that the technologies used are scalable and compatible and that economies of scale are utilised;

    3.3.2 Solar farms – taking forward the development of land to house large numbers of photovoltaic solar panels;

3.3.3 Smart cities – accelerating the roll-out of integrated, scalable, sustainable smart city technologies and services to deliver energy efficiency; and

3.3.4 Community energy – providing advice and expertise to community energy schemes in Edinburgh, assisting in getting new schemes established, helping to access funds, and potentially providing a 'one stop shop' for energy advice.

3.4 In March 2016, the Council approved the establishment of an ESCo (to be named Energy for Edinburgh), including its articles of association, shareholders agreement, and draft business plan.

3.5 The report set out a vision for EFE of "*delivering the Council's energy aspirations, supporting Edinburgh's citizens and businesses in becoming more sustainable by reducing energy demand and encouraging local energy generation.*" The report identified the objectives of EFE as being to:

3.5.1 Reduce carbon emissions;

3.5.2 Deliver affordable energy (with a particular focus on alleviating fuel poverty);

3.5.3 Generate income;

3.5.4 Encourage wider community benefits; and

3.5.5 Access and leverage the use of private sector finance where appropriate and where its use meets the above objectives.

3.6 The business plan proposed that EFE should act as a single point of contact for all strategic energy initiatives across the Council and identified a number of projects, at that time, that the company could lead on.

3.7 The 2022/23 budget for the Council allocated £0.2m to EFE "*to allow a zero-carbon energy project to move forward*". £0.01m of this has been utilised to date for costs associated with keeping EFE open, leaving £0.190m.

3.8 On 17 November 2022, Policy and Sustainability Committee considered a report on 2030 Climate Strategy – Environmental Assessment Consultation and Review. The decision of Committee included recognising that EFE had a role to play in the Council's Local Heat and Energy Efficiency Strategy, and that this was proposed as a priority area for investment. The Committee requested that a thorough options appraisal for opportunities for energy generation partnerships in the city be undertaken with an evaluation of how best to make EFE an active enterprise, including consideration of options for alternative and joint ventures, with learning from other ESCOs and Local Authorities.

3.9 In January 2023, Policy and Sustainability Committee considered an update report on EFE. Committee agreed the following motion:

3.9.1 Noting 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 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".

3.9.2 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.

3.9.3 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.

3.9.4 Agrees to another report in two cycles with an appraisal of at least 3 options for the future of Energy for Edinburgh.

3.9.5 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.

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

3.9 This report addresses paragraph 3.9.4 of the motion.

4.   Main report

4.1 The full option appraisal is attached as Appendix 1 and considers six options for EFE:

4.1.1 Winding-up the company;

4.1.2 Using EFE to progress solar PV projects;

4.1.3 Using EFE to progress heat network projects;

4.1.4 Using EFE to progress non-domestic energy efficiency projects;

4.1.5 Selling shares in EFE; and

4.1.6 Using EFE to leverage funding.

4.2 These options are assessed against three principles:

4.2.1 That EFE should only engage in activity where there is a strong rationale for the activity in question being carried out by EFE as opposed to the Council or a third party;

4.2.2 That EFE should only engage in activity where it could conceivably have some manner of competitive advantage; and

4.2.3 That the activity can be delivered by Council staff and contractors acting on behalf of EFE rather than necessitating EFE has dedicated staff.

4.3 The finding of the appraisal is that using EFE has limited added value in delivering projects at this time. While there could be a role in progressing future heat network projects in Edinburgh, utilising it for this purpose will need to be benchmarked against other options once business cases are completed, such as direct delivery by the Council. Elected members are therefore advised to note this position and delay a final decision on the future of EFE until later this year when heat network business cases are finalised.

5. Next Steps

5.1 If Committee agrees the recommendations of this report, officers will:

5.1.1 Write to the Board of EFE to advise them of the agreed position for the company and invite them to remain in post until a final decision is taken;

5.1.2 Seek the view of the Board of EFE on the options appraisal;

5.1.3 Continue to develop the city's Local Heat and Energy Efficiency Strategy (LHEES) and report this to Committee in December 2023;

5.1.4 Continue with the procurement of a heat network developer and operator in Granton (which is due to be reported to Finance and Resources Committee early 2024); and,

5.1.5 Continue to develop a business case for a heat network in South East Edinburgh, with a report to Committee expected early 2024.

5.2 It is envisaged that, as the above areas of work advance, it will become possible to finalise the assessment of whether there is a role for EFE in relation to heat networks.

5.3 The final assessment will be reported back to Committee in January next year alongside the Climate Strategy update.

5.4 The £0.190m budget allocated to EFE will be used to cover any company costs in this financial year and any further work (such as legal or technical specialist advice) required to finalise the assessment of the role EFE could play in the delivery or management of heat networks in the city.

6. Financial impact

6.1 In the short term, the Council could make a small saving if Companies House and HMRC are advised that the company is currently dormant, while the business case for EFE to progress heat energy networks is developed.

6.2   The costs currently incurred by the company are principally audit (circa £6,500 per annum), tax (circa £950 per annum), and insurance (circa £1400 per annum). These costs could be reduced by declaring EFE to be dormant until such time as it trades. The £0.190m budget identified will be utilised as described in paragraph 5.4.

7.   Stakeholder/Community Impact

7.1   Consultation has been undertaken with internal and external stakeholders to inform the options appraisal.

8.   Background reading/external references

8.1   None.

9.   Appendices

9.1   Appendix 1 – Energy for Edinburgh options appraisal

Energy for Edinburgh – options appraisal

1. Contents

2. Executive summary

2.1. This report is an options appraisal for Energy for Edinburgh Limited ("EFE"), the arm's length energy services company of the City of Edinburgh Council. The report appraises options for the future of EFE.

2.2. EFE was incorporated in November 2016, but has yet to carry out any activities as of March 2023. The company has no employees or any significant assets.

2.3. The UK energy market is currently in a period of instability, with significant price rises for consumers and multiple recent energy company failures.

2.4. The Council is currently taking forward a range of energy-related projects in-house, among them the scoping and development of various heat networks.

2.5. A business plan for EFE was produced in 2016; it identified three principal workstreams that were proposed to be the initial areas of focus for the company: heat networks, non-domestic energy efficiency, and solar PV. It is considered that several assumptions in the business plan are no longer sound in the current context.

2.6. Multiple other UK local authorities have established ESCos. Some are focused on a single project centred on an asset owned by the local authority, while others have a more diverse workload. Where local authority-owned ESCos have acted as fully licensed energy providers, this has on multiple occasions resulted in challenges for the local authority in question.

2.7. The options appraisal considers six options for EFE: winding-up the company; using EFE to progress solar PV projects; using EFE to progress heat network projects;

using EFE to progress non-domestic energy efficiency projects; selling shares in EFE; and using EFE to leverage funding. These options are assessed against three principles: that EFE should only engage in activity where there is a strong rationale for the activity in question being carried out by EFE as opposed to the Council or a third party; that EFE should only engage in activity where it could conceivably have some manner of competitive advantage; and that the activity question can be delivered by Council staff and contractors acting on behalf of EFE rather than necessitating EFE having dedicated staff.

2.8.   The finding of the appraisal is that there is not clear role for the company at the current time but that EFE could be used to progress heat network projects in Edinburgh subject to further assessment.

3. Introduction

3.1.   This report is an options appraisal for Energy for Edinburgh Limited ("EFE"), the arm's length energy services company (ESCo) of the City of Edinburgh Council. This report has been prepared for consideration by the Council's Policy and Sustainability Committee on the future of the company.

3.2.   As set out in this report, EFE currently possesses no employees, no capabilities, and minimal resources. Given this, the focus of the report is upon identifying areas where an arm's length energy services company could add value, and where projects that the Council wishes to see realised can best be delivered using this model.

4. Background

4.1.   Proposals to create an ESCo for Edinburgh were initially presented to the Council's Economy Committee in May 2014. In March 2016, the Council approved the establishment of EFE, including its articles of association, its shareholders agreement, and a draft business plan. The report set out a vision for EFE of *"delivering the Council's energy aspirations, supporting Edinburgh's citizens and businesses in becoming more sustainable by reducing energy demand and encouraging local energy generation."* The report identified the objectives of EFE as being to:

- Reduce carbon emissions;
- Deliver affordable energy (with a particular focus on alleviating fuel poverty);
- Generate income;
- Encourage wider community benefits; and
- Access and leverage the use of private sector finance where appropriate and where its use meets the above objectives.

4.2. EFE was incorporated as a private limited company on 8 November 2016. As of March 2023, EFE has no employees and no assets besides a nominal amount of cash.[1] The company has not to date delivered any projects or carried out any meaningful activities.

4.3. The 2022/23 budget for the City of Edinburgh Council allocated £200,000 to EFE "*to allow a zero-carbon energy project to move forward*".

4.4. In January 2023, the Policy and Sustainability Committee requested that officers prepare an options appraisal on the future of EFE, with the options appraised to include (a) securing a delivery partner to purchase 50% shares in the company (b) using EFE to provide a platform for the Council to lever additional funding.

5. Energy market context

5.1. The context in which EFE operates has changed significantly in recent years. The UK energy market is currently experiencing significant challenges, primarily due to a sharp rise in global wholesale gas prices. Following a decade of stable or falling prices, gas prices began to rapidly increase towards the end of 2021, driven by factors such as rising demand, depleted reserves, breakdowns and maintenance events at key facilities, and various supply pressures associated with Russia's invasion of Ukraine. Rising gas prices have in turn driven up electricity prices.

5.2. The UK energy price cap – which places a ceiling on how much suppliers can charge residential consumers for standard variable tariffs for gas and electricity – was increased from £1,277 in August 2021 to £4,279 in January 2023: a rise of £3,002 (235%). It was subsequently reduced to £3,280 in April 2023. Notwithstanding that the prices levied on consumers have been capped at a lower ceiling by the UK Government's Energy Price Guarantee, the last 18 months have seen unprecedented increases in energy prices, resulting in significant pressures for both residential and non-residential energy consumers. These pressures have been exacerbated by high levels of inflation in the UK economy generally, with the Consumer Prices Index including owner occupiers' housing costs (CPIH) rate standing at 9.2% in the year ending 30 February 2023, down slightly from a record peak of 9.6% in the year ending 31 October 2022.

5.3. One impact of energy market volatility has been the failure of multiple energy companies. From July 2021 to June 2022, 29 UK energy companies, with a total of approximately four million customers, collapsed. These included Bulb Energy Ltd, at the time the UK's seventh largest energy supplier with 1.6 million customers, which was placed into special administration by the UK Government before being

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[1] This excludes the £200,000 allocated to Energy for Edinburgh in the 2022/23 Council revenue budget as this sum has not been transferred to the company.

acquired by Octopus Energy. The failure of these companies was due to a range of factors including an inability to pass increases in wholesale costs on to consumers due to the energy price cap and fixed deals, making their financial positions untenable.

6. Review of current workstreams

6.1. The City of Edinburgh Council is currently involved with a considerable range of activities relating to energy and sustainability more generally. Certain of these activities are summarised below.

6.2. The Council has, for several years, been exploring the scope to deliver heat networks in Edinburgh. While this remains an emerging area, there has been a significant increase in momentum in recent years with several projects making significant advances:

6.2.1. The Council is leading on a major mixed-use development at Granton Waterfront that will deliver thousands of new homes along with commercial space, a primary school, and other buildings. The aspiration is for the overall development to be net zero carbon. In January 2023, the Council published a prior information notice on Public Contracts Scotland in which parties interested in bidding to design, build, finance, operate, and maintain a heat network at Granton Waterfront were invited to note interest;

6.2.2. Edinburgh BioQuarter is an existing community of healthcare, academia, and commercial researchers in southeast Edinburgh, centred on the Royal Infirmary of Edinburgh. A partnership comprising NHS Lothian, the University of Edinburgh, Scottish Enterprise, and the Council is working to bring forward a major expansion of BioQuarter that will deliver around two million square feet of commercial innovation space along with around 2,000 homes, with work to appoint a development partner ongoing. There is interest in implementing a comprehensive heat solution for BioQuarter, and there has been exploration of a potential heat network solution; and

6.2.3. The Council is also exploring various other potential heat network schemes in areas including Gracemount, Sighthill, Craigentinny, and Seafield. These schemes are at various stages of development with the Council's involvement in each ranging from the lead developer to a potential off-taker. On a smaller scale, the Council is also exploring a number of communal heat schemes.

6.3. The Council is improving the energy performance of its existing social housing stock via ongoing investment in retrofitting activities, including insulation, upgrades to heating systems, and upgrades to doors and windows. New social homes in Edinburgh being delivered as part of the 21st Century Homes programme are built

to a high standard of energy efficiency and utilise heating systems with no direct emissions, such as heat pumps. Further to this, the Council is delivering energy efficiency upgrades to privately-owned homes in areas of Edinburgh with high levels of fuel poverty via the Energy Efficient Scotland: Area Based Scheme initiative.

6.4.   A project to upgrade over 55,000 streetlight lanterns in Edinburgh from halogen bulb to LEDs completed in 2022. The project was funded via prudential borrowing of £24.5 million and the upgrades are expected to save the Council £54 million over 20 years, reduce energy consumption by 60%, and reduce CO_2 emissions by 75%. The project was named "Energy Project of the Year" at the 2022 Energy Awards.

6.5.   The Council is currently preparing a Local Heat and Energy Efficiency Strategy (LHEES). The LHEES will be a long-term strategy for improving the energy efficiency of buildings in Edinburgh and reducing their emissions, contributing to the national targets of no buildings in Scotland contributing to climate change by 2045 and no households in Scotland being in fuel poverty by 2040 (along with the Council's own net zero carbon targets). The LHEES will identify "pathways" to decarbonisation for different areas of Edinburgh and segments of its building stock, based on their specific characteristics. Among the outputs of the LHEES will be an evidence base that will underpin recommendations around heat network zones in Edinburgh; the LHEES will therefore help drive forward heat network development.

7.   Review of energy services companies

7.1.   There is no legal or commonly used definition of an ESCo, and the activities carried out by ESCos are highly variable. The activities of some existing UK local authority-run ESCos are summarised below:

7.1.1.   Aberdeen Heat and Power Company Limited (company number SC233625, incorporated 2002) is a wholly owned company of Aberdeen City Council that was established with the remit of developing and managing heat networks and combined heat and power schemes to alleviate fuel poverty in Aberdeen. It now supplies heat and hot water to customers in Aberdeen – including hundreds of homes and several public buildings – via a series of heat networks supplied by four energy centres. The ESCo is responsible for procuring the design and construction of the networks and for their ongoing operation and maintenance.

7.1.2.   Hackney Light and Power is the energy services arm of Hackney Council.[2] Its stated aims are to install solar panels on Hackney Council-owned rooftops; roll-out electric vehicle charging points; invest in renewable heat generation;

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[2] It is unclear at the time of writing whether Hackney Light and Power has been incorporated.

and support businesses and residents to invest in renewable energy technologies. The activities of the ESCo to date have included commissioning the installation of solar panels on the Hackney Council-owned West Reservoir Centre, placing contracts for the installation of 3,000 electric vehicle charging points throughout Hackney, and delivering a free insulation programme for Hackney Council.

7.1.3. Midlothian Energy Limited (company number SC678840, incorporated 2020) is a 50/50 joint venture between Midlothian Council and Vattenfall Heat UK Limited which was established to utilise waste heat from the Millerhill Recycling and Energy Recovery Centre to supply low carbon heat to customers in Shawfair and the surrounding area via a heat network. The ESCo will procure design and construction of the network.

7.1.4. West Dunbartonshire Energy LLP (company number SO307232, incorporated 2021), is a wholly owned company of West Dunbartonshire Council established to run a heat network utilising heat extracted from the River Clyde at the Queens Quay development in Clydebank. It has been capitalised by West Dunbartonshire Council with £1 million. The responsibilities of the ESCo are to include commercial management of the heat network business; approving prices and tariff structures; and monitoring the performance of Vital Energi, the entity responsible for the day-to-day operation of the energy centre and pipes for the heat network.

7.1.5. City Leap Energy Partnership Ltd (company number 14298622, incorporated 2022), trading as Bristol City Leap, is a joint venture between Bristol City Council and the renewable energy company Ameresco which was established as part of a planned 20-year partnership. The partnership is aimed at bringing £1 billion of green investment into Bristol in areas including heat networks, wind turbines, solar panels, insulation, and heat pumps. The joint venture will make use of funding opportunities such as the Public Sector Decarbonisation Scheme and the Home Upgrades Grant Scheme.

7.2. It is noted that several of the ESCos profiled above have been established in order to deliver a specific project centred on an energy asset owned by the local authority, for example a heat network. Other ESCos have been established to take forward a wider range of projects, similar to that envisaged in the 2016 EFE business plan.

7.3. A small number of local authorities have established ESCos as fully licensed energy providers, giving them the ability to set prices and enter into power purchase agreements with generators. A review of these projects has been undertaken, with several examples set out in Annexe One. The overall finding is that acting as

an energy provider is challenging, with several high-profile failures resulting in significant losses for the local authorities in question. Key considerations include:

- The energy market is inherently highly competitive and challenging to extract profits from, particular for new entrants. This is likely to be exacerbated where energy suppliers are charged with additional duties, for example supplying cheap energy or supplying green energy;
- Current energy market volatility has intensified challenges for suppliers;
- Economies of scale are key to the financial success of energy providers due to high overheads and fixed costs;
- Energy customers are highly price sensitive, meaning suppliers are unlikely to be able to rely on securing local customers;
- Energy suppliers require significant upfront investment to cope with market volatility and regulatory changes and may incur sizeable early losses as overheads rise with growth; and
- The financial exposure of the local authority can be significant in the event that it provides loans, guarantees, or other backing to the company.

8. Review of Energy for Edinburgh business plan

8.1.   As noted, a draft business plan for EFE was approved in March 2016. This section of the report reviews the plan and analyses the key proposals set out in it and the assumptions underpinning them.

8.2.   The business plan identified a key potential role for EFE as being to serve as a "*central strategic energy function within the Council that brings projects together to pool expertise, explore synergies or maximise social, environmental and economic benefits*" and to serve as "*a single point for all strategic energy initiatives across the Council*". While it remains the case that there is no central function in the Council for coordinating energy projects, the rationale for this role being fulfilled by an arm's length company rather than as a corporate Council function is unclear.

8.3.   The business plan anticipated recruitment of staff for EFE taking place in Q2 2016, concurrently with the incorporation of the company and prior to other activities such as board meetings taking place. Accordingly, it was envisaged that EFE would have a dedicated staff resource from its inception, whereas in actuality EFE remains unstaffed after more than six years. The business plan is unclear on the precise number of staff EFE was envisaged as having, but it is clear that it was anticipated the company would employ at least one full-time project manager.

8.4.   The business plan identified three areas of focus for EFE in the short-term: solar photovoltaics (PV), heat networks, and non-domestic energy efficiency. The

potential role of EFE in each area as set out in the business plan is summarised below:

Solar PV

8.5. The proposed project entails the formation of solar PV canopies on park-and-ride sites and the development of solar farms on unused Council land or former landfill sites. Three potential options for EFE involvement are identified: EFE negotiating and managing leases over Council land on behalf of the Council (receiving project management and administration fees); EFE procuring a developer to install the solar PV arrays, with the developer receiving income from feed-in tariffs (FITs) and EFE receiving income from the electricity generated; and EFE itself financing the installing of the solar PV, repaying the finance using income from electricity generated and FITs.[3]

8.6. The business plan sets out the rationale for EFE delivering this project rather than the Council. It states that "*there has been a lack of resource and appropriate skill set* [within the Council] *to take this type of project forward*" and that "*EFE can use its expertise to assist developing and managing these projects*". The business plan therefore anticipates EFE being better placed to deliver this project due to possessing resources, skills, and expertise that the Council lacks. However, as noted, EFE possesses no employees and only modest resources, meaning at present EFE does not have the resources to deliver this project. While in principle employees could be hired for EFE with the necessary skills and experience, the costs of this would be considerable and the benefits of recruiting to EFE rather than the Council directly are unclear. It is considered that it could potentially be more expensive to recruit the employees in question to EFE given that the Council possesses an existing infrastructure for recruitment, payroll, human resources, etc. While Council employees could potentially carry out the work on behalf of EFE, this would appear to obviate the stated benefits of having EFE deliver the project.

8.7. Given the above, it is thought that the case for EFE playing a key role in the delivery of solar PV projects as set out in the business plan is not credible in the current circumstances. However, the potential for more intensive use of Council land and property for solar PV could warrant further exploration and conceivably EFE could play a role in leveraging private investment into this.

Heat networks

8.8. The proposed project entails the development and extension of heat networks in Edinburgh. Three main areas of activity where EFE could potentially play a role are identified: designing, financing, and building the generation and transmission

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[3] In respect of the latter two options, the end of feed-in tariffs in April 2019 means this approach is likely no longer viable.

assets; operating and maintaining the energy centre and pipe network; and providing metering and billing services to customers.

8.9. The business plan sets out the rationale for EFE delivering this project rather than the Council. It states that "*undertaking projects within a limited company allows potential risks to be limited in their impact on* [the Council], *should difficulties be encountered*" and that "*an ESCO also provides an avenue for CEC to develop commercial opportunities to sell heat to the private sector [...] the Council currently does not have the ability to do this easily.*" The rationale for utilising EFE in this role is therefore around limiting risk and unlocking commercial opportunities.

8.10. The principles underpinning the rationale for utilising EFE to deliver this project are thought to have some merit and warrant further investigation although the level of risk associated with these activities would need to be fully assessed when benchmarked against other options such as direct delivery by the Council. Work is currently being taken forward directly by Council officers in relation to Granton and South East Edinburgh. While no firm conclusions have been reached, it does appear that heat networks will be the preferred option for decarbonising heating and hot water in these areas although Council and Scottish Government support is likely to be required to create investable propositions i.e. at the moment it is unlikely the market could deliver without intervention of some form. It is also noted that EFE in its current form lacks the capabilities required to play any meaningful role in the delivery or operation of heat networks.

Non-domestic energy efficiency

8.11. The proposed project entails the retrofitting of non-domestic buildings in Edinburgh. It is anticipated that EFE would supply "*monitoring and verification assistance at later stages, ensuring that the cost and CO_2 emission savings are being realised in line with the approved business* case" and supply "*advice, support and a potential procurement route for* [partner] *organisations to implement their own energy efficiency measures*" in return for management fees. In effect, EFE is envisaged as helping public sector organisations such as NHS Lothian and businesses implement energy efficiency measures.

8.12. The business plan sets out the rationale for EFE delivering this project rather than the Council. It states that "*expanding these energy efficiency projects across the City's various organisations would prove very difficult for* [the Council] to undertake as a more bureaucratic entity with strict approvals processes" and that "*EfE can co-ordinate energy efficiency works where required, alongside* [heat network] *scheme initiatives, and CEC would not be able to do this*." It is, however, unclear how EFE would support the work that other organisations are carrying out internally. As above, it is noted that EFE in its current form lacks the capabilities required to play any meaningful role in the delivery non-domestic energy efficiency projects.

8.13. Given the above, it is thought that the case for EFE playing a key role in the delivery of non-domestic energy efficiency projects as set out in the business plan is not credible in the current circumstances.

8.14. In addition to the above project, the business plan identified several other areas in which it was envisaged that EFE could become involved. A selection of the projects identified is set out below. It is noted that several of the projects identified have moved on significantly since 2016:

- Streetlight LED replacement programme;
- Stair-light replacement programme;
- Use of solar farms on unused CEC land;
- Electric vehicle charging; and
- Domestic building energy retrofit programme.

8.15. Across the various projects, the business plan identified where it was envisaged that EFE could add value. The following items were identified:

- Accelerate investment;
- Community engagement;
- Co-ordinate partners;
- External financing;
- External partnering;
- Provide expertise;
- Scaling; and
- Source external partners.

8.16. It is thought that the potential for EFE to add value in the ways set out above may be limited. For example, EFE is envisaged as providing expertise to projects. As noted, EFE currently does not have any employees or capabilities. While in principle it would be possible for EFE to recruit employees utilising the £200,000 of funding available to the company, given the potentially wide-ranging nature of the company's activities, it would be challenging to provide all these capabilities in-house. A recent piece of work commissioned by the Council on a heat network project has involved input from disciplines include project managers, electrical engineers, design engineers, mechanical engineers, carbon consultants, and commercial consultants. Different projects will require different disciplines, in some cases relatively niche. It is suggested that it would be challenging to EFE to viably recruit the employees needed for it to provide expert advice on the projects in question, and that it is likely to be more feasible to contract this work out to external suppliers.

8.17. The business plan sets out proposals around the finances of EFE. The business plan was predicated on EFE being awarded £150,000 of start-up funding; while this funding is not currently in place, £200,000 was awarded to EFE in the 2022/23 Council revenue budget. The £150,000 was envisaged as being used to fund staff and operational support costs for EFE. In the longer-term, the business plan envisaged EFE being financially self-sufficient via a combination of grant funding; direct investments into the company; commercial loans; spend to save projects; and revenue streams such as management fees.

8.18. Overall, it is considered that the business plan for EFE, published in 2016, is predicated on several assumptions that are no longer sound. EFE was further envisaged as being involved in a wide range of activities relating to energy and energy efficiency; while the attractiveness of this is recognised, it is considered that it would be challenging for an enterprise on the scale of EFE to effectively manage these different workstreams and, perhaps more important, develop the capabilities and core competencies needed for EFE to succeed in its markets.

9. Options appraisal

9.1. Consideration has been given as to the optimal role for EFE to play in the energy ecosystem of Edinburgh. As there are a large number of roles that EFE could play in the future, the purpose of this options appraisal is to consider where EFE can add value. This assessment can be informed by where analysis of projects has identified benefits in using an arm's length company as a vehicle for delivery. The appraisal has focused on the areas named in the 2016 business plan as principal workstreams for EFE as these have previously been identified as areas of opportunity for the company.

General considerations

9.2. As noted in section seven, the business plan prepared in 2016 set out a number of areas where it was envisaged EFE could play a role. Scrutiny of the business plan suggests that certain of these proposals may be challenging to deliver. In some cases, projects are already being delivered by the Council, and the rationale for introducing EFE into the process is unclear. Further, it is suggested that resourcing the quantity and variety of projects set out in the EFE business plan would be challenging. Given this, it may be prudent for EFE to focus on a single or small number of projects in the short- to medium-term.

9.3. Related to the above, consideration should be given to where EFE's strengths are envisaged as lying. Management theory indicates that a company should concentrate on activities relating to its core competencies, which may not be aligned with what the company perceives as its core business. As noted, the 2016 business plan identifies a wide range of activities that the company was envisaged

as potentially being involved in. While areas of work such as heat networks, energy efficiency, and electric vehicle charging are thematically related, the specific capabilities required for the delivery in each area are different. The appeal of having a single company undertake a wide variety of functions relating to the Council's interests in sustainability is recognised; however, while it may be feasible for a large organisation to develop capabilities in each area, this is not thought to be realistic for a micro-business such as EFE. It is suggested that it would be better for EFE to focus wholly or primarily on a single area of activity and concentrate upon developing capabilities and core competencies in this area.

9.4.   A key consideration is in which circumstances it would be optimal for EFE to carry out projects rather than the Council itself. As a local authority, the City of Edinburgh Council benefits from certain advantages that can assist with the viability of projects. These include exemption from certain taxes (for example, Corporation Tax and, in some cases, Value Added Tax); access to lower cost finance (for example, via prudential borrowing); access to certain grant funds; and access to public sector procurement frameworks offering preferential prices. It is conceivable that utilising EFE to deliver projects instead of the Council could result in unintended consequences, for example increased tax burdens. While in theory any number of Council projects *could* be transferred to EFE, it is likely that in some cases this would result in additional cost for the same outcome given the above factors.

9.5.   It is noted that the costs of establishing EFE as a genuinely standalone company (in the same manner as other Council arm's length companies such as Edinburgh International Conference Centre Limited) would be significant in terms of overheads such as corporate leadership; support staff (for example, legal, finance, human resources, and administrative staff); premises; utilities; pensions; insurances; cash on hand; etc. Given this, it is assumed that for EFE to be viable, the company would need to be embedded within the Council for at least the short to medium-term.

9.6.   To inform the options appraisal, three principles around the role of EFE are proposed:

9.6.1.   The first proposed principle is that EFE should only engage in activity where there is a strong rationale for the activity in question being carried out by EFE rather than the Council (or a third party). In particular, where considerations such as VAT and Corporation Tax mean that executing a project would, all other things being equal, be more expensive for EFE than for the Council, there would need to be clear benefits to utilising EFE to justify this in terms of value for money. It is suggested that these benefits could include:

- Shielding the Council from liability associated with project risks;

- Enabling a project to leverage in funding unavailable to the Council (for example, crowdfunding, equity investment, or grant funding only available to companies) or participate income generation opportunities that the Council cannot;
- Enabling greater flexibility in respect of matters such as procurement; and/or
- Enabling partnerships with other organisations.

9.6.2. The second proposed principle is that EFE should only engage in activity where its status as an arm's length company of the Council gives it some manner of competitive advantage or otherwise render it better placed to carry out this activity than another organisation. This is in recognition of the fact that the "sustainability" ecosystem is relatively cluttered, with a large number of government bodies, charities, and businesses already engaged in various activities, meaning EFE is unlikely to be well placed to make a significant impact where it does not possess such as advantage. In these circumstances, the Council's interests are likely to be best served by working with more established organisations who are already heavily engaged in the sphere in question. Circumstances where EFE's status as an arm's length company of the Council could confer an advantage on it are thought to include:

- Projects entailing the usage of Council land and property, where the Council grants preferential access to EFE;
- Projects relating to existing Council initiatives and activities; and/or
- Projects related to the award of contracts, licences, etc by the Council.

9.6.3. The third proposed principle is that EFE should, in the short- to medium-term, focus on projects that can be delivered by Council staff and contractors acting on behalf of EFE rather than projects that would entail EFE having its own staff complement. This is due to the costs of staffing and the associated overheads. It is considered financially more prudent to utilise EFE as a vehicle for delivery rather than a standalone company. As a proposition, this would entail EFE focusing on areas where the Council already has some degree of capabilities rather than entirely new areas (for example, hydrogen).

Options

9.7. For the purposes of the options appraisal, six options have been selected. These have been drawn from the immediate areas of focus for EFE identified in its business plan, along with other options stemming from input from elected members. They are:

A. Wind-up EFE or retain the company in a dormant state;
B. Use EFE to progress solar PV projects;
C. Use EFE to progress heat network projects;
D. Use EFE to progress non-domestic energy efficiency projects;
E. Sell shares in EFE; and
F. Use EFE to leverage funding.

9.8.   Additional information on each option is set out below.

Wind-up EFE

9.9.   The first option would be to wind-up EFE. In practical terms this would translate to the Council deciding not to have an arm's length ESCo in the short to medium term, albeit it would not prevent the Council from effectively recreating EFE at any point in the future if it wished to do so.

9.10.   As EFE does not have any staff or assets, the wind-up process would be relatively straightforward with no question of redundancies, special dividends, etc. Equally, as EFE does not currently have any core competencies, there would be no losses in this sense. There is a small financial incentive to wind up the company compared with (for example) retaining the company in a quasi-dormant state.

9.11.   Winding-up EFE would deliver a modest annual saving in terms of the costs associated with financing report and auditing for the company. There would be no loss of income.

9.12.   The disadvantages of this would be around the opportunity cost of not having EFE take projects forward. The Council would also need to consider the reputational impacts of such a decision and be clear that it remained committed to its targets under the 2030 Climate Strategy.

Use EFE to progress solar PV projects

9.13.   As set out in section seven, the original draft business plan for EFE envisaged the company playing a role in the delivery of solar PV canopies on Council-owned park-and-ride sites and the development of solar farms on unused Council land, noting the potential for EFE to "*use its expertise to assist developing and managing these projects*", noting a "*lack of resource and appropriate skill set*" within the Council.

9.14.   However, this section of the business plan has been superseded in some respects. In particular the business plan references entering into a sale agreement with the energy supplier Our Power (which went into administration in 2019) and utilising the Feed-in Tariff scheme (which closed to new entrants in 2019). The end of the

scheme means that the sale of electricity from solar PV is less attractive although this is set against sharp increases electricity prices.

9.15. An assessment of this option against the three principles is set out below:

9.15.1. *Rationale for EFE delivering* –As noted, the business plan suggests that EFE would provide expertise that is lacking within the Council, but EFE does not itself possess this expertise, and the rationale for recruiting staff to EFE rather than the Council is unclear. Further, it is noted that the Edinburgh Community Solar Co-operative – which was established to "support and be involved in the development, installation, management, operation, generation, transmission and provision of renewable energy and low carbon sources" – owns and operates 30 solar panel installations in Edinburgh with combined capacity of 1.38 megawatts, and has worked with the Council previously. Given the Co-operative has existing capabilities in this area, it is suggested that the Co-operative may be better placed to take forward projects that the Council does not wish to progress itself. Still further, it is anticipated that there would be concerns associated with EFE negotiating agreements on the use of Council assets in terms of transparency and oversight, particularly in the case of more sensitive assets such as pieces of green space targeted for solar meadows. Therefore it is judged that there is not a strong rationale for this activity being delivered by EFE rather than the Council.

9.15.2. *Competitive advantage* – it is judged that there is potential for EFE to secure a competitive advantage in this area given it could in principle utilise Council assets, for example park-and-ride sites and rooftops.

9.15.3. *No staff requirement* – it is judged that the specific activities EFE is envisaged as delivering in the business plan – negotiating and managing leases, procuring partners, and arranging finance – could in principle be delivered by the Council, drawing upon the experience of existing Council employees, subject to the necessary resources being put in place.

9.16. In summary, it is not considered that this option is attractive at this time, primarily as it would be more pragmatic for solar PV projects to be progressed by the Council or in partnership with the Edinburgh Community Solar Co-operative.

Use EFE to progress heat network projects

9.17. As set out in section seven, the original draft business plan for EFE envisaged the company playing a role in the delivery of heat networks in Edinburgh, noting the potential for the use of EFE to shield the Council from risk and enable the development of commercial opportunities to sell heat to the private sector. As set out in section seven, this potentially warrants further consideration.

9.18.   There are various heat network projects at various stage of development in Edinburgh. Dialogue has been undertaken with internal and external stakeholders on the optimal model for facilitating the delivery of heat networks in Edinburgh. Two key options that have been identified are as follows:

9.18.1. A concession model, wherein the Council would grant a concession to supplier to design, build, finance, operate, and maintain a heat network in a defined area of Edinburgh. It is anticipated that this would draw upon the powers for zoning and permitting heat networks set out in the Heat Networks Scotland Act 2021[4]; and

9.18.2. A joint venture model, wherein the Council would enter into a joint venture with a supplier to collectively design, build, finance, operate, and maintain a heat network in a defined area of Edinburgh.

9.19.   Early consideration has been given to models for supporting what is envisaged as a "network of networks" ultimately serving a substantial proportion of properties in Edinburgh.[5] Early dialogue with some suppliers has found a preference for a joint venture model, in which the Council would form a joint venture with a supplier which would then be granted a concession to design, build, finance, operate, and maintain a heat network in an area of Edinburgh.

9.20.   In principle, therefore, there could be a role for EFE as the entity that would be utilised to establish a joint venture (or ventures) in order to design, build, finance, operate, and maintain heat networks. This would entail a supplier that had been selected as to partner with the Council on the delivery of a heat network(s) receiving an equity stake in EFE, with EFE then being granted a concession to deliver the heat network. The value imbued in this concession would be used as a basis on which to raise capital to deliver the heat network(s).

9.21.   Analysis on the joint venture model for delivering heat networks has been undertaken on the Council's behalf. The analysis found that the rationale for a joint venture should be clear and recommended soft market testing to gauge interest in a joint venture be undertaken, and noted the key to assess whether there were sufficient economic returns to make a joint venture attractive. The analysis identified the following benefits and disbenefits of the joint venture model:

9.21.1. *Benefits*
  - The project can access private sector expertise.

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[4] It is noted that the regulatory regime around heat networks is still emerging.
[5] Prospective heat network zones in Edinburgh will be identified out in the Council's emerging Local Heat and Energy Efficiency Strategy (LHEES).

- Private sector investment is leveraged into the project.
- Project risks are shared with the private sector.
- The ability of the Council to sell its stake can allow it to exit the project once established.
- Procurement can be streamlined if the partner is also a delivery company.

9.21.2. *Disbenefits*
- Significant time and resource would be required to establish a joint venture.
- The Council's control is diluted.
- Securing a private sector partner would entail ensuring that the project made a sufficient return on investment, with potential implications for the prices charged to customers.
- Risks would be not totally transferred.
- Council resource may be required to manage the joint venture.
- Procurement risk would need to be managed to ensure the Council could purchase heat from the joint venture.
- Investment from the Council commensurate with its share of the vehicle would potentially be required.

9.22. An assessment of this option against the three principles is set out below:

9.22.1. *Rationale for EFE delivering* – it is judged that there is a rationale for this activity being delivered by EFE rather than the Council, as analysis undertaken on the Council's behalf and subsequent market engagement has indicated that joint ventures are considered to offer some advantages as a model for the Council facilitating the delivery of heat networks in Edinburgh. The use of EFE would enable the Council to take a stake in heat networks at arm's length.

9.22.2. *Competitive advantage* – it is judged that there is potential for EFE to secure a competitive advantage in this area given the Council's role as a major heat off-taker; as many proposed heat networks in Edinburgh have Council buildings (for example, schools) as anchor loads, the Council is well-placed to enable EFE to position itself in the heat network market of Edinburgh. It is further noted that the heat network ecosystem is considerably less mature than other area of the wider energy market and therefore offers greater opportunities for newer entrants to establish themselves.

9.22.3. *No staff requirement* – it is judged that the activity could be delivered on an in-house basis, drawing upon the experience of existing Council employees, making use of existing suppliers who have previously provided advice, and

ultimately entering into a joint venture wherein the private sector partner would bring expertise.

9.23.   In summary, it is considered that this option could be attractive at this time as there is a rationale for EFE being involved, there is scope for EFE to develop a competitive advantage, and the activity can be delivered on an in-house basis. However, further, more detailed, assessment is required and should be considered alongside the business case work for heat networks currently underway. It is through that analysis that a role for EfE will be assessed.

Use EFE to progress non-domestic energy efficiency projects

9.24.   The third and final principal workstream for EFE identified in the 2016 business plan is for EFE to work with public sector organisations to help support retrofitting of non-domestic properties across Edinburgh. As set out in the business plan, EFE is envisaged as providing "*monitoring and verification assistance* […] *advice, support and a potential procurement route*". In effect, EFE is envisaged as helping public sector organisations and businesses implement energy efficiency measures.

9.25.   An assessment of this option against the three principles is set out below:

9.25.1.   *Rationale for EFE delivering* – it is judged that there is limited rationale for this activity being delivered by EFE. Non-domestic energy efficiency projects pertaining to the Council's own estate are already being progressed by Council officers, while other organisation will typically have their own strategies for retrofitting their estate. The ecosystem for retrofitting activity is relatively crowded with multiple government bodies, charities and private companies active in this sphere. Additionally, public sector bodies can access key funding sources unavailable to EFE such as the Scottish Public Sector Energy Efficiency Loan Scheme and Green Growth Accelerator.

9.25.2.   *Competitive advantage* – it is judged that there is limited potential for EFE to secure a competitive advantage in this area. As noted above, there are multiple bodies already active in this area, and there is funding available that EFE is ineligible for. EFE would not be well positioned to play a lead role in supporting this activity relative to existing market players.

9.25.3.   *No staff requirement* – it is judged that the activity would potentially be challenging to deliver on an in-house basis given the challenges associated with Council officers giving advice to other organisations on a fee basis.

9.26.   In summary, it is not considered that this option is attractive at this time, primarily as it is not considered that the rationale for EFE being involved is strong, there is

not considered to be good scope for EFE to develop a competitive advantage, and the nature of the activity may be challenging to deliver on an in-house basis.

Sell shares in EFE

9.27. One of the options which Policy and Sustainability Committee requested be explored was to consider securing a delivery partner for EFE who would purchase 50% of the shares in the company.

9.28. It is judged by officers that it would be premature to appoint a delivery partner before the activities and remit of EFE are clear. In particular it would not be possible to arrive at a fair market valuation of a 50% share in EFE as the value of the company will fluctuate greatly depending upon what activities the company pursues and (in particular) the extent to which EFE's status as the ESCo for Edinburgh means it is granted preferential or exclusive access to Council assets, contracts, etc. It is suggested that it would be necessary to agree the activities of EFE and the specifics of its relationship with the Council before it is possible to value the company accurately.

9.29. It is therefore considered that it is difficult to appraise this option in isolation. However, it is considered that this option could form part of the preferred option, as set out further in section 10.

Use EFE to leverage funding

9.30. Committee also requested that the option of using EFE to provide a platform for the Council to lever additional funding be considered.

9.31. As with the option to sell shares in EFE, it is considered that this is challenging as it is not clear at this stage what the funding would be used for. However, it is again considered that this option could form part of the preferred option, as set out further in section 10.

Appraisal

9.32. The results of the options appraisal are summarised in the below table:

Option	1: Rationale for EFE delivering?	2: Competitive advantage?	3: No staff requirement?
A. Wind-up EFE	–	–	–
B. Use EFE to progress solar PV projects	N	Y	Y

C. Use EFE to progress heat network heating projects	TBD	Y	Y
D. Use EFE to progress non-domestic energy efficiency projects	N	N	N
E. Sell shares in EFE	–	–	–
F. Use EFE to leverage funding	–	–	–

9.33. It is suggested that the preferred option of those derived from the business plan is C – to use EFE to progress heat network projects. A decision requires to be taken on whether to proceed with this option but it is proposed that a final decision be postponed until the business case work currently underway comes to a conclusion..

10. Next steps

Use EFE to progress heat network projects

10.1. It is recommended that the Council continues to assess the benefits of using EFE to progress heat network projects. The next steps would be to, in due course:

- Write to the Board of EFE advising them of the current position and inviting them to remain in post; and
- Utilise the £190,000 of funding to develop heat network projects.

Annexe One: Review of UK local authority-owned fully licenced energy companies

1.   **Robin Hood Energy Limited (company number 08053212)**

1.1.   Robin Hood Energy Limited was established in 2015 as the UK's first local authority-owned energy company. It was founded by, and wholly owned by, Nottingham City Council which provided it with equity, commercial loans, and parent company guarantees. Its original remit was to address fuel poverty. It supplied gas and electricity to customers throughout the UK on a not-for-profit basis. It offered energy at lower prices than the "Big Six" energy suppliers and offered a 100% green energy fixed tariff.

1.2.   As of 2018, the company had approximately 115,000 customers (of which 23,000 were in Nottingham), 170 employees, turnover of £97.9m, and was valued at £30m. By September 2020, the company had around 120,000 customers and 230 staff.

1.3.   In the year ending March 2018, Robin Hood Energy lost £1.6m; in the year ending March 2019, Robin Hood Energy lost £23.1m. In October 2019, it was ordered by Ofgem to pay £9.5m of outstanding Renewables Obligations fees or have its licence revoked. In December 2019, Nottingham City Council installed a new leadership team to stabilise the company's finances. In August 2020, Nottingham City Council wrote off £24m of debt from Robin Hood Energy. In September 2020, the company made its workforce redundant and negotiated a transfer of its customers to British Gas; the company subsequent went into administration. It has been reported that Nottingham City Council lost a total of £38.1m.

1.4.   The failure of Robin Hood Energy has been attributed to a lack of scale required to cover the costs of running the company and hedge against energy price fluctuations.

2.   **Bristol Energy Limited / BE 2020 Limited (company number 09135084)**

2.1.   Bristol Energy was founded by Bristol City Council in 2015 with the aim of supplying locally sourced, low carbon energy.

2.2.   In the 2017/18 financial year, Bristol Energy lost £11.2m. In April 2018, Bristol Energy lost a contract to supply energy to Bristol City Council. In August 2019, the company reported that it did not forecast making a profit for five years. As of May 2020, a total of £37.7m had been invested in Bristol Energy. In September 2020, Bristol Energy sold its 155,000 strong residential customer base to Together Energy for £14m, safeguarding 110 jobs.

2.3.   Bristol City Council attributed the failure of Bristol Energy to market volatility. The Bristol Cable has attributed the failure to over-expansion resulting to rapid growth in staff costs and the company entering into insufficiently profitable contracts.

3. Victory Energy Supply Limited (company number 10301050)

3.1. Victory Energy Supply Limited was founded by Portsmouth City Council in 2017 with the aim of providing low-cost renewable electricity and generating income. At the time of formation, it was suggested that the company could generate annual profits of up to £5m in return for an upfront investment of £8.1m.

3.2. In November 2018, following a change in administration, the decision was taken not to proceed with the company due to concerns around risks. In August 2019, Portsmouth City Council announced that it had been unable to secure a buyer. Nine staff employed by the company were made redundant. In July 2021, the company went in voluntary liquidation without ever having sold energy. Portsmouth City Council lost a reported £3.32m.

3.3. A report by PWC suggested that the company would require to sign-up 144,000 customers to break even and would need investments of £15.2m from Portsmouth City Council over four years. PWC suggested that only ceilings on tariffs meant only "Big Six" suppliers had experienced net margin growth, primarily due to certain high value customers.

4. Our Power Energy Supply Limited (company number 09134997)

4.1. Our Power was a not-for-profit energy supplier founded in 2015 by a consortium of 35 organisations, including Fife Council, Stirling Council, and multiple housing associations, backed with £3.5 million from the Scottish Government and Social Investment Scotland.

4.2. Our Power aimed to purchase electric and gas at wholesale prices and sell them to tenants at tariffs up to 10% lower than the then "Big Six" energy suppliers, with a goal of supplying heat and power to 200,000 homes in Scotland by 2020. The company also aspired to develop renewable energy projects. The initial strategy of the company was for its members to appoint Our Power as the energy supplier for vacant properties owned by the consortium, meaning Our Power would be the incumbent supplier for incoming tenants.

4.3. Our Power incurred losses from its formation. It reported losses of £2.1 million in the year ending 31 December 2016 and £8.5 million in the year ending 31 December 2017. It raised additional capital from crowdfunding and loans from the Scottish Government.

4.4. Our Power was placed into administration in January 2019. Following a competitive process, Ofgem appointed Utilita Energy Limited as a supplier for Our Power's domestic customers, which at that time totalled 31,000. The company had 75 staff.

4.5. It has been suggested that difficulties with adopting a new billing system contributed to the failure of Our Power, with large numbers of customers reportedly not being billed. Volatility in the wholesale energy market – requiring Our Power to post significant collateral with its energy wholesaler – was also attributed, as was nervousness from investors following a string of energy supplier failures.

Policy and Sustainability Committee

10am, Tuesday 22 August 2023

Edinburgh Integration Joint Board Savings and Recovery Programme 2022/23 Closure Report

Executive/routine
Wards
Council Commitments

1.   Recommendations

1.1   It is recommended that the Policy and Sustainability Committee notes the end of year position with the Edinburgh Integration Joint Board's 2022/23 Savings and Recovery Programme as it impacts City of Edinburgh Council services.

Moira Pringle
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Report

Edinburgh Integration Joint Board Savings and Recovery Programme 2022/23 Closure Report

2. Executive Summary

2.1 The purpose of this report is to provide the Policy and Sustainability Committee with an update on the end of year position for the Edinburgh Integration Joint Board's (EIJB) 2022/23 Savings and Recovery Programme, focusing on the City of Edinburgh Council's (the Council) elements of the programme.

3. Background

3.1 In March 2022 the EIJB agreed a phased Savings and Recovery Programme (SRP) to deliver in year savings of £5.74m, recognising that achieving further savings without significant detrimental impact on services was increasingly challenging.

3.2 A list of each of the approved projects within the EIJB's 2022/23 SPR can be found, with details of the financial impact of each of the projects found in appendix 1.

4. Main report

Savings and Recovery Programme Governance and Monitoring

4.1 Delivery of the EIJB's Savings and Recovery Programme is overseen by the Savings Governance Board (SGB), chaired by the Chief Officer. This group meets monthly with all project leads submitting progress reports which inform the overall dashboard prepared by the Programme Manager. As part of this process all reports are signed off by finance colleagues to ensure accurate and appropriate reporting.

4.2 It is important to note that not all savings schemes are delivered uniquely by one organisation and that the EIJB's budget is considered as one "pot" of money, with the distinction between the Council and NHS Lothian savings increasingly becoming blurred. Of the ten (10) projects in the 22/23 SRP, two (2) fell under the Council's sole accountability and one (1) was to be delivered jointly across the 2 organisations.

4.3 NHS Lothian led savings projects are governed through the SGB detailed above, and existing NHS Lothian mechanisms, principally their Finance and Resources Committee.

Delivery of the 2022/23 Savings and Recovery Programme

4.4   Of the 10 projects in the SRP, 8 fully achieved or exceeded their savings target. High level details of the individual projects statuses can be found in appendix 2.1, based on the Savings Governance Board (SGB) Programme Dashboard for May 2023. This covers actions up to and including March 2023 and indicates the end of year position for the 3 projects, either fully or partially attributable to the Council.

4.5   Delivery of the bed base review saving has been impacted by delays in decision making regarding the use of the former Drumbrae care home and associated impact on implementation of the bed base strategy. As at year-end, the bed base review has recorded a saving of £1.66m against a target of £2.1m. This project was jointly delivered by the Council and NHS Lothian and the shortfall in savings relates entirely to the health component.

4.6   The Learning Disability Overnight Service saving has delivered £49k (against a target of £75k which represents 66% of its target saving. However, processes are now in place to ensure that full year, recurring savings in excess of the original target will be delivered within 2023/24.

4.7   Despite the shortfall in these two areas, it has been confirmed that overall financial balance has been reached for the programme, either through achievement of savings above target, or through underspends or slippage in other budget areas.

5.   Financial impact

5.1   There are no direct financial implications of this report.

5.2   In total, the Council delivered element of the programme overachieved against the targets by c£200k. This in turn contributed to an overall break even position against the budget for 2022/23.

6.   Stakeholder/Community Impact

Legal/risk implications

6.1   The key risk to the EIJB was the ability to fully deliver the savings programme to ensure financial balance within 2022/23. As described in this report, this was achieved in year and any relevant financial impact incorporated in the 2023/24 financial plan.

Equality and integrated impact assessment

6.2   Integrated impact assessments were undertaken for both the individual savings proposals and the programme as a whole. As appropriate these are updated as projects progress.

Environment and sustainability impact

6.3   There is no direct additional impact of the report's contents.

Quality of care

6.4   As above, integrated impact assessments have been undertaken for both the individual savings proposals and the programme as a whole. As appropriate these are updated as projects progress.

7.   Background reading/external references

7.1   EIJB 2022/23 Savings and Recovery Programme agreed at EIJB meeting on the 22 March 2022

https://democracy.edinburgh.gov.uk/documents/s43645/6.1%20Savings%20and%20Recovery%20Programme%202022-23.pdf

8.   Appendices

Appendix 1   EIJB 2022/23 Savings and Recovery Programme (SRP) Summary

Appendix 2.1   EIJB 2021/22 Savings and Recovery Programme (SRP) Year End Summary for Council Projects

Appendix 2.2   SRP Progress RAG Scoring Guidance

Appendix 2.3   SRP Savings RAG Scouring Guidance

Appendix 1: EIJB Savings and Recovery Programme (SRP) 2021/22 Summary

No.	Title	Lead	Amount (£m)
Previously Approved Proposals			**£0.41**
1	Review Rehabilitation Services	Sheena Muir	£0.14
2	Review Sexual Health Services	Sheena Muir	£0.11
3	Community Equipment	Sheena Muir/Sylvia Latona	£0.055
4	LD Overnight Services	Mark Grierson	£0.075
5	The Works	Linda Irvine-Fitzpatrick	£0.03
Operational/ Grip and Control Projects			**£3.03**
6	Hosted Services & Set Aside	Moira Pringle	£0.57
7	Prescribing	Anna Duff	£2.06
8	Purchasing	Nikki Conway/Deborah Mackle	£0.4
Transformation Projects			**£2.3**
9	Medical Day Hospitals	Katie McWilliam	£0.2
10	Bed Based Review	Jacquie McCrae	£2.1
Total Savings and Recovery Programme			**£5.74**

Appendix 2.1: 2022/23 Savings and Recovery Programme (SRP) Year End Summary for Council Projects

Project Number	Project Name	Target Saving as documented in Appendix 4 of the 22nd MAR 22 EIJB report	Progress RAG* as of End MAR 23	Savings RAG** as of End MAR 23	Progress update as of end March 2023
4	LD Overnight Services	£75,000	10	6	A saving of £49k has been delivered by year-end as a part-year effect, however, the recurring annual saving will be £82k. A close report (CLR-08) was approved at the Savings Governance Board in May.
8	Purchasing	£400,000	10	10	A saving of £653k has been delivered, representing 163% against target. A close report (CLR-09) was approved at the Savings Governance Board in May. Further savings in this area will form part of the Savings and Recovery Programme 23-24 and were approved by the EIJB in March 23.
10	Bed Based Review (jointly delivered with NHS Lothian)	£2,100,000	4	7	The Bed Based Project is under review to identify next steps and a way forward. £1.66M has been delivered in-year, or 79%. This shortfall in delivery related entirely to the NHS element of the project, the Council portion being delivered in full. Further savings in this area will be considered for inclusion in the Medium-Term Financial Strategy. A close report (CLR-10) was approved by Savings Governance Board in May 23.

Appendix 2.2 SRP Progress RAG Scoring Guidance

Colour	Score	Description
Red	0	No confidence in delivery
Red	1	Critical issues threaten the success of the project and confidence in delivery is very low
Red	2	Significant project issues mean project is not on track and confidence in delivery is very low
Amber	3	Major problems regarding project performance and no or limited corrective actions in place
Amber	4	Major problems regarding project performance and delivery, but corrective actions are in place to improve confidence in delivery
Amber	5	Problems exist regarding project performance, delivery of corrective actions are/ have been delivered, with reasonable confidence of success
Amber	6	Minor problems exist with the project but confidence in the delivery of the project remains high
Green	7	Project on track and expected to deliver minimum outputs/ benefits
Green	8	Project on track. Progress and achievement of the project is on target
Green	9	Progress and achievement of the project is likely to exceed planned output/benefits
Blue	10	Project completed and outputs/ benefits delivered. Appropriate learning shared within and beyond Programme

Appendix 2.3 SRP Savings RAG Scouring Guidance

RAG Rating		% of Savings Target
Red	0	0% achieved
Red	1	<20%
Red	2	20% - 30%
Amber	3	30% - 40%
Amber	4	40% - 50%
Amber	5	50% - 60%
Amber	6	60% - 70%
Green	7	70% - 80%
Green	8	90% -100%
Green	9	>100% achieved
Blue	10	Financial balance achieved and recorded in general ledger Appropriate learning shared within and beyond programme

Policy and Sustainability Committee

10am, Tuesday 22 August 2023

Interim Chief Officer Update – Edinburgh Integration Joint Board/Edinburgh Health and Social Care Partnership

Executive/routine
Wards
Council Commitments

1.   Recommendations

1.1 It is recommended that the Policy and Sustainability Committee:

1.1.1   Note and comment on the content and structure of this new update report.

1.1.2   Agree that this format of report will be used for future updates to the Policy and Sustainability Committee.

1.1.3   Agree that this report will encompass any system pressures reporting rather than receive a separate report on these issues.

1.1.4   Agree to a detailed 6 monthly update report on the improvement plan within one cycle.

Mike Massaro-Mallinson

Interim Chief Officer, Edinburgh Health and Social Care Partnership

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Report

Chief Officer Update

2.   Executive Summary

2.1 This is the first of a proposed new standard report that will be submitted routinely to the Policy and Sustainability Committee. It will provide an update for information on the work of the Edinburgh Integration Joint Board (IJB) and progress made within the Edinburgh Health and Social Care Partnership (EHSCP).

2.2 The report is designed to strengthen the relationship and governance arrangements between the Council and the Integration Joint Board. Given the wide range of services, it will not be possible to provide an update on all activities. Rather, the report will focus on areas of priority/significance as well as any issues for escalation. As such the subjects covered may vary over time and the proposed report will feature:

- topics which are going to be presented to the IJB in upcoming reporting cycles;

- updates on key EHSCP activities, including but not limited to, progress with the bed-based review, and workforce planning; and

- summary of EHSCP performance, including benchmarks against other partnerships in Scotland;

- any relevant escalations, including those relating to delegated social care services being provided by the Council.

3.   Background

3.1 Events and discussions in recent months have highlighted the requirement to strengthen the governance arrangements between the Council and the work of the EHSCP as directed by the IJB. In particular, progress or lack there-of, with key initiatives not being reported routinely. This new report has been developed to improve the Council's understanding of what work is being directed by the Integration Joint Board as well as update on progress with key areas of activity which are the responsibility for the Council.

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4. Main report

4.1 Under existing governance arrangements, the Policy and Sustainability is responsible for scrutinising social care services provided by the Council. It is acknowledged that, whilst regular Chief Officer updates were presented to the committee, these did not always provide the level and format of information required to fulfil that role. Accordingly, the Interim Chief Officer has reviewed the reporting and the initial report in this new format is included as an appendix.

4.2 The initial report in this new format covers:

PART 1 – EDINBURGH INTEGRATION JOINT BOARD

Strategic plan
Bed Based Review
One Edinburgh – Home Based Care
Early Intervention and Community Mobilisation

PART 2 – EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

Current Performance
Improvement Activity
Any specific areas of escalation

4.3 Previously, the committee received reports on system pressures every second meeting. It is proposed that this report replaces the system pressures report, including with any challenges or pressures needing escalated.

4.4 At the Edinburgh Integration Joint Board on 13 June 2023, the EIJB approved the improvement plan in response to the inspection of Social Work and Social Care in Edinburgh. The report subsequently came to the City of Edinburgh Council on 22 June 2023 and is attached here for information. It was agreed that Policy and Sustainability Committee receive a 6 monthly update to allow them to monitor the implementation of the statutory and service improvement aspects of the plan. It is proposed that the detailed 6 monthly update come to next committee on 24 October 2023. Further, a formal annual review will be built into the process.

5. Next Steps

5.1 Within the improvement plan, key priorities were established, bringing together improvement and efficiencies. Implementation of these priorities is occurring at pace as is securing the correct leadership to drive forward its implementation.

5.2 Future reports, including structure and content will be based on feedback from Policy and Sustainability Committee.

6.   Financial impact

6.1 There are no direct financial implications arising from this report. As this report, is updating on activity, any financial implications arising from the workstreams included within this report, will be included within any specific committee report..

7.   Stakeholder/Community Impact

7.1 In response to a request from Cllr Miller at the Edinburgh Integration Joint Board on 13 June 2023 and Cllr Mumford at City of Edinburgh Council on 22 June 2023, an Integrated Impact Assessment of the Social Work and Social Care Improvement Plan has been initiated. A meeting of stakeholders met on 12 July 2023 and began the progress, however, due to the level of interest and discussion, a follow up meeting is being arranged to progress this further.

8.   Background reading/external references

8.1 Joint Inspection of Adult Support and Protection, City of Edinburgh can be found here.

8.2 Inspection of Adult Social Work and Social Care Services in Edinburgh can be found here.

9.   Appendices

Edinburgh Health and Social Care Partnership - Interim Chief Officer Update

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EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP - INTERIM CHIEF OFFICER UPDATE

PART 1 – EDINBURGH INTEGRATION JOINT BOARD (IJB)

Strategic Plan

The IJB Strategic Planning Group (SPG) has overseen the development of the refreshed IJB Strategic Plan over the past two years. Objectives and priorities have been redefined with a greater emphasis placed on outcomes and an attempt to better align activities, performance evaluation and benefits realisation.

Final approval of the refreshed EIJB Strategic Plan has been delayed allowing consideration to be made of the:

a) Budget Savings proposals for the current financial year.

b) Impact of the medium-term financial strategy (MTFS) over the next three years.

c) Improvement Plan responding to the recent Adult Support and Protection and Social Work & Adult Social Care inspections.

Version 7 of the draft Strategic Plan will be presented to the SPG for consideration on 16 August 2023. Once further amended, the intent is to present it to the IJB in either October or December 2023. A consultation period will then be actioned.

The refreshed IJB Strategic Plan aligns to the City of Edinburgh Council Business Plan and NHS Lothian's Lothian Strategic Development Framework (LSDF). More detail regarding the transition to a National Care Service (NCS) is awaited and will inform future reviews of the IJB's strategic plan.

Bed Based Review

In June 2023, the IJB, Finances and Resources Committee and the Council considered a refreshed approach to the bed based review. This included IJB agreement to proceed with a strategic commissioning exercise, which will look to establish the full bed requirements across acute and community settings. It will be underpinned by a full system pathway review to fully assess the bed configuration required, both now and in the future. The full report can be found [here](). It was acknowledged that the deadline of December 2023 would be challenging.

Following further discussion at the Council's Finance and Resources Committee and the Council, a paper was presented to the Governance, Risk and Best Value Committee (GRBV) on 1 August noting the decisions of the Council and the IJB Joint Board in respect of the Bed Base Review. This paper can be found [here](). The GRBV committee requested that the cost incurred to date to develop the bed based review be publicly disclosed. It can

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be confirmed that the additional costs incurred to date are limited to the engagement of professional advisors to support the consultation and is £2,995. With this exception, all of the work to develop the bed based review has been progressed by officers.

Work is underway, taking a collaborative approach with colleagues in NHS Lothian to develop a critical path for the move of health services from the Liberton site. An operational lead has been identified to drive the work forward and we are in the process of reprioritising workloads to create capacity to support this.

In the meantime, an initial specification has been agreed for the procurement of a pan Lothian bed model. This is being led by NHS Lothian and is currently at the procurement stage.

One Edinburgh – Home Based Care

This programme encompasses 3 workstreams: redesign of internal services (reablement); the implementation of scheduling software (Totalmobile); and the procurement of an external commissioning framework.

The ambition is to implement a 'One Edinburgh' approach for all homebased support services, ensuring equity of access to quality support across the city for people and their carers. This includes providing improved integrated support options for adults living at home which are sustainable, well-coordinated, accessible, and appropriate at point of need, supporting improved outcomes and maximising independence. Linked to this is the intention to shift from competitive, shorter term commissioning models to long term collaboration and partnership arrangements. The commissioning of these services will define a modern Edinburgh Offer between health and social care providers, support organisations and our citizens.

Two development sessions have been held to brief IJB members and share information on the overall programme. The associated business case will be presented to the IJB in September 2023. Recognising that any subsequent procurement will have to be undertaken by the Council, a report outlining the programme of work will come to the next Policy and Sustainability Committee.

Early Intervention and Prevention Strategy

Work is underway, building on the Edinburgh Wellbeing Pact (the pact) and community mobilisation programme, to develop an early intervention and prevention strategy.

The pact is a key plank of the strategic plan which seeks to work with the people of Edinburgh to better understand what is important in their lives and how they want to manage their own health and wellbeing. It focuses on providing services that fit around people, allowing them to live as well as possible and have "more good days". Community Mobilisation (developing and building community resilience and partnership working) is part of enacting the pact, working alongside community partners. Further information on the Edinburgh Pact can be found here.

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The emerging strategy will build on the Edinburgh pact and community mobilisation initiatives and set out a framework to ensure that the IJB's resources are directed in a way which maximises impact. It will also ensure alignment with the improvements identified within the improvement plan which focus on early intervention and prevention. For example the redesign of the 'front door' access to social care services (Social Care Direct).

PART 2 – EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

Current Performance

An annual performance report was submitted to the Edinburgh Integration Joint Board on 8 August 2023 and can be accessed here.

For the purposes of Policy and Sustainability Committee, we will focus on 4 key areas of performance, namely:

a) The number of people delayed in their discharge from hospital;
b) The number of people waiting for a package of care, including people waiting in hospital and those waiting in the community;
c) The number of people waiting for a social care assessment;
d) The number of outstanding social care reviews.

A more detailed performance framework is in the process of being finalised, with fortnightly reporting of KPIs to the Chief Executives of the Council and NHS Lothian and a more detailed report quarterly.

Delayed Discharges:

Delays have fluctuated throughout the period October 2022-June 2023 in line with seasonal pressures. They have remained relatively steady throughout April to June 2023 with an average of 172 delays, and are currently at a lower rate than those seen during the same period last year. Throughout June we have seen improving performance in delays, as at 26th June 2023 there were 153 delays, a 20% decrease on the figure seen at the same time last year and a 25% decrease on the figure seen at the start of October 2022.
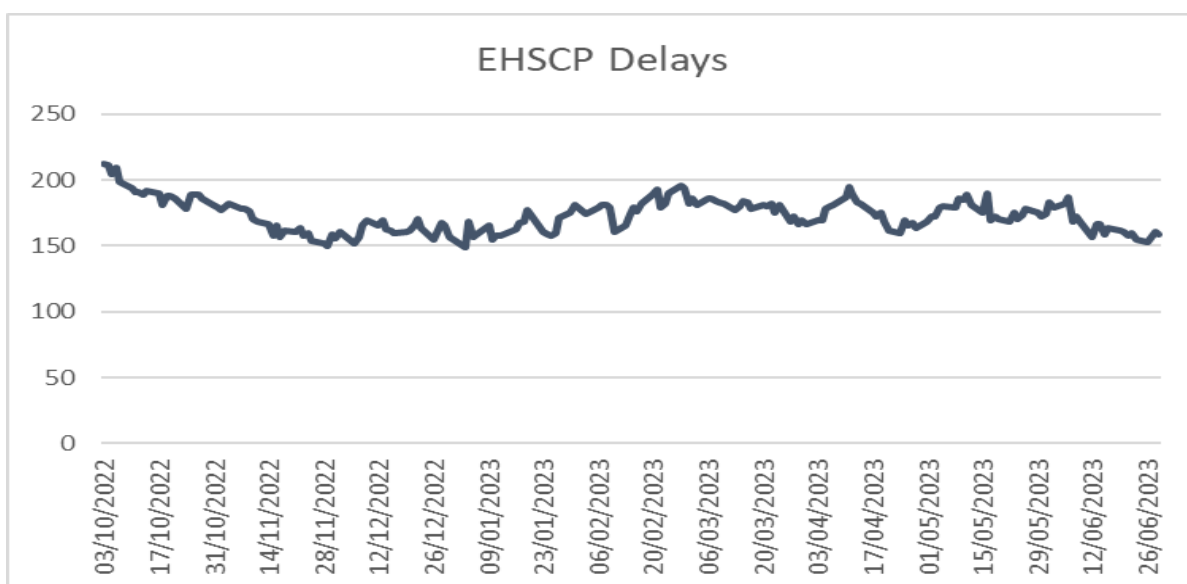
We are currently below our main trajectory for delays, and on track to end 2023/24 below 145 delays which would see us move into the top 50% of partnerships for delayed discharge performance.

The latest benchmarking data from Public Health Scotland (PHS) (May 2023) indicates that City of Edinburgh (CoE) continues to see steady rates of delays. In May 2023, CoE ranked 19 out of 32 local authorities, improving from 21st position in April 2023 with a rate of 40.6 per 100,000 18+ population, just above the Scottish average of 39.2 per 100, 000. The CoE rate is in therefore in line with many other areas.

Edinburgh continues to face more pressure with delays for elderly people, however has seen some recent improvement in performance with delays for those aged 75+, CoE ranked 23rd out of 32 local authorities in May 2023, moving up one from 24th in April 2023 with a rate of 2.9 people delayed per 1,000.

People waiting for a package of care:

Through October-June 2023 we have seen a 25% overall reduction in the Unmet Need waitlist (from 609 to 256), however similar to delays there has been fluctuations across the month of June as services encounter issues with annual leave and unplanned absence. As at 26 June 2023 there were 256 people on the unmet need list, compared to 638 at the same time last year.
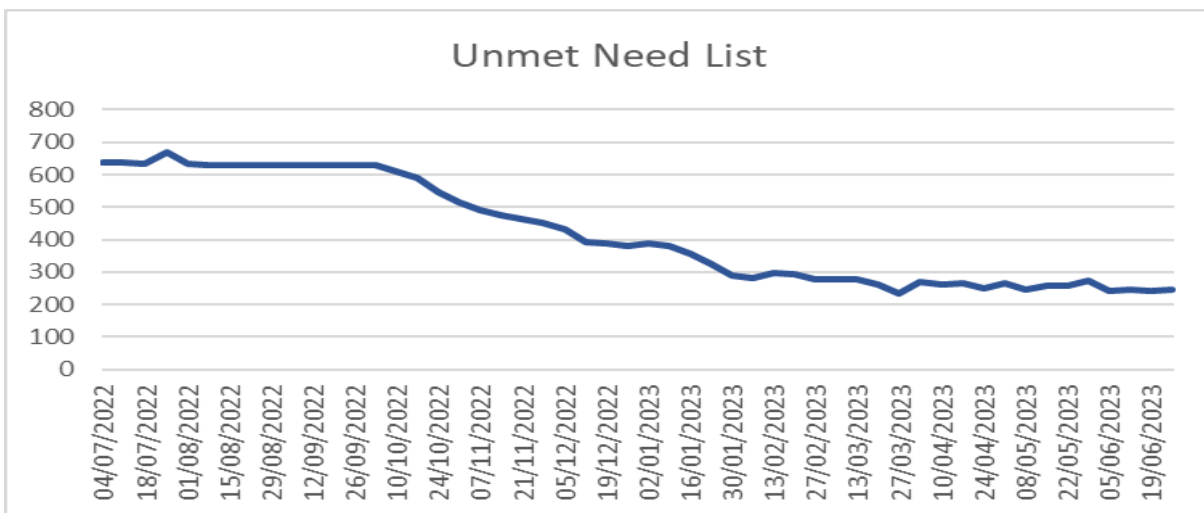
The Partnership continue to see improving performance for Number of Hours of Care at Home yet to be provided, and consistently remain below the national figure.

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Number of Hours of Care at Home yet to be provided for Assessed Individuals as a Rate per 1,000 Population aged 18 and over, for Scotland (Estimated) and City of Edinburgh.
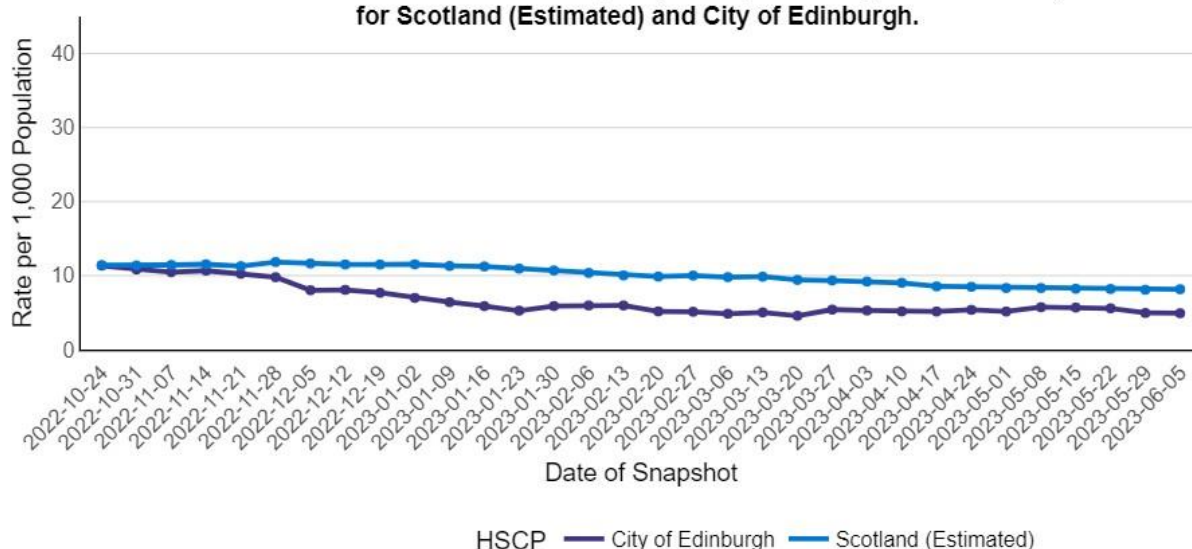
On 27 June 2023 the figure per 1,000 population for adults was 8.15 for Scotland (estimated) and 4.91 for Edinburgh. At present, benchmarking between partnerships using this PHS data is not possible due to data quality issues within the Care at Home Dashboard, which we are aware of and is working closely with PHS to resolve.

People waiting for an assessment of social care:

The assessment waitlist has also seen an overall reduction to 1,497 on 26 June 2023. Due to a data quality exercise and revised process/codes for waitlist data, the Partnership has limited historical data for the social care assessment waitlist to allow analysis, however the waitlist has seen an 8% reduction from March-June 2023. We have no data to compare nationally for the assessment waitlist as we are aware that some partnerships do not include reassessments in data submitted to PHS, which accounts for approximately 50% of the total figure for EHSCP. This remains a particular area of concern for the Partnership.

Outstanding reviews:

We continue to have a significantly high number of reviews to be undertaken, with approximately 7,000 reviews recorded as due in our system. There are 2 issues to note about this, the first that reviews do not relate to individual people as it is review for service rather than review of the person. When we undertake a review of a person's needs, this may involve reviewing more than one service they receive. Secondly, there are significant quality issues with this data. However, even despite these two caveats, we have a significant challenge. That is why we are commissioning a team of social care staff to work through the backlog of reviews and work with people to ensure that their needs are met.

Update on progress on delivery of improvement plan

The improvement plan to address the findings of the two Care Inspectorate inspections, one into Adult Support and Protection and one into Adult Social Work and Social Work has

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now been agreed. The full report presented to the IJB is here and progress will be scrutinised on a 6 monthly basis through the IJB Performance and Delivery Committee and the Council's Policy and Sustainability Committee. An initial report to Policy and Sustainability Committee will be included on the agenda for the October meeting.

Progress to date is summarised as follows:

- A new Adult Support and Protection Lead Officer commenced in June and alongside key operational managers is providing additional capacity and expertise to support the delivery of key priorities within our improvement plan.

- A revised process to strengthen the investigation, risk assessment, recording and management oversight of adult protection concerns commenced on 12 June 2023. 6 briefing sessions were delivered to staff and managers, supporting staff to understand and become familiar with the process. Work has also commenced to introduce an audit process to support this; an audit tool has been developed and is currently being tested by managers within the operational teams. Work also commenced in June to audit the number of minute takers and quality of minutes for adult support and protection case conferences. Whilst additional minute takers have been put in place it is recognised that the number is still not sufficient to keep up with demand.

- A new team within Social Care Direct commenced in June to establish the potential benefits to the locality teams of moving more work into a dedicated front door team. This includes the initial stages of adult support and protection work to provide improved consistency of approach. The team is currently supporting one locality and once evaluated the aim is to roll this out across all localities.

- Work commenced in June to agree and implement a single community care assessment tool across all relevant services. An assessment developed through the 3 Conversations work has been agreed and work commenced in July to engage with front line staff and managers to develop an implementation plan. This will include the development of more bespoke guidance, face to face conversation training, video training, and SWIFT/AIS training.

- A recruitment and retention plan is being developed across all social work service areas including adults, children's and justice services. This is being led by the Chief Social Work Officer in conjunction with relevant operational managers. Since February 2023 the number of social worker vacancies within the EHSCP has reduced from 36.75 to 26. 8 of these vacancies have already been filled with new staff due to start in the next 2 months and a further 23 candidates were interviewed in July. A city-wide recruitment campaign is being set up to recruit to any remaining vacancies. A Principal Social Work Officer for the Partnership has been recruited and commenced on 31 July 2023.

- Pertemps recruitment agency has been engaged to provide a fully managed team to drive down the backlog of reviews and ensure people are receiving the right package of support to meet their eligible needs. The team is expected to complete circa 2,800 reviews in a 6-month period and is expected to commence in August.

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EDINBURGH INTEGRATION JOINT BOARD AND HEALTH AND SOCIAL CARE PARTNERSHIP GOVERNANCE

As committee members will be aware, there has been instability in leadership within the EIJB and EHSCP. Work is underway to address this through the following:

- Interim Chief Officer was appointed on 13 June 2023

- Permanent Chief Officer post has been advertised and recruitment process is underway

- The Service Director – Strategy retires in August 2023. This post is being advertised with interim arrangements being finalised

- Backfill for the Service Director- Operations while acting into Chief Officer role is being progressed.

As set out in the improvement plan in June 2023, a restructure of the operational senior management team is now underway to strengthen line management, accountability, professional governance and responsibility. This is supported by staff, Trade Unions, NHS Partnership and the Chief Social Work Officer. Council and NHS HR advise this will take up to 5 months for completion.

The Scottish Government has been approached to provide senior social work support to the Partnership. This has been agreed and the Professional Advisor is currently working with the Interim Chief Officer to agree the main areas of practical support.

A review of governance arrangements within the EHSCP is currently underway. While that is being undertaken, the Executive has broadened its membership to include the Chief Social Work Officer, Chief Allied Health Professional, HR from the Council and NHS Lothian, NHS Partnership and Council Trade Unions representatives. This will improve informed decision making and ensure a stronger interface with staff, NHS Lothian and the Council.

RISKS AND ESCALATION

EHSCP risks feed into the Council's risk management arrangements. These culminate in a report to the Governance, Risk and Best Value Committee.

There is nothing additional to escalate at this point.

Mike Massaro-Mallinson
Interim Chief Officer
2 August 2023

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Policy and Sustainability Committee

10am, Tuesday 22 August 2023

Castlegreen and North Merchiston Care Homes – Transfer Update

Executive/routine
Wards

1.   Recommendations

It is recommended that the Policy and Sustainability Committee:

1.1   Note the contents of the report and the latest position of the Castlegreen and North Merchiston Care Homes, which were transferred from Four Seasons Healthcare to the City of Edinburgh Council on 22 May 2023, and are being managed through the Edinburgh Health and Social Care Partnership.

1.2   Note the update associated with the request to highlight any challenges associated with the presumption of the care homes being maintained internally.

1.3   Note the progress made on pursuing funding associated with dilapidations, under and overpayment.

Mike Massaro-Mallinson

Interim Chief Officer, Edinburgh Health and Social Care Partnership

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Report

Castlegreen and North Merchiston Care Homes – Transfer Update

2. Executive Summary

2.1 This report outlines the current position with the Castlegreen and North Merchiston Care Homes which were transferred from Four Seasons Healthcare (FSHC) to the City of Edinburgh Council on the 22 May 2023, and managed by Edinburgh Health and Social Care Partnership.

2.2 The report provides committee with an update on the transfer of care, employees and business.

2.3 Progress is indicated around pursuing the funding associated with the dilapidations, and the over and under payment situation.

2.4 The report responds to the request by the Policy and Sustainability Committee on 21 March 2023, to report within 2 cycles updating members on future plans for social care provision, including any instances where it is anticipated that this presumption of in house delivery may be challenging.

3. Background

3.1 The Council's Corporate Leadership Team, (CLT) agreed to activate a clause of the contract between the Council and FSHC to step in as provider of last resort, in December 2022. Since then, various papers have been presented to the Council Finance and Resources Committee on 26 January 2023, and the Policy and Sustainability Committee on 21 March 2023.

3.2 The decision was made by the Finance and Resources committee on 10 March 2023 to transfer employees through TUPE and full harmonisation with Council (CEC), Terms and Conditions. This approach was also supported for the NHS employees.

3.3 The key aim of transfer was to ensure continuity of care and safety for the residents, who are frail and vulnerable, many with dementia, and to provide assurance for families and employees. By retaining as many staff as possible, the aim was to add confidence for continuity of care.

4. Main report

Transfer of Care and Business

4.1   A Core Group was established on 16 January 2023, to manage the process of transfer of care, staff and business. Membership of the Core Group ranged from strategic and operational leadership; key supporting functions such as Care and Quality Assurance, HR, Employment Legal and Finance, alongside experts across Facilities Management, ICT and Corporate Legal. Trade Union colleagues from both the Council and NHS Lothian were integral to the discussions; supporting the Core Group; progressing key considerations around TUPE, and employee discussions.

4.2   A number of employee group engagement sessions, and subsequent one to one conversations took place, describing each person's transferring circumstances. Our Trade Union colleagues participated in these, and welcomed the open, transparent and supportive approach. This was complemented by a direct email for staff queries and updated Frequently Asked Questions.

4.3   Meetings also took place with residents and their families, providing information about the transfer, and reassurance that care would be continued. Colleagues from the EHSCP Residential Review Team were available to address any specific individual concerns that people may have had.

4.4   EHSCP teams supported residents through the transfer, with care plans being reviewed and updated as appropriate.

4.5   Admissions were also suspended to allow everyone to be supported to adjust to the changes and ensure staff were able to receive induction, mandatory training for Council and NHS roles to ensure compliance with the H&SC standards and become familiar with associated policies and procedures.

4.6   The transfer of Castlegreen and North Merchiston Care Homes successfully took place on 22 May 2023, with EHSCP taking on the management of care for 88 residents across the two care homes. Overall the two care homes have the capacity for 120 residents, with Castlegreen currently being registered for 60 places, and North Merchiston being registered for 50 places, with the ability to apply for registration for the additional 10 places there in the future.

4.7   Overall 142 staff transferred from FSHC; 117 transferring to the Council and 25 transferring to NHS Lothian. All employees secured better terms and conditions, although this has come at a significant cost. The detailed position is being brought forward to the Finance and Resources committee on 21 September 2023.

4.8   Operational colleagues have developed a newsletter to update residents and employees on progress around the transfer. Employees have indicated that they are delighted with the improved terms and conditions and they are also keen to note the improvements for residents. Of particular note are: better food quality; residents' bedding is better quality and more comfortable; and new window blinds

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allow much more privacy. EHSCP have been working closely with the Community Payback Workers team, who have assisted with the outdoor space of the homes and have re-erected the fence in Castlegreen which colleagues and residents have appreciated.

4.9   Work is well progressed to develop the future staffing requirements for the care homes, to provide safe, good quality care in the future. A key aspiration will be to align with the staffing model in other Council run care homes. Work is underway to ascertain whether this is achievable within the £2m provision included in the Edinburgh Integration Joint Board's financial plan. In the first instance this will be presented to the EHSCP Executive Management Team. As indicated above, an update will be included within the detailed report in September.

Urgent Capital Requirements

4.10   Consideration has been given to the key capital work that is required to meet building regulation and compliance and to address the environmental audit improvement plan required for the Care Inspectorate.

4.11   Considerable work has been undertaken to assess the environment, through the dilapidations survey, the improvement report from the Care Inspectorate environmental audit. This has been supported by a subsequent report from Skanska, a key contractor with the Council who undertake various aspects of facilities management. They were asked to review the dilapidations reports undertaken by the surveyors, to allow an assessment of the work that would be required, the sense of urgency, and associated costs.

4.12   These works were assessed using RAG status. Red – works to be completed in the 5 months since the inspection in May 2023, Amber – work to take place between 6-12 months, and Green -12 months plus. Many of the capital works will require a lead in time, and some requiring planning permission. It is anticipated that the Care Inspectorate are likely to revisit the care homes to be assured of progress before the end of calendar year.

4.13   This level of urgency has formed the basis of the decision made by Corporate Leadership Team to progress the urgency briefing to allow the Red and Amber capital requirements to be instructed at the earliest opportunity, as opposed to waiting for the scheduled Finance and Resources Committee to consider these at the 21 September meeting.

4.14   Following consultation with party group leaders, and the Lord Provost, through the urgency briefing, at the 26 July 2023 Council Corporate Leadership Team, a decision was made to proceed with the Red and Amber aspects of work.

4.15   The value of the works are c£244k for the red aspects, 94% of which relate to the Care Inspectorate requirements, and the amber aspects cost c£136k, with 24% of this relating to the Care Inspectorate requirements, giving a total requirement for c£380k. A report will be presented to Full Council on 31 August, formally recording the Corporate Leadership Team decision.

4.16 The key aspects required to be undertaken urgently to comply with building regulations, and those required as a condition of the Council's ongoing registration with the Care inspectorate, have been identified as the Red and Amber areas, and have now been instructed, include:

- key infection control aspects, with additional Domestic Service Rooms required, which the Care Inspectorate are working with FM and care home colleagues on

- accessible, safe outdoor space;

- safe and secure waste management, aligned with current care home requirements

- water damage and associated repairs

- legionella risk assessments

- ventilation regulation assessments and associated works.

4.17 The summary of the Red, Amber and Green aspects for each care home, and associated outline costs are highlighted in Appendix 1. A detailed report is being presented to the Finance and Resources Committee on 21 September setting out the urgent and longer term capital requirements, the on-boarding facilities management including information, communications, technology and equipment requirements, and ongoing workforce considerations. Below, in Table 1, is a summary of the capital costs associated with Appendix 1:

Table 1: Summarised overall Red, Amber, Green Capital Works:

RAG Status	Castlegreen (c£k)	North Merchiston (c£k)	Totals (c£k)	TOTAL Red and Amber (c£k)	Care Inspectorate Requirements (c£k)
Red Immediate up to 5 months	106	137	**244**[1] (21%of total)	**£380**	**229** (94% of Red)
Amber Attention required 6-12 months	81	56	**136** (12% of total)		**37** (24% of Amber)
Green 12+ works programme	388	369	**757** (67% of total)		**0**
Totals £	**575**	**562**	**1,137**		**266** (34% of Total)

Notes:
1. work has been instructed immediately on fire door replacement and funded from the Term Service Contract c£8k

Source: Skanska Framework Report and Care Inspectorate Improvement Plan June 2023

<u>Assumption of In-House Delivery of the Two Care Homes</u>

4.18   At the previous Policy and Sustainability committee, 21 March 2023, a request was made to report within 2 cycles updating members on future plans for social care provision, including any instances where it is anticipated that the presumption of in-house delivery of these two care homes may be challenging.

4.19   At the Finance and Resource Committee on 10 March 2023, it was highlighted that, if the agreed TUPE approach was to be harmonisation up, that there were a number of risks noted. Particularly that, as employees would receive enhanced terms and conditions on entry to the Council and the NHS, this is likely to make the service a lot less attractive to any subsequent incoming service provider as there would be higher operational costs. This could mean the homes are likely to remain within the Council/EHSCP portfolio permanently, with the costs associated with that remaining on a recurring basis.

4.20   It is anticipated that the future configuration of these two care homes will be within the scope of the strategic commissioning exercise which has been agreed by the EIJB.

<u>Dilapidations, Over and Under Payments</u>

4.21   A dilapidations claim against Tamaris Scotland Ltd (TSL) has been made. Tamaris Scotland Ltd is the subsidiary of Four Season Healthcare, and previous provider of the services across the two care homes. The dilapidations sum totalled £1,167k across the two care homes. Dilapidations notices were served by the Council to TSL on 29 June 2023. The 10 day deadline for response passed without any receipt from TSL of any payment.

4.22   The Corporate Leadership Team carefully considered the position on 26 July, and authorised the Council Corporate Legal Team to proceed to court action, for each care home. This was based on the requirement in the commercial lease that the tenant (TSL) must comply with the repair obligation. If it does not do so, the landlord (the Council), has the option of certifying the cost of carrying out the necessary work, and that sum then falls due as a debt.

4.23   The issue of the over and under payment has been concluded, with the agreed sum of c£87k being paid by Tamaris Scotland Limited back to the Council (the Council received this on 11 August 2023.)

5.   Next Steps

5.1   Work will continue to ensure that residents receive good care and services, and to enable that, staff will continue to undertake necessary training. .

5.2   A report is being prepared for the 21 September Finance and Resources Committee detailing the costs associated with the transfer as indicated.

5.3 The intention once works are completed, and the workforce model has been aligned to current care homes, is to reopen the care homes to admissions and operate at appropriate capacity. As highlighted above, optimum capacity could be 120 residents.

5.4 The EIJB strategic commissioning exercise will get underway, and will make recommendations relating to the longer term utilisation and required function of the two care homes.

6. Financial impact

6.1 As indicated above, a detailed report is being developed for the Finance and Resources Committee 21 September and will include the impact of transferring the care and business, implications of TUPE, ongoing costs associated with workforce model and the running of the care homes, alongside detail about capital requirements as indicated in the urgency briefing; the over and under payment, and dilapidations.

6.2 As highlighted above, the EIJB financial plan includes £2m across the two care homes. At this stage it is not confirmed whether this sum will be sufficient to introduce the proposed staffing model and run both units at maximum capacity.

7. Equality and Poverty Impact

7.1 There are no direct implications on equality and poverty impact associated with this report.

8. Climate and Nature Emergency Implications

8.1 Any work undertaken across the care homes, will have environmental and sustainable aspects considered. The approach will be to recycle and reuse as many materials as possible, if safe to do so. Additionally, a key plan is to assess the solar panels fitted to both care homes, and have them operational to contribute to producing clean energy.

8.2 All works will be subject to the Council's approach to identify any positive or negative environmental impacts, as well as the steps taken (or planned) to mitigate any adverse impacts. This includes impacts on greenhouse gas emissions, air quality, biodiversity, and adaptation to climate change.

9. Risk, policy, compliance, governance and community impact

9.1 The approach to care, regardless of the place where care is provided, is to comply with the Principles of the Health and Social Care Standards[1], and the 6

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[1] Health and social care standards | Care Information Scotland (careinfoscotland.scot)

key principles therein: dignity and respect; compassion; be included; responsive care and support; wellbeing.

9.2   The briefing for urgency to undertake the capital works, indicated that each of these principles would be adversely impacted for the people living in the care homes, who are vulnerable, have complex care needs many having dementia, and indicated potential risks. Further, there would be risk implications associated with the working environment for colleagues. As the CLT on 26 July authorised the red and amber status works to commence, this will mitigate these associated risks

9.3   The strategic commissioning exercise getting underway will consider wider community impact.

10.   Background reading/external references

10.1   Finance and Resources Committee 26 Jan 2023

10.2   Finance and Resources Committee 10 March 2023

10.3   Policy and Sustainability Committee 21 March 2023

11.   Appendices

Appendix 1a - Five Year Programme of Works RAG Castlegreen CLT 28.06.23

Appendix 1b - Five Year Programme of Works RAG North Merchiston CLT 28.06.23

Appendix 1a - Five Year Programme of Works RAG Castlegreen CLT 28.06.23

Red	Critical to service provision : immediate up to 5 months
Amber	Needs attention:6-12 6 months
Green	Part of longer works programme: 12+ months

		The City of Edinburgh Council - Castlegreen Care Home			
		Five Year Programme of Works at June 2023			
Priority	Category	Description	Source	Budget Cost £	Timescal
1	Internal Fire & Exit Door Renewal	Renew the internal fire doorset to the lower ground floor staircase . Renew the external doorset from the staff / goods entrance	Facilities Management Report	£7,390.00	Jul-23
2	DSR (Domestic Service Rooms)	DSR serving care areas are separate to other areas such as laundry and other activity such as administration. 6 Off . Locations to be agreed.	Care Inspectorate Improvement Plan	£44,000.00	Jun-23
3	Mechanical Ventilation	A review and audit of ventilation equipment must be completed to determine type of ventilation in the home and repair any damaged or broken equipment.	Care Inspectorate Improvement Plan	£5,000.00	Jul-23
4	Garden Spaces	Carry out a detailed survey inspection of all boundary fence issues include all areas of damaged fencing, missing fencing and inadequate fencing to the boundary of the memorial garden and domestic dwellings. Currently the site is not fully secure given the low level security fencing currently on site. We require a meeting with the CoEc and the security team to revise all external boundary and propose any remedial actions. Approx external boundary fencing Front 30mtr - Rear 20mtr both with lockable gates	Care Inspectorate Improvement Plan	£15,000.00	Dec-23
4	Garden Spaces	Carry out a detailed survey inspection of all internal fences issues include all areas of damaged fencing, missing fencing and inadequate fencing to the garden areas. The care inspectorate have recommended that the residents have a say in how the grounds are to be maintained and developed. In the meantime we suggest a Provisional Sum of £30,000.00 for enhancement works.	Care Inspectorate Improvement Plan	£30,000.00	Dec-23
4	Garden Spaces	Remove all debris left in the grounds by others	Facilities Management Report	£4,600.00	Jul-23
5	Drainage Inspections	Further to our survey carried out at the above premises we confirm our cost per care home to carry out an inspection of the existing drainage runs and pressure jet any blockages found during our survey and provide drawing of drain runs and a condition report.Note: Inspect all surface manholes, road gullies and drainage to all accessible locations on the site.	Facilities Management Report	£448.50	Jul-23
6	Ceiling Repairs	The Care inspectorate noted a number of areas in the home where the ceilings had evidence of water damage. The Council must assess where and how water is managing to enter the building and take steps to repair and reduce recurrence – In response We have had our high level team on site to review the building / layout and access requirements for the purpose of providing and adding costs to the PPM schedule for High Level inspections and gutter cleaning carried out annually. We did not witness any significant areas of ingress however there are a number of ceiling tiles that are showing water staining we would engage with our attending contractor to carry out an internal ceiling condition prior to the 1st inspection. Carry out internal ceiling repairs following the initial PPM and minor roof repairs.	Care Inspectorate Improvement Plan	£8,000.00	Nov-23
7	External Balconies	There are a number of external balconies which present with a single layer of decking on an exposed steel framework. We recommend an engineer inspects these areas for suitability and condition. The existing decking boards may have a shelf life given there exposure to the elements and their ability to support point loading.	Facilities Management Report	£35,000.00	Nov-23
8	Waste Management	A review of waste storage area should be undertaken to provide screened and lockable bin store.	Care Inspectorate Improvement Plan	£25,000.00	Jan-24
9	External Elevation & Windows	Carry out a full inspection of the all window timbers, glazed units and external elevation cladding. Remove and replace all defective elements with matching elements.	Facilities Management Report	£7,500.00	Aug-23
10	Window Blinds	Carry out a full survey / inspection of all existing window blinds and the requirements of the care home management staff to supply and install selected window blinds and privacy blinds as required. Note: Supply and install roller blinds to all existing road facing windows (Greendykes Road), remove all existing damaged blinds and install new blinds with antiligiture clips. We have accounted for 32Nr individual blinds (Approx).	Facilities Management Report	£4,320.00	Nov-23
11	Flooring	Flooring (5 Year Rolling Programme)	Facilities Management Report	£267,339.47	Jul-24
11	Decoration	Decoration (5 year rolling programme)	Facilities Management Report	£99,836.00	Jul-24
11	Lighting	Lighting	Facilities Management Report	£21,208.00	Jul-24
		Total		£574,641.97	

Appendix 1b – Five Year Programme of Works RAG North Merchsiton CLT 28.06.23

Red	Critical to service provision: immediate up to 5 months
Amber	Needs attention: 6-12 months
Green	Part of longer works programme: 12+ months

		The City of Edinburgh Council - North Merchiston Care Home				
		Five Year Programme of Works at June 2023				
Priority	Category	Description	Source	Budget Cost £	Timescal
1	External Balconies	We have inspected all external balconies and would recommend wholesale renewal of the 6Nr external balconies include all necessary maintenance / repairs including cleaning, de-mossing and ensuring outlets are clear to allow discharge of rainwater. Perimeter handrails need to be replaced in addition to the decking. All costs include the supply and installation without any specific decoration or finishes - Strip back existing coverings and dispose from site Supply new Gripsure non slip treated decking to site Install new decking system on treated timber dwangs with 5mm spacing between boards Improve the overflow set up and pipe to nearby downpipes See attached data sheets on the proposed deck materials.	Care Inspectorate Improvement Plan	£35,000.00	Jun-23
2	DSR (Domestic Service Rooms)	Domestic services rooms (DSR) – these were situated in the hallways between the 2 units on each floor. Ideally each unit should have its own DSR and the provider should consider how this can be accommodated.	Care Inspectorate Improvement Plan	£45,000.00	Jun-23
3	Kitchens	Many of the kitchen areas within the dining rooms we're not fit for purpose with cracked and exposed surfaces missing doors and doors that did not shut properly.	Care Inspectorate Improvement Plan	£55,000.00	Nov-23
4	Ceiling Repairs	A number of mineral fibre ceiling tiles are suffering minor deterioration and moisture staining. Allow for the replacement of moisture stained, damaged, and marked mineral fibre ceiling tiles, complete.	Dilapidation Report	£2,356.00	Nov-23
5	Garden Spaces	Consideration should be given to investing in the landscaping to make all areas attractive.	Care Inspectorate Improvement Plan	£3,500.00	Dec-23
6	Drainage Inspections	Further to our survey carried out at the above premises we confirm our cost per care home to carry out an inspection of the existing drainage runs and pressure jet any blockages found during our survey and provide drawing of drain runs and a condition report. Note: Inspect all surface manholes, road gullies and drainage to all accessible locations on the site.	Facilities Management Report	£448.50	Jul-23
7	Render/Pointing Repairs	External wall render is soiled / stained. Allow for the cleaning down of all soiled / stained render by spraying with water and External wall render is soiled / stained brushing lightly. There is evidence of cracked and missing pointing to brickwork. Allow for raking out all cracked and eroded mortar pointing, allowing for repointing in a suitable mortar.	Dilapidation Report	£10,259.00	Dec-23
8	Window Blinds	Supply and install roller blinds to all existing windows, remove all existing damaged blinds and install new blinds with antiligiture clips. We have accounted for 308Nr individual blinds.	Facilities Management Report	£41,580.00	Nov-23
9	Flooring	Flooring (5 Year Rolling Programme)	Facilities Management Report	£271,036.00	Jul-24
10	Decoration	Decoration (5 year rolling programme)	Facilities Management Report	£76,620.00	Jul-24
11	Lighting	Lighting	Facilities Management Report	£21,208.00	Jul-24
		Total		£562,007.50	

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Policy and Sustainability Committee

10.00am, Tuesday 22 August 2023

Annual Performance Report, 2022/23

Executive/routine
Wards

1. Recommendations

1.1 That members of the Policy and Sustainability Committee note the Annual Performance Report (Appendix A) for the 2022/23 financial year.

1.2 Note the Annual Complaints Report 2022/23 (Appendix C)

1.3 Refer the Annual Performance Report to the City of Edinburgh Council on 28 September 2023.

Deborah Smart

Executive Director of Corporate Services

Contact: Gillie Severin

E-mail: gillie.severin@edinburgh.gov.uk

Annual Performance Report, 2022/23

Executive Summary

1.1   This report provides an overview of council performance in 2022/23 against the three priorities and fifteen outcomes in the Councils previous Business Plan: Our Future Council, Our Future City (2021 – 24). The detailed report (Appendix A) provides analysis of performance against key Performance Indicators (KPIs) and milestone measures aligned to the Plan's priorities and outcomes. For each outcome the analysis highlights areas where we are performing well whilst also recognising the areas where performance is challenging. The report sets out how the Council is focusing on these areas and identifies the plans in place to improve performance.

1.2   The Council Business Plan (Our Future Council, Our Future City 2023 -27) was updated and approved by Council on 16 March 2023. The Planning and Performance Framework, including the measures aligned to the Business Plan, was revised, and approved at Policy and Sustainability Committee on 17 November 2022. Performance reporting will reflect the updated Business Plan and Performance Framework going forward.

Background

2.1   Each year the Council is required to report to citizens on performance. This report fulfils that duty and considers performance within the Council from April 2022 to March 2023. This report is the last annual performance report aligned to the Council's Business Plan: Our Future Council, Our Future City (2021 – 24) and the Planning and Performance Framework which includes the Key Performance Indicators (KPIs) and milestone measures. The report is structured around the three key priorities; Ending Poverty by 2030; Becoming a Sustainable and Net Zero City by 2030; and Wellbeing and Equalities and the fifteen outcomes that sit under these priorities and the associated KPIs.

2.2   The report includes analysis against 89 measures comprised of 80 KPIs and 9 milestone measures. Of these:

- 63 KPIs have targets set for 2022/23 and have been assigned a red, amber or green status based on performance.

- 9 KPIs have either no end of year figure or target for 2022/23 and so have been assigned a blue RAG status.

- 8 KPIs are for monitoring purposes only and have been assigned a grey RAG status.

- 9 Milestones have been assigned a status of completed, in progress or delayed/behind target, depending on progress.

2.3   The performance scorecards and detailed analysis for each of the Business Plan priorities and outcomes can be found in Appendix A.

Main report

3.1   This report contains analysis of our suite of Corporate Key Performance Indicators (KPIs) shown over the last three years and the progress against our milestone measures.

Performance Overview – Looking Back

3.2   Within the report, a RAG status, which compares performance against the target, has been assigned to the indicators. The RAG status is summarised below:

RAG Status	Definition	Count
Green	Performance is on or ahead of target	38
Amber	Performance is just behind target	18
Red	Performance is behind target	7
Blue	No target set for 2022/23 or no end of year figure.	9
Grey	Monitoring only	8
Milestone Status	**Definition**	**Count**
Purple	Milestone in progress	8
Red	Milestone delayed/behind target	1

3.3   A comparison of 2021/22 to 2022/23 performance for 80 of the KPIs is summarised below:

Direction	Definition	Count
Improving	Performance has improved on last year (more than 2% change on last year)	26
Maintaining	Performance has remained the same as last year (within 2% of last year)	33

Declining	Performance has declined on last year (more than 2% change on last year)	8
Not appropriate	Comparing performance to last year is not possible due to data not being available or where it's a new indicator	13

3.4 It should be noted that for direction of travel comparison, we are comparing the data from 2021/22 to 2022/23 and some indicators show the impact of the Covid-19 pandemic during that time while varying restrictions were place.

3.5 A full and detailed analysis of performance is shown in Appendix A. This includes a performance scorecard for each priority and outcome and analysis on performance. It also identifies areas of underperformance and a progress update on the key strategic plans driving the delivery of each outcome. The Performance Update Report to Policy and Sustainability on 17 November 2022 set out the KPIs for 2022/23 and their targets. Appendix B provides clarifications and amendments to any targets that had to be revised mid year due to changing circumstances.

3.6 An analysis of our complaints performance for 2022/23 is shown in Appendix C.

Planning and Performance Framework 2023-27 – Looking Forward

3.7 An updated Framework to reflect how we will measure the priorities, outcomes and actions in the updated Council Business Plan 2023-27 was agreed at Policy and Sustainability Committee on 21 March 2023. The Framework for 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.

Performance Scrutiny, 2023/24

3.8 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. The 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.

3.9 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.

3.10   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. The Public Performance Scorecard will culminate in the Annual Public Performance Report at the end of the financial year which will be submitted to Governance Risk and Best Value Committee and referred to Full Council for consideration.

3.11   We are also working to further improve the performance reporting available to the Public via our website as recommended in our recent Best Value Audit report. The Annual Performance Report is part of our public performance reporting and will be made available on the Strategy, Performance and Research pages of our website following consideration at Council Committee.

Next Steps

4.1   The Annual Performance Report, 2022/23 will be published on the Council website and promoted through our social media channels.

Financial impact

5.1   Given that this report is retrospective, there is no direct financial impact, however the report includes the Council's performance for key financial performance indicators in 2022/23.

Equality and Poverty Impact

6.1   Given that this report is retrospective, there are no direct equalities or poverty impacts, however the report includes the Council's KPIs being used to monitor the Council's priority of ending poverty by 2030.

Climate and Nature Emergency Implications

7.1   Given that this report is retrospective, there are no climate or nature emergency implications, however the report includes the Council's KPIs being used to monitor the Council's priority of becoming a sustainable and net zero city.

Risk, policy, compliance, governance and community impact

8.1   Given that this report is retrospective, there has been no engagement or consultation with the community during it's collation. However, this report will be published on the Council's website and so available to members of the public as part of our public performance reporting.

8.2   Risk is identified in the report through a RAG status applied to each of the Councils KPIs and milestones. The KPIs and milestones are used to monitor the performance in 2022/23 against the three priorities and fifteen outcomes in the Councils previous Business Plan: Our Future Council, Our Future City (2021 – 24). Actions being taken to improve performance for those identified as just behind or behind target are included within the report.

Background reading/external references

9.1   [Business Plan (Our Future Council, Our Future City)](#)

9.2   [Planning and Performance Framework](#)

Appendices

Appendix A: Annual Performance Report, 2022/23

Appendix B: Target Reviews in 2022/23

Appendix C: Annual Complaints Report, 2022/23

Annual Performance 2022/23

Foreword

We are pleased to present our Annual Performance Report for 2022/23, showing how we have performed over the last 12 months. We agreed an updated Council Business Plan aligned to shared political priorities earlier in 2023, but we think its important that we update you on the work done on our priorities for last year, many of which continue in the updated plan. Our services were impacted greatly by the Covid-19 pandemic and for some it was only during 2022 that they were back to running fully. This report provides a rounded picture of how we have continued to drive forward Edinburgh's recovery.

The rising cost of living and its impact on households in poverty and our response to this is both our number one priority and greatest challenge. Our work with partners such as the NHS and voluntary sector is helping to meet our aim of ending poverty by 2030 along with building a stronger, greener, and fairer economy. We can see real progress with the number of employers in the city paying the real living wage and the number of suppliers that we work with paying it too. Education is one area that was significantly disrupted by the Covid-19 pandemic. Our primary school indicators are mostly showing an improvement however our secondary school indicators highlight the disruption to education the pandemic has caused and the work we need to do to put this right for our children still in school. The percentage of leavers going on to study, find a job or enter training are really encouraging and demonstrate that the exceptional efforts taking place every day in our schools to deliver high quality teaching, learning and support. The house building market is facing a number of difficulties such as the rising cost of materials and a lack of available land, and this is shown in our affordable home approvals and completions. We have however upped our commitment to 25,000 new affordable homes and have developed a plan that works towards this, if we get the right levels of investment.

We remain determined to play our part in the global fight against climate change. We have an ambitious plan to be a net-zero city by 2030. Whilst the council needs to play a leading role in this, we know that a just transition to net-zero needs to be a collective effort across society, involving public bodies, businesses, universities, and our communities. It's encouraging to see that Edinburgh has the highest percentage of residents who believe that climate change is an urgent problem, and this level of awareness is vital as we take the lead on our large scale projects like the Newhaven Tram line, regeneration in Granton and City Centre transformation.

We have a strong history of bringing our annual budget in within target and in 2022/23 we achieved the highest ever proportion of approved savings delivered. However, this continues to be hugely challenging not least because Edinburgh continues to be the lowest funded local authority per head of population in Scotland. This will mean designing and creating a future council that remains committed to exceptional service delivery. An organisation that keeps our essential public services running at the standard people expect, delivers support for those who need it most, and protects the environment that sustains us all. While we face these challenges, we will continue to drive opportunities to ensure Edinburgh is a thriving and fair city for all.

Andrew Kerr
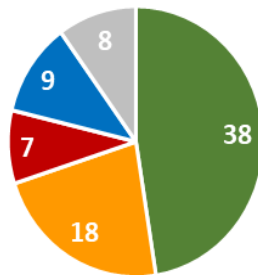
Chief Executive

Cammy Day

Council Leader

Contents

KPI Overview

This performance report gives an overview of how we performed from April 2022 to March 2023 against:

- our three priorities - ending poverty by 2030, becoming a sustainable and Net Zero city by 2030 and improving wellbeing and equalities
- our 15 outcomes that sit under these priorities
- 80 key performance indicators (KPIs) and the status for how well we are doing, known as the RAG status.

Performance by Target

Performance by Priority

Priority	Green	Amber	Red	Blue	Grey
Ending Poverty by 2030	12	9	6	5	7
Becoming a Sustainable and Net Zero City	6	2		2	1
Wellbeing and Equality	20	7	1	2	
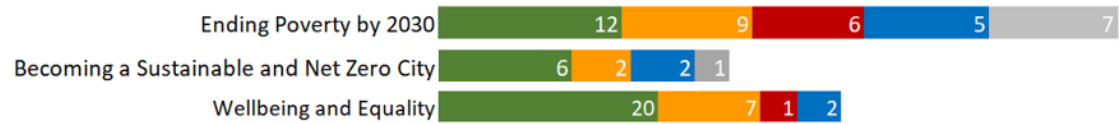
RAG Status Key

Performance is on or ahead of target	Green
Performance is just behind target	Amber
Performance is behind target	Red
No target or no end of year data	Blue
Indicator for monitoring only	Grey

Milestones

In Progress	8
Behind Target/Delayed	1

2

Our KPIs indicate how we are performaning across the wide ranging projects and actions we are progressing to deliver on our three Business Plan priorites for Edinburgh:

- 38 of our KPIs are on or ahead of our target (green RAG status).
- 18 KPIs have fallen just behind the target we set (amber RAG status)
- 7 KPIs have a red RAG status, meaning we will take action to get them back on track this year
- 8 KPIs have a grey RAG status as they are for monitoring purposes
- and a further 9 KPIs continued to be monitored until a target is set

Of the 80 KPIs, we have assigned a direction of travel for 67 of the KPIs comparing performance in 2022/23 with 2021/22. We have not assigned a direction of travel for 14 KPIs due to either the data not being comparable to previous year figures (due to changes in recording or calculation) or where it is a new indicator.

Direction of Travel	Definition	Count
Improving	Performance has improved on last year (more than 2% change on last year)	26
Maintaining	Performance has remained the same as last year (within 2% of last year)	33
Declining	Performance has declined on last year (more than 2% change on last year)	8
Not appropriate	Comparing performance to last year is not possible due to data not being available or not comparable to previous figures (due to change in calculation) or where it's a new indicator	13

We also use nine milestones to monitor progress. We are making good progress with eight of the milestones, with only one being delayed.

Ending Poverty by 2030

As the cost of living continues to rise, our work to support people living in poverty has never been more important. We want to end poverty in Edinburgh by 2030, by helping people find fair work, addressing the housing and homelessness crisis, and building a strong foundation for long-term poverty prevention. Below are our key performance indicators (KPIs) for 2022/23. For each KPI, we include the latest data, the targets set for 2022/23 and the RAG status.

On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission		2018-21	2019-22	Target	Status
Percentage of people living on incomes below the poverty threshold		16%*	17%*	14%	Amber
Percentage of children living in families on incomes below the poverty threshold		20%*	20%*	17%	Amber
Percentage of people living in destitution		4.0%	Data available October 2023		Blue
	2020/21	2021/22	2022/23	Target	Status
Number of people supported with welfare rights queries by the Advice Shop	5,752	7,265	3,075	5,400	Red
Scottish Welfare Fund payments	44,226	65,466	40,097	data only	Grey
Discretionary Housing payments	8,205	7,806	7,766	data only	Grey
A new city wide approach to commissioned advice services is agreed with partners		Milestone completed	In progress	Apr 24	Purple
On track to deliver new prevention service models			2022/23		
New long term plan for delivery of a prevention based Council service model approved and in implementation		Milestone completed	In progress	Apr 24	Purple
More residents experience fair work and receiving living wage	2020/21	2021/22	2022/23		
Number of new Council apprenticeships	26	38	30	60	Red
Percentage of suppliers committed to paying the living wage	79%	82%	82%	72%	Green
Living wage employer accreditation	Yes	Yes	Yes	Maintain	Green
Number of living wage employers	422	526	640	626	Green

	2019/20	2020/21	2021/22	Target	Status
Positive Destinations for School Leavers	92.5%	95.1%	96.1%	95.0%	Green
Intervene before the point of crisis to prevent homelessness	**2020/21**	**2021/22**	**2022/23**	**Target**	**Status**
Number of households assessed as homeless	1,929	2,399	3,287	data only	Grey
Number of housing advice only presentations	1,375	1,288	1,134	data only	Grey
Percentage of households in unsuitable temporary accommodation	25.1%	25.3%	25.7%	data only	Grey
Ongoing delivery of our 20,000 affordable homes programme	**2020/21**	**2021/22**	**2022/23**	**Target**	
Number of affordable homes approved	1,285	1,251	734	800	Amber
Number of affordable homes completed	1,087	1,041	1,215	1,246	Amber
Increased attainment for all and reducing the poverty-related attainment gap	**2019/20**	**2020/21**	**2021/22**	**Target**	
Percentage of primary pupils achieving literacy	n/a	73.8%	77.0%	75%	Green
Percentage of primary pupils from deprived areas achieving literacy	n/a	57.3%	62.5%	59%	Green
Percentage of primary pupils who are Looked After achieving literacy	n/a	39.5%	36.9%	To increase	Red
Percentage of primary pupils achieving numeracy	n/a	80.4%	83.0%	82%	Green
Percentage of primary pupils from deprived areas achieving numeracy	n/a	65.1%	71.4%	67%	Green
Percentage of leavers with SCQF level 5 in literacy and numeracy	71.7%	74.0%	70.1%	73%	Amber
Percentage of leavers from deprived areas with SCQF level 5 in literacy and numeracy	51.2%	55.9%	51.8%	52%	Amber
Percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher	71.1%	72.6%	68.4%	73%	Amber
Percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher	51.1%	50.6%	44.9%	53%	Red
	2020/21	**2021/22**	**2022/23**	**Target**	
Percentage of teachers who have met the Teaching, Learning and Assessment "Charter" standard		20%	32%★	40%	Blue
Percentage of schools that have achieved the Digital Schools Award Scotland		5.6%	7%★	20%	Blue
Percentage of parents receiving funded Early Learning and Childcare through their preferred location (data every 2 years)	-	92.4%	~	95%	Blue

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	2020/21	2021/22	2022/23	Target	Status
Percentage of parents receiving funded Early Learning and Childcare through their preferred model of delivery (data every 2 years)	-	74.1%	~	85%	Blue
Capital spend on the Learning Estate new projects		£90.91M	£46.5M	£45.3M	Green
Percentage of primary pupils with low attendance	10.6%	14.0%	12.6%	9.0%	Red
Percentage of secondary students with low attendance	17.2%	19.1%	20.3%	16.0%	Red

Edinburgh's economy recovers from recession and supports businesses to thrive			2022/23	Target	Status
Progress the Economy Strategy Implementation Plan			In progress	Q4 22/23	Purple

	2020	2021	2022	Target	
Business births per 10,000 residents	42.4	42.4	Data available November 2023	data only	Grey
Employed residents as a percentage of all residents	77.0%	77.9%	79.2%	data only	Grey

	2020/21	2021/22	2022/23	Target	Status
Total number of clients supported by employability and skills services	3,761	3,842	4,148	3,842	Green
Number of engagements through Business Gateway	3,551	3,728	4,667	3,728	Green
Percentage of Procurement spend via SMEs	50.0%	47.6%	50.5%	52.0%	Amber
Percentage of Procurement spend in EH postcode	47.6%	45.4%	45.9%	50.0%	Amber
Investment in supporting the arts and cultural sector in the city	-	£5.6M	£5.6M	£5.6M	Green

* national dataset – figures revised and now reflect three years worth of data

★ These are interim statistics, end of academic year figures not yet available

~ data is biennial, next survey due in October 2023

On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission

We have seen an increase in severe poverty and hardship because of rising living costs and falling real incomes among poorer families across the UK. **The percentage of people living on incomes below the poverty threshold has risen to 17% and the percentage of children living in families on incomes below the poverty threshold has remained at 20%.**

- The Office for National Statistics reported inflation for all households in the UK reached over 10% in 2022 but for poorer households, with rates as high as 15% estimated in autumn 2022.

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- [The Poverty in Scotland 2022 publication](#) showed that rising costs of food and energy in 2022 have meant 73% of low-income families in Scotland have gone without essentials such as food or heat.
- the Resolution Foundation projections estimate that average incomes for poorer families are likely to drop by 10% in the coming years which represents the worst two year drop in real average household incomes in the UK since 1961.

We continue to act as set out in our End Poverty in Edinburgh Delivery Plan. Details of our progress can be found in our [second annual progress report](#) which was considered at the Policy and Sustainability Committee in November 2022.

We reviewed **city-wide advice services with partners in 2022.** The review highlighted the positive impact of current services, as well as setting out several actions to make it easier for people to use services, leading to better outcomes for people. The findings of this review have been considered by the partnership and will be used to reform money and welfare advice services across sectors in 2023/24. The aim of increasing the number of residents receiving the benefits they are entitled to and reducing the number of families experiencing problem debt remains a high priority. This aligns with the focus of both UK and Scottish Governments who are working to increase promotion of entitlements and take up of welfare benefits.

The lower number of people supported with welfare rights queries by the Advice Shop in 2022/23 (3,075 compared to 5,752 in 2020/21 and 7,265 in 2021/22) is due to staff turnover leading to a reduction in available staff to deal with incoming calls on the telephone advice line. The advice line is currently open 19 hours per week compared to 39.5 hours pre Covid-19 pandemic. Recruitment is underway for a number of posts which will bring the advice line back up to full capacity. New posts will also be filled to

address demand for our homeless prevention and income maximisation services. As the advice line team increases, the hours of the service will be expanded to increase customer access.

We also started to use a new case management system which changed what and how we record information about individuals and this reduced the numbers counted. The volume of email enquiries increased during the Covid-19 pandemic and this has remained high. We continue to respond to all enquiries within agreed timescales and track all calls handled. Staff will also work on developing improved accessibility, exploring the option of web chat as an additional tool for customers.

This year we paid 7,766 claims for Discretionary Housing Payments, totalling over £6.8M, which is a similar level to the 7,806 payments made in 2021/22. **We also made 40,097 Scottish Welfare Fund Payments** totalling close to £4.2M which is a large drop from the 65,466 payments made in 2021/22, but similar to the 44,226 payments made in 2020/21. The spike in 2021/22 aligns with the peak demand for Self-Isolation Support Grants offered as part of the response to Covid-19 restrictions.

On track to deliver new prevention service models

We've continued to develop **our prevention-based service models in 2022/23,** which are critical to meeting the Poverty Commission's longer-term 'calls to action' focused on how people in Edinburgh access support to escape and avoid poverty. This year we have established a new Poverty Prevention and Transformation Team. This team is developing ways of working that help different services (supporting children, families and adults) to the address the risk of poverty at an early stage. During the past 12 months, they have focused on:

- building a multi-disciplinary approach to identifying and supporting people at risk of poverty with colleagues from the voluntary sector.
- working with the voluntary sector to map the provision of universal, targeted and crisis services, identifying gaps and duplication, to make the most effective use of resources.

We have created a new Poverty and Prevention Board to lead the transformation of our actions focusing on three priorities:

- effective responses to the cost of living crisis
- joining up our poverty prevention activity
- commissioning third party services.

More residents experience fair work and receiving living wage

In 2022/23 we recruited 30 apprentices, which is eight fewer than in 2021/22, and behind our target of 60. Despite funding for training costs from Skills Development Scotland, services have struggled to make budget available to cover the costs of an apprentice. We are looking at new ways to encourage our teams to take up new modern apprentices and we are creating new guidance to standardise the support given to apprentices and their managers.

We continue to support fair work practices with **the proportion of our suppliers committed to paying the living wage remaining at 82%** between 2021/22 and 2022/23, and ahead of our target. The number of living wage accredited employers continues to increase, with an additional 114 employers taking the pledge in 2022/23. **We now have 640 Edinburgh based employers committed to paying the real living wage**, which is above our target. In May 2023, Edinburgh Living Wage Action Group hosted the first in-person conference of Living Wage Action Groups from across the

UK, giving the opportunity to share learning and find new ways to make sure everyone in work can earn a wage that covers the real cost of living. We continue to maintain our Living Wage certification which we first achieved in 2016.

The number of school leavers going onto study, find a job or enter training has increased from last year and exceeded the national average according to new figures. **In total, 96.1% of the school leaver population in Edinburgh entered positive destinations, up from 95.1% in the 2021/22**. To continue this positive trend:

- we are promoting a shared vision which is understood by our settings, schools and partners about the importance of tackling the poverty related attainment gap and improving outcomes for all learners
- we have a relentless focus on a high-quality senior transition where all young people are known and receive their personal support entitlement (including SDS statutory obligation)
- young people at risk of a negative destination are known and tracked through the 16+ system with relevant partners so that appropriate follow-up is in place
- we have a better understanding of the SCQF so now offer a broader range of options in schools, resulting in more diverse and valued pathways
- the Youth Employment Partnership provides the bridge between school and post-school destinations.

Intervene before the point of crisis to prevent homelessness

The number of households assessed as homeless has risen from 2,399 in 2021/22 to 3,287 in 2022/23, meaning numbers are

returning to pre–pandemic levels. However, the **number of housing advice only presentations** has reduced slightly and remains lower than pre-pandemic levels.

Through the Rapid Rehousing Transition Plan, our housing assistants and additional housing officers have supported over 550 households to move from temporary accommodation to settled accommodation in 2022/23. We have funding for another 44 posts in 2023/24 who will focus on further prevention activities and moving people into settled accommodation more quickly. The Private Rented Sector Team continue to support people at risk of homelessness and this year the team have supported in the region of 300 households to remain in their Private Rented Sector tenancy or move to a new property.

The percentage of households in unsuitable accommodation has risen slightly from 25.3% in 2021/22 to 25.7% in 2022/23. This reflects the increase of households in temporary accommodation as part of our response to the pandemic, including providing housing for those that have no recourse to public funds. We continue to improve our mix of temporary accommodation so we can offer people suitable accommodation to meet the requirements of the Unsuitable Accommodation Order. During 2022/23, we increased the capacity in the Private Sector Leasing Scheme to over 1,800 and have increased the capacity of Homeshare properties by 40 to 97, both of which are suitable accommodation.

Ongoing delivery of our 20,000 affordable homes programme

Overall**, 734 new affordable homes were approved for site start** for social rent, mid-market rent and low-cost home ownership in 2022/23 which is lower than the 1,200 for the previous two years**.** Affordable housing approvals were lower than anticipated in

2022/23 due to adverse market conditions. Some projects experienced minor delays, with the majority of these approvals (around 200 homes) now progressing in the first quarter of 2023/24**.**

A total of 1,215 affordable homes were completed. These increased in 2022/23 as sites delayed by the Covid-19 pandemic were completed. However, there is uncertainty in the wider market due to rises in interest rates and risks to rental income which has resulted in house builders, Registered Social Landlords and Buy-To-Rent developers not bringing forward projects previously earmarked for approval in 2022/23. The Scottish Government's quarterly statistics at the end of September 2022 reported that, across Scotland, private led new builds reduced by 11% and housing association new build approvals dropped by 27%.

Edinburgh was awarded £45.2M in funding from Scottish Government as part of the affordable housing supply programme in 2022/23. An additional £10M was secured from national underspends, the highest spend we have ever achieved in a single year. The total budget of £55.2M for 2022/23 continued to support the construction of over 2,000 affordable homes across the city and a number of strategic projects.

Future projections for approvals and completions, as shown in the Strategic Housing Investment Plan 2023-28 have been developed in one of the most challenging economic climates in recent history. Our discussions with partners and developers set out an extremely ambitious development pipeline over the next five years despite considerable uncertainty regarding the timescales of when sites will be brought forward. An annual update of our Strategic Housing Investment Plan will be presented to committee in the autumn.

Increased attainment for all and reducing the poverty-related attainment gap

Headteachers are accountable for attainment, attendance and inclusion and in the post-Covid-19 pandemic context, we have increased the rigour in performance management of these areas.

We have seen an improvement in most of the primary school indicators in 2021/22 with both overall literacy and numeracy showing signs of recovery following the impact of Covid. Whilst the poverty related attainment gap continues to be evident, the 2021/22 gaps for both literacy and numeracy, 24% and 20% respectively, were at their lowest levels to date.

Across our three literacy indicators for Primary Schools, two indicators show an increase from last year. Whilst the **Percentage of Primary pupils achieving literacy** increases by 3.2% (from 73.8% to 77%); the **percentage of Primary pupils from deprived areas achieving literacy** shows a larger increase of 5.2% (from 57.3% to 62.5% in 2021/22). Both these indicators are ahead of the targets we set for 2021/22, at 75% and 59% respectively. The only indicator showing a decline was the **percentage of primary pupils who are Looked After** (down from 39.5% in 2020/21 to 36.9% in 2021/22).

The need for improvements in writing prompted a Literacy Thematic review to identify what is working and what needs to change. Our revised Literacy Strategy will be published during the 2023/24 academic session. There will be a particular focus on ensuring effective teaching and learning in the First Level of Curriculum for Excellence which will include improved moderation of the standards by teachers.

The Edinburgh Learns team have focused on Improvements in primary numeracy through highly effective training for staff, both online and in person. Whilst the **percentage of Primary pupils achieving numeracy** increased by 2.6% (from 80.4% to 83%); **the percentage of Primary pupils from deprived areas achieving numeracy** shows a larger increase of 6.3% (from 65.1% to 71.4%). Both of these indicators were above the targets we set for 2021/22.

Due to the change in assessment methods during the Covid-19 pandemic, secondary school performance is not comparable between 2019/20, 2020/21, and 2021/22.

If we look at attainment levels in 2021/22, we can see that the **percentage of leavers with Scottish Credit and Qualifications Framework (SCQF) level 5 in literacy and numeracy** at 70.1% is higher than the **percentage of leavers from deprived areas with SCQF level 5 in literacy and numeracy** at 51.8%. The poverty related gap (most deprived compared to least deprived pupils) was 34%. Likewise for **the percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher** at 68.4% in 2021/22, compared to 44.9% for the **percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher** and the poverty related gap was 41%.

We have broadened the range of courses and available SCQF awards to provide fairer, more equitable pathways and raise the attainment of all learners. The model for the delivery of Foundation Apprenticeships is being adapted to provide closer links to industry and improve choices for young people. The pending review of Scotland's curriculum is coherent with our local objectives. The widening of the gap with progression in the SCQF level reflects the national pattern of attainment versus deprivation.

To address the poverty related attainment gap, Headteachers are required to assess need and plan together with their colleagues across Learning Communities. Many Learning Communities successfully bid for Strategic Equity Fund projects to improve attainment, attendance, health and wellbeing or pathways. All Headteachers attended four Conferences and were provided with targeted professional development opportunities such as Leadership for Equity, Finance for Equity toolkit and Team Around the Learning Community guidance to ensure the most effective use of resources to close the poverty related attainment.

Our most important educational resources are our teachers and support staff. Closing the poverty related attainment gap requires robust, consistent approaches to teaching, learning and assessment. Guidance is provided for teachers through the four key aspects of the Teacher's Charter (Differentiation, Assessment for Learning, Skills and Leadership of learning) and associated professional learning we continue to set high expectations for excellent teaching and learning. This has also been a core theme in our Headteacher conferences and is explored in-depth through our Leadership for Equity professional learning offer.

The percentage of teachers who have met the Teaching, Learning & Assessment "Charter" standard is a measure of the average engagement across all aspects of the charter. This measures the percentage of teachers who have met the standard and we are incrementally increasing this from the current level of 32%

As well as encouraging all teachers to self-assess and plan for improvements via the Teachers' Charter, where performance issues with learning and teaching are identified through scrutiny, we divert the team to provide intensive or targeted support.

All self-led learning is on now on the myLearning Hub and all probationers engage with professional learning in the four aspects of the Teachers' Charter. We have built a menu of options for Pupil Support Assistant (PSA) training and have been testing the training with a small group of schools this session. Feedback has been very positive. The menu of PSA professional learning will be shared with schools in the summer term.

The Leadership for Equity delivery programme has met its target of training 20% of school leaders. Evaluations from the training have been very positive.

Due to our focus on the empowered learning deployment in 2022, the **percentage of schools that have achieved the Digital Schools Award Scotland** is relatively low at 7%. In total 16 schools have completed their self-evaluation and following the submission of evidence, we expect this to rise to 21%.

The level of **low attendance (below 85%) in Primary Schools, at 12.6%** in 2021/22, has reduced from 14% in 2020/21 but has not returned to pre-Covid-19 pandemic levels. This performance is behind the target (9%) we set as we focus on reengaging pupils and drive up attendance following the impacts of Covid-19.

The level of **low attendance in Secondary Schools** has increased slightly from 19.1% in 2021/22 to 20.3% in 2022/23 and is above our target of 16%. After an initial positive start to the session, low attendance increased in Secondary Schools in December 2022 and although reducing again, at 20.3% has not yet returned to pre-December 2022 levels.

Headteachers are aware of the need to focus efforts to improve and supports have been provided through attendance conferences, the development of an Attendance Network and new sign posting to information and resources supporting this agenda. Attendance

Conference evaluations indicate high confidence in supporting attendance on average increased from 46% preconference to 90% post conference.

The Craigroyston Learning Community pilot project is trialling a collaborative learning community approach to supporting and promoting improved attendance. Some initial benefits are being seen and plans to work with community partners are in place. A pilot project with Gracemount High School and Youth Work Partners is taking place this year with a focus on engagement with young people. The aim is to use data to better support learner engagement and attendance through youth work and school partnerships.

We have continued our work on delivering a truly inclusive education system and have a number of initiatives in place:

- £2.5M has been allocated to fund Wellbeing Hubs in all of our mainstream secondary schools.
- Our Psychological Services deliver comprehensive nurture practitioner training to allow staff to run nurture groups in their establishments. Over 500 staff in total have been trained to run nurture groups and reference our revised Nurture Guide for staff.
- Equalities officers have delivered input as part of 'Learning Together' Professional Learning which focuses on Parental Engagement.
- We facilitate two parent-carer sessions per year in collaboration with RespectMe (national anti-bullying organisation) – which covers prejudice-based incidents, including racism.
- Employers Network for Equality and Inclusion Anti-racism sessions have been delivered.

- Tackling Racist Incidents training was piloted and developed and will be delivered in 2 parts: e-learning module with follow-up scenario-based workshop.
- Emerging partnership with Scotdec (third sector) to offer whole-school training on Race Equality and Anti-racism.
- Guidance was prepared to support schools in Edinburgh develop their own 'Relationships, Learning, and Behaviour Policy and Procedure. Almost all schools have used the guidance to develop their own school procedures.

Our early years consultation with parents takes place every two years so there is no data for 2022 for **the Early Learning and Childcare indicators**. The next consultation will take place in October 2023.

Within the Early Years settings since the resumption of Education Scotland inspections, inspection teams have commented on the positive way that staff are implementing play in P1 and P2. The Achievement in Curriculum for Excellence Level results in June 2022 showed an improvement in children achieving early level at end of P1 in literacy and numeracy. For P1s, literacy increased from 76.3% to 79.9% and numeracy increased from 84.6% to 86.6% between 2020/21 and 2021/22.

This year all new build early years settings were completed and opened by January 2023.

An intensive support service is available in 10 standalone early years settings. This partnership working with the third sector enables families to access money or housing advice, family support and or employability advice within 5 to 10 days of self or professional referral.

In August 2022, 97% of local authority settings and 77% of Private, Voluntary and Independent settings were graded good or above

follow Care Inspections. The Early Years Quality Improvement Team are working very closely with all settings who do not meet the required standard of quality. This targeted approach supports settings to improve their performance within their agreed Service Improvement Period (which is allowed as part of the Scottish Government guidance).

Other key achievements include:

- Our Early Learning and Childcare Academy has grown to provide additional training and qualifications for our workforce.
- Edinburgh is the first local authority in Scotland to have 7 standalone forest kindergartens registered with the Care Inspectorate with places for 150 children.
- Since August 2022 Early Years has been working with Housing to support families in temporary accommodation. 31 children have been supported into an ELC setting and 112 children and their families receive direct support from the Development Officer to access wider support.

We continue to **invest in our schools and learning estate** with £46.5M spent in 2022/23. This money is spent across a number of different programmes on both upgrading existing schools and building new ones. This year we marked the start of construction work on the new Currie Community High School. The school will be one of the most energy efficient high schools in Scotland and it's expected to open in 2025.

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

After a period of consultation and engagement to develop a refreshed Edinburgh Economy Strategy, the implementation plan was agreed at Policy and Sustainability Committee on 30 November 2021. The first progress report on implementing the actions for a stronger, greener and fairer economy will be presented to the Policy and Sustainability Committee in August 2023. We have continued to see a rise in the **percentage of employed residents in Edinburgh**. This has increased from 77.0% in 2020 to 79.2% in 2022. No new data has been released by the Office for National Statistics for the number of **business births** in the city.

Despite a buoyant labour market with high levels of employment, demand for support from employability services has remained consistent in 2022/23. **The total number of clients supported by employability and skills services has increased year on year,** with 4,158 clients supported in 2022/23, up from 3,842 in 2021/22. The cost of living crisis has been particularly challenging for people with barriers to employment and so we have focussed our support on specific vulnerable groups. Additional Scottish Government funding has supported this. **Our local Business Gateway service has supported 25% more people in 2022/23 - up from 3,728 in 2021/22 to 4,667.**

Our procurement spend in EH postcodes shows a slight increase in 2022/23 (45.9%) when compared to 2021/22 (45.4%), but is below our target of 50%. Performance fluctuates throughout the year and is directly affected by the availability of goods in the region. We continue to support local and small business with our **small-medium sized enterprises (SME) spend** at 50.5% in 2022/23. Although it is behind our target of 52%, it is nearly 3% higher than 2021/22. The number of SME suppliers used has increased from 1,848 to 2,044, with core trade spend at £920.8M.

We continue to support **the arts and cultural sector through the allocation of £5.6M in grants.** These grants were used to retain jobs, for skills and programming development and for opportunities

for residents to practice, participate in, and enjoy creative activity citywide. Partners and events funded though these grants include Capital Theatres, Imaginate and WHALE Arts in developing a new creative community hub network. Within this we allocated over £3M to our strategic partners and £1.1M for groupings (theatre and literature) for year three of the strategic partners funding programme. Strategic partners continue to deliver both live and online programmes, freelance employment opportunities and full-time jobs. Flexible or project funding covers a truly diverse programme of activity citywide. The Strategic Partnership funding programme primarily aims to promote stronger collaboration, developing new partnerships and contributing to creating new funding streams for the culture sector in Edinburgh.

Becoming a sustainable and net zero city by 2030

We remain focused on becoming a net zero city by 2030. To achieve this, we need to protect and enhance our thriving green spaces, support sustainable travel and continue to create energy efficient, good quality places to live and work to make Edinburgh a happier and healthier place to live with improved air quality. Below are our key performance indicators that indicate how we performed in 2022/23. For each KPI, we include the latest data, the targets set for 2022/23 and the RAG status.

On track to deliver our 2030 net zero target	2019/20	2020/21	2021/22	Target	Status
City's emissions (in MtCO2e)	2.248	2.088	data available end 2023	7% reduction	Green
	2020/21	2021/22	2022/23	Target	
Council's emissions (in ktCO2e)	65.65	65.55	data available end 2023	189.6 (cumulative 3 year)	Green
Installed Solar Photovoltaic capacity across the Council's operational estate (MWp)	2.221*	2.446*	2.481	Interim target of 2.771	Amber
Percentage of new builds in delivery to PassivHaus standard	17.0%	18.0%	25.7%	Long term target of 100% of conditioned area where Passivhaus is technically appropriate	Grey
Number of traffic related Air Quality Management Areas	6	6	6	5	Amber
Citizens are more engaged and empowered	2020/21	2021/22	2022/23	Target	Status
Percentage of Consultation Advisory Panel (CAP) approved consultations with 'you said, we did' published within three months of the closing date	-	60%	100%	100%	Green
Percentage of annual discretionary budget allocated through participatory budgeting	0%	0.32%	0.8%	progress towards 1%	Green
	2019	2020	2021		
Percentage of respondents who believe that climate change is an immediate and urgent problem	72%	data not available	90%^	83%	Green

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Develop key strategic sites and projects to meet the needs of a diverse and growing city				2022/23	Target	Status
Formal adoption of City Plan				In progress	Aug-23	Purple
Complete procurement with prospective bidders for a private sector partner for the new Bio Quarter health innovation district				In progress	Q4 23/24	Purple
Outline business case for the West Edinburgh Active Travel and Public Transport infrastructure agreed				In progress	Q1 23/24	Purple
Completion of Tram line to Newhaven				In progress	Jun-23	Purple
The city has a well-connected and sustainable transport and active travel network					Target	Status
	2019	2020	2021			
Annual traffic kilometres by cars and taxis in Edinburgh	2,457M	1,817M	2,051M		30% reduction by 2030	Blue
Number of multimodal interchanges	50 inter-changes served by 2 or more modes	-	50 inter-changes served by 2 or more modes		long term Increase	Blue
	2020	2021	2022			
Tram passengers	2.351M	2.594M	4.780M		Increase	Green
Implementation of the Workplace Parking Levy				In progress	tbc	Purple

* Baseline and targets were recalculated in November 2022 due to reporting improvements

^ Taken from the 2021 Scottish Household Survey – results are not comparable to 2019

On track to deliver our 2030 net zero target

Edinburgh has been named as one of just 122 cities worldwide to be placed on the 2022 A List by CDP, in recognition of its leadership on environmental action and transparency, despite the pressures of a challenging global economic situation. CDP is an international non-profit organisation for companies and cities' environmental reporting. It is the largest climate change-focused data collection and assessment programme in the world.

Since it declared a Climate Emergency in 2019, we have also improved our transparency on climate action. We publish annual progress reports on both our own and city-wide emissions and progress toward net zero targets. We have published new climate pages this year, edinburgh.gov.uk/climate. We reported our City 2030 Net Zero Target Annual Report to the Policy and Sustainability Committee in November 2022.

In 2020/21, **city emissions totalled an estimated 2.0882 million tonnes** of carbon dioxide equivalent (CO2e). The majority (70%) comes from gas and electricity consumption in buildings, followed by transport emissions at 24%. Energy-related emissions have dropped by 53% since 2010/11, predominantly thanks to the decarbonisation of the electricity grid and to energy efficiency improvements. The road transport sector has directly been impacted by the pandemic and emissions decreased by 17% compared to the previous year. It is estimated that the city has achieved emissions reductions of 14% between the baseline year of 2018/19 and 2020/21.

In 2021/22, the Council emitted 65,527 tCO2e representing 69% of the three-years' cumulated carbon budget for the period 2020/21 to 2022/23. The majority of our emissions come from powering and heating buildings, with natural gas use being the main contributor. Projects are underway to reduce emissions from natural gas use in our buildings. We have **increased our solar photovoltaic capacity** in 2022/23, with a capacity of 2.481 MWp by March 2023 which is just behind our interim target of 2.771 MWp. Completing projects depends on funding and planning being in place. We have identified a number of projects 2023/24 which will increase solar capacity towards our longer-term target of one Megawatt of additional solar pv on our and Edinburgh Leisure properties by 2023/24 and four Megawatts by 2030.

We are taking a leading role in Scotland on EnerPHit informed retrofits which includes the retrofitting works for two buildings at Brunstane and Lorne Primary Schools. A successful bid has been made to the Scottish Government's Green Growth Accelerator which will provide up to £10M to retrofit our buildings. Approval to proceed with the EnerPHit Tranche 1 programme for the next 5 years was granted by the Policy & Sustainability Committee on 30

August 2022 and feasibility works for the EnerPHit Tranche 2 programme started in Summer 2022. Work is progressing to deliver our first Passivhaus new build schools at Currie and Maybury with completion expected in 2024. There are currently nine projects on the operational estate to **certified Passivhaus standard with zero direct emissions heating plant**.

To help further reduce our own emissions we:

- are doubling the number of EV chargers with the support of Transport Scotland's Switched on Towns and Cities Challenge funding and our £0.25M budget allocation in 2021/22
- ran awareness raising campaigns encouraging reduce, reuse and recycle with a focus on food waste and festive waste
- are revising business travel and accommodation guidance for employees which reflects our net zero ambition
- and rolling out Climate Change training, with more than 300 colleagues having received the accreditation so far.

In Edinburgh there are five **Air Quality Management Areas** (AQMAs) that have breached the NO_2 objectives and one additional declared for fine particles (PM_{10}), which has a mix of sources including industrial and traffic emissions. We are currently in the process of gaining revocation of the Inverleith Row AQMA following continual improvements in NO_2 concentrations and when this is complete, we will achieve our target of five AQMAs. This is being supported by the Scottish Government and we are following their processes and timescales.

We are also in the process of updating the Air Quality Action Plan now that we introducing a Low Emission Zone (LEZ). We are consulting on our draft Air Quality Action Plan as part of our City

Mobility Plan which aims to create cleaner, greener, safer, more accessible and affordable travel choices. Our Air Quality Action Plan aims to improve air quality under eight themes. Alongside the LEZ these are:

- Strategic Transport;
- Behavioural Change to Active Travel;
- Public Transport;
- Low Emission Vehicles;
- 2030 Climate Strategy;
- Integrated Policies and Guidance;
- Domestic Emissions.

Citizens are more engaged and empowered

In 2022/23, **100% of our Consultation Advisory Panel (CAP) approved consultations with 'you said, we did' actions were published within three months of the closing date**. This is an increase from 60% from 2021/22 due to our new approval process for consultations. We will continue to listen to consultation responses and act where appropriate.

The latest data from the 2021 Scottish Household Survey shows that of those surveyed in Edinburgh, 90% of residents believe **'climate change is an immediate and urgent problem'**. The results of the 2021 survey cannot be compared to previous figures due to changes in survey methodology (telephone interviews due to the pandemic versus face-to face-previously). However, Edinburgh does compare very favourably to the Scottish average of 83% and it is also the highest percentage of any local authority area.

In 2022/23, **we continued to increase the proportion of spend allocated through participatory budgeting**, up from 0.32% in 2021/22 to 0.8% in 2022/23 and we are making good progress

towards our goal of 1%. Initiatives covering such diverse areas as gypsy traveller accommodation, environmental improvements and third party grants to support action on climate change totalled £7.6M.

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

Our proposed City Plan, approved by committee last year, moved one step closer to formal approval by the Scottish Government and is now in the representation stage. Scottish Government appointed Claire Milne as Reporter for the Examination of City Plan 2030 and started the first part of the Examination. Other Reporters may be appointed to assist. This is all being carried out in accordance with statutory requirements for formal approval. Our City Plan supports our 20-minute walkable neighbourhood approach as well as directing development to and maximising the use of brownfield rather than allocating new greenfield sites. It also sets out how to provide more affordable homes, jobs, and active travel routes to help people move around more easily.

We are in the final stages of appointing a **private sector partner for the BioQuarter**. The partner will help deliver a £1BN health innovation district which will create jobs, homes, and a community for thousands of people in Edinburgh. It is anticipated that the assessment process will conclude over the coming months and the successful bidder will be announced early next year.

Work is underway with the development of the **outline business case for the West Edinburgh Active Travel plan with Stage 1b starting in November 2022.** The additional time spent by partners to review the draft West Edinburgh Transport Improvement Programme (WETIP) preliminary options report has resulted in

delays to the timescales for milestones. Drafting of the Outline Business Case is now expected in Quarter two of 2023. To better support the project we have appointed an additional Project Manager.

Edinburgh's ambitious plan to regenerate Granton Waterfront into a new coastal community received UK-wide recognition at the Future Cities Forum Winter Awards. Selected as the best development in the country in the master planning, regeneration and mixed-use category, our £1.3BN vision with Collective Architecture sets out to boost housing in the area, create a high-quality, desirable place to live and transform streets to promote active travel, creating a vibrant, thriving hub on the water's edge which responds to the climate emergency. The award recognises the project's fresh approach to creating a vibrant, inclusive, and sustainable coastal quarter in Edinburgh, with judges praising the development's focus on job creation, net zero ambitions and a heritage programme. We will begin to improve the public spaces around the gasholder frame which is being restored.

Construction on the capital's first net zero housing development has begun in northwest Edinburgh. The 75-home Granton D1 affordable housing pilot is part of the £1.3bn net-zero home Granton Waterfront regeneration project. The development proposal boasts a 20-minute neighbourhood approach, giving people the ability to meet most of their daily needs within a 20-minute return walk from home. It is designed with active travel routes, public transport links and local amenities.

Completing the square and station building, which had been vacant for years before we bought it in 2018, is the first major milestone of the regeneration of Granton Waterfront. The £4.75M restoration of the building and the development of the square, were partly funded through the Scottish Government's Regeneration Capital Grant Fund and Town Centre Fund.

Final designs for the 'flagship' Meadows to George Street scheme were published this year, which will overhaul conditions for walking, wheeling and cycling on some of our busiest streets. This includes wider pavements and pedestrian priority areas, as well as enhanced public spaces. We amended the original designs for the project, following feedback from a public consultation. The project is aiming to begin construction in early 2024.

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

We monitor the impact of our City Mobility Plan actions by tracking the long term reduction in the **kilometres travelled by car and taxis in the city**. The baseline data shows a large reduction in car and taxi kilometres between 2019 and 2020 (from 2,457M to 1,817M) due to the reduction in travel through the Covid-19 pandemic. For 2021, the kilometres travelled rose to 2,051M kilometres as Covid-19 restrictions were reduced.

After delays earlier in the project, including the impact of Covid-19**, the Trams to Newhaven line is on schedule for completion** and within the £207.3M budget. The construction was completed in March, followed by a period of testing and commissioning to ensure the newly constructed line, software and signals work effectively and safe. The route down Leith Walk opened for service on 7 June 2023.

The number of Tram passenger journeys continues to bounce back following the start of the pandemic in March 2020. In 2022, **Tram passenger numbers** increased from 2.594M in 2021 to 4.780M in 2022, an 84% increase. This is largely due to air travel from

Edinburgh returning to pre Covid-19 pandemic levels, with airport trips being key to demand. Passenger numbers are now close to the levels of its first full year of operation in 2015 but are only at 64% of those achieved in 2019. Passenger numbers are expected to continue to increase in 2023, with the new line at Newhaven opening.

The are now national regulations and guidance supporting local authorities in Scotland to implement a **Workplace Parking Levy** **(WPL)**. The next step is for us to engage with residents to establish views, issues and opportunities and develop a proposal to meet Edinburgh resident's needs and, above all, to contribute to sustainable transport solutions in the city.

Wellbeing and Equalities

We are continuing to support people to live healthier, longer, and more independent lives and to improve the life chances for all children. We also want residents to be more involved in planning their services and for us to be able to respond quickly in case their needs change. We take pride in providing high quality services that everyone can use. Below are our key performance indicators that show how we performed in 2022/23. For each KPI, we include the latest data, the targets set for 2022/23 and the RAG status.

People can access the support they need in the place they live and work			2022/23	Target	Status
Develop initial delivery plans to reimagine at least two town centres by the end of March 2023			Delayed	Q4 22/23	Red

Improved safety and wellbeing for vulnerable citizens	2020/21	2021/22	2022/23	Target	Status
Children on the Child Protection Register as a rate per 1,000 population	1.3	1.2	1.3	Threshold 2.3	Green
Adult protection investigations started per 100,000 adult population	113.26	109.48	156.82	Threshold awaiting national figure	Blue
Number of situations affected by domestic abuse where support was offered through new delivery model			54 offered support, 12 accepted support	^	Blue
Percentage of community justice orders successfully completed	91.3%	73.0%	72.3%	65.0%	Green
Looked After Children as a rate per 1,000 population	12.5	11.7	11.1	Threshold 12.9	Green

Core services are maintained or improved	2020/21	2021/22	2022/23	Target	Status
Domestic kerbside missed bin service requests	19,887	21,977	19,101	21,518	Green
Communal domestic full bin service requests	19,484	19,908	16,027	22,020	Green
Percentage of domestic waste recycled	39.8%	42.6%	41.4%	45%	Amber
Roads annual capital and revenue investment	£21.3M	£24M	£25.8M	£25.1M	Green
Percentage of Emergency Cat 1 Road Defects made safe within 24 hours	100%	100%	100%	100%	Green
Percentage of Cat 2 Priority Road Defects repaired within 5 working days	99%	97%	95%	85%	Green

	2020/21	2021/22	2022/23	Target	Status
Percentage of Cat 3 Priority Road Defects repaired within 60 working days	99%	98%	98%	85%	Green
Percentage of emergency street lighting repairs completed within 4 hours	96%*	96%	98%	95%	Green
Percentage of street lighting urgent 24 hour repairs completed in time	60%*	97%	97%	75%	Green
Percentage of street lighting 5-day repairs completed in time	39%	51%	66%	50%	Green
Number of parks with the Green Flag Award	34	35	35	36	Amber
Litter Monitoring System Score	81.8%	82.2%	86.3%	93.0%	Red
Number of active library users	38,016	60,931	88,152	85,303	Green
Library digital use – downloads and streaming	2,958,560	3,069,620	3,396,588	3,131,012	Green
Proportion of schools in good or satisfactory condition	92.7%	94.3%	96.0%	94.85%	Green
Make better use of the Council estate and resources to meet our strategic priorities	**2020/21**	**2021/22**	**2022/23**	**Target**	**Status**
Percentage of P6 to S6 pupils with issued iPad	-	30.7%	100%	100% by Dec 2023	Green
Customer Hub satisfaction	72.0%	66.3%	71.5%	75%	Amber
Council's projected Revenue outturn	99.2%	99.6%	98.9%	100%	Amber
Sickness absence	3.99%	5.22%	5.82%	4%	Amber
Council gender pay gap	2.81%	3.18%	1.3%	3%	Green
	2020/21	**2021/22**	**2022/23**	**Target**	**Status**
Progress against delivery of Council's current year's approved budget savings	82.0%	89.0%	98.3%	90%	Green
Percentage of invoices paid within 30 days	96%	96.2%	95.7%	95%	Green
Proportion of Council Tax collected	95.96%	96.77%	97.3%	96.8%	Green
Proportion of Business Rates collected	90.54%	89.98%	94.50%	96%	Amber
Percentage of revenue spend placed with contracted suppliers	92.8%	91.0%	87.7%	93%	Amber

* Following review of this data, changes have been made to the statistics in 2020/21

^ 2022/23 data is the baseline year so no target set for 2022/23

22

People can access the support they need in the place they live and work

In June 2021, we approved our '20-Minute Neighbourhood Strategy' and in 2022 created a team from services across the Council to support it. This is about living well locally, giving residents the ability to meet most of their daily needs from within their own community. One area of focus has been around reimagining neighbourhood centres as they provide many of the essential facilities and services that people need. We have been awarded Sustrans Places for Everyone funding to develop concept designs to improve Gorgie/Dalry (with an initial focus on Dalry Road) and Portobello which will make it easier for people to walk, wheel, cycle and use public transport. We've already consulted with people in Gorgie/Dalry and are asking for feedback in Portobello. We plan to have concept designs by spring 2024, a little later than planned as we wated to spend more time consulting with neighbourhoods.

Improved safety and wellbeing for vulnerable citizens

The number of children requiring formal **Child Protection registration has remained stable across the last 3 years with the rate at 1.3 at the end of 2022/23**. We compare ourselves against the national rate which has dropped to 2.3, which we are well below. This year, we have consulted across Edinburgh, Lothians and the Scottish Borders on a draft set of new procedures. We are amending our new procedures following this consultation. We expect to have them ready by the deadline of September 2023, by which time the Scottish Government expects local areas to have them in place.

We have seen our **rate of Adult Protection Investigations** start to increase from 109.5 in 2021/22 to 156.8 in 2022/23. We include

this measure to monitor how activity in Edinburgh compares elsewhere and a higher level does not relate to poorer performance. The target is based on the latest national data from 2021/22, to provide a benchmark. The increase in the rate of IRDs started reflects the continued increase in Adult Support and Protection activity. This has a variety of drivers including changes to awareness and practice that started during the COVID-19 pandemic. Other local authorities tell us that they have also experienced an increase in activity and we expect a further increase in the national figure for 2022/23 when this information is published by the Scottish Government. During 2022/23 we revised the Adult Support and Protection procedures, briefed services and in late spring and have been using the processes and new recording forms from June 2023.

The Care Inspectorate published the Joint Inspection of Adult Support and Protection services in Edinburgh on 14 February 2023, which highlighted areas of good practice as well as areas for improvement. An improvement plan resulting from the inspection will now be developed to be overseen by the Adult Protection Committee. This is in addition to the Adult Protection Committee's Improvement Plan 2022-24 which includes reviewing our Adult Support and Protection Policy and Procedure. We have already reviewed and improved our Large Scale Investigation procedure with an agreed Pan-Lothian protocol. Multi-agency Quality Assurance meetings have continued to provide scrutiny and assurance for care homes and care at home agencies. We will continue to improve how we involve people with lived experience in Adult Support and Protection work and in measuring and evaluating outcomes for people. We are currently working with advocacy organisations to encourage more involvement of people with lived experience in developing our training.

Our percentage of community justice orders successfully completed, at 72.3% in 2022/23, remains similar to 2021/22 (73.0%) and exceeds our target (65%).

During 2022/23, we have been reviewing our criminal justice services with the formal consultation ending on 15 February 2023. We are now in the process of putting in place the new structure.

Other service improvements we have made include:

- Refurbishing Grindlay Street Court in line with trauma informed care, for men in the justice system subject to statutory supervision and voluntary throughcare, accessing a range of interventions and supports
- embedding Structured Deferred Sentences, providing a pre-sentence option to all Sheriffs for individuals, with a limited less entrenched offending history, posing a low/medium risk of reoffending and who may need a short period of focussed intervention
- developed a trauma informed Women's Justice Centre, providing a single point of access for women in the justice system to a range of interventions and supports.
- working closely with third sector providers to address food poverty
- re-establishing the Alcohol Problem Solving Court for men with entrenched alcohol problems.

Our rate of Looked After Children has decreased over the last 3 years and at 11.1 remains below the national average of 12.9. We have continued to support the Locality Operational Groups, receiving 550 referrals in just under four months which shows the positive partnership working between our services and voluntary sector colleagues to problem solve and to support our children and young people. We are creating a single point of access which we

will pilot in the North West Locality. We also plan to create whole family support which will increase early help possibilities. We have appointed a manager to lead on this to move us towards integrated family support.

We are increasing our team in Social Care Direct so we can process referrals more quickly and that we can link our children and families to the most appropriate level of support they need.

We will trial a single point of contact in North West Locality for Children and Adolescent Mental Health services (CAMHS) waiting lists to help offer the right level of mental health support at an earlier stage.

We have made significant progress in the Residential Improvement Plan. This has focussed on staff recruitment and the use of the Locum Bureau/agency staff and staff knowledge of complaints, restraints and single separation. We report progress to the Multi-Agency Improvement Board chaired by our Executive Director of Children, Education and Community Justice Services with membership from across partner agencies including Who Care's Scotland advocacy service and the Care Inspectorate. Key improvements include:

- ongoing discussion with our young people in residential care to check we are delivering Edinburgh's Promise and we are giving care which is safe, loving and respecting
- using child appropriate language and using our new vocabulary across the services
- increasing the number of team leaders/managers per children's house to one team leader per house.
- revising and updating various training for residential staff including:
  - o the Induction Programme
  - o the Essential Learning matrix

- o adapting complaints training has to be delivered online
- o CALM training
- Reviewing the Locum Bureau recruitment and retention process, developed new guidance and reviewed the registration of Locum Bureau staff.
- re-establishing Multi-agency Quality Assurance meetings to monitor progress with the Residential Improvement Plan and review of care Inspection reports.

During 2022/23 we offered support to 54 victims of domestic abuse, of which 12 accepted the support. We have been concentrating on establishing our **Domestic Abuse Local Action Groups (DALAG)** in all our localities. This new approach was implemented in August 2022, with governance of the DALAG passed on to the Equally Safe Edinburgh Committee in February 2023. As the DALAG is relatively new, partners and stakeholders are monitoring its development and troubleshooting any issues as they arise.

Edinburgh Health and Social Care Partnership

The Health and Social Care Partnership continues to support vulnerable people across Edinburgh and progress with a number of transformational workstreams is detailed below.

The **Three Conversations approach** focuses on what matters to a person and on working collaboratively with them as experts in their own lives, with staff considering a person's strengths and community networks to achieve positive outcomes. Implementation of the approach began in 2019 and during 2022/23 53% of new people who contacted us benefitted from personalised short-term support, rather than formal long-term care services, increased from 35% last year. The number of people without formal long/term care services requiring repeat support remains low.

Home First continues to provide and develop services to support people to remain at home or in a homely setting, preventing hospital admission and providing alternatives to hospital where it is safe to do so.

Phase one of Discharge without Delay is implemented in six acute sites where a planned date of discharge has been introduced and social care staff are embedded in multi disciplinary teams. This collaboration was particularly successful on wards at the Western General with a 50% reduction in bed occupancy by patients in delay over a 12 month period. They also reported a nine day reduction in median length of stay and a 35% increase in discharge rate when comparing quarter one of 2023 with the same period in 2022.

A new social work model has been introduced at the Royal Edinburgh Hospital to reduce social work assessment waiting times and promote the Home First approach. There has been an overall reduction in length of stay, occupied bed days, number of patients in delay and community demand for assessments.

The Home First coordinator located at the front door of acute sites continues to provide a dedicated focus to prevent unnecessary admission where possible by facilitating community alternatives.

A single point of access was introduced via the Flow Centre to provide a response to requests from healthcare professionals for people who require urgent therapy and/or urgent social care interventions. This pathway has successfully prevented 80% of admissions from 456 referrals.

The **Edinburgh Wellbeing Pact** is framed around the principles of mutuality and reciprocity. The creation of the More Good Days Strategic Public Social Partnership will provide a better way of moving forwards with our shared narrative and allow incremental changes and developments to be made. There are also a number of

collaborations continuing to develop thanks to the extension of the current Health Inequalities Grant Programme to 31 March 2025 and the introduction of our innovative Capacity to Collaborate programme.

The **bed-based review** is ongoing and seeks to redesign bed-based services across the city, taking into consideration demand and capacity to ensure provision of sustainable services. The project covers bed-based services in hospital settings, and beds located in the community.

Currently, an enhanced model of care is being introduced into our larger 60-bedded care homes to include registered nurses to provide nursing cover seven days per week. The new model of care will allow the Partnership to provide much needed nursing and dementia care at local authority funded rates to meet existing and future demand and support flow from hospital into the community. This has also removed the requirement for District Nurses to attend these care homes during the day increasing capacity in the community for the service.

A more detailed performance report is produced by the Integration Joint Board on an annual basis and the latest report can be found here.

Core services are maintained or improved

Our **domestic kerbside missed bin service** requests decreased in 2022/23 to 19,101 from 21,977 in 2021/22. This improved performance means that we are just ahead of our target of 21,518. Throughout the year the number of missed domestic kerbside bins has remained fairly static month on month, though the service did see an immediate increase in customer calls following the end of the strike in August 2022. **The number of missed and**

overflowing bin collections has decreased significantly from 19,908 in 2021/22 to 16,027 in 2022/23. The number of full bin service requests for communal bins has dropped by around 40% since January 2023. More space is available for residents to recycle (on average 150L per week per household compared to 60L per week per household) and there is less chance of bins overflowing since we introduced more on-street mixed recycling bins and increased the frequency of collections.

We have been successful in securing an additional £750,000 of funding from Zero Waste Scotland's Recycling Improvement Fund to cover increasing costs related, in particular, to the supply of metal and plastic which has significantly impacted the prices of bins and the bull bars. This funding is in addition to the £7.7M that we were awarded from Zero Waste Scotland for the Communal Bin Review project. Part of this funding will be used to introduce five fully electric refuse vehicles during June and July 2023. By increasing capacity and facilities we are also aiming to improve the amount of waste we recycle. **Our recycling rate** has however reduced to 41.4% in 2022/23 from 42.6% in 2021/22. though it remains consistent with pre Covid-19 pandemic levels.

All road defect and street lighting indicators met or exceeded target in 2022/23. In 2022/23**, 100% of emergency repairs, 95% of Category 2 and 98% of Category 3 road defect repairs were repaired on time**. **Street lighting repairs showed an improvement on 2021/22 for both 4-hour (98%) and 5-day repairs (66%), with the performance (97%) for 24-hour repair jobs remaining the same**. The overall number of defects and repairs reported for both roads/pavements and street lighting reduced significantly between 2021/22 and 2022/23. The number of road/pavement defects reduced by around 19% and we repaired around 34% less street lights.

The overall condition of the carriageway network in the past few years has improved and in 2022/23 we spent £25.8M. An additional £11M investment has been approved in the 2023/24 budget to continue this improvement. The schemes identified for future improvements work are detailed in the [Roads and Infrastructure Investment – Capital Delivery Priorities for 2023/24](#) report.

35 of our parks have **Green Flag status**. This has not increased but is still twice as many as any other major city outside of London. [We have invested more in our parks](#) so they are well maintained and we've carried out large-scale condition and safety surveys so we invest in the correct areas. We published our response to the public consultation on our [Thriving Green Spaces Strategy in March 2023](#). This sets out how we develop new and innovative approaches to managing our parks, green and open spaces.

Our **LEAMS score, which measures the cleanliness of our streets has continued to improve in the last three years,** increasing from 81.8% in 2020/21 to 86.3% in 2022/23. This improvement follows a drop in our scores due to the impact of Covid-19 restrictions and our reassignment of staff to maintain other services in 2020/21. Our annual score is an average of three surveys that are carried out during the year, and these have also shown improvement. We are working hard to regain our pre-Covid-19 scores and our target of 93% reflects that ambition. Since October 2022, we have been introducing changes to improve street cleanliness including using additional small mechanical sweepers consistently across the city; resolving more requests within timescale: and using rapid response vehicles to allow crews to concentrate on scheduled cleaning. We have also secured an additional £3M in the 2023/24 budget which will help continue this improvement and bring us closer to our target of 93%. Keep Scotland Beautiful is continuing the rollout of the new Litter

Monitoring Score criteria throughout Scotland and this will eventually replace LEAMS.

Our libraries are recovering well from the Covid-19 pandemic with **active library users (at over 88,000) being above our target** for the year (85,303). We have reintroduced a variety of activities and events to encourage citizens back into libraries. However, we are aware that for citizens that may be deemed vulnerable, the continued presence of Covid-19 remains a barrier. It is hoped that with Covid-19 numbers declining and with an ever increasing range of activities being reintroduced in libraries, more citizens will return during 2023/24. **Digital downloads and streaming continues to grow rapidly from 176,089 in 2019/20 to 3,396,588 in 2022/23** showing an ongoing appetite for online material. This is 8.5% above the agreed target and includes digital newspapers, magazines and downloadable audio books.

The average condition of our schools' estate shows continual improvement with an increase from 92.7% in 2020/21 to 96.0% in 2022/23. This is as a result of the improvements carried out through the Asset Management Works Programme with spend totalling £124M across the estate.

Make better use of the Council estate and resources to meet our strategic priorities

We completed our **aim at the beginning of December 2022 to give all P6 to S6 pupils an iPad by purchasing 30,360 new iPads and by migrating 13,781** we already owned iPads onto our new platform.

During 2022/23 a new method of customer satisfaction reporting was introduced which significantly increased response rates and allowed for more in-depth feedback. **Customer hub satisfaction** in

2022/23 was 71.5%, which is higher than satisfaction in 2021/22 (at 66.3%) but still behind our target of 75%. We continue to use the responses to our satisfaction survey to shape contact services and make them simple and easy to access. All calls resulting in a dissatisfied survey result are actioned and contact is made with residents to inform our training and improvement plans. Satisfaction levels are materially influenced by the level of service received by the customer and often do not directly relate to their contact experience. The Customer Team actively shares feedback and suggestions with the appropriate services to enhance the whole customer experience.

An in-year **Council-wide underspend of £13.7M was achieved in our revenue outturn for 2022/23**. Service areas as a whole overspent by £7.9M in net terms (although when exceptional Homelessness Services pressures were excluded, there was a slight underspend), alongside in-year energy cost pressures of £5.7M. These were offset by:

- £9.8M of additional Council Tax income (representing a combination of high in-year collection rates and a reduction in required bad debt provision for previous years).
- £8.2M of other corporate savings, including application of the budget framework risk contingency.
- £5M of unbudgeted income from the Millerhill Recycling and Energy Recovery Centre off-take agreement.
- £4.3M of net savings in loans charges, interest and investment income.

We made 98.3% of approved savings in 2022/23. This continued the improving trend of recent years and is the highest level since year-end reporting was introduced and exceeded the target.

The detrimental impacts of the COVID-19 pandemic and imposed lockdowns on other aspects of people's lives, such as their mental and physical health, have been well documented, and it is becoming widely acknowledged that this will have lasting effects that could continue to impact sickness absence rates at work. We have seen these trends reflected in our own absence rates in this 12 month period with our absence rate steadily increasing. **Our sickness absence rate has increased from 5.22% in 2021/22 to 5.82% in 2022/23**. In particular, absences due to anxiety, mental health problems and musculoskeletal issues have increased. In response to these trends we have adapted and tailored our wellbeing support.

Our **gender pay gap** (the average difference in hourly wage of all men and women across a workforce) has reduced from 3.18% in 2021/22 to 1.3% in 2022/23. This is below our target and the national average (from the latest LGBF 2021/22 dataset) of 3.5%. The reduction is partially due to correcting a discrepancy in the calculation of average pay values for Learning and Teaching staff, which we will continue to use.

Above target performance reflects the ongoing commitment to **pay our invoices accurately and on time, with 95.7% of invoices paid within 30 days this year**.

We collected 97.3% of Council Tax due in 2022/23 continuing a gradual increasing trend. This matches the best annual collection level in the last ten years. To support collecting Council Tax in 2022/23 we:

- targeted recovery actions and proactive engagement with customers who had fallen into arrears
- revised online forms to improve the speed and efficiency of account administration and the overall billing process.

We have substantially increased our **Business Rate collection levels** (at 94.5% in 2022/23) when compared with the previous two years (89.98% for 2021/22 and 90.54% for 2020/21). Whilst we did not achieve the 2022/23 target the increase in collection reflects a degree of stability against a backdrop of post Covid-19 pandemic trading and challenging commercial and economic conditions. These factors will influence the target we set for 2023/24.

Whilst **the percentage of revenue spend placed with contracted suppliers remains high, it has fallen slightly again this year to 87.7%** and is below the target of 93%. This is primarily due to non-contracted spend within Health and Social Care. We are revising our procurement arrangements, while slightly delayed, and expect to report improvements from 2023/24.

Appendix B – KPI Target revisions/clarifications

Key Performance Indicator	Initial Target for 2022/23	Amended Target for 2022/23	Revisions/Clarifications
Percentage of people living in destitution	4%		Target removed whilst we await the new baseline being set following changes to the calculation of performance indicator.
Positive Destinations for School Leavers	Tbc once new baseline is set	95%	This is an interim target set for 2022/23 whilst analysis is carried out on the new national data set and impact of the covid-19 pandemic.
Number of living wage employers	603	626	Target increased to reflect the final position for 2021/22 and the target setting of 100 new employers per year.
Number of affordable homes approved	1,186	800	Target revised in November 2022 based on year-end projections, as detailed in the Strategic Housing Investment Plan 2023-28.
Number of affordable homes completed	1,290	1,246	Target revised in November 2022 based on year-end projections, as detailed in the Strategic Housing Investment Plan 2023-28.
Capital spend on the Learning Estate new projects	£25,000,000	£45,300,000	Target increased to reflect spend on all learning estates projects.
Installed Solar Photovoltaic capacity across the Council's operational estate (MWp)	2.642	2.771	Thes baseline and targets were recalculated in November 2022 due to reporting improvements.
Percentage of respondents who believe that climate change is an immediate and urgent problem	65%	83%	Target changed to show the national average from the new Scottish Household Survey data release.
Adult protection investigations started per 100,000 adult population	Threshold 118	Threshold awaiting national figure	Target removed whilst we await the release of the new national average.
Percentage of community justice orders successfully completed	75%	65%	Correction. Error in initial target figure reported to committee.

Roads annual capital and revenue investment	£22,160,000	£25,800,000	Target changed to reflect increased spend on all roads capital and revenue projects.
Proportion of Council Tax collected	94.46%	96.8%	Target increased to reflect better than expected mid-year position.

Complaints Handling Performance

1 April 2022 – 31 March 2023

Introduction

- The Council is committed to providing high quality services to its citizens, but we recognise that there are times when we get things wrong, and we fail to meet the expectations of our customers. The Council's Complaints Procedure provides customers with a mechanism to feedback their dissatisfaction. Complaints also provide helpful insight which can be used to improve service performance.

- This is a review of the Council's annual performance for complaints received and closed between 1 April 2022 to 31 March 2023. This is based on performance indicator themes devised by the Scottish Public Services Ombudsman (SPSO).

Council's complaints process

Customers can complaint to the Council through our Complaints Procedure which follows the SPSO's Local Authority Model Complaint Handling Procedure. This is based on a two-stage approach:

- Stage 1: Frontline response – Complaints which can be resolved as close to the frontline as possible, with a resolution target of 5 working days.

- Stage 2: Investigation – Complaints where the customer is not satisfied with the frontline response, or where the complaint is complex and requires further investigation (escalated complaints). Some complaints are also dealt with directly at the investigation stage if they are particularly complex. Stage 2 responses have a resolution target of 20 working days.

If a customer remains dissatisfied with the Council's Stage 2 response, they can refer their concerns and complaint to the SPSO. The SPSO will assess whether there is evidence of service failure, or maladministration not identified by the service provider.

Key figures

- The Council received 5,833 complaints during 2022-2023 – a decrease of 1,579 compared to the 7,412 complaints received in 2021-2022.

- Council services closed 5,746 complaints during 2022-2023 – a 6.5% decrease compared with the 6144 closed in 2021-2022.

- 77% of all closed complaints were concluded at Stage 1 (Frontline Resolution).

- 61% of Stage 1 complaints (Frontline Resolution) were responded to and resolved within 5 working days.

- 74% of Stage 2 complaints (Investigations) were responded to and resolved within 20 working days.

- 44% of escalated complaints from Stage 1 (Frontline Resolution) to Stage 2 (Investigation) were responded to within 20 working days.

- Council services resolved, upheld, or partially upheld 62% of all complaints closed during 2022-2023.

- 72 enquires were received from the SPSO during 2022-2023 concerning complaints against the Council.

- Most complaints received by the Council related to Waste, Parking and Housing.

- 1220 employees completed complaint handling e-learning training during 2022-2023.

Key headlines

- While the Council operates a decentralised approach to the handling of complaints, the Council's Corporate Complaints Management Group (CCMG) continues to meet and share best practice and identify opportunities to improve the management of complaints. With representatives from across the Council, the work of the Group helps to ensure a consistency of approach across the organisation.

- Complaints management formed part of the Council's internal audit programme for 2022. Several improvement actions were identified as part of the process, including better performance reporting and improved communications. All agreed actions have been met in full or are on target to meet specified completion dates.

- Given the multiple systems used by the Council to record complaints, one key workstream highlighted by the audit was the need for better complaints reporting processes to provide quality data to inform quarterly performance reporting. A revised reporting template has been developed and introduced which is helping to identify areas for improvement, and where learning has been used to drive service improvement.

- The revised Model Complaints Handling Procedure developed by the SPSO and implemented during 2021 is now embedded as a way of working, including regular use of the additional 'resolution' category.

- The Council continues to play an active role in the work of the Local Authority Complaint Handlers' Network which is committed to promoting good complaints handling and sharing best practice. The Council is currently the joint chair with the Scottish Borders Council.

Complaints closed: 5,746

Place	Corporate Services	Children, Education & Justice Services	Edinburgh Health & Social Care Partnership
Q1: 934	Q1: 163	Q1: 80	Q1: 38
Q2: 1009	Q2: 142	Q2: 48	Q2: 37
Q3: 1444	Q3: 148	Q3: 113	Q3: 24
Q4: 1262	Q4: 181	Q4: 101	Q4: 22

- During 2022–2023, 5,746 complaints were closed by the Council. The figures above set out the number of complaints which were closed by Council directorates for each quarter during 2022-2023. Overall, there was a 6.5% reduction in the total number of complaints closed during 2022 - 2023 (5,746) compared with 6,144 complaints closed in 2021-2022.

- 77% of complaints closed were frontline resolutions (Stage 1), 16% were investigations (Stage 2), and 7% were closed following escalation from Stage 1 to Stage 2.

- The Council received 5,833 complaints during 2022-2023. This is the equivalent to 11.1 received complaints per 1000 of population- a welcome decrease on the 14.1 per 1000 received during 2021-2022.

6

Complaints closed: <u>5,746</u>

Place
Resolved: 969
Upheld: 1,349
Part upheld: 434

Not upheld: 1897

Corporate Services
Resolved: 42
Upheld: 299
Part upheld: 107

Not upheld: 186

Children, Education & Justice Services
Resolved: 103
Upheld: 47
Part upheld: 87

Not upheld: 93

Edinburgh Health & Social Care Partnership
Resolved: 36
Upheld: 28
Part upheld: 36

Not upheld: 21
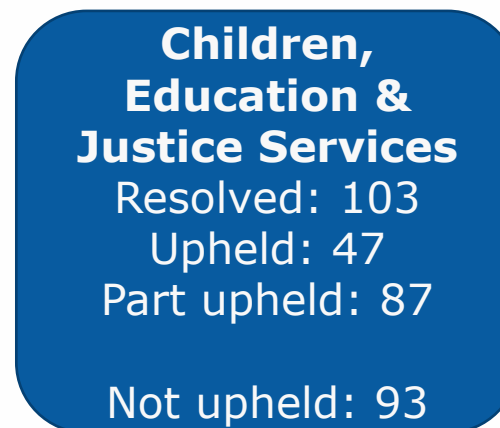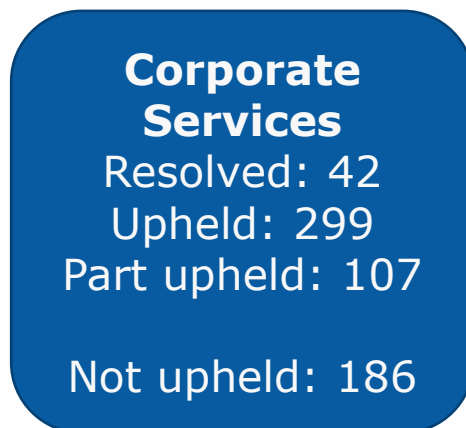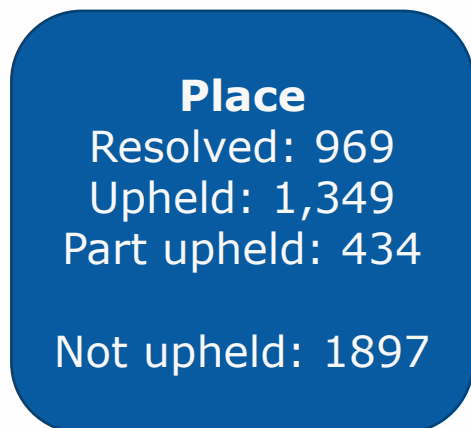
- Following the implementation of the Council's revised Complaint Handling Procedure, a new complaint outcome of 'resolved' was introduced from April 2021. This means that it is now possible to close a complaint under the classification of 'resolved' without a need to decide whether the complaint should be upheld or not. This outcome can be used where it's possible to quickly agree on an action that will meet the customer's needs.

- The figures above show the number of complaints resolved, upheld, and partially upheld. For reference, complaints that were not upheld are also shown, but not included in the service totals.

- Overall, the Council resolved, upheld or partially upheld 3,537 complaints from a total of 5,746 complaints closed in 2022 – 2023 - 62% of the overall total. This is an overall decrease of 16% from the 78% of complaints which were resolved, upheld or partially upheld in 2021–2022. However, 64% is consistent with figures from previous years.

7

Performance against SPSO timescales

Directorate	2022-2023	2021–2022	Variance
Place	61%	30%	+31%
Corporate Services	64%	41%	+23%
Children, Education & Justice Services	54%	53%	+1%
Edinburgh Health & Social Care Partnership	41%	33%	+8%

- During 2022-2023, the Council answered 61% of Stage 1 complaints, 74% of Stage 2 complaints, and 44% of escalated complaints within time. Overall, the Council responded to 61% of all closed complaints within time during 2022-2023 - a significant increase when compared with 2021-2022 figures where only 31% of closed complaints were responded to within time. The current level of performance is closer to response figures from two years ago in 2020-2021 where an overall response rate of 64% was recorded.

- The table above sets out directorate performance in relation to the percentage of complaints which were closed (in full) at each stage of the complaints process. It also includes comparative figures from the previous reporting year. While there is still clearly room for better performance, there has been a welcome improvement across all Council directorates over the past year.

- In relation to complaints by the Edinburgh Health & Social Care Partnership, they are, by their very nature, usually complex and challenging which can have an impact on performance levels.

8

Performance against SPSO timescales

- While response times to Stage 2 complaints are comparatively high, with 74% answered within the timescales set out in the Council's Complaints Procedure, the performance level around escalated complaints is poor at 44%. It is not entirely clear why this is the case, but it is envisaged that improved recording and analysis will highlight issues and facilitate improved performance. Additional communications will also be issued to raise awarenes around this issue.

- Another area of concern relates to the overall average times for providing full response to complaints at Stage 1. During 2022-2023, the average processing time for a Stage 1 response was 8.3 days. While it is clear from the figures presented in this report that many Stage 1 responses are resolved and responded to within 5 working days (61%), there is a significant minority which are taking longer to process which is having a detrimental impact on the average time for responding to a complaint. While 8.3 days is an improvement on the 9.6 days recorded in 2021-2022, communications will be issued to drive improvement. From analysis to date, it appears that services are not closing requests timeously.

- In contrast, Stage 2 average response times have shown considerable improvement. During 2022-2023, the average Stage 2 response time was 14.3 days – well within the 20-working day response time set out within Council's Complaints Procedure. This is an improvement on the 19.1 days recorded in 2021-2022.

9

Complaints and referrals to the SPSO

- Once customers have had their complaint handled through Stage 1 and 2 of the Council's complaints process, they can take their concerns to the SPSO if they are unhappy with the way in which their complaint has been handled. The SPSO is the final stage for complaints about Scottish public authorities.

- During 2022 - 2023, there were 71 enquiries made by the SPSO. These mostly concerned Housing, Parking, and Schools and Lifelong Learning. One Decision Report has been published which related to schools; however, this decision did not uphold the complaint.

- The table below highlights progress over time in relation to SPSO referrals and decisions for the Council.

	2022 - 2023	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
Enquiries	71	36	32	129	133
Decision Report	1	2	1	3	9

- The figures indicate a marked increase in enquiries received from SPSO in relation to Council services compared with the previous two years. This is likely attributed to the SPSO clearing their backlog of outstanding complaints which was accrued as a result of the pandemic. At the beginning of 2022-23, it was taking the SPSO 11 months to respond to customer complaints; that timescale has now been reduced to 4 months.

Learning from Complaints

- The Council is commitment to listening to customers and acting on their feedback to help improve our services. To build confidence and trust in this process, the Council publishes learning on a quarterly basis which is available on the Council's website at: https://www.edinburgh.gov.uk/contact-us/comments-complaints/4

- Any learning which has a wider application across the Council is considered and taken forward through the Council's Strategic Complaints Group which provides a corporate overview of significant customer engagements received through the complaints process and statutory requests received under compliance legislation.

For more information regarding complaints please contact:

Information.compliance@edinburgh.gov.uk

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Policy and Sustainability Committee

10.00am, Tuesday 22nd August 2023

People Strategy 2021-2024 and 2024-2027 Update

Item Number	
Executive/routine	Executive
Wards	
Council Commitments	

1. Recommendations

1.1 The Policy and Sustainability Committee is asked to approve the refresh of the People Strategy for 2024-2027 and the proposed consultation and engagement arrangements.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Nareen Owens, Service Director, Human Resources

E-mail: Nareen.owens@edinburgh.gov.uk

2.   Executive Summary

2.1   The Council has an approved People Strategy for the period 2021-2024. Alongside delivery of this, the Council is also implementing recommendations from the Independent Inquiry and Whistleblowing Culture Review.

2.2   The purpose of this paper is to update on progress against the current People Strategy Action Plan and set out consultation and engagement proposals for the review and refresh of the People Strategy for 2024-2027.

2.3   The Committee should note that a detailed report on the Inquiry Review Recommendations will be presented, as agreed, to the City of Edinburgh Council in September 2023. This will detail activity against all recommendations. For the purposes of the new People Strategy, it is essential that the lessons learnt, recommendations, and outcomes from the Inquiry are embedded in the refreshed Strategy and support/enhance our ambitions to truly be an employer of choice going forwards.

3.   Background

3.1   The People Strategy enables the delivery of the City of Edinburgh Council's Business Plan (Our Future Council, Our Future City) which sets out an ambitious agenda. The People Strategy will be underpinned by a refreshed Workforce Plan which will detail the workforce and people resources the organisation needs to deliver the Strategy now, for the future, and how we will achieve this.

3.2   The refreshed People Strategy will be underpinned by Our Behaviours which should be embedded in everything that we do.

4.   Main report

4.1   People Strategy 2021-24

4.1.1 Appendix One details the progress of the delivery of the People Strategy (2021-2024). There has been a significant amount of activity, and this sets out current achievement, work still underway. It is also important of the refresh of the Strategy that key learning and tasks are carried through and embedded in the new Strategy.

4.2   People Strategy 2024-2027

4.2.1 Edinburgh has a 2050 City Vision, informed by our citizens saying that they want Edinburgh to be a fair, welcoming, thriving and pioneering city. Taking this forward, the Council's focus is on tackling poverty, delivering a net zero carbon city, and promoting the wellbeing of residents which remains more important than ever.

4.2.2 It is therefore vital that we continue to attract and nurture the most talented and public service focused people, both locally and from around the world. Our People Strategy 2024-2027 sets out how we will achieve this. Our current and future employees are our greatest strength, and this Strategy needs to set out the foundations, framework support and opportunities required to underpin our agreed pillars/themes. It is essential that our people and colleague networks' views, ambitions and feedback are captured in this Strategy through a robust consultation and engagement exercise. In addition, input from wider stakeholders, trade unions, and members will ensure that we develop a Strategy that is reflective of a collective vision, is ambitious, and helps to achieve our ambition to be an employer of choice.

4.2.3 The consultation and engagement process will take a number of accessible approaches that ensures there are ways for all our people to participate and that we gather a wide and diverse range of feedback. Some measures will include:
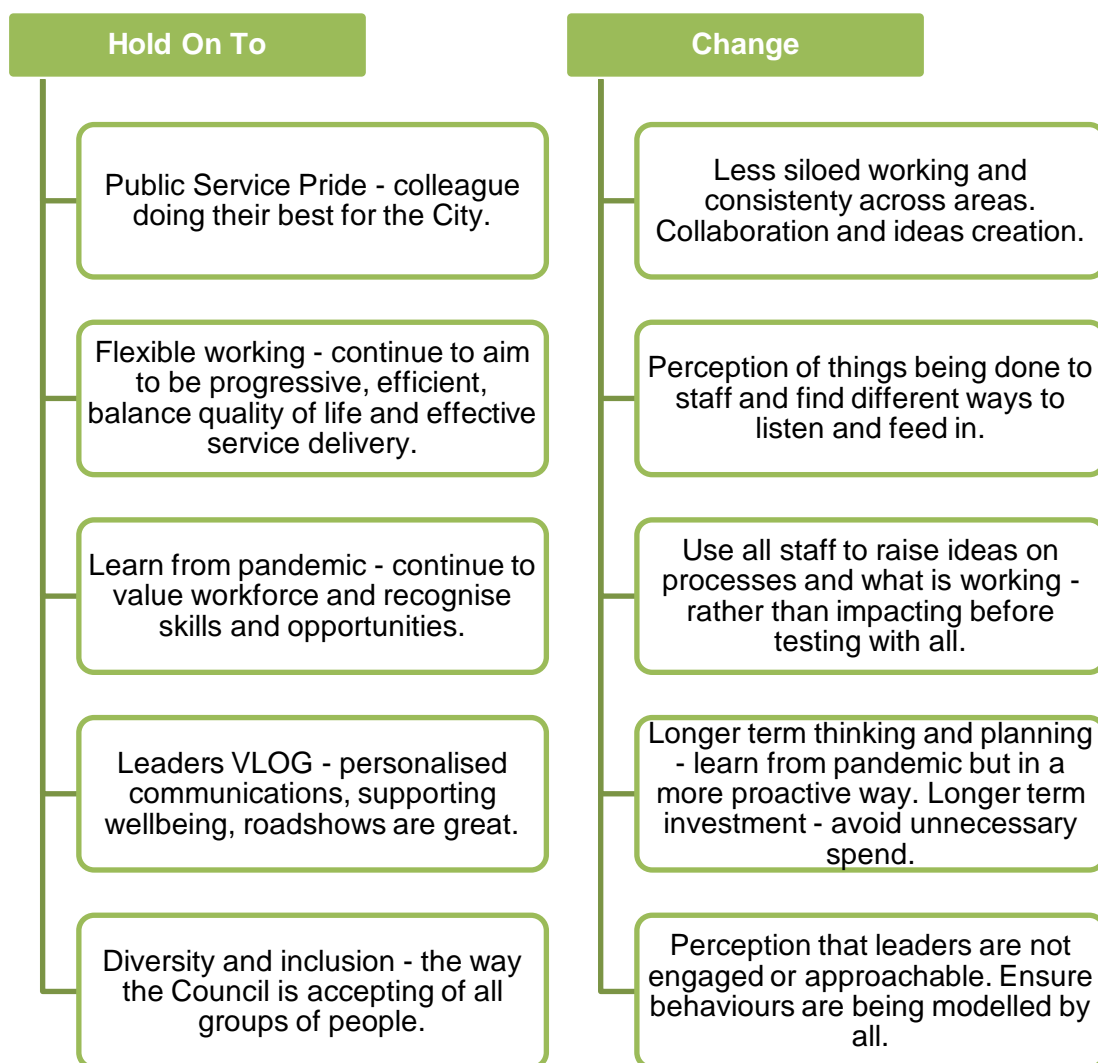
- Review of existing people engagement surveys, findings recommendations and data (Culture Capture 2021, Inquiry Review Recommendations).
- Review of wider engagement feedback underway to consider alignment/input to Strategy.
- Internal Staff Engagement Survey, including Pulse Surveys and Webinars
- Dedicated Engagement Channel on Orb
- Digital and Face to Face Sessions
- Colleague Networks' Focus Groups and External Partners/Stakeholders (Close the Gap and Stonewall etc).
- Engagement with Stakeholders Groups (Champions Board (care experienced), Higher and Further Education, Employability Organisations, Third Sector organisations etc).

4.2.4 Consideration will be given to the key themes/pillars that will shape the refreshed Strategy, and these will then be deliberated as part of the engagement and consultation process.

4.2.5 As part of a culture engagement process in 2021 our people were asked what three words they would use to describe "what is valued at the City of Edinburgh Council". The following is a summary of the top ten common answers:

People				
Equality				
Money				
Fairness				
Reputation				
Honesty	Hardwork	Citizens	Service	Transparency

4.2.6 In addition, colleagues were asked with regards to moving into the future and specifically, "what is great about the culture of the City of Edinburgh Council that you'd want to hold on to" and "what would you like to see changing". The top five answers included:

Hold On To	Change
Public Service Pride - colleague doing their best for the City.	Less siloed working and consistenty across areas. Collaboration and ideas creation.
Flexible working - continue to aim to be progressive, efficient, balance quality of life and effective service delivery.	Perception of things being done to staff and find different ways to listen and feed in.
Learn from pandemic - continue to value workforce and recognise skills and opportunities.	Use all staff to raise ideas on processes and what is working - rather than impacting before testing with all.
Leaders VLOG - personalised communications, supporting wellbeing, roadshows are great.	Longer term thinking and planning - learn from pandemic but in a more proactive way. Longer term investment - avoid unnecessary spend.
Diversity and inclusion - the way the Council is accepting of all groups of people.	Perception that leaders are not engaged or approachable. Ensure behaviours are being modelled by all.

4.2.7 As part of the consultation and engagement process we will seek feedback on current views and on proposed themes/pillars which have been derived from previous data as well as current feedback and those areas considered as a priority to achieve our objectives within the Business Plan. We will reinforce Our Behaviours as being a thread that aligns the whole document and all themes/pillars. These include:

Potential Theme/ Pillar	Encompassing
Recruitment and Retention	Succession Framework Recruitment, Talent and Attraction Plan Workforce Plan Career Pathways Skills Development and Enhancement Enhance Learning Develop Skills in Transformation, Resilience and Change
Leadership and Culture	People centred culture. Embed Behaviours (Respect, Integrity and Flexibility) Our Behaviours evident in everything we do Develop inspiring, confident and empowering leaders. Leaders as ambassadors for high quality services as well as Wellbeing, Diversity and Inclusion.
Wellbeing	Innovation and flexible approaches to Wellbeing Employee Voice Pathway (Internal Communication and Engagement Plan) Celebrating Success
Diversity and Inclusion	Diversity and Inclusion Action Plan Strengthen and support Colleague Networks.

4.2.8   These themes/pillars will be reviewed and refined as we start to develop the Strategy itself. It is important that the People Strategy is a live document that is targeted to our future and current people, ensuring that it contains the following key aspects to ensure its success:

- Alignment with business plan.
- Emphasises priorities.
- Focus on diversity and inclusion.
- Prioritises wellbeing.
- Enables regular feedback to colleagues.
- Encourages learning, growth and career development.
- Bridges skills gaps.
- Creates a culture of engagement.
- Is data led.

4.2.9   The current Strategy is due to end on 31 March 2024 and therefore the process to develop the refreshed Strategy will need to commence immediately. The intention is to present the draft Strategy to Policy and Sustainability Committee in March 2024, with updates in October, November 2023 and January 2024.

5.   Next Steps

5.1   It is recommended that the Policy and Sustainability Committee approve the development of the refreshed People Strategy and the communication and engagement approach.

5.2   Consultation and engagement will then commence as per 4.2.3.

6.   Financial impact

6.1   All programmes of work proposed within the People Strategy and associated Action Plan will be managed within budgets, both within the Human Resources Division and across Directorates. Consideration will be given to resources required for activity with appropriate business cases developed for consideration aligned to workforce spend.

7.   Stakeholder/Community Impact

7.1   An Impact Assessment will be completed alongside the Strategy. Engagement will be undertaken with key stakeholders, colleague networks and trade unions, as well as further and higher education providers and employability establishments.

8.   Background reading/external references

8.1   Not applicable.

9.   Appendices

Appendix One – Progress Against People Strategy Action Plan 2021-2024

People Strategy Action Plan 2021-2024

Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
1	Our Organisational Purpose and Behaviours	Living our behaviours	We have a shared sense of organisational purpose. We all role model our organisational behaviours and hold each other to account when this isn't happening.	We embed our new organisational purpose and behaviours in how we work and provide the support and tools to make this happen. We develop employer commitments and leader and colleague behavioural expectations, so we are all clear on accountabilities.	• Our Behaviours agreed and launched. • Plan developed to incorporate behaviours in people policies and processes – recruitment, onboarding, performance, leadership expectations.	• Launch tools and supporting document for behavioural based recruitment. • Commence programme of embedding behaviours in service areas.
2	Employment Policies	Living our behaviours	Best in class employee policies, guidance, and support We go beyond our statutory duties where appropriate.	We deliver our annual calendar of policy development. We continue to work in partnership with Trade Unions.	• Programme of policy review established for Inquiry and Review recommendations. Completed policies include: - Domestic Abuse - Disciplinary for LGE - Disciplinary for teaching staff - PAC for Disciplinary - Trade Union Facility Time - Employee Code of Conduct - Alcohol and Drugs Policy • Working Flexibly Guidance developed. • Special Leave Policy updated. • Business Travel Guidance updated. • Working Together Protocol launched. • Streamlined Trade Union (TU) meeting landscape. • TU membership and facility time reporting mechanisms improved.	• Finalise suite of Inquiry and Review policies including Grievance/ABH, Whistleblowing and Violence at Work. • Review of Family Policies. Review of Special Leave Policy (volunteering and family related). • Review of Our Future Work. • Revised Policy Review Cycle and Register and for 2024-25. • Develop Sexual Harassment Policy (by June 2025).

Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
3	Leadership	Living our behaviours	Leaders are visible and approachable. Leaders make a tangible, positive difference to the experiences of our workforce through effective leadership and role modelling our organisational behaviours. Leaders are committed to, and invest in, their ongoing personal development	We fully embed our Leadership framework by threading it through the leadership lifecycle. 'Future, Engage, Deliver' leadership model in how we work. We continue setting our new leaders up for success and launch the 'Manager Essentials' programme. We clearly set out our expectations of our leaders, set them up for success by providing them with the right support and we hold them to account.	• New people manager programme developed and launched. • Revised People Leader Essentials module developed. • Conversation spotlight and sickness absence workshop adapted for virtual delivery. • Leadership framework updated and relaunched to reflect behaviours and align with Inquiry Review setting out clearer expectations of our Leaders. • Leadership and Management Orb pages updated. • Leadership goal for all people leaders agreed. • 360 development tools for leaders, based on behaviours and leadership framework procured and roll out commenced starting with Corporate Leadership Team. • Our Leadership Framework - playlists are live on My Learning Hub	• Consider procurement of a facilitation partner to enhance capacity to support team development, coaching, and 360 feedback. • Review Leadership Development Plan.
4	Diversity & Inclusion	Living our behaviours	Attract and retain a workforce which reflects the diversity of our city. Increased diversity at all levels and comprehensive data on diversity and inclusion. Colleagues feel included, respected, and listened to.	We will listen to and learn from colleague insight and experiences. We go beyond legislation to support diversity and inclusion. We support colleagues to influence positive change. We have learning opportunities to support cultural change.	• Regular external benchmarking (ENEI). Standardised equalities data set (SPDS). 100% collection rate at application stage (CoSLA). • Developed recruitment videos to help attract a more diverse pool of candidates. Improved data to help inform our thinking around future policies (e.g., 23.5% carer data). Campaign to improve data collection rate (by up to 25%). • Pay gap reporting extended to race and disability. • Establishment and development of six colleague networks. • Annual Inclusion Calendar to promote key diversity and inclusion dates.	• Intersectional analysis of pay gap findings and data modelling to inform target areas for improvement. • Align with Close the Gap work on Equal Pay Statement. • Reverse Mentoring – CLT commitment to action to tackle race inequality at work – anti-racist practice. • Support and clarify role of colleague networks. • Implement qualitative data capture measures (surveys, pulse checks and focus groups).

Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
					• Extensive programme of learning and development. • Prejudice-based incident reporting/recording. Review and production of policy and guidance. External partnership work.	• Development of lived experience learning pathways. • Roll out of Conscious Inclusion Hub programme. Active By-stander for specific Service area need. • Analyse recruitment data to identify trends or areas of potential bias in selection process. Revamp our external 'Working for Us' webpage. • Guidance on positive action measures. • SPDS lead on work to achieve consistent pay gap reporting – aligned to SG plans. • Work with COSLA to produce improved MI reports on recruitment process. • Review Scottish Census outputs and compare with our data. • Overhaul approach to reasonable adjustments (joint Wellbeing/Equality, Diversion and Inclusion project. • Promote accessible and inclusive recruitment as part of our Employee Value Proposition.

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Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
5	Learning	Maximising our capability and performance	Colleagues have equal access to learning. Close identified skills, experience and capability gaps in our workforce. Learning will include behaviour and impact as well as technical skills and knowledge.	We continue investing in core learning to keep us safe and ensure colleagues are set up for success. We launch our new digital learning experience platform. We identify and close skills and experience - current and anticipated gaps (see Strategic Workforce Plan).	• myLearning Hub launched August 2021. • Learning and Development Contract Framework for high volume core role-specific learning launched April 2023 • Design of essential learning digital resources for revised Code of Conduct, Disciplinary Policy, Domestic Abuse, Behaviours & Whistleblowing. • Provision and facilitation of role-specific learning in key areas including Calm, Managing Stress and Distress, Manual Handling, First Aid, Place Specific, Public Protection. • Long arm and digital support for Carbon Literacy learning, • Consultation Hub and Organisational Design learning (areas from the Strategic Workforce Plan). • Facilitation of role-specific learning for people leaders including Absence and Wellbeing Workshops. • New people Leader Event and Conversation Spotlight. • Facilitation of Council Welcome Event for all new colleagues. • Set up of Essential Learning Governance Board. • Lead and coordinate essential qualifications for colleagues who require this for their role. • Set up of wider Learning and Development Group involving colleagues across the Council who have a role for supporting workforce learning.	• Implement revised Essential Learning for Care programme. • Continue to support engagement of colleagues with myLearning Hub. • Design digital resources to support programme of core essential learning from the recommendations of the Inquiry and Review. • Build pool of mediators to support mediation across the Council (link to Strategic Workforce Plan). • Design and initial roll out of core essential learning for people leaders as recommended in the Inquiry Review. • Consider how to strengthen the learning culture within the Council further to support opportunities for career progression, leadership development and succession planning. • Take opportunities to support the growth of digital confidence by going out to services to help with use of devices and access to myLearning Hub. • Continue to implement increased functionality of myLearning Hub.

Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
						• Continue to design refresher essential learning on key areas as directed by the Essential Learning Governance Board. • Continue to provide role-specific learning for all colleagues and people leaders. • Continue to facilitate colleague completion of essential qualifications for their role. • Design modern digital resources which offer colleagues a great learner experience, help us to meet our essential and professional development learning requirements and to support the delivery of other Council priorities e.g., Wellbeing, Policy. • Development and Carbon Literacy.

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Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
6	Resourcing and Talent	Maximising our capability and performance	We recruit people who are committed to role modelling our behaviours and delivering our priorities. Colleagues feel welcome from day one. Support our talented colleagues with their development and career progression.	We will diversify how and where we recruit. We will offer flexibility for roles we're recruiting. We will identify, develop and grow our own talent - through further talent programmes and succession planning. We will use Workforce Plans.	• Delivered new Recruitment & Selection Policy. • Created and implemented new e-learning modules for recruitment and selection. • Initial Talent programme delivered. • Supported EU colleagues during Brexit. • Diverse shortlists/panels in place. • Tie break at Recruitment stage in operation. • Working for us pages reviewed and updated to ensure more inclusivity.	• Development of our employee value proposition to support broader attraction strategy
7	Performance	Maximising our capability and performance	Everyone is clear about what's expected of them, their contribution and impact. Our colleagues know we treat them fairly, but we have the difficult conversations with each other when we need to.	We have regular 1:1's, Looking Back and Looking Forward conversations. We all feel supported to give and receive feedback. We embed behaviours in performance expectations and goals.	• Performance Framework in place for all LGE colleagues. • People Leader Goal introduced for all people managers including measures of success. • Values replaced by new behaviours into the Performance Framework and published. • Permanent removal of the link to pay in annual review discussions.	• Ongoing provision of Conversation Spotlight workshop. • 360 development tools introduced for senior leaders. • Supporting and measuring performance management discussions.
8	Workforce Planning	Maximising our capability and performance	Take informed decisions about our workforce. We recognise our economic footprint in the city as one of the largest employers.	We deliver and use our Strategic Workforce Plan 2021-2024	• Strategic Workforce plan published. • Service workforce plans have been developed for HR, Customer, Facilities Management, Waste and Cleansing, Culture and the Edinburgh Health and Social Care Partnership.	• Review Strategic Workforce Plan alongside development of refreshed Workforce Strategy.

Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
9	Organisational Change	Enhancing our colleague experience	Colleagues are engaged and feel supported through change. Modern reward framework and benefits platform. Develop and embed a compelling approach to 'Smart Working' which reflects learning from the pandemic, and which further modernises our practices.	We deliver and use our Strategic Workforce Plan 2021-2024. We all feel supported through change. We embed Organisational Design principles to support 'Our Future Council'. We consolidate the Scottish Local Government Living Wage (SLGLW). We continue to engage Trade Unions and colleagues on wider reform. We embed Smart Working.	• Manager's forum established to regularly engage managers in future change. First session focused on support for leaders and their role in supporting their teams. • Scottish Living Wage consolidated into pay in April 2021.	• Agile Working pilot on organisational design within the Inclusion service. • Updates to Managing Change Guidelines post pilot and creation of new Managing Change Toolkit to enhance our guidance to people leaders who deal with 'change'. • Creation of guidance related to organisational design and potential incorporation of the Scottish approach to Service Design in the public sector.
10	Wellbeing	Enhancing our colleague experience	Culture where colleagues are supported to manage their wellbeing. Offer flexibility to support positive work-life balance. Colleagues are clear about the benefits of working for us.	We increase provision of wellbeing support. We develop and embed Smart Working options. We launch new benefits platform, consolidate Scottish Living Wage and further reform of pay and terms. We tailor support in response to insights and feedback.	• Significant increase in provision of wellbeing support provided. • Achieved CIPD Award for Best Wellbeing Initiative in the public sector 2021. • Hybrid Working principles developed and team led. • Vivup Benefits platform launched. Tailored approach to wellbeing provision based on service/team need.	• In partnership with Trade Unions improve suicide awareness and prevention through provision of learning and improving our processes/support. • Collaborate with Poverty Prevention and Trauma Informed to develop future approach and make it easy for colleagues to access the support they need. • Review of Our Future Work.

Ref.	Action	Strategic Theme	Aim(s)	Agreed Activity	Outcomes Achieved	For Completion by March 2024.
11	Engagement and Enablement	Enhancing our colleague experience	Colleagues have the tools, and can access systems and information, they need to do their roles effectively and to feel engaged with the organisation. Colleagues feel they have a voice which is heard.	We provide equal access to information and opportunities. We develop/embed Smart Working options. Employee engagement tools are used e.g., surveys, pulse checks, Corporate and Directorate communication plans	• Business Case prepared and accepted for move to Oracle Cloud enabling frontline colleague access. • Part of Implementation team responsible for implementation of new Teacher Booker system which controls Edinburgh Council's Supply List. • Intranet Gateway (implemented June 2023). Allows secure access to the Orb for all frontline colleagues. • New replacement Customer Records Management system, Halo, procured and delivered. Allows deep dive on HR and employee requests. • Halo access given to all signed-up frontline colleagues (implemented June 2023). • Talentlink to Halo integration of conditions form information – supports the new start Onboarding process (delivered July 2023).	• Implementation of Phase 1 of Oracle Fusion (HR and Payroll system) by April 2024.

Policy and Sustainability Committee

10.00am, Tuesday 22 August 2023

International Travel and Member Guidance

Executive/routine
Wards
Council Commitments

1.   Recommendations

1.1   Policy and Sustainability Committee is asked to:

   1.1.1   To note the updated information on Travel contained within the Guidance for Elected Members (extract included at Appendix 1);

   1.1.2   To note the revised form (Appendix 2) addressing international and Elected Member travel approval and post event feedback requirements;

   1.1.3   To note the post event feedback provided by Officers after the recent Eurocities event at appendix 3

   1.1.4   To approve the Elected Member conference attendance request at appendix 4

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Layla Smith, Directorate Operations Manager

E-mail layla.smith@edinburgh.gov.uk | Tel: 0131 529 5102

Report

International Travel and Member Guidance

2. Executive Summary

2.1 This report looks to clarify the processes required to approve International and Elected Member Travel and to provide clearer guidelines to support feedback from any trips undertaken or conferences attended. It also provides details as to the travel section within the Elected Member Guidance which has recently been updated.

3. Main report

3.1 On 21 November 2019, the Council approved a process for International Travel and Conferences. The Council:

3.1.1 Agreed that all international travel by officers or elected members (in their role as a representative of City of Edinburgh Council) be considered and approved by the Policy and Sustainability Committee;

3.1.2 Noted that the Council Business Travel and Accommodation Guidance was being reviewed with a view to reducing the overall carbon impact of the Council's international travel; and

3.1.3 Agreed that preference be given to rail travel except where time considerations made it impossible.

3.2 At Full Council on the 9 February 2023 the Administration submitted an Addendum requesting that the guidance for Elected Member Travel be refreshed and reported to this Committee; and that this should consider:

- Impact of transport on climate change

- Payment of trips

- Tangible outcomes for trips

3.3 Additionally Elected Members have raised queries relating to travel both internationally and within the UK at the March and May meetings of this Committee with a number of actions for Officers resulting from these:

3.3.1 An annual report on the impact of international travel will continue to be submitted to this Committee for consideration and the work programme has been updated to reflect this.

3.3.2   A briefing note covering the travel undertaken by the Lord Provost in previous years has now been circulated to Members.

3.3.3   A Report providing details of the previously approved travel to Taiwan is on the agenda for today's meeting.

3.3.4   Appendix 3 is a completed feedback form on recent trip undertaken by Councillor Aldrige to the Eurocities Conference and we ask members to consider whether this contains all information they would feel is pertinent. This form is new and officers welcome Member feedback on it.

3.3.5   The Business Travel and Accommodation Guidance for all employees is available on the internal webpages 'the Orb' and is being updated to fully reflect the process as supported by the revised form at appendix 1.

3.3.6   It is noted that as an organisation we do not currently have a standalone International Travel Strategy, all information relating to our organisational requirements for business travel are contained within our Business Travel and Accommodation Guidance.

3.4   The Guidance for Elected Members has now been reviewed and an updated version will be available later in August for Elected Members and Officers via the Services for Elected Members pages on the Orb. Members have requested that the section pertaining to Travel be brought to this Committee and this is included at Appendix 1.

3.5   Appendix 2 provides a new template for colleagues to submit when requesting approval for International Travel or when an Elected Member has proposed attending a conference or event, either within the UK or internationally. This has been designed to include sections for completion post-event to improve our collection and sharing of outcomes from event attendance.

4.   Next Steps

4.1   If committee are in agreement the revised approval and feedback form will be made available to colleagues to use and all related information on the Orb and CEC website will be updated accordingly.

5.   Financial impact

5.1   There are no financial impacts from this report with any costs incurred under the guidance referred to continuing to be met from within the appropriate Directorate and Service budgets.

6.   Equality and Poverty Impact

6.1   There are no equality or poverty impacts arising from this report.

7. Climate and Nature Emergency Implications

7.1   The Council's process for International Travel and Conferences has been developed with a view to reducing the overall carbon impact of the Council's international travel, with preference being given to rail travel, where possible.

7.2   The revised approval and feedback form has been designed to highlight and capture the carbon impacts of all travel requests submitted and to ensure these are fully recorded and reported.

8. Background reading/external references

8.1   [Carbon impact of international travel - 21 March 2023](#).

9. Appendices

Appendix 1 - Member Guidance extract

Appendix 2 - International and Elected Member Travel Approval Form

Member Guidance – Extract relating to Travel (DRAFT)

8   Domestic Travel

The Council Business Travel and Accommodation Guidance for officers was reviewed in 2022. Adherence to this guidance was agreed by the Policy and Sustainability Committee in November 2022.

The following guidance is therefore aligned with the Council Business Travel and Accommodation Guidance.

As a public body, we have a duty to contribute to Scotland's net zero emissions target. The City of Edinburgh Council also declared a Climate Emergency in 2019 and committed to achieve net zero by 2030. This includes emissions from business travel. Therefore, we need to demonstrate that all business travel is necessary, that we have tried to minimise the environmental impact of the journeys made and that the type of transport used is cost effective for the Council.

PLEASE NOTE THAT PUBLIC TRANSPORT SHOULD ALWAYS BE THE PREFERRED MODE OF TRANSPORT.

8.1   **Bus or rail pass**

Passes for bus or rail can be issued for local travel in connection with approved duties. You should ensure that your usage makes it cost effective to do so.

You will be asked to sign a declaration (Appendix 4), confirming receipt of the pass and acknowledging HMRC reporting requirements (as explained below) and submit this to members.payments@edinburgh.gov.uk.

Elected Members who are entitled to a National Entitlement Card, giving free bus and discounted rail travel, are encouraged to take up this benefit as this will mitigate unnecessary expenditure for the Council.

8.1.1   **Bus pass** – bus passes are ordered through Oracle, the Council's purchasing system, and can be requested through your support staff. Once an order number has been generated by the system you will need to take this to Lothian Buses' Travel Shop on Waverley Bridge where your photograph will be taken and your pass issued.

8.1.2   **Rail pass** – rail passes must be ordered and paid for at the ticket office in Waverley Station. You can pay for the pass yourself and claim the cost back through expenses.

8.1.3   **Benefits in kind** – to comply with HMRC regulations relating to 'benefits in kind' and 'home to work' expenses, the full value of a bus or rail pass will

be reported to HMRC on an annual basis and your tax code will be adjusted to take account of the benefit in the preceding year.

8.1.4 **Declaration** – a declaration form (Appendix 4) must be completed on receipt of the relevant pass and submitted to members.payments@edinburgh.gov.uk.

8.1.5 **Guidance** – for information on HMRC regulations contact members.payments@edinburgh.gov.uk.

8.2 **Use of Taxis**

8.2.1 Elected Members are authorised to use a taxi where no public transport is reasonably available, or where it is a reasonable adjustment in relation to a disability or other health and safety reason. **It should <u>not</u> be regarded as the normal means of transport.**

8.2.2 **Taxi contract** – the Council has a taxi contract and Elected Members are issued with a unique code for their use when booking contract taxis. The Council contract must be used when booking local taxis. Different arrangements apply when taxi use is necessary elsewhere eg. London.

8.2.3 **Restrictions** - contract taxis should only be used for approved duties and not for personal journeys. There are potential tax implications of 'benefits in kind' if used for personal purposes, eg. discounted contract fares.

8.2.4 **Contract booking arrangements** – information on the Council's taxi contract and booking instructions are available on the Orb. There are different procedures for bookings during and outside office hours.

8.2.5 **Contract code** – Elected Members should always use their unique contract code/pin when booking a taxi as this is critical in ensuring journeys are recorded against the correct contract account.

8.2.6 **Fares** – the Council's contract provides reduced fare rates for business journeys. Elected Members should always use the contract for business taxi journeys within Edinburgh to ensure the costs incurred are at the discounted rate.

8.2.7 **Taxi use outside Edinburgh** – when Elected Members are carrying out approved duties outside Edinburgh, local taxis can be used where suitable public transport is not available.

Receipts for journeys must be obtained so that costs can be reclaimed via expenses. Receipts for non-contract journeys must accompany the relevant expenses claim form when submitted to Payroll.

8.2.8 **Contract taxi accounts** – the Corporate Transport Unit (Travel Hub) will provide Elected Members with a monthly account statement.

Elected Members are required to check and validate all journeys and advise the Travel Hub immediately of any errors

(taxi.bookings@edinburgh.gov.uk). This must be done within 14 days of receipt.

If you are content that the statement is accurate then you need take no further action. The Travel Hub will provide details of this expenditure to Payroll who will include these costs in the publication of your expenses for the year, as required in legislation.

8.3   **Travel outside Edinburgh**

8.3.1   **Other UK travel** (outside Edinburgh) - Members' Services support staff will be able to make travel bookings on your behalf through the Council's online booking service.

Note: approval may be required for travel outside Edinburgh in certain circumstances. Advice should be sought from support staff.

8.3.2   **Domestic rail**
Rail is the preferred travel mode for longer distance UK travel, and it must be the lowest available fare i.e. off-peak; standard class.

Please try to book rail travel as far in advance as possible to get the best price available. Rail travel by sleeper train is permitted and can be used where it is costs effective. Our preferred travel provider will be able to give you quotes.

First class rail travel is only permitted if the cost is the same as a standard ticket, which can happen on occasion. Otherwise, first class travel is not permitted and will not be reimbursed by the Council if it is used.

8.3.3   Domestic air travel is only allowed in exceptional circumstances, for example if it's not practical to travel by train. In order to ensure we reduce our carbon footprint as much as possible, flights are restricted for environmental reasons. N**o air travel is allowed when there is a direct rail connection**. Air travel must be on the lowest cost fare available.

The reasons for this decision are that:
- air travel gives rise to carbon emissions that are around six times those of rail for the same trip
- extra travel time is not great, with a London trip by rail involving less than one hour extra in each direction (taking into account travelling between city centres and airport)
- costs can be equivalent when all elements are considered, including travelling between city centres and airports
- rail offers better potential for the productive use of travel time.

9   International Travel

9.1   **Pre-Approval**
Prior to committee approval all international travel by Elected Members must be considered and approved by the Council Leader.

9.2   **Approval**

All international travel by Elected Members (in their role as a representative of City of Edinburgh Council) must be considered and approved by the appropriate committee (Policy and Sustainability at time of writing). The accompanying officer for the trip will consult with the Elected Member and fill out the required form which will be appended to the report.

9.3 **Preferred mode of transport**
The Council's preference is travel by rail, except where time considerations make this impossible. For example, it is possible to travel to European cities like Paris, Brussels or Amsterdam from London with the Eurostar.

9.4 **Cost**
Being the least expensive option does not count as an exceptional circumstance when considering domestic air travel. All flight tickets must be Economy class or equivalent to ensure it is the most 'carbon efficient'.

9.5 **Reporting**
Elected Members' international travel will be included in the annual **carbon impact of international travel report** to the Policy and Sustainability Committee detailing all international travel and covering cost, destination, purpose, travel mode and carbon impact.

10   Attendance at Conferences

10.1 **Approval**
Attendance at conferences, whether as a delegate or by invitation, must be agreed in line with Council policy and procedures. Members' Services support staff will be able to advise on current requirements as these are amended from time to time. At the time of writing, all conference attendance requests that incur any cost to the Council (delegate fees, accommodation or travel costs) are subject to the approval of the Policy & Sustainability Committee.

Where there is no cost to the Council (fees, accommodation or travel) approval will not be required.

10.2 **Timing**
Attendance requires committee approval and it should be noted that long lead in times can apply. The appropriate officer will need to write a report which will need to comply with the sign-off and approval process for executive committees/Council.

Council Standing Orders make provision for situations where urgent action is required.

10.3 **Delegate**
Elected Members authorised to attend a conference must be identified at the time the decision is taken.

10.4 **Costs**
In the vast majority of cases the cost of attendance at conferences will be met by the relevant directorate/service area. Prior agreement of the Executive

Director/Chief Executive is therefore required. There is no budget provision to meet conference costs other than normal travel and subsistence expenses.

10.5 **Payment**
Travel and subsistence expenses in respect of conferences will be paid in accordance with the regulations, except where accommodation and/or subsistence is included in the conference fee, in which circumstance no other payment would be made.

10.6 **Booking arrangements**
Members' Services support staff will co-ordinate the arrangements in consultation, where appropriate, with the relevant directorate.

10.7 **Cancellation**
In the event of an Elected Member being unable to attend a conference, Members' Services support staff should be notified at the earliest opportunity in order that reservations can be cancelled.

Every effort should be made to avoid booking fees being lost due to cancellation.

INTERNATIONAL & ELECTED MEMBER TRAVEL APPROVAL FORM

Section to complete before the trip
Passenger(s) name(s): Click or tap here to enter text.
Directorate/Division: Click or tap here to enter text.
Once complete all forms must be submitted to your line manager for approval; all forms must then be submitted to the relevant Service Director and Executive Director with Committee approval required for all International or Elected Member Travel.
Event name and location: Click or tap here to enter text.
Event organisers: Click or tap here to enter text.

Nature of event eg conference /seminar, civic event. Click or tap here to enter text.	Start date: Click or tap to enter a date. End date: Click or tap to enter a date.
Anticipated costs associated with attending i.e. travel, accommodation, conference fees	£

Purpose of attending: Click or tap here to enter text.

Link with Business Plan strategic priorities:

Priorities	Please briefly explain how the event is linked with this priority (if relevant):
Create good places to live and work	Click or tap here to enter text.
End poverty in Edinburgh	Click or tap here to enter text.
Become a net zero city	Click or tap here to enter text.
Link with other civic duties	Click or tap here to enter text.

Travel mode:

Travel mode	Emission factor (kgCO2e/ passenger.km)	Tick relevant box	Travel mode	Emission factor (kgCO2e/ passenger.km)	Tick relevant box
Flight (short-haul economy)	0.15102	☐	Flight (short-haul, business)	0.22652	☐
Flight (long-haul, economy)	0.14787	☐	Flight (long-haul, business)	0.42882	☐
Car (average)*	0.17067	☐	Car (electric)*	0.0514	☐
Coach	0.02733	☐	Rail (international)	0.00446	☐

If travelling by plane – please explain what other alternatives have been considered and why these have not been retained: Click or tap here to enter text.

Note: *Domestic air travel is only allowed in exceptional circumstances, for example if it's not practical to travel by train. In order to ensure we reduce our carbon footprint as much as possible, flights are restricted for environmental reasons, no air travel is allowed when there is a direct rail connection. All flight tickets must be Economy class or equivalent to ensure it is the most "carbon efficient" and once selected, final approval is required by the relevant Service Director.*

*The emission factors for cars assume the passenger is driving on its own. The same factor should be used if there are several passengers in the car (no need to multiply with the number of passengers in the next question).

Estimated carbon emissions (in kgCO2e) = Distance (in kms) x Emission factor (see above table) x number of travellers

Click or tap here to enter text.**kgCO2e**

Other requirements: Please ensure that you have arranged the following travel requirements.

☒Make sure that you meet the entry requirements for any country that you visit on Council business, including any visas needed;

☐Get pre-approval from your line manager and other relevant Senior Officers (The Chief Executive is required to authorise international travel for Service Directors); and the reasons recorded in an email.

☐Request approval from IT that you will be using CEC devices from abroad (InformationSecurity@edinburgh.gov.uk)

☐ All travel involving Elected Members has appropriate approval

International and Member Travel – Approval Form

Section to complete after the trip
Final costs: £Click or tap here to enter text. Funded by: ☐Service area budget ☐Externally funded, please specify: ☐Other, please specify:
Key areas which you found particularly useful: Click or tap here to enter text.
Benefits of attendance for the Council, including relevance to key Council priorities and Pledges: Click or tap here to enter text.
Additional comments: Click or tap here to enter text.

Process for Member and/or International Travel

International travel identified to be required or,

Elected Member invited to attend event outwith Edinburgh or internationally or,

Elected Member is wishing to attend a conference and there is a cost associate with this.

Is this for travel internationally?

Yes

Is there time for this to be considered at a meeting of P&S Committee before

Yes

No

Submit completed form to line manager with cover note explaining reasons for urgent approval

Submit completed form and cover note to Service Director

Submit to Executive Director

Executive Director/Directorate Office will circulate to Convenor & Group Leaders for approval

Retrospective Committee Report to be prepared and submitted as per appropriate Committee Report process

Submit completed form to line manager.

Committee Report prepared by appropriate Officers

submit completed form and draft Committee report to Service Director

Submit to Executive Director for inclusion with Directorate Committee Reports

No

Does this travel request cover or include travel for an Elected Member?

Yes

Please note that all travel and Conference attendance for Elected Members must be shared with Group Leader/ Council Leader for initial agreement prior to formal request being submitted

No

Please refer to the Business Travel Guidance on the Orb to ensure all approvals are in place prior to booking

INTERNATIONAL & ELECTED MEMBER TRAVEL APPROVAL FORM

Section to complete before the trip
Passenger(s) name(s): Nick Langan and Cllr Robert Aldridge
Directorate/Division: Corporate Services / Legal & Assurance
Once complete all forms must be submitted to your line manager for approval; all forms must then be submitted to the relevant Service Director and Executive Director with Committee approval required for all International or Elected Member Travel.
Event name and location: EUROCITIES – Urban Summit Brussels
Event organisers: EUROCITIES

Nature of event eg conference /seminar, civic event. An initiative of Brussels Capital Region, Eurocities, Metropolis and the OECD Champion mayors for Inclusive Growth Initiative. Bringing together three international city conferences on 12-15 June 2023: the 14th Metropolis World Congress, the Eurocities Annual Conference and the sixth OECD Champion Mayors Summit for Inclusive Growth Initiative.	Start date: 12/06/2023 End date: 15/06/2023
Anticipated costs associated with attending i.e. travel, accommodation, conference fees	£ N/A (details inc. under post-event feedback)
Purpose of attending: EU Networking and knowledge exchange	

Link with [Business Plan] strategic priorities:

Priorities	Please briefly explain how the event is linked with this priority (if relevant):
Create good places to live and work	
End poverty in Edinburgh	Applying for OECD Champions Mayor for Inclusive Growth membership. Requesting access to EU Homelessness Platform to exchange good practice
Become a net zero city	Examples of Brussels City Mobility Plan success story. Examples of projects to replicate in Nantes
Link with other civic duties	Lord Provost attendance with links established with EU Mayors and Queen of Belgium.

Travel mode:

Travel mode	Emission factor (kgCO2e/ passenger.km)	Tick relevant box	Travel mode	Emission factor (kgCO2e/ passenger.km)	Tick relevant box
Flight (short-haul economy)	0.15102	☐	Flight (short-haul, business)	0.22652	☐
Flight (long-haul, economy)	0.14787	☐	Flight (long-haul, business)	0.42882	☐
Car (average)*	0.17067	☐	Car (electric)*	0.0514	☐
Coach	0.02733	☐	Rail (international)	0.00446	☒

If travelling by plane – please explain what other alternatives have been considered and why these have not been retained: Click or tap here to enter text.

Note: *Domestic air travel is only allowed in exceptional circumstances, for example if it's not practical to travel by train. In order to ensure we reduce our carbon footprint as much as possible, flights are restricted for environmental reasons, no air travel is allowed when there is a direct rail connection. All flight tickets must be Economy class or equivalent to ensure it is the most "carbon efficient" and once selected, final approval is required by the relevant Service Director.*

**The emission factors for cars assume the passenger is driving on its own. The same factor should be used if there are several passengers in the car (no need to multiply with the number of passengers in the next question).*

International and Member Travel – Approval Form

Estimated carbon emissions (in kgCO2e) = Distance (in kms) x Emission factor (see above table) x number of travellers

83 kgCO2e

Other requirements: Please ensure that you have arranged the following travel requirements.

☒Make sure that you meet the entry requirements for any country that you visit on Council business, including any visas needed;

☒Get pre-approval from your line manager and other relevant Senior Officers (The Chief Executive is required to authorise international travel for Service Directors); and the reasons recorded in an email.

☐Request approval from IT that you will be using CEC devices from abroad (InformationSecurity@edinburgh.gov.uk)

☒ All travel involving Elected Members has appropriate approval

Section to complete after the trip

Final costs: £500 (travel)

Funded by:

☒Service area budget

☐Externally funded, please specify:

☐Other, please specify:

Key areas which you found particularly useful:

- Learning from EUROCITIES network on climate change, diversity/migrations and inequality.
- Knowledge of initiative on Organisation Economic Cooperation Development (OECD) Mayor Champions for Inclusive Growth
- The challenges of cities are common globally.
- EU cities project knowledge exchange
- Observation of city mobility plan in practice in Brussels

Benefits of attendance for the Council, including relevance to key Council priorities and Pledges:

Organisation Economic Cooperation Development (OECD) Mayor Champions for Inclusive Growth membership to be progressed. A network of Mayor and City Leaders   collaborating on economic development strategies.

Importance of retaining ties with EU member states at a political level.

Potential new collaborative projects including:

1) Homelessness with European Commission Platform to support housing team knowledge on homelessness solutions.
2) Net Zero project case study in Nantes
3) Promotion of Edinburgh's Plant Based Treaty to the UN and Food Trail in Birmingham link.
4) Potential city mobility plan learning from City of Brussels
5) Promoting the Plant Based Food Treaty

Additional comments:

The Lord Provost and International Officer evaluated the event with a view to assessing future membership. The conference highlighted the importance of continuing associations and links with EU cities and representing Edinburgh's support for European initiatives.

International and Member Travel – Approval Form

INTERNATIONAL & ELECTED MEMBER TRAVEL APPROVAL FORM

Section to complete before the trip
Passenger(s) name(s): Cllr Cammy Day
Directorate/Division: Corporate Services / Legal & Assurance
Once complete all forms must be submitted to your line manager for approval; all forms must then be submitted to the relevant Service Director and Executive Director with Committee approval required for all International or Elected Member Travel.
Event name and location: COSLA Annual Conference & Exhibition 2023
Event organisers: COSLA

Nature of event eg conference /seminar, civic event. Annual Conference of COSLA Delegates. This year discussing the question, 'Is Scotland living well locally?	Start date: 29/09/2023 End date: 29/09/2023
Anticipated costs associated with attending i.e. travel, accommodation, conference fees	£ 195 (conference fee)

Purpose of attending: Engagement with fellow Councillors across Scotland

Link with Business Plan strategic priorities:

Priorities	Please briefly explain how the event is linked with this priority (if relevant):
Create good places to live and work	Will allow for engagement and discussion with Councillors from other Local Authorities on matters aligned with the Business Plan strategic priorities.
End poverty in Edinburgh	As above
Become a net zero city	As above
Link with other civic duties	As above

Travel mode:

Travel mode	Emission factor (kgCO2e/ passenger.km)	Tick relevant box	Travel mode	Emission factor (kgCO2e/ passenger.km)	Tick relevant box
Flight (short-haul economy)	0.15102	☐	Flight (short-haul, business)	0.22652	☐
Flight (long-haul, economy)	0.14787	☐	Flight (long-haul, business)	0.42882	☐
Car (average)*	0.17067	☒	Car (electric)*	0.0514	☐
Coach	0.02733	☐	Rail (international)	0.00446	☐

If travelling by plane – please explain what other alternatives have been considered and why these have not been retained: Click or tap here to enter text.

Note: *Domestic air travel is only allowed in exceptional circumstances, for example if it's not practical to travel by train. In order to ensure we reduce our carbon footprint as much as possible, flights are restricted for environmental reasons, no air travel is allowed when there is a direct rail connection. All flight tickets must be Economy class or equivalent to ensure it is the most "carbon efficient" and once selected, final approval is required by the relevant Service Director.*

*The emission factors for cars assume the passenger is driving on its own. The same factor should be used if there are several passengers in the car (no need to multiply with the number of passengers in the next question).

Estimated carbon emissions (in kgCO2e) = Distance (in kms) x Emission factor (see above table) x number of travellers

16.47 kgCO2e

Other requirements: Please ensure that you have arranged the following travel requirements.

☒Make sure that you meet the entry requirements for any country that you visit on Council business, including any visas needed;

☐Get pre-approval from your line manager and other relevant Senior Officers (The Chief Executive is required to authorise international travel for Service Directors); and the reasons recorded in an email.

☐Request approval from IT that you will be using CEC devices from abroad (InformationSecurity@edinburgh.gov.uk)

☐ All travel involving Elected Members has appropriate approval

Section to complete after the trip

Final costs: £Click or tap here to enter text.

Funded by:

☐Service area budget

☐Externally funded, please specify:

☐Other, please specify:

Key areas which you found particularly useful: Click or tap here to enter text.

Benefits of attendance for the Council, including relevance to key Council priorities and Pledges: Click or tap here to enter text.

Additional comments: Click or tap here to enter text.

Policy and Sustainability Committee

10:00am, Tuesday 22 August 2023

Edinburgh and Taiwan Visit Report and Activity

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

1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee:

1.1.1 Notes the detail provided on and impacts arising from the Council Leader's March 2023 visit to Taiwan

1.1.2 Notes that the visit was supported by University of Edinburgh partners with expertise in the fields of Net Zero and Data Driven Innovation.

1.1.3 Notes the Council Leaders' presentation showcasing Edinburgh's Smart City/NetZero ambitions to a global audience at the Smart City Expo in Kaohsiung and Taipei City in Taiwan

1.1.4 Agrees that development of cultural, festival, sustainability, digital innovation, trade and investment links should provide the focus for the next steps in strengthening Edinburgh and Taiwan relationships.

1.1.5 Agrees that City of Edinburgh Council will work in partnership with Edinburgh International Festival, University of Edinburgh, Taiwanese officials and other stakeholders to develop a future programme of activity.

1.1.6 Thanks the Taipei Representative Office of Taiwan in Edinburgh and all partners in Taiwan who provided a detailed programme and warm welcome to the Council Leader and University of Edinburgh partners throughout the visit..

Deborah Smart

Deborah Smart, Executive Director, Corporate Services

Contact: Nick Langan, International Relations Officer

Policy and Insight Team, Corporate Services Directorate

E-mail: nick.langan@edinburgh.gov.uk

Report

Edinburgh and Taiwan Visit and Activity Report

2. Executive Summary

2.1 This report provides a summary of the March 2023 visit to Taiwan and the developing relationship with the cultural and economic ties in Taipei and the southern cities of Tainan City and Kaohsiung.

2.2 The report is a response to the Council Leader's motion at full council in February 2023 which celebrated the city's positive relations with Taiwan and requested that the Chief Executive brings back a report on the tangible benefits of the visit.

2.3 The City of Edinburgh Council partnered with the University of Edinburgh's Climate Change Institute and Data Driven Innovation departments for the duration of the visit.

3. Background

3.1 The links of friendship between Scotland and Taiwan can be traced back more than 150 years to when Scottish missionaries brought modern medicine, printing machines as well as tap water systems to Taiwan. Dr James Maxwell from Edinburgh established Taiwan's first hospital in the 19th Century. During the visit it was apparent how significant James Maxwell is to Kaohsiung and Tainan City.

3.2 During 2022, a number of discussions were held with officials representing Taiwanese cities including Taipei, Tainan City, and Kaohsiung. During these discussions Taiwanese officials:

    3.2.1 Welcomed the opportunity to work closely with the City of Edinburgh to further deepen relationships, work together to foster partnerships, and collaborate to contribute to the global economy, and

    3.2.2 Recognised that Scotland and Taiwan share a foundation of strong values based on democracy, human rights, freedom of speech and rule of law, and that further relationships with the City of Edinburgh can support the promotion of these values within Taiwan.

3.3 In February 2023 Council agreed to a fully funded visit (by the Taiwanese government) to Taiwan for the Council Leader and one officer which took place in March 2023 to represent Edinburgh at the Asian Smart City Summit in Kaohsiung and Taipei.

3.4 The Edinburgh International Group (The EIG) is a partnership of city-wide anchor of institutions and stakeholders who work together to establish a collaborative "Team Edinburgh" approach to taking forward the priorities of the Edinburgh International Framework. Given the topic of Smart City and NetZero the University of Edinburgh were invited to attend Taiwan to support Edinburgh Smart City and Net Zero ambitions and to develop future collaborations.

4. Main report

4.1 The main benefits and activity of the visit to Taiwan were as follows:

4.1.1 Future relationships will be taken forward across multiple locations in Taiwan, as opposed to a single city relationship. Letters of intent were signed with the Mayors of Kaohsiung and Tainan City to develop the ties.

4.1.2 Promotion of cultural and festival links would provide a useful focus for the next stage of developing links between City of Edinburgh Council and Taiwan – there is an appetite for multiple cultural events in Kaohsiung in particular and mutual exchanges on Literature, Taiwan Fringe Festival Season and Jazz/Blues Festivals.

4.1.3 In support, the University of Edinburgh team will undertake tangible collaborations with organisations in Taiwan on sustainability, artificial intelligence and business innovation trade missions.

    i) As a result of the visit to Taiwan, the University hosted the National University of Taiwan and the leadership of Taiwan's National Science & Technology Council visited ECCI to talk about Data Driven Innovation and Carbon Capture & Storage partnership and resources.

    ii) TuringDrive, a Taipei an autonomous vehicle company, are joining a bid with the University of Edinburgh's Edinburgh Centre for Robotics for a Centre for Doctoral Training in Perception, Action and Behaviour research/innovation opportunities.

    iii) Discussions are ongoing with the Connected Places Catapult and UKRI to explore an Innovation City Twin with Kaohsiung or Taipei.

4.2 The Council leader presented to over 190 countries at Taipei City, host to the Smart City Summit & Expo and in Kaohsiung who also co-hosted this year.

4.3 Prior to promoting Edinburgh at the Smart City Summit, the Council Leader met with the Mayors of Tainan City and Kaohsiung, as well as national government officials. Visits were also made to numerous sites across Taiwan including sustainability businesses, art centres, festivals, hospital and a net zero village.

4.4 Edinburgh Festivals are also a member of the EIG and has agreed to support work on taking forward culture led collaborations with Taiwan during 2023/2024. The council's Head of Service for Culture Venues has held discussions with a major arts venue in Kaohsiung for joint performances in the coming years.

4.6 The Edinburgh delegation held a meeting with UK Research & Innovation team at the Smart City Summit and agreed to follow up by Edinburgh participating in the Connected Places Catapult. This provides a facilitated route to potential future collaboration with cities in both Taiwan and Japan, and for activities in Edinburgh, with funding to support it.

4.7 The City of Edinburgh Council agreed letters of intent to further initiate developments of performances at Edinburgh Festivals and other Cultural activity around literature. Events are already planned for May and July 2023.

4.9 In July 2023, the Scottish Storytelling Centre and Edinburgh Central Library hosted a National Museum of Taiwan Literature exhibition. Other cultural activities begin progressed are an artist in residence programme with Edinburgh Sculpture Workshop and an Orchid Festival with the Royal Botanical Gardens.

5. Next Steps

5.1 As next steps it is recommended that:

   5.1.1 Officers continue to work with Edinburgh International Group partners to engage with representatives of Taiwanese cities and Taiwanese Government

   5.1.2 Council officers and Edinburgh International Group partners to take forward the offer of a future trade and investment visit with additional developing ties to the festivals.

6. Financial impact

6.1 Delivery of actions outlined in this report will be taken forward within agreed Council budgets. Any additional budget requirements identified will be discussed and agreed through annual budget decision making processes.

6.2 All costs associated with visits to Taiwan outlined in this paper was fully funded by the Taiwan government. The University of Edinburgh funded the costs of their own flights.

7. Stakeholder/Community/Environmental Impact

7.1 Edinburgh International Group members, including University of Edinburgh, Festivals Edinburgh, Royal Botanic Gardens and others, have been approached and agreed to progress an enhanced programme of activity.

7.2 The Carbon impact of the two Council representatives (Council Leader and one accompanying officer) in attendance was 2.842 tCO2e per person.

8. Background reading/external references

Edinburgh International Framework

9. Appendices

None

Policy and Sustainability Committee

10.00am, Tuesday, 22 August 2023

The City of Edinburgh Council Gaelic Language Plan 2023-28 – Revised Draft

Executive
Wards: all

1. Recommendations

1.1 Consider and approve the draft Gaelic Language Plan for 2023-28 (Appendix 1) which has been revised following public consultation, for submission to Bord na Gaidhlig for its consideration and approval.

Deborah Smart

Executive Director of Corporate Services

Contact: Eleanor Cunningham, Lead Policy Officer

E-mail: eleanor.cunningham@edinburgh.gov.uk | Tel: 0131 553 8220

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Report

Draft Gaelic Language Plan, 2023-2028

1. Executive Summary

1.1 The report provides an overview of a draft of the Council's third Gaelic Language Plan, covering the period 2023-28, which has been revised following public consultation for consideration by Committee prior to submission to Bord na Gaidhlig, in accordance with the Gaelic Language (Scotland) Act 2005.

2. Background

2.1 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. 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.

2.2 This committee considered an earlier draft of this plan on 21 March 2023 in advance of public consultation.

3. Main report

3.1 The draft plan for 2023-2028 plan builds on the extensive progress made in Edinburgh since 2012 when the first plan was published. Progress has included:

3.1.1 improving the quality and provision of Gaelic Medium Education from early years to senior phase

3.1.2 promoting and embedding the Gaelic language and culture within the Council and externally throughout the city

3.1.3 strengthening partnership across the city through the Capital Gaelic project, led by the Council in partnership with the National Library of Scotland.

3.2 The draft third plan seeks to build on the progress made, focussing on:

3.2.1 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

3.2.2 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)

3.2.3 extending engagement with Gaelic through opportunities for adult and family learning and cultural activity

3.2.4 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

3.3 A draft of the plan was considered by this committee on 21 March in advance of a six week period of consultation alongside two sessions with key stakeholder groups, one in person and one online.

3.4 Feedback from the consultation showed that there was overall agreement that the priorities set out are the right ones. Other priority areas identified include:

3.4.1 Ensure there is sufficient planning and a robust strategy to support GME sustainability and development; and expansion of provision from early years onwards

3.4.2 Extend and promote priorities to the non-Gaelic community to increase awareness, interest and engagement, and make Gaelic more inclusive

3.4.3 Improve adult education and boost employment opportunities

3.4.4 Meaningful and transparent engagement with Gaelic community

3.5 Similarly, there was overall agreement that the actions set out are the right ones. Other actions which respondents would like to see include:

3.5.1 Improving education staff recruitment, training, development and retention

3.5.2 Embedding Gaelic language across the English medium curriculum, widening access to all pupils

3.5.3 Improve engagement with parents and school communities

3.5.4 Improve employment pathways

3.5.5 Improve Gaelic signage

3.5.6 Provide more financial commitment.

3.6 The initial draft report has been revised to take account of the feedback received, including further development of the implementation plan and making it more specific in terms of actions, timescales and lead service areas. The revised draft is attached as appendix 1.

4. Next Steps

4.1 Following approval by this committee, the revised draft plan will be submitted to Bord na Gaidhlig for its consideration and approval.

4.2 Once approved, the plan will be translated and published on the Council's website.

5.   Financial impact

5.1   Funding for all aspects of the Gaelic Language Plan 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, as set out in the draft plan.

6.   Equality and Poverty Impact

6.1   The IIA process identified implications for groups including: older people and people in their middle years; young people and children; and parents.

6.2   Positive implications included: opportunities for intergenerational learning and for parents to support their children through parental and family learning; the cognitive benefits of learning a second language; elimination of discrimination and harassment through inspiring equal respect for the Gaelic language and ensuring that it is delivered to an equal standard to that of English; advancing equality of opportunity by making Gaelic available to everyone; fostering good relations within and between people with protected characteristics through GME provision increasingly serving diverse communities, as well as building family support networks, resilience and community capacity, as well as opportunities for families through networking through the school and the cultural opportunities available.

6.3   The negative implication identified was that functionality for translating Gaelic emails into Voice for people who are blind does not yet exist. Options to address this gap will be explored as part of the development of a communications strategy.

7.   Climate and Nature Emergency Implications

7.1   As a public body, the Council has statutory duties relating to climate emissions and biodiversity. The Council

"must, in exercising its functions, act in the way best calculated to contribute to the delivery of emissions reduction targets"

(Climate Change (Emissions Reductions Targets) (Scotland) Act 2019), and

"in exercising any functions, to further the conservation of biodiversity so far as it is consistent with the proper exercise of those functions"

(Nature Conservation (Scotland) Act 2004)

7.2   The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a target of net zero emissions by 2030 for both city and corporate emissions, and embedded this as a core priority of the Council Business Plan 2023-27. The Council also declared a Nature Emergency in 2023.

Environmental Impacts

7.3   Opportunities for learners beyond the classroom, Gaelic events and encouraging young musicians to come into GME schools to play could incur travel emissions.

Mitigating actions will include promoting would include promoting sustainable ways to reach the venue and prioritising local artists.

8.   Risk, policy, compliance, governance and community impact

8.1   A six week period of public consultation was held on earlier draft of the plan, and this included two session with key stakeholders. The feedback received has been used to further develop the draft plan.

8.2   If the recommendations of this report are rejected, there would be a delay in the submission of the draft plan to Bord na Gaidhlig, which risks reputational damage.

9.   Background reading/external references

9.1   The City of Edinburgh Council Gaelic Language Plan (2018- 22)

9.2   The City of Edinburgh Council Gaelic Language Plan – pre consultation draft committee paper, March 2023

9.3   The City of Edinburgh Council Gaelic Language Plan (2023-28) – Integrated Impact Assessment

10.   Appendix

10.1   The City of Edinburgh Council Gaelic Language Plan 2023-2028 – Revised Draft

The City of Edinburgh Council

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Draft Gaelic Language Plan

2023-28

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on [approval date]

Contents

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 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, the Council's strategic framework for Education, 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 – open to everyone
- 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

The plan clarifies the Council's position on GME schools, which is to focus on the learner experience. It also states that the actions in the plan are dependent on continued specific financial support from the Scottish Government and Bòrd na Gàidhlig.

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 developing and delivering our Gaelic Language Plan is underpinned by the principles of Gaelic having equal respect to English, and of making an active offer of our Gaelic services to our employees and the public. Delivery 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. Provision for GME has expanded and improved considerably over the life of the first and second iterations of our GLP.

We have continued to work towards a sustainable future for Gaelic across the city and have benefited 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 with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require a public authority to prepare a Gaelic language plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is the City of Edinburgh Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

The plan has been prepared in accordance with statutory criteria set out in the Act and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

This is the City of Edinburgh Council's third Gaelic Language Plan. It sets out the high level aims and actions for the next five years, in line with the National Gaelic Language Plan, to ensure the sustainable future of Gaelic and to:
- Increase the use of Gaelic
- Increase the learning of Gaelic
- Promote a positive image of Gaelic

This GLP aligns with the key priorities of the **City of Edinburgh Council Business Plan**, which are to :
- Create good places to live and work in Edinburgh
- Take all the local actions needed to end poverty in Edinburgh, and
- Work to deliver a net zero city by 2030

The GLP also aligns with the aims and vision of Edinburgh Learns for Life, which is the Council's strategic framework for Education, 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.

Key principles

The City of Edinburgh Council is committed to the following principles in the development and delivery of this plan:

Equal Respect

We will ensure that where Gaelic is included as part of our operations and services, they are of an equal standard and quality as those that we provide in English.

Active Offer

We will make an active offer of our Gaelic services to our employees and the public. This will ensure that where Gaelic services are made available by us, Gaelic users are made aware of their existence, and are actively encouraged to use them. We will ensure that our Gaelic language services are as accessible as our English language services.

Normalising

We recognise that the normalisation, or mainstreaming, of Gaelic as part of the day-to-day fabric of modern Scottish life is key to sustaining and growing the Gaelic language and associated culture, and we will ensure that opportunities for the public and our staff to use Gaelic are normalised, in support of the National Gaelic Language Plan's aims.

Consultation Findings

The Act requires public authorities to consult on their draft Gaelic language plan before submitting it to Bòrd na Gàidhlig.

The Council consulted on a draft of the 2023-2028 plan on the Consultation Hub for a six week period alongside two sessions with key stakeholder groups, one in person and one online. There were 83 responses to the online survey: 77 from individual citizens and 6 from organisations/community groups; and an additional email response.

There was overall agreement that the priorities set out are the right ones. Other priority areas identified include:
- Ensure there is sufficient planning and a robust strategy to support GME sustainability and development; and expansion of provision from early years onwards
- Extend and promote priorities to the non-Gaelic community to increase awareness, interest and engagement, and make Gaelic more inclusive
- Improve adult education and boost employment opportunities
- Meaningful and transparent engagement with Gaelic community

Similarly, there was overall agreement that the actions set out are the right ones. Other actions which respondents would like to see include:
- Improving education staff recruitment, training, development and retention
- Embedding Gaelic language across the English medium curriculum, widening access to all pupils
- Improve engagement with parents and school communities
- Improve employment pathways
- Improve Gaelic signage
- Provide more financial commitment.

Further details are provided in Appendix 2.

Strong foundations

This 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; 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 Secondary 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 (in this context, from primary 1 to S2) 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); two exhibitions held at the City Art Centre ([William McLean](#) and [Donald Smith](#)) which the

CGDO developed links with JGHS so that pupils had the opportunity to visit and engage; and group visits with advance Gaelic language learners.

- Working with partner organisations (including the National Library of Scotland, National Museum of Scotland, National Galleries of Scotland, Edinburgh University and Edinburgh Local Mòd) to deliver a **programme of Gaelic events and exhibitions**, again 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 contributing to the development of routes into Foundation Apprenticeships as part of city-wide collaborative work with schools and external 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, aims to bring a co-ordinated and creative partnership approach to embedding Gaelic as a vibrant part of life in Edinburgh for the benefit of citizens and visitors. By building partnership working across the public bodies in Edinburgh, it aligns with the aims and ambitions of the Gaelic Language Act. See Appendix 4.

Further details of progress to date are available in the Council's annual reports to Bòrd na Gàidhlig. The most recent progress report is available here.

The next phase: 2023-27

The two key aims of the next phase of our Gaelic Language Plan for 2023-28 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 for the benefit of everyone living, working or visiting the city

Our overarching vision for education is that all learners experience the best quality teaching and learning.   Our objectives for Gaelic Medium are clearly set out in the Gaelic Medium Education Improvement Plan. Developing the curriculum, professional learning and leadership to support this remain our most significant area of focus for achievement within the life of the plan.

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 wherever GME and GLE are delivered, including the Darroch annexe at James Gillespie's High School.

At this time, no budgets are allocated in the Council's Capital Investment Programme for either a GME a primary or secondary school in Edinburgh and therefore no work on development of this project is currently being progressed. The Scottish Government have also confirmed that they do not have funding allocated to the building of a new Gaelic school in Edinburgh.

We plan an added emphasis on bilingualism and cultural capital, which will link with languages education across our schools. Opportunities for learners to engage with Gaelic for Learners will be developed and promoted in all schools. We will introduce a Gaelic Learning Week, to coincide with World Gaelic Week, as a means of encouraging wider engagement with Gaelic language and culture across our school communities. We will conduct a thematic review of Gaelic Language Learning provision for children, families and adults as a basis for future planning and development 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 of residents and visitors to the city through increased opportunities to see, hear and use Gaelic
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 appendix 1.

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
- Provide activities outside school for learners and families to engage actively with Gaelic language and culture
- Actively support the development of a Gaelic community centre, 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
- Continue to provide Gaelic courses at beginner and intermediate level through our citywide adult education programme and continue efforts to engage tutors to provide evening classes

3. Promoting Gaelic

- Increase awareness, interest and take up of Gaelic opportunities for all ages

- Continue to 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

The implementation plan, shown in appendix 1, gives details of the actions which will support these aims.

Resourcing the plan

Funding for all aspects of the Gaelic Language Plan 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

Publishing and Publicising the Plan

Internal

Council staff will be informed of the publication of the new plan through the Council's intranet, managers' updates and internal Newsbeat platform, which is also used to let staff know about opportunities to build their knowledge and awareness of the language and culture.

External

The Council's Gaelic Language Plan will be published in Gaelic and in English on our website. In addition, we will:-
- issue a bilingual press release announcing the plan
- publicise the plan through a variety of social media platforms including LinkedIn and the Gaelic Facebook page
- send links to the published plan to arms-length organisations and other third-party organisations, as part of our engagement with them to support implementation

- send links to the published plan to key stakeholders in the public, private and third sectors; and to relevant Gaelic organisations and other interested bodies

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).

The Gaelic Language Plan in the Public Authority

Overall responsibility for the plan

The Executive Director of Corporate Services has overall responsibility for preparation, delivery and monitoring of The City of Edinburgh Council's Gaelic Language Plan. They can be contacted as follows:

Dr Deborah Smart

Executive Director, Corporate Services

The City of Edinburgh Council

4 East Market, EDINBURGH, EH8 8BG

0131 529 482; Deborah.smart@edinburgh.gov.uk

The Lead Officer, Policy and Insight and the Senior Development Officer for Languages and Gaelic Education have day-to-day responsibility for the delivery and monitoring of the Council's Gaelic Language Plan. Queries regarding the day-to-day operation of the plan should be addressed to:

Eleanor Cunningham

Lead Policy Officer, Corporate Services

The City of Edinburgh Council

4 East Market, EDINBURGH, EH8 8BG

0131 553 8220; eleanor.cunningham@edinburgh.gov.uk

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Appendix 1. Implementation Plan

Priority 1. Using Gaelic

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 delivered through our Gaelic Medium Education Improvement Plan [see Appendix 3]. Actions will be taken forward in collaboration with partners, including Comunn na Gàidhlig.

	Actions	Lead
1.1.1	In line with Edinburgh Learns for Life and national guidance, revisit and update school aims and vision in consultation with learners and families so that: • The ethos and identity of our Gaelic learning communities is strengthened and celebrated. • All learners and families within our GME communities feel equally valued, respected and included, in line with the UNCRC and Equality Act 2010 • Awareness of the benefits of bilingualism are understood, recognised and celebrated by our learners, their families and throughout wider school communities • Gaelic learning becomes more visible and prominent across our schools' learning communities **Timescale**: Year 1 and revisit throughout the life of the plan.	Children, Education & Justice Services (CEJS)
1.1.2	Develop and enhance partnerships to support improvement in: • Gaelic language skill and confidence (learners, staff, families) • Learners' ability to use Gaelic in a range of situations within and outside school • Approaches to teaching through Gaelic (Immersive pedagogy, for staff)	CEJS

	Actions	Lead
	• Understanding of and engagement with Gaelic culture (learners, staff, families) • Curriculum development and pathways to enhance learner experience for all groups in our GME cohorts, aligned to needs and interests of children and young people • Wider achievement activity • Connecting with Gaelic communities to enhance intergenerational activity We will do this by: • Ongoing audit and evaluation of existing partnerships and their impact, in consultation with school communities • Scoping out opportunities to extend and strengthen existing partnerships • Identifying potential new partnerships through links with communities and local/national/international networks • Developing a Framework for Partnership • Developing an improved communications strategy for schools, including with GME parents, as per action in Gaelic Medium Education Improvement Plan (see Appendix 3); as part of the development of the strategy, we will explore options for sound files for people who are visually impaired. **Timescale**: Audit and evaluation of partnerships Years 1 and 3; Framework in place by Year 3; communications strategy in Year 1.	
1.1.3	Establish and strengthen supportive networks including partnerships with local authorities and national bodies and organisations through: • Active participation in: • Gaelic Local Authority Network (GLAN)	CEJS Corporate Services (CS)

	Actions	Lead
	• Cabinet Secretary's Faster Rate of Progress network (FROP) workstreams: Recruitment and Retention of Teachers; Digital Learning and Media; Economy and Labour Market; Community Engagement; Usage and Learner Support, Participation. Close collaboration with: • Bòrd na Gàidhlig • Education Scotland • HMIE **Timescale**: as per 1.12 above and reviewed and evaluated annually as appropriate to activity and needs of learners, staff and communities.	

1.2 Provide opportunities outside of school for using Gaelic

1.2.1	Linked with the Capital Gaelic project, continue to develop opportunities for rich language engagement for learners beyond the classroom, Gaelic groups in the community, adult learner groups, etc • Continue to engage with NLS and NGS (CG partners) to arrange opportunities for visits and projects (e.g. ongoing labelling projects linked to the reopening of the Scottish Gallery; John Francis Campbell exhibition at the NLS) • Establish a core of significant events and activities to be participated in/offered each year • Plan responsively to develop further activity in consultation with learners, staff and communities to match evolving needs and interests • Lead on Fringe events; and provide Gaelic classes at the Local Mod each year	CS CEJS

		• Work with our school communities, other GME settings, Spors Gaidhlig and CNAG to create opportunities for learners to participate in collaborative activities through Gaelic language. • Build in regular opportunities for evaluation throughout the life of the plan **Timescale:** Year One establish a core of significant events and activities; evaluate and expand annually, in line with needs of community and available resource.	
1.2.2		Work with our school communities, other GME settings, Spors Gaidhlig and CNAG to create opportunities for learners to participate in collaborative activities through Gaelic language. • Establish inter-school partnerships in the primary sector; strengthen secondary partnerships and plan a framework for collaboration, for example a cycle trip between Edinburgh and Glasgow including the development of a "trail" for each city Establish a core of significant events and activities to be participated in/offered each year **Timescale**: year 1 • Plan responsively to develop further activity in consultation with learners, staff and communities to match evolving needs and interests • Build in regular opportunities for evaluation throughout the life of the plan **Timescale**: Annual review and evaluation through the life of the plan.	CEJS
1.2.3		Continue to support Commun na Gaidhlig Officer work with Sradagan (Youth Club) to provide opportunities to speak Gaelic out with the school setting, through engaging activities • Establish a core of significant events and activities to be participated in/offered each year. **Timescale**: Year One • Plan responsively to develop further activity in consultation with learners to match evolving needs and interests • Build in regular opportunities for evaluation throughout the life of the plan **Timescale**: Annual review and evaluation through the life of the plan	CS

1.2.4	Work collaboratively with Feis Dhun Eideann through the Capital Gaelic Network to provide input on arts • Encourage young musicians to come into GME schools to perform **Timescale**: year 1 • Plan responsively to develop further activity in consultation with learners, staff and communities to match evolving needs and interests • Build in regular opportunities for evaluation throughout the life of the plan **Timescale**: Annual review and evaluation through the life of the plan	CS

1.3 Actively support the Gaelic community in their efforts to develop a Gaelic community centre, linked to GME provision, through close partnership with the Gaelic language community in the city.

1.3	Support Ionad Gàidhlig Dhùn Èideann with their objective to develop plans for a Centre for Gaelic in Edinburgh through advice on business case development, linking with the Council's development of a Community Centre Strategy (where appropriate); through CGO membership on the committee and collaboration with the Ionad Officer (recruitment pending); and through invitation to the GiG to discuss opportunities for support. • invite [committee chair] to a GiG meeting to discuss progress so far and to identify opportunities for support; seek engagement from Capital Gaelic partners **Timescale:** year 1 • Support our school settings to engage with the planning and development of the centre. **Timescale**: In step with the development of the centre	CS Place CEJS

1.4 Continue to improve engagement with Gaelic communities to support greater involvement with GME schools

1.4	As set out in our Gaelic Medium Education Improvement Plan and linked to the Capital Gaelic project: • 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) Timescale: throughout the lifetime of this plan	CEJS CS

1.5 Promote GME provision

1.5	Create and disseminate promotional video of GME provision to support community engagement and recruitment in schools **Timescale**: Year 1	CEJS

1.6 Employment opportunities

1.6	Ensure learners have opportunities to link their skills in Gaelic language and understanding of Gaelic Culture to employment opportunities: • Develop the range of pathways available during the senior phase, including Foundation Apprenticeships • Organise regular Developing the Young Workforce/Careers events for learners across the BGE and in the senior phase with partners, including employers • Create opportunities for work placements with Capital Gaelic partners and school/0-3 settings	CEJS

- Introduce and develop a Gaelic Language Ambassadors programme with senior phase pupils and Edinburgh University students - Ongoing evaluation and adaptation in line with learner needs and interests. **Timescale**: Year One and annual review and evaluation through the life of the plan	

Priority 2. Learning Gaelic

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

2.1.1	Continue to strengthen our 0-3 Croileagan provision and extend reach across city - Establish the new base at Taigh an Dorsair, which has been refurbished to provide a space for Early Years and family engagement opportunities **Timescale**: Year One - Strengthen use of digital to provide more support for home learning - Extend choice and range of activity on offer citywide - Continue to audit provision and survey parents **Timescale**: Year One and annual review/evaluation	CEJS
2.1.2	Improve cohesion of 0-5 provision, including with our partner provider by: - Developing a Strategic Improvement Plan for 0-3 services, linked to EY Improvement Planning and local/national priorities - Creating shared professional development opportunities, in Gaelic where possible and appropriate - Co-creating linked curriculum frameworks across 0-5 services - Ensure continued support from the Quality Improvement Team **Timescale**: Developed Year 1 and reviewed and evaluated annually	CEJS
2.1.3	Support strategic improvement and development of GME through stakeholder engagement in a Learner-led Consultation Programme. Timescale: Year One	CEJS

2.1.4	As set out in our Gaelic Medium Education Improvement Plan (See Appendix 3), our main authority and school actions will develop provision across the key themes of: • Leadership and management of staff • The Curriculum • Transitions • Partnerships **Timescale**: Annual evaluation and review of plan; further three-year iteration of plan will be developed following the learner-led consultation process and be in place for academic year 2024-2025.	CEJS

2.2 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 Council residents, including the opportunity that exists under this Act for parents to request the establishment of Gaelic Medium Education.

2.2.1	Continue collaborative working with organisations that support early bilingualism and language learning and connect with other minority language groups so that: • The benefits of bilingualism are widely understood, recognised and celebrated • The methodology that underpins GME is better understood by learners and families We will: • Ensure events highlighting bilingualism are included in the programme of engagement events for families and wider communities **Timescale**: Initial series of events to be planned in year one and reviewed and adapted annually, according to need of learners and families.	CEJS

2.2.2	Carry out a thematic review of provision for Gaelic Learner Education for children in schools, families and adult learners to evaluate current provision and inform improvement planning so that engagement with learning Gaelic is enhanced. **Timescale**: Year 1	CEJS
2.2.3	Create and promote teaching and learning materials for Gaelic Learner Education including training for teachers and tutors. • Initial roll-out of resources **Timescale**: Year One • Refresh promotion and support for schools to engage with resources **Timescale**: Annually in May and August through life of plan	CEJS
2.2.4	Continue to offer Gaelic awareness and Gaelic language courses for Council staff (link with 1.6 above) – weekly throughout the year **Timescale**: Year One from September 2023, reviewed and adapted annually to meet staff requirements	CS
2.2.5	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 **Timescale**: Initial identification, evaluation, selection and signposting of resources in year one to be reviewed and adapted annually, according to need of learners and families and evolution of available resources	CEJS CS

2.3 Opportunities to learn about the language and culture

2.3.1	Continue to provide opportunities for staff to learn about the language and culture • Continue to provide weekly term time lunch and learn for staff (ongoing) • Continue to support Elected Members by providing one awareness raising session each year; plus support EM requests for brief translations • Annual promotion of the eLearning module and YouTube course (2020) • Continue to support the staff community group (across Capital Gaelic organisations) – Gaelic of the week phrase, social meetings (quarterly) **Timescale**: Year One from September 2023, reviewed and adapted annually to meet staff requirements	Corporate Services
2.3.2	Continue to provide opportunities for adults to learn and use the language 1. Adult class run by the Council – continue efforts to provide evening classes (dependent on uptake and the availability of a tutor) 2. Promote existing resources for language learning and use on the Capital Gaelic Facebook page (there are lots of existing opportunities to learn and use the language [See Appendix 4] **Timescale**: Annual assessment of offer and resources available to fit level of interest.	CEJS

Priority 3. Promoting Gaelic

3.1 Embedding Capital Gaelic	Work with BnaG and SG to explore ways to further develop CG as a sustainable brand **Timescale**: Year 1	CS CEJS
3.2 Developing Capital Gaelic	Continue to develop and sustain effective partnerships with a range of stakeholders, working together to deliver the aims of the Capital Gaelic Project including identifying opportunities for collaboration and sharing knowledge and expertise • Commit to a CG-led community event during Seachdain na Gàidhlig (World Gaelic week) with opportunities for Gaelic projects and organisations across the city to come together to develop networking and explore opportunities for collaboration - Year 1: World Gaelic Week 2024 • Reconvene Capital Gaelic Facebook steering group to review progress which aims to provide a one-stop-shop for finding out about Gaelic activity and events • Identify opportunities through Comann Oifigearan Na Gaidhlig Albannaich (Scottish Gaelic Officers Group) for collaboration with national partners to build capacity and share expertise **Timescale**: Year 1	CG

	• Develop a co-ordinated programme of Gaelic cultural or arts events such as the inaugural Seachdain na Gàidhlig and Edinburgh Local Mòd. **Timescale**: Year 1	
3.3 Tapping into Gaelic	Via the Gaelic Implementation Group (community members), U3A reading group, Gaelic Community Lunches and advanced Gaelic conversation groups – discuss how best to tap into the valuable resource of Gaelic expertise in Edinburgh **Timescale**: Year 1	
3.4 Promoting opportunities	Develop a communication strategy to ensure that people are aware of the opportunities to use and learn about Gaelic language and culture. As part of this work, we will ensure that information is available to available in formats to suit all groups of people, for example by exploring options for sound files for people who are visually impaired. **Timescale**: Year 1	CS CEJS

Standard Corporate, Staffing and Corpus Aims

The section below summarises progress with the standard corporate, staffing and corpus aims. Further details of progress are provided in our latest annual progress to Bord na Gaidhlig for 2021-22, which forms Appendix 2 of a [report to the Council's Policy and Sustainability](#) in March 2023.

Corporate Services Aims	Current practice, actions needed and timescales	Lead
Render the corporate **logo and branding** 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.	We have committed to doing this but there is no renewal planned at present	Corporate Services
Signage will include Gaelic and English as part of any renewal process. Increase the use of Gaelic signage in key Council sites	There is an agreed approach to including Gaelic in new and replacement signs on main Council buildings, especially where there is high footfall (main entrance signs only). The Council will review current guidance with a view to extend the scope and scale of implementation of Gaelic signage and to increase awareness of staff of their responsibilities to deliver this ambition. **Timescale**: Year 1 for review	All Directorates
Promotion: positive messages that communication from the public in Gaelic is always welcome are regularly repeated.	This is well-embedded in the Gaelic schools, where it is most relevant; and several Corporate staff use the BnaG "happy to communicate" footer on emails	Education, Children and Families

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.	In place	Education, Children and Families Corporate Services
Reception and phone: where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public. If there are not staff available to deliver this, capacity will be built through training and recruitment.	In place in key locations (Bun-sgoil Taobh na Pàirce and Àrd-sgoil Sheumais Ghilleasbuig/James Gillespie's High School)	Education, Children and Families
Opportunities to hold **public meetings** bilingually or in Gaelic are regularly explored and promoted. In those geographical locations in which the percentages or numbers of Gaelic speakers is greater,working towards this will be expected as standard.	Opportunities tend to relate to school events; translation resources would be required.	Education, Children and Families
High profile **news releases** and all news releases related to Gaelic are circulated in both Gaelic and English.	In place - news releases related to Gaelic are routinely issued in both languages	Corporate Services
Gaelic content distributed regularly through **social media**, working towards fully bilingual social media.	In progress through Capital Gaelic Facebook Page and the Early Years Services	Corporate Services Education, Children and Families

Gaelic content should be available on the public authority's **website**, with emphasis given to the pages with the highest potential reach, working towards fully bilingual website in those geographical locations in which the percentages or numbers of Gaelic speakers is greater, speakers in the community, this will be expected as standard.	In progress e.g. May 2021 - Gaelic version of school term dates. Benchmarking planned to identify good practice in other areas and consider options for Edinburgh.	Corporate Services Education, Children and Families
Corporate Publications: produced in Gaelic and English, with priority given to those with the highest potential reach and impact.	The GLP will be produced in Gaelic and English. Consideration will be given to other documents, depending on relevance	Corporate Services
A process is in place to ensure that the quality and accessibility of **Gaelic language** in all corporate information is high.	In place	Corporate Services
Opportunities to deliver public **exhibitions** bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact.	In place through the Capital Gaelic project	Corporate Services
STAFF		
Internal audit: Conduct an internal audit of Gaelic skills and training needs through the life of each edition of the plan.	Council-wide staff survey undertaken November 2020. An update for key service areas will be undertaken in the first year of this plan.	Corporate Services Education, Children and Families
Knowledge of the public authority's Gaelic language plan and training opportunities are	Complete: this was introduced in March 2019	Corporate Services

embedded in **new staff inductions**.		
Gaelic language skills training and development, delivered to staff, particularly in relation to implementing the public authority's Gaelic language plan.	Continue to offer Gaelic awareness and Gaelic language courses for front line staff *Timescale: ongoing* In place – see details in our annual progress report	Corporate Services
Using Gaelic Staff are encouraged to use Gaelic in their work.	In place – key areas (schools and early years)	Corporate Services Education, Children and Families
Awareness training Gaelic awareness training delivered, with priority given to senior staff, other key decision makers and staff dealing directly with the public.	In place – see details in our annual progress report using the link above this table.	Corporate Services Education, Children and Families
Recruitment: Gaelic language skills are recognised and respected within the recruitment process throughout the public authority.	In place as per standard recruitment process re essential and desirable knowledge, skills and experience.	Corporate Services Education, Children and Families
Recruitment: Gaelic named as an essential and / or desirable skill in job descriptions in order to deliver the Gaelic language plan and in accordance with the Bòrd na Gàidhlig recruitment advice.	In place as above	Corporate Services Education, Children and Families
Recruitment: Bilingual or Gaelic only job	In place as above	Corporate Services

adverts for all posts where Gaelic is an essential skill.		Education, Children and Families
Gaelic Language Corpus		
Gaelic Orthographic Conventions The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.	Relevant written materials comply.	Corporate Services
Place-names Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used.	In place – advice is sought and used	Corporate Services

Gaelic Language Plan 2023-28

Consultation survey results

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Background

- 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.

- The Council shared its third plan, setting out the next phase of work to promote Gaelic and increase its learning and use in Edinburgh.

- An online survey ran alongside engagement sessions with key stakeholder groups to gather views on the draft plan.

- The survey asked respondents to give their views on proposed priorities and actions in the draft plan.

Method

- Online survey between March – May inviting the public and organisations to give their views on the draft plan.

- Promoted through social media and Gaelic networks.

- 83 responses to the online survey in total:

  - 77 from individual citizens.

  - 6 from organisations/community groups.

- One additional email response.

- The results of the survey are not representative of the Edinburgh population due to the numbers responding and the self selecting nature of the survey.

- To account for this, the online survey was carried out alongside two engagement sessions with those most likely to be impacted or with high interest.

Key findings

- Overall agreement that priorities are the right ones.

- Other priority areas include:

  - Extend and promote priorities to non-Gaelic community to increase awareness, interest, take-up, Build a sustainable GME model, Improve adult education and accessibility, improve use of Gaelic language in public/private services, make Gaelic more inclusive, meaningful and transparent engagement with Gaelic community, boost employment opportunities.

- Overall agreement that the actions are the right ones.

- Other actions which respondents would like to see include:

  - Including Gaelic in the school curriculum, improving education staff recruitment, training, development and retention, increase accessible adult education, improve employment pathways, provide more Gaelic events, improve Gaelic signage, skill-sharing and collaboration between Gaelic community and organisation, and provide more financial commitment.

Priorities

- 76% of respondents believed that these were the right priorities. This included all organisations who responded.

- Most of those who disagreed they were the right priorities generally disagreed with supporting the development of Gaelic language in Edinburgh and felt that funding should be focussed elsewhere.

- Others who disagreed stated:

  - *"This is isolating the Gaelic speakers instead of promoting non Gaelic speakers to learn the language".*

  - *"Aspirations around use of Gaelic should not be confined to links with schools but should include everyone in the city, adult residents and visitors as well as young people, who should all have increased opportunities to see, hear and use Gaelic."*

  - *"Promoting Gaelic needs more emphasis. Educating the public on the history and value of the language can only help to improve Scottish identity and community values."*

  - *"Broadly yes [they are the right priorities], although there is quite a focus specifically on the Gaelic community and not so much on the wider "non Gaelic" community."*

  - *"Gàidhlig needs to be at the heart of the council".*

Priorities not included in the plan:

- Extend priorities to non-Gaelic community to increase awareness, interest, take-up. Raise awareness of Gaelic culture and support Gaelic events. Recognise and promote Gaelic locally, nationally and internationally and improve signage.

- Build on support for Gaelic Medium Education (GME) for all age groups, including:

  - Raising awareness and education in all public schools.

  - Providing a high school in Edinburgh, with close links to the primary.

  - Work with partners to ensure there is sufficient planning and a robust strategy to support GME sustainability and development

  - Improve adult education and accessibility.

- Improve use of Gaelic language in public/private services.

- Make Gaelic more inclusive by supporting Gaelic BAME and ASN people/groups.

- Meaningful and transparent engagement with Gaelic community.

- Support employers in the Gaelic sector to boost employment opportunities.

Priorities – What respondents said:

- *"All priorities listed are generally focused on GME only. This is an important aspect of Gaelic development in the city but not the only one. Opportunities for the support of Gaelic events beyond education badly needed."*

- *"urgent need to raise awareness of the Gaelic connection in Edinburgh to school children outside of Gaelic medium education."*

  "Make more visible and available the wealth of Gaelic culture and artefacts held in CEC archives. Prioritise exhibitions about Gaelic culture in City Art Centre. The recent Glean exhibition being an exemplar of what could be done."

- *"A high school in Edinburgh with close links to the primary".*

- *"work with partners to ensure there is sufficient planning and a robust strategy to support GME sustainability and development. There should be a long term plan and enough details / short term aims."*

- *"Expect commitment to training, recruitment and retention of professional development of GME."*

- *"Use of the language is very important - where possible public (and private) services should be available in Gaelic and effort should be made to make it visible throughout the city and throughout Scotland by making signage bilingual and promoting Gaelic place names."*

- *"I would like to see more classes run for adults. I think this is important if we want to support and encourage younger members of our families to speak Gaelic. The classes I have attended … are excellent but there isn't much choice in times or days to fit around work and other commitments."*

- *"Support and promote the inclusiveness of Gaelic by supporting Gaelic BAME and ASN people/groups."*

- *"there appears to be no clear objective to increase the number of speakers, fluent or otherwise, of Gaelic…This is fundamental to the long-term health of the language in the capital and should therefore be considered a priority"*

- *"Employment opportunities are required to ensure that Gaelic learners and speakers have pathways into employment"*

Actions

- 71% of respondents believed that these were the right priorities. 12% did not know/did not answer.

- Again, most of those who disagreed that these were the right actions felt that funding should be focussed elsewhere. One person stated, *"The Council should meet the minimum commitments as required by …. Scottish Government legislation & no more."*

- Others who disagreed, stated:

  - *"Each action needs to be Specific, Measurable, Achievable, Realistic and Time bound - have a date by which it will be implemented."*

  - *"The actions you have mentioned aren't bad but for education I would be more committal about what you are going to do and when to provide Gaelic medium secondary education as this initiative seems to have stalled."*

Other actions we could take:

- Build Gaelic into the curriculum for all schools.

- Align early years and primary GME provision and build capacity to ensure sustainable growth and continue to develop Gaelic options.

- Greater capacity building of Gaelic speaking teachers, including support for EME to transition to GME as an ongoing commitment. Improve recruitment, training, retention.

- Ongoing and meaningful collaboration between the council and all parents of GME.

- Build links with schools across Scotland and other local authorities.

- Ongoing and meaningful collaboration with parents of GME pupils.

- Increase adult education capacity and improve accessibility in the community.

- Provide opportunities for CEC employees to learn about Gaelic language and culture.

- Support to families to continue to use Gaelic language at home.

- Extend funding for Gaelic Development Officer role(s) and Capital Gaelic Officer.

Other actions we could take:

- Employment pathways:

  - Improve employment opportunities and pathways into Gaelic in the workplace.

- Gaelic culture and awareness raising:

  - Support culture and provide Gaelic entertainment in schools and out with school life.

  - "Establish a programme of promotion and access to Gaelic cultural artefacts" and events.

  - Increase Gaelic signage to normalise culture.

- Capitalising on resource:

  - Skill-sharing and collaboration within the Gaelic community and organisations.

- More detail on actions and how this will be measured - including goals, targets, timelines, staffing, responsibility, finance.

- Financial

  - "clear financial backing in order to fulfil the aims and actions of the plan".

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Actions - What respondents said:

- *"instead of a dedicated community support building it into the normal curriculum"*

- *"Commit to increasing the number of available GME places and locations at early years education … and increasing the number of subjects available through Gaelic at high school as a stepping stone to a dedicated GME high school."*

- *"More support for families so we can speak together in Gaelic and encourage our young people."*

- *"providing learning opportunities to those adults who are interested in learning Gaelic but don't have children/have children in GME and which are designed to not exclude people who work."*

- *"explicit commitment to training (incl CPD), recruitment and retention and continuous professional development of GME teaching and support staff at all levels from 0-18 years to underpin planned continued improvement in quality of GME provided."*

- *"It would be great to support pop-ups at, for example, Farmers Market … and events, e.g. morning coffee near the Gaelic schools. Outreach work is what is needed, I would say, to recreate a community."*

- *"More support for pathways into Gaelic in the workplace, examples provided including ensuring Gaelic was available at an appropriate, higher level, subject to allow for pathways into education in Gaelic. Linkages with local employers including Fèis with the possibility of exploring apprenticeships."*

- *We would like explicit collaboration between the Council and all parents of GME pupils"*

- *"There should be a presumption that signage/branding is bilingual unless exceptional reasons are provided."*

- *"Encourage young Gaelic musicians and singers to come into school for workshops or concerts."*

- *We would also suggest that CEC staff are given the opportunity to take short residential courses within the Gàidhealtachd on Gaelic language and culture. This would strengthen staff understanding of Gaelic language and culture.*

- *"Gàidhlig needs to be at the heart of the council, with clear guidelines, clear goals that can be measured, and all new plans for anything should have a phase in which scope for Gàidhlig is considered and budgeted for. "*

Other comments

- *"The spirit of the Gaelic Language (Scotland) Act 2005 is that public authorities should play their part in promoting Gaelic as a language commanding equal respect with English. This cannot be achieved at no cost to the council, but progress could be made with modest investment which we would urge the City of Edinburgh Council to consider."*

- *"Gaelic learners in schools should not be ignored in the future. There should be renewed support for this stream of learning."*

- *"Currently, there is no place in Edinburgh where Gaelic groups and Gaelic speakers in the city can come together and there is no 'safe space' for the language. A Gaelic centre would make a big difference."*

- *"We believe … that there is an opportunity in the plan to maintain meaningful support for the important work done by community groups."*

Gaelic Language Plan 2023-28

Consultation – Summary of engagement sessions

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Overview

- 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.

- The Council shared its third plan, setting out the next phase of work to promote Gaelic and increase its learning and use in Edinburgh.

- Two engagement sessions were held with stakeholder groups to gather views on the draft plan. This was in addition to the online survey.

- The sessions gathered useful suggestions and additions to improve the priorities and actions in the plan. A summary of these can viewed on the following pages.

Suggested priorities and actions

- Commitments are a good start, however, there is a need for an **strong, ambitious and decisive plan** that can be **measured** year on year.

- **Create national opportunities and develop links and collaboration**:

  - Put pressure on Scottish Government to provide additional support to Gaelic.

  - Collaborate with other local authorities to increase the breadth of opportunity.

- **Create and support social opportunities and events to build Gaelic community**:

  - Provide activities in Gaelic for children out with school, including non-Gaelic specific activities, e.g. Football, Dynamic Earth, etc.

  - Develop a Gaelic community centre with a reach beyond the school environment.

- **Develop and support education needs**:

  - Improve workforce planning, retention and resilience through ongoing recruitment, support, training and development of staff. Invest in supporting more teachers to learn Gaelic.

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Suggested priorities and actions (continued)

- Improve connections with local resource to support workforce development, e.g. apprenticeships, tutors, etc.

- Provide a Gaelic secondary school, expand on nursery, primary and secondary places, maintain visibility and mitigate against isolation.

- Create links with other local authorities.

- Provide Gaelic activities in schools, e.g. Active Schools using Gaelic.

- Improve engagement with parents and school communities.

- Make Gaelic learning more accessible to public.

- **Increase Gaelic/bilingual signage** and make use of opportunities to normalise Gaelic in the community.

- **Commit funding** to improve Gaelic opportunities and accessibility. "*It is much more difficult to find opportunities in Gaidhlig when so much is available in English.*"

GAELIC MEDIUM EDUCATION IMPROVEMENT PLAN 2021

Introduction

EDINBVRGH
YOUR COUNCIL – YOUR SERVICES

Within the overarching city vision and aims of Edinburgh Learns for Life, we aim to develop the provision of high-quality Gaelic Medium education. The actions we are taking forward are the result of the audit of provision in 2018 across primary and secondary schools, and which led to the creation of the first Gaelic Medium Education Improvement Plan.

That plan has subsequently been developed but retains its clear links with the development of education through Edinburgh Learns and Edinburgh Learns for Life. The additional significant dimension is the emphasis on bilingualism and culture which is provided through Gaelic medium, enriching and supporting education and learning for life.

On the following pages we have set out our main authority and school actions which will develop provision across the key themes of:

- Leadership and management of staff
- The Curriculum
- Transitions
- Partnerships

Our vision

A fairer, healthier, greener future for everyone, where learning for life happens at home, in school, in the wider community and in the workplace.

Our mission

To create a world class learning city where everyone's skills, knowledge, creativity and relationships with people and places are equally valued.

To create an environment of collaboration that inspires connections, improves wellbeing and reduces poverty.

Our goals

Transform

We will provide inclusive, equitable, valuable learning opportunities for everyone.

Connect

We will use a Place-based approach to build collaborative and sustainable learning, communities and networks.

Empower

We will co-create the environments where learners can lead and shape their own learning.

Key school and authority actions

Quality Indicator 1.4 Leadership and Management of Staff

- We will establish and maintain a culture of high quality, Gaelic Medium learning, learner engagement and an ethos of success
- We will build and sustain a professional staff team fluent in Gaelic
- We will ensure that a culture of equalities promotes staff wellbeing and pastoral support

Action number	Action	2022	2023	2024
1.4.1	Audit staff skills and refresh databases	✓	✓	✓
1.4.2	Create Teachers' Charter and Support Staff Charter for Gaelic Medium Education, including Early Years and Croìleagan.		✓	✓
1.4.3	Develop Career-long CLPL Framework matched to GME Teacher's and Support Staff Charter (include pre-service and leadership)		✓	✓
1.4.4	Develop career education pathways including FA for Early Years and Support Staff to support recruitment and retention linked to our Grow Your Own strategy.	✓	✓	✓
1.4.5	Develop career education pathways for GTCS staff from GME and EME backgrounds	✓	✓	✓
1.4.6	Develop, in partnership, learning and development opportunities for support staff	✓	✓	✓
1.4.7	Review and update Induction policies for GME schools/centres - sector specific position statement for on-boarding		✓	
1.4.8	Develop effective comms strategy for recruitment, drawing on local and national resources.	✓	✓	
1.4.9	Prepare effective workforce plan for full GME provision 0-18, linked to immersion, curriculum development, rising rolls and improvement planning	✓	✓	✓
1.4.10	Review PRD policy for Gaelic Medium Staff to reflect specific needs across settings		✓	✓

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Quality Indicator 2.2 The Curriculum

- We will work together to develop, promote and maintain an aspirational vision for the curriculum to be delivered as far as possible through the medium of Gaelic
- We will continue to review and refresh the curriculum in line with the Education Reform recommendations and a culture of learning for sustainability
- We will assertively promote bilingualism
- We will develop pathways specific to careers in Gaelic Medium

Action number	Action	2022	2023	2024
2.2.1	Produce a shared Gaelic Medium curriculum (Learner Led) rationale and framework reflecting skills for learning, life and work for BGE and Senior Phase, and within context of learning for sustainability		✓	✓
2.2.2	Produce and publish a revised Vision Statement, linking Gaelic Education to activity in culture and economy, in conjunction with the Capital Gaelic initiative and tied to the aims of CEC and national Gaelic Language Plans		✓	
2.2.3	Promote the relevance of bilingualism and associated benefits for enriching and supporting education and learning for life.	✓	✓	✓
2.2.4	Work with partners to broaden and strengthen curriculum offer in BGE through cooperative projects and hybrid models of teaching and learning, including use of e-egoil and digital consortia	✓	✓	✓
2.2.5	Assess progress in learning through ACEL/MCNG	✓	✓	✓
2.5.6	Develop coherent, relevant, ambitious learning pathways, delivered through medium of Gaelic	✓	✓	✓
2.5.7	Increase diversity of available pathways through the Senior Phase by exploring options leading to apprenticeships, Languages for Life and Work Awards, Baccalaureate ❖ Foundation Apprenticeships in Early Years and Childcare in partnership with CEC EYC Academy ❖ Link to CEC Development of FA Programmes across schools	✓	✓ ✓	✓ ✓

Action number	Action	2022	2023	2024
2.5.8	Collaborate with partners (Storlann and SQA) to enable curriculum choice of learners to influence the development of national resources to support GME	✓	✓	✓
2.5.9	Audit of gaps in language proficiency and impact on access to teaching and learning following school closures; establish tracking and monitoring mechanisms in each school	✓	✓	✓

Quality Indicator 2.6 Transitions

- We will ensure our learners and families are supported
- We will collaborate to plan and deliver learning
- We will ensure continuity and progression in learning

Action number	Action	2022	2023	2024
2.6.1	Develop an over-arching transitions policy to ensure children and young people are supported at transition **into** GME, **through** EY, primary and **onto** secondary and **beyond** school **onto** positive destinations. Link to Pupil Voice findings.	✓	✓	✓
2.6.2	Implement Transitions GME Policy ensuring high levels of social and emotional support. Review yearly.		✓	✓
2.6.3	Develop learning transitions at P7 to S1 with a focus on the uniqueness of children`s experiences as learners in an immersive GME context (progression and continuity of Gaelic language learning) and any associated barriers to moving into S1.	✓	✓	✓

		2022	2023	2024
2.6.4	Implement Buddy system with senior pupils (develop this into Gaelic Language Ambassador Programme longer-term, working with languages CLs in CEC schools to develop model).		✓	✓
2.6.5	Develop policy for involvement of GME volunteers to enhance immersion and learner experience. (parents/students/community members/partner organisations) Link to QI 2.7 Partnerships	✓	✓	✓
2.6.6	Review and update policy on Immersive Practice and Pedagogy for use across sectors and settings		✓	✓
2.6.7	Implement authority Tracking and Monitoring Database	✓	✓	
2.6.8	Develop Learning Community Pupil Support Group and refine GIRFEC processes		✓	✓
2.6.9	Establish Wellbeing Hub and alternative Pathways	✓	✓	✓

Quality Indicator 2.7 Partnerships

- We will develop and promote local and national Gaelic partnerships
- We will ensure our Gaelic partnerships are fully collaborative and effective
- We will improve learning together in the medium of Gaelic (Parental Engagement and Involvement)

Action number	Action	2022	2023	2024

2.7.1	Develop Communications Strategy and Partnership strategy which ensure inclusion of all relevant groups in collaborative activity, particularly parents		✓	✓

2.7.2	Audit impact of existing partnerships on:
	
	    o Gaelic language skills of learners and families;
	
	    o Staff language skills and confidence;
	
	    o Staff understanding and skill in immersive pedagogy;
		✓	✓	

2.7.3	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
		✓	✓	✓

2.7.4	Develop opportunities for rich language engagement for learners beyond the classroom, Gaelic groups in the community – choirs, adult learner groups, etc. Link to Capital Gaelic Project and partners.	✓	✓	✓
2.7.5	Establish and strengthen supportive networks including partnerships with Local Authorities and national bodies and organisations, at school and local authority levels	✓	✓	✓

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Capital Gaelic

- a co-ordinated and creative partnership approach to embedding Gaelic as a vibrant part of life in Edinburgh for the benefit of citizens and visitors.

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.

Capital Gaelic is led by the City of Edinburgh Council in partnership with the National Library of Scotland. We realised that, by getting the key organisations in Edinburgh to work together, we could share and grow skills, knowledge and expertise to promote and embed Gaelic in Edinburgh and beyond. By working together, we can identify opportunities, share knowledge and expertise, and shape a vision for the future of Gaelic in the city.

Over time, we will build the partnership. Our current partners are:

- The City of Edinburgh Council
- National Museum of Scotland
- National Galleries of Scotland
- Skills Development Scotland (SDS)

- Comunn na Gàidhlig (CnaG)
- Edinburgh University
- The Scottish Parliament

Capital Gaelic partners believe that Gaelic is for everyone – people who live and work in the city, visitors and tourists.

Capital Gaelic is working to support a sustainable future for Gaelic in Edinburgh by:

1. Making Gaelic more visible as part of the city's culture
2. Providing opportunities to use Gaelic beyond classroom settings for young people, including employment opportunities for Gaelic speakers
3. Seeking and building on opportunities through solid, dynamic links to bodies engaged in cultural activity, tourism, business and industry
4. Promoting the wide range of opportunities which already exist including places to hear and use the language and experience and learn about the culture
5. Holding special events – exhibitions, concerts
6. Building capacity and confidence among staff
7. Strengthening networks and promoting activity in Gaelic language and culture city-wide and beyond.
8. Wider knowledge, understanding and respect for Gaelic among the general population for Gaelic to truly flourish.

Our work together so far has included:

- A dynamic programme of events for Seachdan na Gaidhlig in February 2023
- John Francis Campbell exhibition at the NLS
- Pupil Video Tour (Ann, NLS, Invisible Cities and CnaG)
- Labelling Project (Ann, Galleries, CnaG, JG's)
- Local Mod Fringe (Ann, Sorcha, Laura, Kirsteen, Isla)
- Gaelic documentary film Calman nan Loch (Ann, NLS)

Appendix 5. Key Resources

Learning Gaelic:

- Speak Gaelic https://speakgaelic.scot/; Learn Gaelic, https://learngaelic.net/

- Gaelic for Parents: https://www.gaelic4parents.com/

Using the language in Edinburgh:
- Evening conversation classes for adults: Cearcall Còmhradh, https://www.cearcall.net/;
- Saturday coffee and cake: Cànan is Ceic – https://www.facebook.com/Canan.is.Ceic/;
- Cofaidh is Cabadaich, via Capital Gaelic Facebook page – https://www.facebook.com/CapitalGaelic
- Non Gaelic speaking kids: reading club (0-5 and parents/carers) at Central Library – info via Capital Gaelic Facebook
- Gaelic choir and Bothan Dun Eideann (https://www.facebook.com/BothanDE) – all via CG Facebook page – open to all with the opportunity to hear Gaelic
- Weekly Gaelic service at Greyfriars (all welcome): https://greyfriarskirk.com/services/gaelic-worship/

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Policy and Sustainability Committee

10:00am, Tuesday, 22 August 2023

Edinburgh Community Climate Fund

Executive/routine
Wards

1. Recommendations

1.1 Members of the Policy and Sustainability Committee are asked to note the contents of the report discharging the approved motion from Cllr Mumford.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Daniel Greig, Senior Policy and Insight Officer, Strategy and Communications

E-mail: daniel.greig@edinburgh.gov.uk

Report

Response to motion from Cllr Mumford – Edinburgh Community Climate Fund

2.   Executive Summary

2.1   Following the launch of the Edinburgh Community Climate Fund (ECCF) in early 2023, this report responds to the motion from Cllr Mumford on evaluating the Fund's success and any opportunities for further similar future initiatives.

3.   Background

3.1   At the meeting of the Policy and Sustainability Committee on 21 March 2023, members considered and agreed a motion from Cllr Mumford on the Edinburgh Community Climate Fund (ECCF), a grant-based participatory budgeting initiative undertaken between January and March 2023. Specfically, the motion:

1)   Welcomed the many applications submitted by community groups to the ECCF;

2)   Noted that the fund had been significantly oversubscribed and considered this a testament to its success, and commended the hard work of officers to publicise it and community groups for getting involved;

3)   Requested a report from officers after applications had 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 breakdown 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; and

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

3.2   This report provides an overview of the Fund's operation and addresses the specific requests contained within the motion, building on the summary included in the [Participatory Budgeting Progress Report](#) considered by the Finance and Resources Committee on 25 April 2023.

4.   Main report

4.1   A comprehensive interim evaluation of the Fund, outlining the policy background, planning process, promotional activities, number and geographical spread of applications received, voting, successful projects and survey feedback from both applicants and voters is included as Appendix 1. The following sections, however, seek to draw out the specific points contained within the motion.

Total amount of funding applied for by groups

4.2   Qualifying organisations were invited to submit relevant proposals up to an individual value of £20,000. In total, 61 applications were received, with 56 of these (amounting to £785,818) eligible to be included in the public vote. Where applications did not meet the criteria and were thus not able to form part of the public vote, information and feedback were provided directly to the applicants concerned and published on the website.

The total amount of funding available from the fund and therefore the level of oversubscription

4.3   Funding of £70,000 was made available through the Council Participatory Budgeting development fund (approved as part of the Council's 2022/23 budget) and this was supplemented by a £70,000 contribution from the Net-Zero Communities budget to create a £140,000 overall grant fund. Allocations from both budgets were one-off in nature but designed to support the implementation of Business Plan priorities.

4.4   Based on the full allocation of the available £140,000, the Fund was therefore almost five times oversubscribed. Looked at another way, payments to successful projects totalled around 18% of the sums requested.

The key themes emerging from project applications and successfully funded projects

4.5   From the ideas submitted and specific projects awarded funding, a number of key themes were identified including:

- **Outdoor learning**: learning and education that take place outside the traditional classroom, in nature or outdoor environments;

- **Food waste**: addressing the issue of wasted food and finding ways to reduce or prevent it;
- **Food growing**: promoting and supporting the cultivation of food, such as through community gardens and urban farming;

- **Young people**: activities, programmes or initiatives aimed at benefiting or involving young individuals;

- **Housing**: addressing issues related to housing, such as retrofitting and advice; and

- **Reduce/reuse/recycle and circular economy**: encouraging the reduction of waste, finding ways to reuse materials and promoting recycling.

Geographical breakdown of the submitted and awarded projects

4.6   Particular efforts were made to publicise the Fund across a range of media, including through local networks and Council-operated facilities, with a view to reaching all areas of the city, especially areas of higher relative deprivation where participation in community engagement activity is traditionally lower. As a result, the spread of submitted applications across the city was evenly distributed, alongside a number of city-wide projects. Applications were also received from all but one of the city's seventeen wards (with the exception being Drum Brae/Gyle).

4.7   Of the eight funded projects, one was city-wide, with the remaining seven drawn from six geographically and economically diverse wards (Almond, City Centre, Forth, Fountainbridge/Craiglockhart, Leith and Portobello/Craigmillar), with a particular emphasis on engaging often-excluded groups.

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

4.8   Following the conclusion of the process, information was distributed to all applicants about other available funding opportunities and groups were invited to discuss this with relevant colleagues. Several new opportunities have also been identified around developing shared funding applications. A networking event for all applicants is being planned for later in the year to support future collaboration and facilitate networking between groups.

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

4.9   The ECCF was supported through one-off member-approved investment in 2022/23 and undertaken as part of a wider programme of Participatory Budgeting focusing, in particular, upon mainstreaming approaches. As such, there are no approved plans to run further rounds of the Fund at this time.

4.10 On 22 June 2023, members noted the Council's unaudited accounts for 2022/23, with these indicating a provisional in-year underspend of £13.7m. The Edinburgh Integration Joint Board (EIJB) is, however, currently projecting a significant in-year deficit of at least £14m and, in this context, the September meeting of the Finance and Resources Committee will consider progress in addressing this funding shortfall. Agreement on the allocation of any remaining underspend will therefore be made at this time once the outcome of the audit process is also known. Members may wish to consider non-recurring PB-related investment in this context.

5. Next Steps

5.1 All funded organisations have been sent information about associated reporting and monitoring requirements. Information on the impact of funded projects will be published online to ensure transparency.

5.2 Once project monitoring is complete, a further report will look to understand the impact of the process and feedback will be provided to the wider community on how the engagement process has influenced decisions and what has changed as a result. Learning and evaluation from the process will then help to shape future PB processes.

6. Financial impact

6.1 Awards to successful projects fully allocated the available funding of £140,000.

6.2 All PB processes require various resources to engage effectively and involve community members in decision-making and the allocation of public funds. For the ECCF this included:

- Time of steering group members, particularly within the Council's Communities team where the associated direct staffing cost was estimated at £10,000;

- Financial resources totalling £2,800 to cover costs of media and advertisement campaigns, printing materials and creative elements like lamp post wraps; and

- Support from COSLA to develop and maintain CONSUL.

7. Equality and Poverty Impact

7.1 Integrated Impact Assessments (IIAs) were prepared for both the Council's overarching Participatory Budgeting Framework and specifically the ECCF. These assessments informed the detailed design of the Fund at all stages, including equalities group representation on the steering group, use of targeted local networks to publicise the opportunity and a range of voting methods, including

paper-based postal or community-based voting, for those organisations requesting this.

8.   Climate and Nature Emergency Implications

8.1   The ECCF was designed to contribute directly to the Council's net-zero targets and 2030 Edinburgh Climate Strategy by providing grant funding for communities to implement local projects. Working collaboratively with the Council's Sustainability Team ensured that projects taken forward will contribute to the Council's approved priorities.

8.2   As part of the scheme monitoring, successful applicants will be asked to provide details of carbon reductions planned and delivered. In addition to these direct impacts, it is anticipated that the successful projects will contribute positively to wider required behavioural change.

9.   Risk, policy, compliance, governance and community impact

9.1   Following the announcement of the successful projects, a survey of applicants and voters was undertaken. A number of positive aspects were noted, including views on participatory budgeting as a means both of allocating public money and engaging with the Council.

10.   Background reading/external references

10.1   Participatory Budgeting (PB) Progress Report, Finance and Resources Committee, 25 April 2023

11.   Appendices

11.1   Green Participatory Budgeting Initiative – The Edinburgh Community Climate Fund Interim Evaluation Report, August 2023

Green Participatory Budgeting Initiative - The Edinburgh Community Climate Fund

Interim Evaluation Report

August 2023

Green Participatory Budgeting Initiative - The Edinburgh Community Climate Fund

Introduction

Participatory budgeting (PB) is a way for people to have a direct say on how public funds are spent. In Edinburgh, PB has been used as an approach to distribute funding since 2010, starting with small grant funding and expanding to other areas such as the Neighbourhood Environment Programme and the Health and Social Care Change Fund.

A framework agreement is in place between the Scottish Government and COSLA, stating that councils should work towards at least 1% of local government budgets being allocated using a PB approach.

To help deliver the 1% agreement the Edinburgh PB framework was approved by the Finance and Resources Committee on 7 October 2021 which included a commitment to a adopt PB through; commissioning, grants and mainstreaming initiatives.

This Green PB process (The Edinburgh Community Climate Fund) that launched in January 2023 was a grant PB process. The initiative was designed to support the delivery of the Council's climate change ambitions together with providing learning to inform the wider approach to PB.

This report will cover the background of the fund, the different stages of the process, key learning and the next steps.

Background - The Edinburgh Community Climate Fund

Funding of £70,000 was made available through the Council PB development fund (approved as part of the Council's 2022/23 budget) and a £70,000 allocation from the Net-Zero Communities budget to create a £140,000 grant fund. Allocations from both budgets were one-offs for the financial year and designed to support the implementation of the Business Plan.

The initiative was designed to contribute directly to the Council's net-zero targets and 2030 Edinburgh Climate Strategy by providing grant funding for communities to implement local projects. Working collaboratively with the Council's Sustainability Team ensured that projects taken forward contributed to the Council's approved priorities.

To help make the PB process as fair and high-quality as possible the PB Scotland Charter was used to guide and design the initiative. The Charter is a co-produced resource, developed by people with experience of PB processes, including those from equality community organisations. It aims to ensure PB is inclusive, uses good quality methods and is truly participative.

The process followed a traditional grants-based model and had several defined stages outlined in Figure 1 below.

Figure 1: ECCF Process

Planning

In line with best practice guidance for grant-making PB exercises and following the principles in the PB Scotland Charter, an organising group was convened in November 2022. The organising group consisted of individuals with experience related to the theme and PB processes. It comprised representatives from the public, community and voluntary sectors including:

- Edinburgh Voluntary Organisations' Council (EVOC);
- Equality and Rights Network (EaRN);
- The Ripple (a community-based third sector organisation);
- Edible Edinburgh; and
- Colleagues from CEC (Communities, Finance, Sustainability, Housing, Empowerment, Life Long Learning and Communications and Greenspaces)

The group supported the planning, design and delivery of the ECCF pilot initiative providing representation in their particular area of expertise, covering the core elements of the programme including:

- Application process;
- Promotion and engagement;
- Eligibility and criteria;
- Voting methods; and
- Interim evaluation and monitoring.

The organising group undertook an Integrated Impact Assessment (IIA). The IIA identified that national data shows that certain groups have greater barriers to participating in community engagement activity and would therefore be less likely to benefit from this proposal. Recognising this, specific actions were implemented to mitigate the impacts, including offering support to help groups/people participate and monitoring participation throughout the process. As noted later in this interim evaluation, applications were received from almost all wards, including those with greater relative deprivation, and from a diverse cross-section of city-wide and local community-based groups.

A detailed stakeholder analysis was also carried out which informed the communications and engagement plan.

A key aim of the engagement plan was to support the development of PB in the Council by developing a model communications approach and resource which can be applied to future PB projects.

Key objectives included:

- Inform and educate people about PB and how it works;
- Inspire and prompt groups to apply within the application deadline;
- Develop a toolkit for future use;
- Direct community groups to the website for more information;
- Attract people to attend engagement events;
- Encourage the partners and community organisations to spread the word;
- Encourage Edinburgh residents to vote; and
- Celebrate the successes and impact of the project.

The organising group also helped develop the criteria for the fund. The criteria for the fund comprised key areas identified in the IIA:

- Creating opportunities for community leadership and learning on climate change;
- Reducing greenhouse gas emissions within communities and contributing to the net-zero agenda for Edinburgh;
- Generating sustainable projects for the benefit of local people to build resilience or adapt to climate change within communities; and
- Building relationships between neighbourhoods of different socio-economic and ethnic backgrounds to work together on just, equitable and accessible climate and resilience activities contributing to the city's net zero agenda,

also ensuring that activities work towards reducing or removing barriers for disabled people in the transition to net-zero.

Promotion and response

The Council communicated and invited responses through a range of channels and developed a communication strategy. Key elements of the communication strategy included:

Creative resources and artwork

- Update existing artwork and branding with Edinburgh Community Climate Fund theme
- Toolkit of graphics and templates supporting key stages of PB communications (social, email banner, etc.)

Content

- Use key messaging for a range of target audiences

Channels

- Advertising – digital, lamppost wraps
- Email – use partner email to broadcast messages and get support
- Media – press releases/features at key stages (launch, call to action /deadline, results, showcase)
- Social – organic posts at key stages, updates and engagement, council, partner network sites
- Publications – partner/network e-publications, PB web pages, and partner sites
- Events – promote a diary of events through social and network

To encourage participation, information about the fund was published on the online platform including FAQs. Information was also distributed to several groups directly and circulated to networks and groups with a specific request to cascade. Briefings about the fund were also sent directly to colleagues in relevant services e.g. education and libraries and an Elected Member briefing was issued before the launch of the initiative.

A media release was issued and linked via the news section of the Council website and several articles were published on News Beat. Furthermore, articles were published on partner websites and in community newsletters. Several community organisations also shared the links on their own external social media channels.

During the voting phase lamppost wraps were placed next to libraries to raise awareness of the vote and posters were sent to physical locations where individuals could be supported to participate.

Applicants were also encouraged to campaign and resources were developed to support consistent messaging.

Subsequently, local and national media featured articles in print and online highlighting key messages contained in media releases. These included articles on the PB Scotland, Edible Edinburgh and Edinburgh Voluntary Organisations' Council websites.

The overall social media campaign reached an audience on Facebook of 78,611, and 382,436 through Google ads. This is the cumulative total of all posts on each platform totalling the number of times adverts were seen by users.

Subsequently, 24,601 individual visits were made to the site during the engagement campaign.

Idea generation

Between 13th January and 9th February, groups were invited to submit applications to the fund. Any constituted Edinburgh-based community, voluntary or non-profit organisation could apply. Groups that were not constituted could apply but were required to work with a parent organisation that would submit the application in partnership and be the accountable body for any grant distributed in line with the Council Conditions of Funding.

During the application stage, three online information sessions and two in-person drop-in sessions were organised to help applicants find out about the fund and to help develop ideas. Applicants were also offered one-to-one support through email, telephone and MS Teams.

Several online web pages were created to provide applicants with relevant information, including a quick guide, key dates, FAQs, an application guide, registration help and support.

Applications for up to £20,000 were invited with only those meeting the criteria going forward to the public vote. In total 61 applications were received amounting to £796,818. Match funding was not required for groups to apply although a number of groups identified that they were going to use any grant received to deliver larger projects and identified an additional £275,560 to contribute towards their ideas. Table 1 below shows the range of grants requested from groups.

Table 1: Grant ranges from applicants

Grant Range	Percentage of Applications
£20,000	29%
£15,000-£20,000	20%
£10,000-£15,000	21%

£5,000-£10,000	23%
Under £5,000	7%

Of the 61 applications, 56 were eligible to be included in the public vote. All ideas were published on the website alongside full applications. Where applications did not meet the criteria and were not eligible for the public vote, information and feedback were provided directly to the applicant and published on the website.

Applications were received from every Council Ward apart from Ward 3 Drum Brae/ Gyle. Table 2 below shows the percentage of applications from each locality.

Table 2: Area of applications

Area	Percentage of Applications
North East	24%
North West	19%
South East	25%
South West	17%
Citywide	15%

From the ideas submitted, a number of key themes around projects were identified including:

- **Outdoor learning**: Learning and education that take place outside the traditional classroom, in nature or outdoor environments.
- **Food waste**: Addressing the issue of wasted food and finding ways to reduce or prevent it.
- **Food growing**: Promoting and supporting the cultivation of food, such as through community gardens and urban farming.
- **Young people**: Activities, programmes or initiatives aimed at benefiting or involving young individuals.
- **Housing**: Addressing issues related to housing, such as retrofitting and advice
- **Reduce/reuse/recycle and circular economy**: Encouraging the reduction of waste, finding ways to reuse materials and promoting recycling.

To understand the impact of projects, applicants were asked to identify if ideas would potentially have a positive impact on any protected characteristics. Table 3 below shows the percentage of projects that could have a positive impact on protected characteristics based on their individual assessment.

Table 3: Impact on protected characteristics

Protected characteristics	% of projects having a positive impact
Age	66%
Disability	61%
Gender Reassignment	18%
Marriage or civil partnership	27%

Pregnancy and maternity	29%
Race	29%
Religion or belief	34%
Sex	34%
Sexual orientation	21%

Voting

From 3rd to 12th March participants were invited to vote for up to five projects. Voting was open to all Edinburgh residents who were eight years old and above. Voting was facilitated through online and supported community voting through:

- CONSUL (using Yourvoice.Edinburgh.gov.uk)
- Young Scot
- Libraries
- Schools
- Paper ballots

To help applicants understand the voting process, an online information session was organised. The session was attended by the majority of applicants and a recording was shared with those that could not attend.

In total 10,025 votes were received from 2,510 participants.

Table 4: Voting method and numbers

Voting Method	Number of Votes
CONSUL	2,106
Paper Ballots	346
Young Scot	58

It was understood that by using the Improvement Service My Account registration system it would be possible to understand demographic information of voters. However, due to data protection and the limitations of the system, it was not possible to report on this on this occasion. Work is ongoing to improve functionality and processes so future uses of the system can report on key trends.

During the voting phase, applicants and voters could also comment and ask questions about other submitted projects. A total of 111 comments were made. The tone of the comments was overwhelmingly positive.

Figure 2: Illustrative comments from voters

"Keep up this important work"

"Such an excellent, comprehensive and effective way to address climate change"

"This project is creating a very positive impact on the wider community, offering activities and events that promote wellbeing and social inclusion"

"This co-op is doing great things to educate and feed people in Edinburgh! Such a great project idea!"

"By tackling deprivation we can better the social determinants of health - this lunch club is in great need in the midst of a challenging era."

"This charity drives significant societal and environmental value in the community, supporting crucial immediate food needs and long term benefits like sustainable transport, reduced wastage and circular economy"

"Brilliant idea and very much needed for this area"

Grow Local, Grow Green promotes the idea that everyone can experiment with 'grow your own' at home no matter how small the space and encourages amateur growers to adopt a more climate-friendly approach.

The successful projects are listed below and full results available online:

Table 5: ECCF Successful Projects

Project	Number of Votes	Funding Awarded (£)	Council Ward
Lauriston Farm's Community Outdoor Kitchen	417	£20,000	Almond
EdinBRIC's Building Bricks 4 EdinBRIC	387	£20,000	City Wide
Cargo Bike Movement's Food Sharing Project	354	£20,000	City Centre

Fresh Start's [Starter Packs](#)	338	£20,000	Forth
SHRUB's [Wee Spoke Hub](#)	327	£20,000	City Centre
Rhyze Mushrooms, [Micro Mushroom Farms for 3 Community Cafes](#)	325	£9,990	Fountainbridge/Craiglockhart
The Edinburgh Remakery's [Tech Donation Boxes for Schools](#)	265	£20,000	Leith
Porty Community Energy and the [Tool Library's Cosy Homes and Cargo Bikes](#)	264	£10,010	Portobello/Craigmillar

Project Monitoring

All funded organisations have also been sent information about the reporting and monitoring requirements. Information on the impact of funded projects will be published online to ensure transparency. A summary of funded applications is provided at Appendix 1.

Resources

All PB processes require various resources to effectively engage and involve community members in decision-making and allocation of public funds. For the ECCF this included:

- Time of organising group members;
- Financial resources to cover costs such as media and advertisement campaigns, printing materials, and creative elements like lamp post wraps (totalling £2,800); and
- Support from COSLA to develop and maintain CONSUL.

Feedback

Following the PB process, an evaluation survey was undertaken to collect evidence and reflections to learn from experiences. Key themes from the survey feedback included the importance to give fair and equal support for voters. For respondents this means making sure that everyone has a chance to get funding and the process should be easy for everyone to take part in and it should be fair to everyone involved.

Key feedback received included:

From voters:

- 76% felt that PB is a good way to decide how money is allocated
- 71% had not been involved in any other community engagement or consultation exercise run by the Council
- 80% felt the information provided about the projects was "about right"
- Some thought that categorising projects and reducing their number would make the voting process easier
- 1 in 3 respondents thought the registration process was poor but once logged on most respondents thought the process for voting was "easy"
- 50% of respondents thought the CONSUL site was "good"

From applicants:

- 78% of respondents felt supported during the application process
- A few applicants noted difficulties in accessing the online portal and highlighted there is a need to provide more support for non-digitally active participants
- Over 88% of respondents felt the voting process was difficult which is significantly higher than voters. Comments show that the main reason for this was a feeling MyAccount was diffult to use.
- Information sessions, both online and in-person, were found to be useful and should be continued to provide assistance and guidance.
- The majority of respondents would rate the CONSUL site as "fair"
- Most respondents felt the timescales for the process were "about right" although some respondents mentioned that timescales for the process need to consider the needs of newly established groups, ensuring their fair participation.
- 66% of respondents agreed they would apply to a fund that was allocated through PB again
- Some concerns were raised regarding the potential exclusion of certain groups, including the elderly, vulnerable individuals, and ethnic minorities

Feedback from organising group members:

- All respondents felt the process was fair, inclusive, and transparent and rated their experience of being a working group member as "good"

- Most respondents felt the process was deliberative, empowering, and flexible

Improvement plan

To ensure learning is used from the ECCF process to improve future PB processes, several key actions have been identified to address the gaps and issues that arose during the process. Table 6 below highlights key areas, actions and timescales.

Table 6: Improvement plan

Area for improvement	Action	Timescale
Registration	Work with COSLA to investigate options for improving the registration process to include social and local logins.	December 2023
Offline voting	Work with colleagues and partners to understand digital exclusion and test new methods of communication in future PB exercises	Ongoing
Young people	Involve young people at an earlier stage to enhance participation	Ongoing
Accessibility	Work with colleagues to enhance the accessibility of CONSUL	December 2023
Equalities monitoring	Work with partners to put in place improved systems for monitoring equalities data.	December 2023

Next steps

Following the conclusion of the process, information was distributed to all applicants about other available funding opportunities and groups were invited to discuss this with relevant colleagues. Several new opportunities have also been identified around developing shared funding applications. A networking event for all applicants is being planned for later in the year to support future collaboration and facilitate networking between groups.

Once project monitoring is complete, a further report will look to understand the impact of the process and feedback will be provided to the wider community on how the engagement process has influenced decisions and what has changed as a result. Learning and evaluation from the process will then help to shape future PB processes.

Appendix 1: Successful project summary

PROJECT	SUMMARY
LAURISTON FARM Community Outdoor Kitchen	Encourage the preparation and eating of healthy, fresh food in a welcoming community setting: building positive habits and perceptions around food growing and consumption, whilst increasing community connection and resilience
EDINBRIC Building Bricks 4 EdinBRIC	EdinBRIC is the city-wide collective supporting resilient communities via community-led improvement of buildings through maintenance, retrofit, and local heat / energy systems. EdinBRIC empowers the local ecosystem of groups working to do these things. A community can be a tenement, a street or a neighbourhood. Working at community-scale offers many advantages and improving whole buildings gives the best and safest results. We develop stronger and more resilient communities in the process.
CARGO BIKE MOVEMENT Food Sharing Project	Employ a volunteer coordinator full time to manage and grow our food sharing project. By bringing together cargo bikes and volunteers, we are able to respond to food insecurity experienced by many across the city of Edinburgh. This can be done in a number of ways, such as delivering surplus supermarket food to those being accommodated in hotels, shelters, and hostels, and supporting

	local food banks and building partnerships with various charitable organisations across Edinburgh.
FRESH START **STARTER PACKS PROJECT**	Help us run the Starter Packs service – it will help us increase the amount of goods we can store, organise in packs and distribute to people moving on from homelessness. This is an essentials ask as the number of families facing extreme hardship is increasing across Edinburgh.
SHRUB Wee Spoke Hub	Relaunch the Wee Spoke Hub and design new workshops for under-represented groups in cycling, such as women, LGBTQ+ groups, BAME communities and people experiencing homelessness.
RHYZE MUSHROM **MICRO MUSHROOM FARMS**	The aims of the project are to 1) reduce waste and emissions by growing food with zero food miles from waste within cafes 2) engage new audiences in food growing, and its links to climate change by offering an accessible year-round indoor food growing project 3) train people in mushroom cultivation skills to build resilience in our communities 4) build connections across Edinburgh by starting a network of community micro mushroom farms.
THE EDINBURGH REMAKERY'S **TECH DONATION BOXES FOR SCHOOLS**	Encourage young people within local Edinburgh schools to engage in courageous conversations around environmental sustainability, particularly related to e-waste. Our project will give them the opportunity to get involved in a sustainable project which encourages achievable actions they can take to

support the climate and help their local communities reduce their carbon emissions.

Our Tech Donation Box for Schools programme will see the manufacture of five donation boxes which will be placed within primary and secondary schools across Edinburgh. They provide an easy way for people to pass on their old devices, such as laptops and phones, for them to be repaired and reused, or responsibly recycled. These will allow young people to engage with the circular economy and learn simple methods to reduce their waste. This project also allows students to support their local communities, as a portion of all the devices that are donated through our Tech Donation Boxes, go on to support our Tech Gifting Project and are given for free to people in need across Edinburgh.

PORTY COMMUNITY ENERGY AND THE TOOL LIBRARY

[COSY HOMES AND CARGO BIKES](#)

We will support groups of neighbours to come together and begin the process of creating a shared buildings plan. This involves coming to an understanding, through surveys and expert advice, what the route would be to collectively transform existing housing stock into energy efficient homes. We will do this in liaison with [EdinBRIC](#), the city wide retrofit collective.

We will also set up a Cargo Bike Library and Active Travel Hub in the centre of Portobello. We aim to make e-Cargo Cycles accessible to all and you are welcome to borrow one for a ride along the coast or to help you move stuff around. We will look

after three cargo cycles, which are especially designed to carry kids, dogs or goods. They will be lent out for day loans, and used by community projects like the Community Fridge. We will offer training to get you started and support riders of all confidence levels

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Policy and Sustainability Committee

10.00am, Tuesday, 22 August 2023

Declaring a Nature Emergency

Executive/routine	Executive
Wards	All
Council Commitments	

1. Recommendations

1.1 Policy and Sustainability Committee is asked to:

   1.1.1 Agree that the Council should progress signing the Berlin Urban Nature Pact;

   1.1.2 Note the information included in the report responds to a motion approved by the Council on 9 February 2023 titled Declaring a Nature Emergency; and

   1.1.3 Note the timescale for preparation of a draft Vision for Nature.

Paul Lawrence

Executive Director of Place

Contact: Caroline Peacock, Planning officer (Biodiversity)

E-mail: Caroline.Peacock@edinburgh.gov.uk | Tel: 0131 469 3920

Report

Declaring a Nature Emergency

2. Executive Summary

2.1 This report responds the adjusted motion by Councillor Parker on Declaring a Nature Emergency, which was agreed by the Council on 9 February 2023. The report recommends that the Council becomes a signatory to the Berlin Urban Nature Pact.

3. Background

3.1 On 9 February 2023, the Council approved an adjusted motion by Councillor Parker on Declaring a Nature Emergency. The approved motion requested a report which:

3.1.1 Explores the possibility of the Council signing up to the Berlin Urban Nature Pact;

3.1.2 Outlines how existing Council strategies map to the Global Biodiversity Framework, Scottish Biodiversity and notes changes or additional resources required; and

3.1.3 Provides an update on the development of Vision for Nature, including Partnership work.

4. Main report

4.1 The motion recognises the need for an accelerated response to the nature crisis, to reverse biodiversity loss.

Berlin Urban Nature Pact

4.2 The motion asks for consideration to be given to Edinburgh signing up to Berlin Urban Nature Pact. This Pact is a global initiative for cities, which follows on from the Edinburgh Declaration (which the Council signed in 2020).

4.3 The Pact is still in development, with draft text available. Based on the information available, as a signatory, the Council would be required to identify specific Berlin Pact Actions for the city within one year of signing, and these would be presented at COP16 in 2024.

4.4   The aim is for a transformational, accelerated approach to delivering biodiversity improvements in cities, and using nature-based solutions to address nature, climate and health emergencies.

4.5   It will be possible to identify suitable actions from the breadth of work already underway or in development in Edinburgh and therefore it is recommended that the Council progresses with signing up to the Pact.

Strategy Alignment

4.6   The motion also asks for information on how the Global Biodiversity Framework (GBF) and draft Scottish Biodiversity Strategy (SBS) link with Council strategies. Both these strategies are in alignment with the broad approach to nature conservation in Edinburgh. The Council's long running Partnership programme, the Edinburgh Biodiversity Action Plan (EBAP), is the framework for nature conservation in the city. The widely understood principles to reverse biodiversity decline are to make habitats "bigger, better, more joined up". This approach underpins the aims of the EBAP, GBF and draft SBS. More recently, the Edinburgh Nature Network (ENN) has identified priority areas to deliver further improvements for nature and nature-based solutions, applying the Ecological Coherence Protocol.

4.7   The EBAP aligns with the 2050 Goals A and B of the GBF, which aim to increase natural ecosystems, reduce species loss, protect genetic diversity, and restore ecosystem services. The GBF also has 23 targets for 2030. Where these are relevant to Edinburgh, the table in Appendix 1 shows how these targets link to existing Council strategies, national or local policies and plans.

4.8   When the Scottish Biodiversity Strategy and Delivery Plans are published for consultation later this year, the Edinburgh Biodiversity Partnership will review the EBAP 2022-27 and other programmes, to identify any additional actions required. Any updates or changes will be included in the next annual EBAP report.

4.9   Other Council strategies and programmes align with the GBF and SBS, particularly around resilient habitats and using nature-based solutions to address both the Climate and Nature Emergencies. Edinburgh's draft Climate Ready Edinburgh Adaptation plan identifies the risks and impacts to nature from climate change, and has developed actions to alleviate them, working with the Edinburgh Biodiversity Partnership and others. Other plans include the Green-Blue Network, Thriving Green Spaces Strategy, Edinburgh Nature Network programmes and draft City Plan 2030. A summary of these, and the further development currently underway to address the nature emergency, is in Appendix 2.

Outcomes

4.10   Within the Council, using existing staff to deliver better outcomes for nature is a priority. In particular, in Neighbourhood Environmental Services, the Thriving Green Spaces Strategy aims will be delivered, with the following proposals agreed to address the nature crisis:

4.10.1   Expand the areas of parks and openspace being naturalised as part of the Living Landscapes initiative, in connection with the Thriving Green Spaces and Edinburgh Nature Network programmes;

4.10.2 Review of Landscape Quality Standards, potentially re-categorising amenity grassland sites, with biodiversity enhancement opportunities a key consideration;

4.10.3 Reduction in chemical use for weed removal, increasing mechanical removal as an alternative treatment; and

4.10.4 Additional funding has been secured for road verge and cycleway maintenance. The additional maintenance will be designed to deliver biodiversity benefits and optimise biodiversity value and maintain corridors for wildlife.

4.11 Future priorities will include capacity building and training for operational maintenance staff and accessing the Nature Restoration Fund for future projects. The Green-Blue Network and Climate Ready Edinburgh Plan will be carrying out a natural capital assessment of the city. This work will be used to identify gaps in provision, and inform future priority work to address the nature emergency by improving the area, quality and connectivity of habitats.

5. Next Steps

5.1 The draft Vision for Nature is in development and will be included in a future report to Committee by end of 2023, prior to consultation.

5.2 The evolving governance structures shown in Appendix 3 will be developed to include the Nature Emergency response and align with the Climate Strategy board. This will include the existing Edinburgh Biodiversity Partnership model and other stakeholder groups.

5.3 In addition, subject to committee approval of the recommendations, officers will also:

5.1.1 Progress signing the Berlin Urban Nature Pact; and

5.1.2 Respond to the Scottish Biodiversity Strategy and Delivery Plans consultation later in 2023, and review Council plans and strategies where needed based on the final versions.

6. Financial impact

6.1 The activities outlined in this report have been met from existing financial resources. As noted in paragraph 4.11, future priorities will include accessing the Nature Restoration Fund for suitable projects.

7. Stakeholder/Community Impact

7.1 The work on biodiversity and nature across the city is delivered in partnership with stakeholders, particularly the Edinburgh Biodiversity Partnership. As a public body,

the Council is required to 'further the conservation of biodiversity' under the Nature Conservation (Scotland) Act 2004.

7.2   Responding to the nature emergency declaration will continue the city-wide programme of work to improve and expand natural habitats, increasing the extent and connectivity of natural areas to support species, habitats and the ecosystems they form. These measures also support climate objectives through carbon storage and sequestration. They adapt the city to climate change impacts of flooding and heating. Vegetation and soils absorb water and cool the city in extreme heat events.

8.   Background reading/external references

8.1   Thriving Green Spaces

8.2   Vision for water management

9.   Appendices

9.1   Appendix 1: Global Biodiversity Framework targets

9.2   Appendix 2: Table of strategies and plans delivering for nature.

9.3   Appendix 3: Current draft governance structure.

Nature Emergency

Global Biodiversity Framework 2030 targets mapped to Edinburgh strategies and plans

Global Biodiversity Framework 2030 target	Summarised aim	Supporting mechanisms available in Edinburgh
Target 1	Bring loss of high biodiversity areas to development or land use change close to zero by 2030.	NPF4 and City Plan 2030
Target 2	Ensure by 2030 at least 30% of degraded ecoystems are under effective restoration, to enhance biodiversity ecosystem function, ecological integrity and connectivity	EBAP 2022-27 Edinburgh Nature Network
Target 3	By 2030 at least 30% of land and water is effectively conserved and managed through both protected areas and OECM.	EBAP 2022-27 Local Nature Conservation Site designation system
Target 4	Urgent action to halt extinctions and for recovery and conservation of species under threat, including restoration of genetic diversity.	EBAP 2022-27 Climate Ready Edinburgh Strategy
Target 6	Reduce impacts of invasive non native species, reduce introductions by 50%, eradicate or control from priority sites.	EBAP 2022-27 CEC Parks and Greenspace operations
Target 7	Reduce pollution levels until not harmful to biodiversity and ecosystems by 2030 – chemical and plastic.	Regulation, SEPA Council chemical use policy EBAP 2022-27 City and environmental organisations and community groups.
Target 8	Minimise climate change impacts on biodiversity; increase resilience through nature based solutions.	EBAP 2022-27 Climate Ready Edinburgh (Adaptation) Plan Green-blue Strategy
Target 11	Restore maintain and enhance natures services to people, such as regulation of air, water, climate, soil health,	EBAP 2022-27 Green-blue Strategy Edinburgh Nature Network

	pollination and protection from natural hazards.	Climate Ready Edinburgh (Adaptation) Plan
Target 12	Significantly increase area and quality and connectivity, access and benefits from green-blue spaces in urban areas. Ensure biodiversity inclusive urban planning. Increase wellbeing through provision of ecosystem services.	Thriving Green Spaces Green-blue strategy. Edinburgh Nature Network. City Plan 2030. EBAP 2022-27 Active Travel Action Plan
Target 14	Ensure full integration of biodiversity into policy, regulation, strategies, assessments and national accounting.	NPF4, City Plan 2030 Scottish Biodiversity Strategy and Delivery Plans
Target 21	Ensure that the best available data information and knowledge are accessible to decision makers.	Improve accessibility and use of GIS spatial data from open sources, agencies and specialist data suppliers. Maintain access to local ecological data sources through Edinburgh Biodiversity Partnership and The Wildlife Information Centre.

Governance of Blue Green Infrastructure - Interim

Investment and Infrastructure Project Board
Place and Corporate Services Directorates

Edinburgh and Lothians Strategic Drainage Partnership Board

Scottish Environment Protection Agency
Scottish Water
Nature Scot (future)
City of Edinburgh Council

Climate Adaptation)
run by Policy and Insight /chaired Scottish Water

CEC Steering Group
CEC Senior Management

CEC Sustainability Board
CEC Directors

Nature Recovery Climate Adaptation Council wide working group (NRCA group)

Blue Green City Partnership working group

CEC Flooding Management
CEC Planning and landscape
SEPA - Planning
SW – Project management and Catchment Flooding Management

Roads and Infrastructure

Flood Prevention

Surface Water Management planning
Coastal Adaptation Plan

Planning Service

Open Space Strategy

Trees and Woodland Strategy

Blue Green Infrastructure policy/projects
City Plan team

Edinburgh Biodiversity Partnership and Action Plan
Specialist team in Planning

Parks and Greenspace

Thriving Greenspaces Investment programme

Policy and Insight

Climate Strategy 2030
Climate Ready Edinburgh – Adaptation Plan

Placemaking and Mobility

20 minute Neighbourhood Team
Strategy and Development Team

Water Management Vision
City wide Green Blue Network/
Thriving Green Blue Neighbourhood projects
Support for other CEC projects for GBI enhancement
Communication Strategy for BGI (Active travel / Roads)

Nature Vision
in progress
Edinburgh Biodiversity Partnership projects

Living Landscape projects (with SWT)
Edinburgh Nature Network and projects (with SWT)
Million Tree projects (with partners)

20 minute neighbourhood projects with BGI

On-going care for Green Blue Infrastructure - CEC Parks department / Scottish Water/ Section 7

The City of Edinburgh Council's Strategies, plans and programmes linked to nature emergency.

Name	Programme description	Description of links, requirements and opportunities for biodiversity	Edinburgh Biodiversity Partnership links	2023 Status	Next steps
Edinburgh Biodiversity Action Plan 2022-27	Framework for nature conservation delivered by Edinburgh Biodiversity Partnership.	Identifies priority species and habitats for the city. Sixth EBAP published in 2022. When the final Scottish Biodiversity Strategy is available, the EBAP will be reviewed to assess if changes are required.	EBP	Main action programme underway. Some strategic work is in development. Some partner projects are supported by external funding.	Review action programme once updated Scottish Biodiversity Strategy and Delivery Plans are available. Continue to develop strategic projects. Prepare delivery update report for 2023/4.
2030 Climate Strategy: delivering a net zero, Climate Ready City.	Overarching strategy for climate change including net zero targets and adaptation requirements.	Natural environment is a critical part of the solution for net zero, through carbon sequestration in soils and habitats, and adapting to the impacts of climate change. Knowledge exchange, capacity building, research and demonstration projects to be developed.	The City of Edinburgh Council (the Council), NatureScot, University of Edinburgh, RBGE.	Strategy published.	Finalise new adaptation plan with actions linked to nature based solutions.

Edinburgh Adapts Action Plan	Plan outlining necessary adaptation measures	A resilient natural environment is required for adaptation to the impacts of climate change. Urban overheating is alleviated by cooling and shading from vegetation. Parks, street trees, raingardens, living roofs all provide urban cooling. These examples of nature based solutions also slow water run off during extreme weather events, to reduce flood and pollution risk. They also help reverse the nature crisis. Shared actions across the Adaptation plan and EBAP have been identified.	The Council NatureScot	New plan in production in 2023. Shared actions across the Adaptation plan and EBAP have been identified to address the nature and climate crises.	The replacement Adaptation plan is in the final stages of preparation and will be presented to Committee before going to public consultation before the end of 2023. Shared actions for nature and adaptation have been included.
Climate Change Risk Assessment	City wide modelling of the risks from climate change, report produced summer 2022.	Edinburgh Biodiversity Partnership members to review final report to prioritise areas which would benefit from nature based solutions.	The Council, NatureScot, SEPA.	Next steps to review report and identify priority areas for nature based solutions.	Identify priority areas for nature based solutions to address key risks of urban overheating and flooding.
City Plan 2030 Edinburgh Design Guidance and other	New Local Development Plan for Edinburgh.	New draft policies on biodiversity included. Now that NPF4 is published, as City Plan progresses, policy	The Council's Planning team	NPF4 was adopted Feb 2023. City Plan 2030	City Plan 2030 examination is underway.

associate planning guidance		wording will be finalised through the plan examination process. Clear links to EBAP priorities and opportunities to deliver the Edinburgh Nature Network and Green Blue Network can be identified when detailed guidance is produced. Edinburgh Design Guidance to be reviewed 2023/24.		submitted for examination.	The Edinburgh Design Guidance refresh in underway.
Thriving Green Spaces	To create a vision and 30-year strategy for Edinburgh's green environment.	Working together to identify opportunities to increase biodiversity in Edinburgh's parks and greenspaces.	The Council's Parks and Planning teams.	Develop pilot projects. Next phase of external funding and staffing underway in 2023.	Deliver pilot project in Leith area. Secure funding for wider delivery. Identify priorities within Parks & Greenspace review which support Thriving Greenspaces outcomes.
Edinburgh Nature Network	Map and deliver an improved Nature Network for Edinburgh.	Members of the Edinburgh Biodiversity Partnership have been involved in the core project group and in the wider stakeholder group. Data on designated sites and priority habitats from EBAP work has	The Council, Scottish Wildlife Trust, all EBP.	Develop projects in priority areas from the Nature Network map outputs.	Develop a monitoring and evaluation framework. Identify delivery mechanisms

		been incorporated into the model.		External funding in place until spring 2024.	and opportunities.
Green-blue Network	Identify green-blue infrastructure requirements to address drainage and flooding issues.	Members of the Edinburgh Biodiversity Partnership have input to the wider stakeholder group. Data on designated sites and priority habitats from EBAP work has been incorporated into the Green Blue Network model.	The Council, SEPA, NatureScot.	Pilot areas identified and funding being sought for delivery.	Model is being updated. Pilot projects are in development in Craigleith. Further studies are being developed in collaboration with Climate Adaptation programme.
Forest and Woodland Strategy	Requirement of Planning legislation to produce a refreshed strategy to identify areas for protection, management and creation of woodland.	Important to use data and expertise of Edinburgh Biodiversity Partnership to protect and expand the woodland areas of greatest ecological value.	The Council, Edinburgh and Lothians Greenspace Trust ((ELGT).	Early stages of development 2023/24	Work to commence late 2023/early 2024.
Million Trees & Wilding Wee Spaces projects	To become a Million Tree City by 2030 and continue to create 'Wee Forests'. Deliver Wilding Wee Spaces projects in schools.	Members of the Edinburgh Biodiversity Partnership, and relevant Council services, are involved in opportunities and site identification.	The Council, ELGT.	Progressing as part of project plan. Partial external funding in place.	Dependent on funding.

Policy and Sustainability Committee

10.00am, Tuesday 22 August 2023

Internal Audit: Open and Overdue Internal Audit Actions – Performance Dashboard as at 22 June 2023 – referral from the Governance, Risk and Best Value Committee

Executive/routine

Wards

Council Commitments

1.   For Decision/Action

1.1   The Governance, Risk and Best Value Committee has referred the attached report to the Policy and Sustainability Committee for information.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Rachel Gentleman, Committee Officer
Legal and Assurance Division, Corporate Services Directorate
Email: rachel.gentleman@edinburgh.gov.uk

Referral Report

Internal Audit: Open and Overdue Internal Audit Actions – Performance Dashboard as at 22 June 2023 – referral from the Governance, Risk and Best Value Committee

2. Terms of Referral

2.1 On 1 August 2023, the Governance, Risk and Best Value Committee considered a report on Open and Overdue Internal Audit Actions – Performance Dashboard as at 22 June 2023, which provided an overview of the status of the overdue Internal Audit findings. On 22 June 2023, there were a total of 136 open Internal Audit management actions, with 19 of these overdue.

2.2 The Governance, Risk and Best Value Committee agreed:

2.2.1 To note the status of open and overdue Internal Audit actions as at 22 June 2023.

2.2.2 To refer the report to the relevant Council executive committees for ongoing scrutiny of the overdue IA actions relevant to their respective remits.

2.2.3 To refer the report to the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.

3. Background Reading/ External References

3.1 Governance, Risk and Best Value Committee – 1 August 2023 – Webcast

3.2 Minute of the Governance, Risk and Best Value Committee – 1 August 2023

4. Appendices

Appendix 1 – report by the Head of Internal Audit

Governance, Risk and Best Value Committee

10:00am, Tuesday, 1 August 2023

Internal Audit: Open and Overdue Internal Audit Actions – Performance Dashboard as at 22 June 2023

Item number	
Executive/routine	Executive
Wards	
Council Commitments	

1. Recommendations

1.1 It is recommended that the Governance Risk and Best Value Committee:

1.1.1 notes the status of open and overdue Internal Audit (IA) actions as at 22 June 2023;

1.1.2 refers this paper to the relevant Council Executive committees for ongoing scrutiny of the overdue IA actions relevant to their respective remits; and

1.1.3 refers this paper to the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.

Laura Calder
Head of Internal Audit

Legal and Assurance, Corporate Services Directorate

E-mail: laura.calder@edinburgh.gov.uk | Tel: 0131 469 3077

Report

Internal Audit: Open and Overdue Internal Audit Actions – Performance Dashboard as at 22 June 2023

2.   Executive Summary

Progress with closure of open and overdue management actions

2.1   As at 22 June 2023, there were a total of 136 open Internal Audit (IA) management actions, with 19 of these overdue (14%), an increase of 8 when compared to March 2023 position (27) but a decrease of 22 when compared to the same period last year (41).

2.2   Further detail on the status of open and overdue actions as at 22 June 2023 is provided in the open and overdue IA dashboard at Appendix 1. This includes a comparison with March 2023 and June 2022.

2.3   No management actions were closed based on management's acceptance of risk during the period 1 April to 22 June 2023.

3.   Background

Open and overdue agreed management actions

3.1   Progress in implementing open and overdue management actions raised in IA reports are reported monthly to the Corporate Leadership Team (CLT) and quarterly to the GRBV Committee.

3.2   This report specifically excludes open and overdue findings that relate to the Edinburgh Integration Joint Board (EIJB) and the Lothian Pension Fund (LPF). These are reported separately to the EIJB Audit and Assurance Committee and the Pensions Audit Sub-Committee respectively.

4.   Main report

4.1   Figure 1 of the IA activity dashboard at Appendix 1 illustrates that as at 22 June 2023, there were 136 open IA actions across the Council, with 19 actions (14%) overdue, and 117 actions (86%) not yet due.

4.2   The movement in open and overdue IA actions for the period 1 April to 22 June 2023 is reflected in figure 2 which highlights that the total number of open actions

increased by 24 during the reporting period (from 112 to 136) and overdue management actions have decreased from 27 to 19.

4.3   Figure 2 also highlights that during the period a total of 33 IA actions were closed across the Council and a total of 57 new IA actions were created.

4.4   Evidence for 4 actions (which are not yet due) is currently being reviewed by IA. IA has continued to achieve the established KPI for reviewing all implemented management actions within four weeks of the date they are proposed for closure by management, with exception of five management actions related to the Allocation and Management of Purchase Cards audit. The delay was attributable to annual leave in both the IA team and the service area responsible for the action. All these implementations have now been addressed by IA.

4.5   Figure 3 and Figure 4 illustrate the allocation of the 19 overdue management actions across all directorates. There are no actions overdue for the Health and Social Care Partnership.

4.6   Figure 3 also highlights a reduction in number of overdue management actions across directorates when compared to the same position last year (June 2022).

4.7   Figure 4 shows the composition of the 19 overdue management actions as 6 High; 10 Medium; and 3 Low rated management actions.

Ageing profile of overdue actions

4.8   Figure 5 compares the ageing profile of current (June 23) overdue management actions with the last reported period (March 2023) and shows actions overdue for:

- less than three months have decreased from 14 to 11
- three to six months are consistent at 2
- six months to one year have decreased from 7 to 2
- more than 1 year are consistent at 4.

4.9   The analysis of the ageing of the current 19 overdue management actions across directorates shown at figure 6 highlights that continued improvements are needed within the Corporate Services and Place Directorate to ensure management actions are addressed by originally agreed implementation dates.

4.10   Appendix 2 provides details of all overdue management actions as at 22 June 2023 together with an update from management on progress with implementation of the action. A link to the audit report is provided, where available and as required by the Committee in May meeting, completion date of each audit is also included.

Management actions closed based on management's acceptance of risk

4.11   No management actions were closed based on management's acceptance of risk during the period 1 April to 22 June 2023.

5. Next Steps

5.1 IA will continue to monitor the open and overdue actions position providing monthly updates to the CLT and quarterly updates to the GRBV Committee.

6. Financial impact

6.1 There are no direct financial impacts arising from this report, although failure to close management actions and address the associated risks in a timely manner may have some inherent financial impact.

7. Stakeholder/Community Impact

7.1 If agreed actions are not implemented by management, the Council will be exposed to the risks set out in the relevant audit reports. IA actions are raised due to control gaps or deficiencies identified during reviews; therefore, overdue items inherently impact upon effective risk management, compliance, and governance.
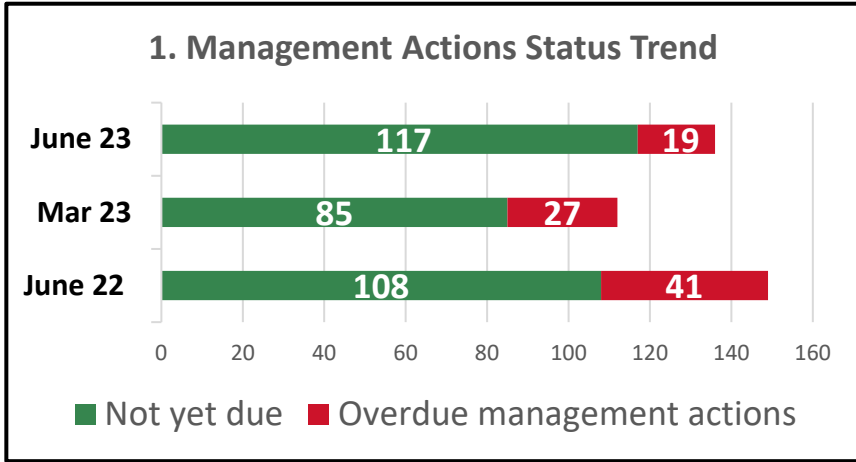
8. Background reading/external references

8.1 [Open and Overdue IA Findings – Performance Dashboard as at 31 March 2023-GRBV May 2023](#)
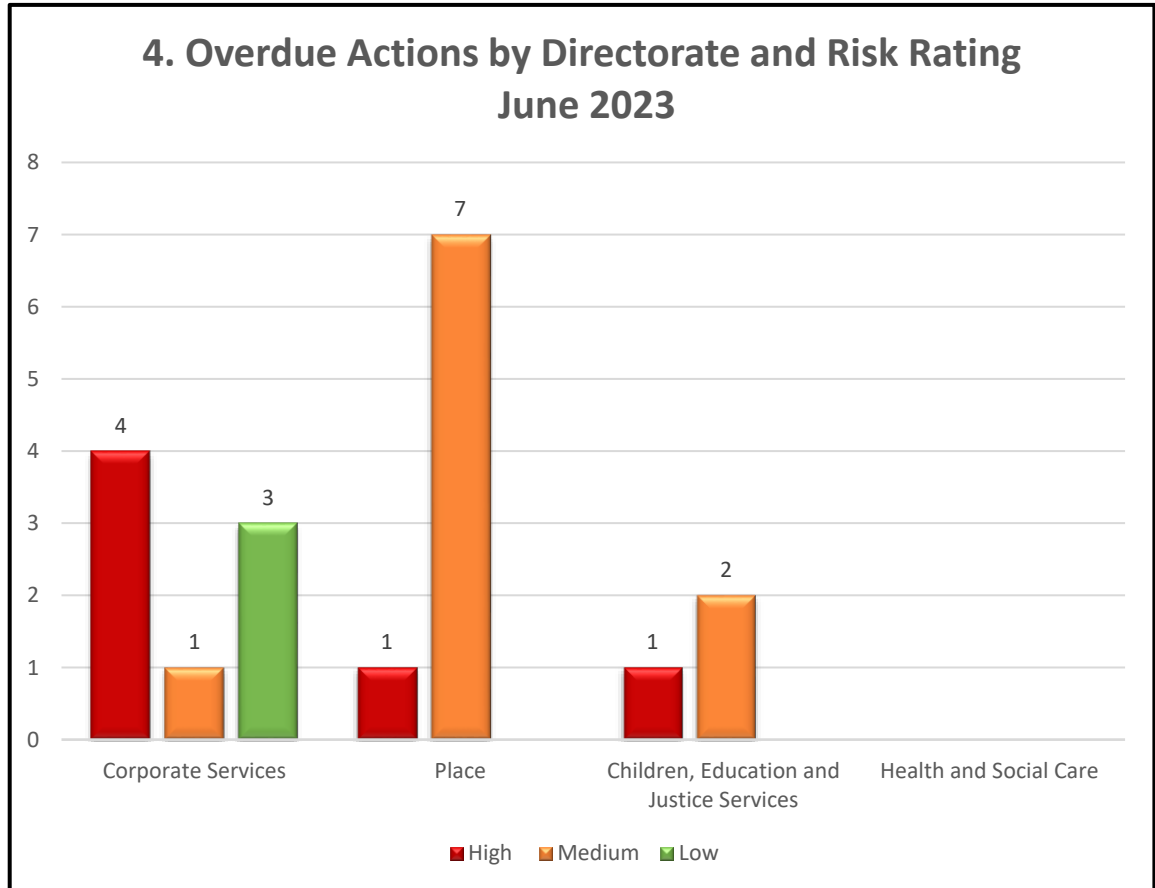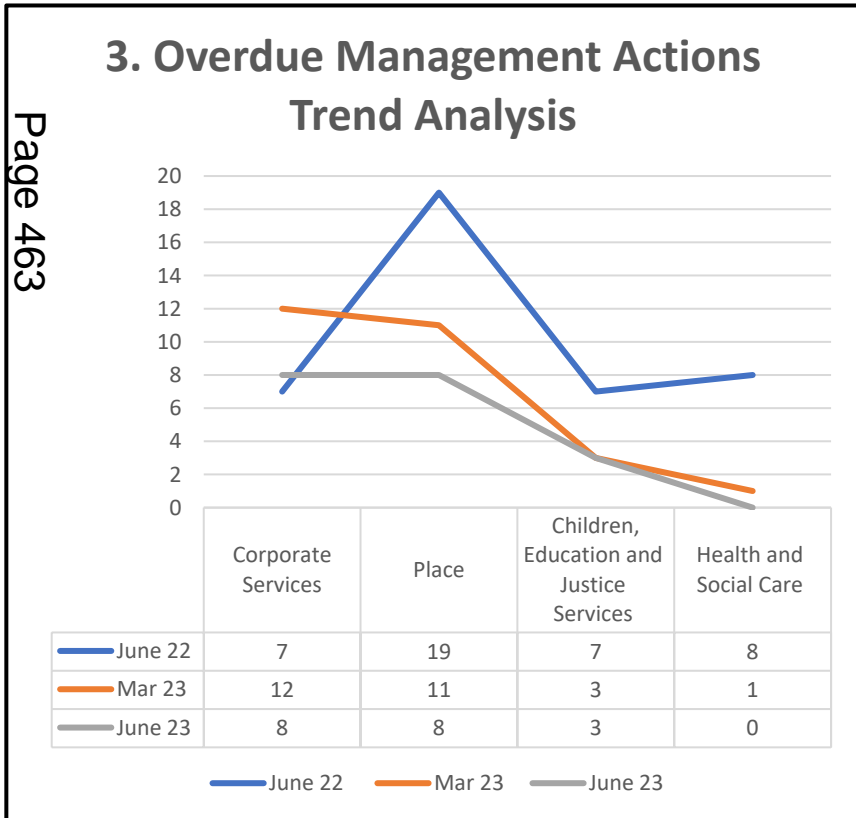
9. Appendices

9.1 Appendix 1: Open and overdue IA actions dashboard as at 22 June 2023

9.2 Appendix 2: Overdue IA actions as at 22 June 2023

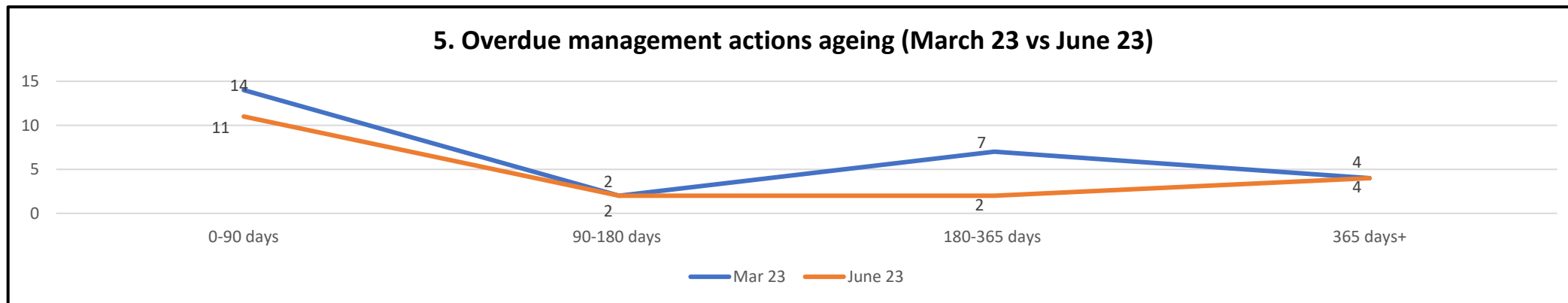# Appendix 1: Open and overdue IA actions dashboard as at 22 June 2023

1. Management Actions Status Trend

June 23	117	19
Mar 23	85	27
June 22	108	41

Legend: ■ Not yet due ■ Overdue management actions

2. Analysis of changes in management actions between April to June 23

	31/03/23	New	Closed	22/06/23	Trend
Open Actions	112	57	33	136	↑
Overdue Actions	27	6	14	19	↓

3. Overdue Management Actions Trend Analysis

	Corporate Services	Place	Children, Education and Justice Services	Health and Social Care
June 22	7	19	7	8
Mar 23	12	11	3	1
June 23	8	8	3	0

Legend: June 22 — Mar 23 — June 23

4. Overdue Actions by Directorate and Risk Rating June 2023

Corporate Services: High 4, Medium 1, Low 3
Place: High 1, Medium 7
Children, Education and Justice Services: High 1, Medium 2
Health and Social Care: (none)

Legend: ■ High ■ Medium ■ Low

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Appendix 1: Open and overdue IA actions dashboard as at 22 June 2023

5. Overdue management actions ageing (March 23 vs June 23)

	0-90 days	90-180 days	180-365 days	365 days+
Mar 23	14	2	7	4
June 23	11	2	2	4

6. Overdue actions ageing by ratings across Directorates

	0-90 days Corporate Services	0-90 days Place	0-90 days Children, Education and Justice Services	90-180 days Corporate Services	180-365 days Corporate Services	180-365 days Children, Education and Justice Services	365 days+ Corporate Services	365 days+ Place	365 days+ Children, Education and Justice Services
Low	1	0	0	1	0	0	1	0	0
Medium	1	6	1	0	0	0	0	1	1
High	2	0	0	1	1	1	0	1	0

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Governance, Risk and Best Value Committee – 1 August 2023

Appendix 2 - Internal Audit Overdue Management Actions as at 22 June 2023

Ref	Directorate	Executive Committee	Audit Name, Date and link to report	Overall Audit progress	Issue Title	Rating	Recommendation Title	Agreed Management Action	Status	Est Date	Revised Date	Management Update
1	Corporate Services	Finance and Resources	**Allocation and Management of Purchase Cards** November 2022	75% 8 actions 6 complete 2 outstanding 2 overdue	CW2207 Issue 1: Purchase Cards - Review, authorisation, and compliance	High	CW2207 Rec 1.4: Purchase Cards - Non-compliance action and escalation	BPS manager will issue monthly reports of non-compliance to service directors.Directorates will take the decision on action against non-compliance. This includes suspension of card usage for users who continue to infringe procedures. BPS Manager will report non-compliance to Head of Customer Services for oversight and compliance at directorate level.	Started	31/05/23	31/07/23	An additional email to non compliant card holders asking them to upload/approve their spend on the SDOL system in the last two months has been issued. It has been agreed by Head of Services that we compare this months final report at the end of June with last months report and escalate recurring offenders.
2					CW2207 Issue 2: Purchase Cards - Council Leavers	Medium	CW2207 Rec 2.2: Purchase Cards - Review of active cards	BPS will undertake this task as a one-off housekeeping and fraud prevention opportunity. Current security protocols dictate where a card is not used over a period of 6 months it is automatically deactivated.	Started	31/05/23	31/07/23	A review of active cards has been complete - we are currently checking to make sure that we received all relevant documentation back from Cardholders and their authoriser. Extending this date due to officer annual leave
3	Children, Education and Justice Services	Policy and Sustainablity	**Application technology controls SEEMIS and SWIFT** November 2022	40% 5 actions 1 complete 3 outstanding 1 overdue	CW2202 Issue 1 - SEEMiS: SEEMiS Records Retention and Disposal	Medium	CW2202 Recomendation 1.1 SEEMiS: SEEMiS Records Retention and Disposal	Record retention periods for pupil data will be reviewed and agreed with IGU. Following that, the Council's Records Retention Schedule and Quick Guide for Managing Pupil Information will be updated.A schedule will be created to facilitate a timely, complete disposal of pupil data in line with agreed record retention periods.	Started	31/05/23	31/12/23	Due date revised to 31/12/2023 with Status Upadre: Education are continuing to use the 2021 version which still meets the divisions needs. New QIEO appointed and will be in post when a seconded Head Teacher is recruited. Revision of date to reflect this.
4	Corporate Services	Policy and Sustainablity	**Arms length external organisations (ALEOs)** August 2021	29% 7 actions 2 complete 5 outstanding 1 overdue	CW2001 - Issue 1 - ALEO Governance Framework	High	CW2001 - Recommendation 1.1 - ALEO Governance Framework	Second line responsibilities for the design, implementation, and ongoing maintenance of an ALEO governance framework will be agreed; and An ALEO governance framework will be designed implemented, and communicated that incorporates all of the recommendations above.	Started	30/09/22	31/12/23	The transport ALEO work is progressing slowly so we will be progressing with the framework meantime and will incorporate the transport work at a later stage in the process.
5	Corporate Services	Finance and Resources	**Budget Setting and Management** February 2020	86% 7 actions 6 complete 1 outstanding 1 overdue	RES1903 Issue 3: Continuous improvement: Lessons learned and customer feedback.	Low	RES1903 Issue 3.2: Finance customer and staff feedback surveys	Finance will conduct customer and staff feedback exercises every two years. A feedback process will be developed and implemented that is aligned with the lessons learned methodology as described in recommendation 3.1. In addition, feedback from each exercise will be consolidated and used to generate improvement actions. The survey results and improvement actions are reported to service managers and staff.	Started	31/12/20	30/09/23	Due date revised to 30/09/2023 with the following update: Implementation delayed due to recent medical treatment for the lead officer. Completion of implementation actions will be prioritised during July.
6	Corporate Services	Policy and Sustainablity	**Fraud and Serious Organised Crime** September 2022	50% 2 actions 1 complete 1 outstanding 1 overdue	CW2009 Issue 1 – Established Fraud and Serious Organised Crime Arrangements	High	CW2009 Rec 1.1: Review of Council Fraud and Serious Organised Crime Arrangements - phased implementation plan	Fraud and SOC arrangements will be reviewed and appropriate recommendations for relevant policies and the framework presented to CLT for approval. The revised arrangements will give consideration to Audit Scotland expectations as detailed in their July 2022 publication on Fraud and Irregularity. A phased implementation approach will be adopted, to enable sufficient time for the design and implementation of the new process.	Started	31/03/23	30/11/23	A working group has been set up aligned to the Council's Serious and Organised Crime group which includes representation across the Council. The draft framework was reviewed by the group in June and the group willl re-convene in August to track progress.
7	Place	Housing, homelessness and fair work	**Health and Safety – Asbestos Recommendations** March 2022	89% 9 actions 8 complete 1 outstanding 1 overdue	CW2006 Issue 2: Asbestos location and condition data – Housing Property Services and Estates and Facilities Management	Medium	CW2006 Rec 2.1b: Estates and Facilities Management – population of CAFM system	Asbestos registers will be manually transferred from the current PDF version and populated directly into CAFM where they will be maintained in the CAFM asbestos module. There is no requirement for a technology upgrade to support this process. This has already been performed for a sample of three properties and the full population should be achievable by 31 March 2023.	Started	31/03/23	31/03/24	Input of data to CAFM/AMIS has stalled due to system issues. Information is currently being updated and maintained in Excel in meantime
8	Corporate Services	Policy and Sustainablity	**Health and Safety – Managing Behaviours of Concern** August 2021	80% 10 actions 8 complete 2 outstanding 2 overdue	CF2003 - Issue 1 - Policies, Procedures and Complaints	High	CF2003 - Recommendation 1.1 - Policy and Procedures (H&S)	Human Resources has already commenced a refresh of the policy, that will be completed with support from the Corporate Health and Safety team. Following review the Policy will be incorporated into a suite of Corporate Health and Safety policies aimed at responding to legislative requirements and recognised workplace hazards, including concerning behaviours.Following this transfer, the policy will either be reviewed in line with the review process that is being established by Corporate Health and Safety, or in line with any changes in relevant legislation or regulations.	Started	28/02/23	30/09/23	This is being led by the Council's Health and Safety team. The Violence at work review is still being reviewed with areas of SHE reporting being examined.
9	Children, Education and Justice Services				CF2003 - Issue 1 - Policies, Procedures and Complaints	High	CF2003 - Recommendation 1.2 - Policy and Procedures (Children, Education and Justice Services)	The Lead Officer for Managing BoC will report quarterly to the Education Management Team to enable discussion with senior education managers on both statistics and lessons learned: Following meetings with school Additional Support for Learning team leaders and analysis of incidents included in the SHE portal.	Started	30/09/22	30/09/23	This action is linked to completion of 1.1

Ref	Directorate	Executive Committee	Audit Name, Date and link to report	Overall Audit progress	Issue Title	Rating	Recommendation Title	Agreed Management Action	Status	Est Date	Revised Date	Management Update
10	Corporate Services	Policy and Sustainablity	**Implementation of Whistleblowing Investigation & Child Protection recommendations** July 2022	**65%** 17 actions 11 complete 6 outstanding 1 overdue	CW2106: Implementation of Historic Whistleblowing Recommendations - Issue 1: Corporate Whistleblowing Policy and Procedures	Low	CW2106: Recommendation 1.1a - Whistleblowing policy and procedures	The Whistleblowing Policy is being updated following the Tanner reviews and these changes will be implemented as part of this.	Started	31/03/23	31/10/23	The policy and toolkit is due to be presented to the Policy and Sustainabilty Committee in August.
11	Place	Policy and Sustainablity	**Life Safety** October 2020	**89%** 19 actions 17 complete 2 outstanding 1 overdue	CW1910 - Life safety: Issue 1 Life safety systems and reporting	High	CW1910 Rec 1.2 Life safety key performance measures and reporting	A life safety performance framework will be established following consolidation of the second line teams and resources that have life safety responsibilities across the housing and operational property estate, and implementation of comprehensive life safety systems that include all relevant life safety data. This framework will incorporate all existing performance frameworks and will include a new set of standard risk based and proportionate life safety key performance measures designed to support reporting to management and governance forums and confirm ongoing compliance with applicable legislation and regulations	Started	29/04/22	31/08/23	Set of compliance KPIs agreed by senior management and work being undertaken to produce regular reporting to life safety standing groups. Revised deadline expected to be met.
12	Corporate Services	Policy and Sustainablity	**Planning and Performance Framework Design Review** June 2022	**42%** 12 actions 5 complete 7 outstanding 1 overdue	CS2109 Issue 3: Directorates and Divisional Data Quality Objectives	Low	CS2109 Recommendation 3.1: Development of Divisional Data Quality Objectives	The DP&BP team will prepare data quality objectives and share with directorates and divisions involved in provision of data for inclusion in performance report for discussion and agreement.	Started	31/12/22	31/07/23	The objectives are being prepared by the Data, Performance and Business Planning team for agreement at the Information Board. The need for these will also be in the upcoming data strategy and the work tracked as a workstream in the implementation plan.
13	Place	Regulatory Committee	**Registration and Bereavement Services** March 2021	**83%** 6 actions 5 complete 1 outstanding 1 overdue	PL2003 Issue 2: Bereavement Services systems and records	Medium	PL2003 Recommendation 2.1: Digitalisation of historic burial records	Management plan to move burial records on-line. This will require transfer from current CGI BACAS to a Cloud based version which is currently in progress. Thereafter, that will give access to a bolt on module which will allow more secure management of burial and memorial safety records in compliance with anticipated new legislation. The cost of the module is not anticipated to be onerous, but if required will be the subject of a business case. The business case will also identify resources required to transfer historic hard copy records to the system as required.	Started	31/03/22	31/08/23	No suppliers are able to provide a service for scanning and indexing archives before uploading smart indexed data to BACAS system. An alternative route is being explored.
14	Place	Finance and Resources	**Repairs and Maintenance Framework (Operational Properties)** December 2022	**50%** 4 actions 2 complete 2 outstanding 2 overdue	PL2201 Issue 1: Alignment with the Contract Management Manual and Toolkit	Medium	PL2201 Rec 1.2: Contract Management Manual and Toolkit training	All employees with contract management responsibilities for the repairs contracts should complete the relevant e-learning module on contract and grants management available on myLearning Hub. In addition, management should contact Learning and Development to request that the e-learning is added to the role specific officer learning templates available on the Orb.	Closed	31/05/23	30/09/23	Closed since report prepared July 2023
15					PL2201 Issue 1: Alignment with the Contract Management Manual and Toolkit	Medium	PL2201 Rec 1.3: Consideration of committee reporting on contractor performance	An item will be added to the agenda of a future Repairs and Maintenance Board to discuss whether reporting on contractor performance to committee would bring additional benefit.	Closed	31/05/23	30/09/23	Closed since report prepared July 2023
16	Place	Policy and Sustainablity	**Tree Management - H&S** July 2020	**67%** 9 actions 6 complete 3 outstanding 3 overdue	PL1902 Tree Management - Issue 1: Strategic direction and operational delivery	Medium	PL1902 Rec 1.3b - Update of procedures	Parks and Greenspace management accept the internal audit recommendations made. This piece of work will be completed in tandem with the review of the Trees in the City document.	Started	31/03/23	30/09/23	Trees in the City Strategy will go out for public engagement over the summer, with an updated report and the final strategy (and policy) document presented to Culture and Communities Committee by September 2023.
17	Place				PL1902 Tree Management - Issue 1: Strategic direction and operational delivery	Medium	PL1902 Rec 1.4 - Performance Management and KPIs	Parks and Greenspace management accept the internal audit recommendation made. This piece of work will be completed in tandem with the review of the Trees in the City document.	Started	31/03/23	30/09/23	A draft "Forestry Service - Service Level Agreements, Service Standards, and Performance Indicators" has been created and is currently being considered by senior management. It includes a model SLA, service standards for the service, and draft KPIs. KPIs will be subject to review dependent on the asset system chosen. A further update will be provided in August 2023.
18					PL1902 Tree Management - Issue 1: Strategic direction and operational delivery	Medium	PL1902 Rec 1.5 - Review and development of service level agreements	Parks and Greenspace management accept the internal audit recommendation made.	Started	31/03/23	30/09/23	Model SLA produced (under recommendation 1.4) in interim and scope of action to be discussed with IA. Current intention is only one SLA will be required.

Ref	Directorate	Executive Committee	Audit Name, Date and link to report	Overall Audit progress	Issue Title	Rating	Recommendation Title	Agreed Management Action	Status	Est Date	Revised Date	Management Update
19	Children, Education and Justice Services	Finance and Resources	**Unsupported Technology (Shadow IT) and End User Computing** **October 2020**	**94%** 16 actions 15 complete 1 outstanding 1 overdue	CW1914 Issue 1: Digital strategy and governance	Medium	CW1914 Rec 1.4d - Review of existing shadow IT contracts (Children, Education and Justice Services)	The Directorate will complete a review of all contracts supporting the ongoing use of shadow IT / cloud based applications used within divisions in comparison to the guidance provided by CPS ensure identify any contracts that need to be refreshed or procured, with support from CPS and Digital Services. Where inadequate contracts are identified, and the supplier is unable to support an immediate contract refresh, the criticality of the system and the service it supports will be assessed to determine whether the system is required, or whether an alternative system solution can be procured. Where inadequate contracts support critical systems that cannot be immediately re-procured, the risks associated with ongoing use of these systems and their contracts will be recorded in risk registers, and the contract re-procured at the earliest possible date.	Started	30/09/21	29/12/23	Update from Empowered Learning Team. Further action on both fronts - Information Compliance and Commissioning - but with no further success yet, outstanding risks to deal with regarding the DPAs, and further work still needs to be done by the commissioning team in terms of contracts for the non-free apps and subscription websites. All have been escalated.

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Policy and Sustainability Committee

10.00am, Tuesday, 22 August 2023

Heat Networks and Building Assessment Reports

Executive/routine	Routine
Wards	All
Council Commitments	

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee:

1.1.1 Notes the principal roles, responsibilities, and powers of the Council with regards to the emerging regulatory regime for heat networks;

1.1.2 Notes the action currently being taken by the Council; and

1.1.3 Agrees that the Council should write to the Scottish Government requesting to be designated the consent authority for Edinburgh, with the timing of the request to be agreed with Scottish Government officials.

Paul Lawrence

Executive Director of Place

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Report

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Heat Networks and Building Assessment Reports

2. Executive Summary

2.1 This report summarises the roles, responsibilities, and powers for the Council stemming from the emerging regulatory regime for heat networks and how the Council is responding to these. Committee is also recommended to agree that the Council should write to the Scottish Government requesting to be designated the body with authority for consenting heat network developments in Edinburgh.

3. Background

3.1 A heat network is a network that distributes thermal energy (i.e. heat and/or hot water) from one or more sources to more than one building.

3.2 The Scottish Government is seeking to increase the quantity of heat demand in Scotland met using heat networks. The Heat Networks (Scotland) Act 2021 sets a target of increasing the quantity of heat supplied from 1.2 terawatt hours per annum currently to 2.6 terawatt hours by 2027 and 6.0 terawatt hours by 2030. This is equivalent to 120,000 homes currently heated using gas switching to heat networks by 2027, and 400,000 by 2030; on a pro rata basis, this would equate to circa 11,500 additional homes in Edinburgh connecting to heat networks by 2027, and 38,500 by 2030 (albeit in reality it is likely that a significant proportion of this demand would relate to large non-domestic buildings rather than individual homes).

3.3 The Scottish Government has taken various actions to support the expansion of heat networks in Scotland. These include the introduction of a regulatory regime that is intended to provide certainty for investors and confidence for customers. The main aspects of the emerging regulatory regime are as follows:

3.3.1 Heat network licences – operators of heat networks must secure a license to ensure they are "*solvent, fit and proper*" and that heat networks are developed and maintained to high standards. Licence holders will be granted new rights such as wayleaves, compulsory purchase powers, and road work and surveying rights. It is understood that OFGEM is proposed to serve as the licensing authority for Scotland. Licences will be awarded to companies rather than on a site-by-site basis.

3.3.2 Heat network consents – there is a requirement to secure consent before building or operating a heat network. A consent is a site-specific permission to develop and operate a heat network.

3.3.3 Heat network permits – operators will receive permits granting them exclusive rights to develop and operate heat networks in heat network zones.

3.3.4 Heat network assets schedule and transfer scheme – schemes will be put in place to provide for the transfer of operational rights to a different operator to avoid supply interruptions if an operator ceases to operate a heat network.

3.3.5 Heat network zones – certain areas will be designated as zones that are particularly suitable for heat networks. These zones will form the basis of the heat network permits regime.

3.3.6 Building assessment reports – owners of certain non-domestic buildings will be required to produce reports assessing their suitability to connect to a heat network.

Local Context

3.4 In the context of the emerging regulatory regime for heat networks, the Council is developing several heat network projects in Edinburgh. The most advanced of these is the proposed Granton Waterfront heat network, for which the Council is in the process of procuring a partner to design, build, finance, operate, and maintain under a concession model.

3.5 The national Heat Network Support Unit is currently supporting 17 emerging heat network projects across Scotland, of which four are in Edinburgh (Edinburgh Airport Low Carbon Heat Network / Edinburgh BioQuarter / Edinburgh Gracemount / Granton Waterfront).

3.6 The proposed City Plan 2030, which is currently being examined by Scottish Ministers, would mandate that "*All new developments should connect to an existing or planned heat network or other significant heat source wherever possible to do so*".

3.7 The Edinburgh Local Heat and Energy Efficiency Strategy (LHEES) (which is scheduled to be published by the end of 2023) will set out more information on how the Council will support the development of heat networks in Edinburgh, again in the context of the emerging regulatory regime which will introduce additional levers.

4. Main report

4.1 This report outlines the principal roles, responsibilities, and powers of the Council with regards to the emerging regulatory regime for heat networks, as set out in the Heat Networks (Scotland) Act 2021 ("the Act") and The Heat Networks (Heat Network Zones and Building Assessment Reports) (Scotland) Regulations 2023, (together "the Regulations").

Heat network consents

4.2   A heat network may not be constructed or operated without a heat network consent.

4.3   The Council may make a request to the Scottish Government to be designated as the consent authority for Edinburgh (or the Scottish Government may itself designate the Council as such); otherwise, the Scottish Government will serve as the consent authority for Edinburgh.

4.4   Heat network consent applications must be made by any party wishing to develop or operate a heat network. Before granting an application, the consent authority must "*be satisfied that each person to whom the consent is to be granted has (or will have) a right to use each listed asset of the heat network for the purpose of operating the heat network*". When granting an application, the consent authority may impose "*any conditions or limitations it considers appropriate*".

4.5   The consent authority may amend or revoke consents. Consents can be transferred with the approval of the consent authority. Applications may be called in by the Scottish Government at its discretion, and rejected applications can be appealed to the Scottish Government.

4.6   The Act makes provision for an enforcement authority to take enforcement action if a heat network is constructed without consent. The enforcement authority is the Scottish Government, or "*such other person as the Scottish Ministers by regulations designate*".

4.7   The Scottish Government may give a direction for planning permission to be deemed to be granted upon the granting or modifying of a heat network consent.

Heat network zones

4.8   The Regulations introduce a duty on the Council to consider whether any areas of Edinburgh are considered to be particularly suitable for the construction and operation of a heat network. This review must be carried out "*as soon as practicable*" and at five yearly intervals thereafter. The review must be published by the Council, including being made available "*at the local authority's principal office and at public libraries in their area*", with the publication of the review and its availability for inspection to be publicised in a local newspaper and on the Internet.

4.9   The Regulations grant a power to the Council to designate (and vary) heat network zones in Edinburgh (having due regard to relevant consideration and consulting relevant bodies). The Scottish Government can itself designate zones in Edinburgh, or direct the Council to do so. Heat network zone designations are to be made available for inspection and publicised in the same manner as the review.

Building assessment reports

4.10   The Regulations introduce a requirement to produce a building assessment report (BAR) for all non-domestic buildings owned by the public sector with an annual heat demand of 73 megawatt-hours per year or greater. A BAR captures information on the heat supply and demand of the building and assesses its suitability to connect to a heat network.

4.11   The first BARs are to be prepared "*as soon as reasonably practicable*", and thereafter every five years.

4.12   The Council, as a public sector body, is required to prepare BARs for all non-domestic buildings in its estate with an annual heat demand of 73 megawatt-hours per year or greater.

4.13   Additionally, the Council is required to receive copies of all BARs for Edinburgh (i.e. those for the Council's estate and those for all other eligible public sector-owned buildings in Edinburgh), with the data from the BARs to be utilised to inform decisions around heat network zoning in Edinburgh. The Council began receiving BARs for buildings in Edinburgh in May 2023.

5.   Next Steps

5.1   It is recommended that the Council write to the Scottish Government requesting to be designated the consent authority for Edinburgh, with the timing of the request to be agreed with Scottish Government officials. This will give the Council greater control over the development of heat networks in Edinburgh. In particular this would give the Council the ability to impose "*any conditions or limitations it considers appropriate*", which would potentially give the Council a measure of control with relation to matters such as net zero carbon and fuel poverty. This will also prevent the Council potentially losing control over heat network developments in Edinburgh in terms of the Planning system.

5.2   The technical work underpinning the designation of heat network zones will be undertaken as part of the Council's Local Heat and Energy Efficiency Strategy (LHEES), which is scheduled to be published by the end of 2023. The LHEES will identify draft heat network zones in Edinburgh. Available data from BARs will be used to refine this. These zones will then be consulted upon with a view to submitting final heat network zones to members for approval in the first half of 2024.

5.3   The Council's Asset Strategy team will prepare BARs for the Council's non-domestic buildings in due course. The Council has created a generic email address for public bodies to submit completed BARs to; BARs received by the Council will be reviewed in the context of heat network zoning.

6.   Financial impact

6.1   In the short-term, it is proposed that the costs associated with the duties introduced by the Regulations will be met from the Council's LHEES budget and other service budgets.

6.2   The Act requires the Scottish Government to assess the costs to local authorities of carries out duties under the Act and to set out an approach for funding these costs. The Act further make provision for the Scottish Government to set fees relating to a

local authority acting as consent authority. These measures are expected to defray the costs of carrying out the duties in the medium to long-term.

7.   Stakeholder/Community Impact

7.1   Consultation with stakeholders will be undertaken as part of the development of the Edinburgh LHEES and the subsequent designation of heat network zones.

8.   Background reading/external references

8.1   [Heat Networks (Scotland) Act 2021](#)

8.2   [The Heat Networks (Heat Network Zones and Building Assessment Reports) (Scotland) Regulations 2023](#)

9.   Appendices

9.1   None.

Policy and Sustainability Committee

10am, Tuesday 22nd August 2023

Policy for the Transition from Children to Adult Support – Update

Executive/routine
Wards
Council Commitments

1.   Recommendations

1.1   It is recommended that Policy and Sustainability Committee notes the response to the request previously raised by Committee.

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Report

Policy for the Transition from Children to Adult Support – Update

2. Executive Summary

2.1 This policy was approved by Committee on 23rd March 2023 with a request of a further report in 2 cycles providing an update to address queries raised by members.

3. Background

3.1 The previous policy was last updated in 2015.

3.2 This report addresses the points raised by Committee members in March 2023:

    3.2.1 Why the policy had not been updated before now

    3.2.2 The impact of not having an updated policy for young people

    3.2.3 Consultation with young people

4. Main report

4.1 The reasons identified for a delay in the update to the policy include.

    4.1.1 Management restructures, with 3 different senior managers in post within Children's Services during the timeframe.

    4.1.2 The challenges faced during the Pandemic being prioritised.

    4.1.3 Workload pressures across both Children and Adult Services.

4.2 Whilst there has been a delay in the Policy being reviewed, Council Officers have continued to support young people through implementation of the existing procedure, and are confident the delay has had limited impact on the success of young people in transition from children to adult services, with many improvements evident:

    4.2.1 Edinburgh Development Group (EDG) were commissioned between 2018 and 2020 and worked collaboratively with the Young Adult Disability Team and Children and Families:

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- Producing individual Profiles in partnership with families, St Crispin's and Braidburn schools, detailing skills, interests, and communication needs.

- Working directly with young people to ensure their 'voice' is heard.

- Directly supporting families in preparing for transition.

- Providing workshops and information for families on the path to transition.

4.2.2 There has been continued and improved collaborative working between the Children Affected by Disability Team (Children's Services) and the Young Adult Disability Team (Health and Social Care Partnership):

- Pre-Covid, the two teams moved to be in the same office and continue to work together closely.

- Regular shared development sessions have supported positive relationships and clearer understanding of roles and direction.

- Both teams track and support young people and this is overseen by two lead officers across both services.

- Both teams have worked on Principles into practice; a pilot project with ARC Scotland (Association for real Change) alongside 10 local authorities, enabling discussion around positive practice and overcoming barriers.

- A working group inclusive of Young Adult Disability team, Children Affected by Disability team, 3rd sector and Education Services representatives; has focussed on the tasks co-produced from the Principles into Practice pilot and developed these locally, improving practice and outcomes for young people.

4.2.3 Two-year fixed term funding was secured for a Transitions Development Officer through a short life working group with previous Vice Convenor of Children's Services, Alison Dickie, parents of young people with disabilities and representatives from both children and adult services.

4.2.4 The post holder commenced in January 2022 with an aim of bringing all services together to help make post school transitions a smoother, more joined up process for young people and their families. This includes working with schools, social work teams, day service providers, Skills Development Scotland, employability services, college, charities, and the Scottish Transitions Forum.

4.2.5 A Parent and Carer Guide (Appendix 1) and Professionals Guide (Appendix 2) has been developed to provide detailed information and guidance on post school transition planning. Training sessions have been ongoing in schools to embed practice and compliment these guides, which has been well received.

4.3 The City of Edinburgh Council Internal Audit Team conducted an audit of Transitions for Young Adults with a Disability from Children's Services to Adult

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Social Care as part of the 2022/23 internal audit plan approved by the Governance, Risk and Best Value Committee in March 2022.

4.3.1 The objective of this review was to assess the design and operating effectiveness of the key controls established to support the transition between Children affected by Disability Practice Team and the Young Adult Disability Team.

4.3.2 Reasonable assurance was reported, concluding there is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.

4.3.3 To address the issues highlighted within the audit, an action plan has been agreed with a planned timescale of October 2023 and work is already underway in relation to:

- Development of the procedure to support Policy implementation across both children and adult services.

- Timetable of periodic review to support the review of the Policy, procedure and any supporting guidance documents.

- Continuous improvement and performance monitoring

- Review of joint planning documentation

- A Transitions Oversight Group has been established and will meet bi-monthly. Terms of Reference are in the process of being agreed and an action tracker has been developed to capture improvement actions.

4.4 Consultation:

4.4.1 Consultation with young people in transition from school was led by EDG as outlined above. This is now led by the Transitions Development Officer and through individual conversations between practitioners, young people, and their families. Examples of recent events include:
- Parent Focus Group sessions (8 weekly)
- School visits and engagement with young people
- Information events
- Questionnaires

4.4.2 A presentation from young people with lived experience was held on 7th June 2023 sharing their post school transition experiences. The aim of this event was to hear young people's stories of transition, both successes as well as issues and to give advice on the transitions process. Attended by young people across 3 specialist schools, feedback (Appendix 3) has been positive and will be helpful in shaping future events.

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5. Next Steps

5.1 The Transition Procedure is currently being developed with key stakeholder involvement and will be completed by October 2023.

5.2 The Transition Policy will be reviewed and updated annually.

5.3 The Parent and Carer Guide and Professionals Guide will continue to be reviewed and updated as required, at least annually.

5.4 Consideration is being given to evaluating and continuing the post school's development worker post.

5.5 The work of the above areas will allow officers to review with families, young people, and stakeholders how transitions are being progressed and for action to be taken where this is identified.

6. Financial impact

6.1 No financial impact.

7. Stakeholder/Community Impact

7.1 A wide range of staff from children and adult services have been involved in developing the policy and will continue to inform service improvement.

7.2 An Integrated Impact Assessment was completed.

7.3 Young people and carers views has and continues to inform the development of work around transitions.

7.4 National collaboration through Principles into Practice Pilot, Scottish transitions Forum and Members of the Scottish Parliament Question Time to inform the new proposed transitions Bill.

8. Background reading/external references

None

9. Appendices

9.1 Appendix 1 - Parent and carer Guide on post school transition planning.

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PDF

PARENT GUIDE -
ASN Enhanced Trans

9.2 Appendix 2 - Professionals Guide on post school transition planning.

PDF

PROFESSIONALS
GUIDE - ASN Enhanc

9.3 Appendix 3 – Young People with lived experience event

Feedback from
Lived experience eve

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Policy and Sustainability Committee

10.00, Tuesday 22nd August 2023

Policy for Supporting Adult Carers and Caring Relationships

Routine
Wards: All
Council Commitments

1.   Recommendations

1.1   It is recommended that Policy and Sustainability Committee:

   1.1.1   Approves the Supporting Adult Carers and Caring Relationships Policy.

Mike Massaro-Mallinson Interim Chief Officer, Edinburgh Health Social Care Partnership

Contact: Emma Pemberton, Acting Disability Strategy Manager

E-mail: emma.pemberton@edinburgh.gov.uk

Report

Policy for Supporting Adult Carers and Caring Relationships

2.   Executive Summary

2.1   It has been identified that the Edinburgh Health and Social Care Partnership (the Partnership) lacks a formal policy on supporting adult carers and caring relationships.

2.2   To address this, a new policy has been developed which determines the Partnership's vision and commitment to supporting adult carers within their caring relationships and improve or maintain their health and well-being through a variety of pro-active and planned supports.

3.   Background

3.1   Policy, strategy, and procedure interrelate:

3.1.1   A policy is a statement of intent which details the organisational aims and guiding principles.
3.1.2   A strategy is the overarching plan which supports delivery of the organisational aims and considers the resource required.
3.1.3   A procedure details specific actions, methods and processes to guide implementation of the policy.

3.2   The Carers (Scotland) Act 2016 (implemented 1st April 2018) extends and enhances the rights of carers with an aim of better supporting caring relationships and promoting the health and well-being of unpaid carers, the supported person, and other family members affected by the caring situation.

3.3   The Joint Carers Strategy for Edinburgh was approved by Edinburgh the Integration Joint Board (EIJB) in August 2019 and is currently under review. The revised Joint Carers Strategy was approved by the EIJB on 8 August 2023.

3.4   In addition to not having a policy for adult carers, the operational procedure (2013) and the Short Break Services Statement (2019) require an update.

3.5   A short life working group to develop the policy on supporting adult carers and caring relationships was created to ensure a collaborative approach and stakeholder engagement.

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4.   Main report

4.1   Adult carers contribute significantly to providing help and support to family, friends or neighbours who cannot live independently. It is crucial that the Partnership has clear direction in supporting positive and sustainable caring relationships.

4.2   It is widely recognised that unpaid carers have been significantly affected because of the Covid-19 Pandemic. There remain challenges in delivering services, particularly in relation to recruitment and retention of staff which is impacting on the ability of Carers to have a break from caring, primarily where there is a need for replacement care.

4.3   Historically, the operational procedure has mostly focused on services rather than personal outcomes. Shared Care Scotland (a national carer organisation contributing to policy development and best practice for carers) highlight the importance of short breaks being defined and interpreted as broadly as possible to support choice and encourage creativity.

4.4   Developed and co-produced across multiple stakeholders, the policy has been informed locally and reflects key legislation and guidance set out within the Carers (Scotland) Act 2016, and the Social Care (Self-Directed Support) (Scotland) Act 2013; and is underpinned by the principles and approaches of Shared Care Scotland's Promoting Variety Programme.

4.5   Further to carer feedback, this new policy acknowledges adult carers may not always have felt recognised and valued for the significant contribution they provide and aims to empower adult carers as partners who are experts in knowing the outcomes they want to achieve.

4.6   The Partnership acknowledge the policy is only one element of improvement required in relation to breaks from caring and work is currently underway within the Adult Social Care Improvement Plan approved by the EIJB on 14th June 2023 and as part of the Joint Carers Strategy Refresh 2023-26, which is committed to developing a Short Breaks Implementation Plan to continue to develop and deliver wide ranging creative breaks.

5.   Next Steps

5.1 Once approved, this policy will be implemented by the following:

5.1.1   development of an associated procedure to guide practitioners and partner organisations on implementation (inclusive of learning workshops).

5.1.2   updating the Edinburgh Short Breaks Service Statement 2019 to provide information to carers and cared for people so that they:

- know they can have a break in a range of ways,
- are informed about short breaks that are available,

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- have choice in the support they access, and optimise self-directed support options,
- can identify what a short break means for them, and how they can be supported to meet their needs and achieve their personal outcomes.

5.1.3 the Short Breaks Implementation Plan, which will:

- seek to build upon the policy, and collaborations between partners and unpaid carers to promote a variety of short breaks,

- optimise availability across partner agencies,

- identify services to be developed to provide high quality short breaks to meet carers strategic and personal outcomes,

- explore options around Short Breaks Brokerage, supporting carers to have an outcomes focused plan, increased knowledge and support to access more short break opportunities and ensure a more balanced life alongside or outside of their caring role.

6.   Financial impact

6.1   The overall aim of this policy is to adopt an early intervention and preventative approach, by supporting self-management through access to universal or targeted supports. Not supporting Adult Carers effectively imposes the potential of deterioration in health and wellbeing outcomes; placing carers and those they care for at risk, leading to a point of crisis and reactive responses. It is difficult to determine an exact financial impact of implementing the policy. However, any implications, financial or other will be identified through the development of an accompanying procedure and considered appropriately.

7.   Consultation

7.1   A wide range of people have been involved in the development of this policy, including unpaid carers, carer organisations, Shared Care Scotland and Partnership representatives.

7.2   A carer focus group was facilitated by a local carer organisation (Care 4 Carers) and feedback on the policy (Appendix 2) has further shaped this final version.

7.3   An Integrated Impact Assessment has been completed and published

8.   Background reading/external references

8.1 Short Break Services Statement 2019
8.2 Shared care Scotland Promoting Variety

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9.   Appendices

9.1   Appendix 1 – Policy for Supporting Adult Carers and Caring Relationships.
9.2   Appendix 2 – Carer focus group feedback and how this has informed the Policy.

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Appendix 1:

Policy Title	Supporting Adult Carers and Caring Relationships

Management Information		
Lead Officer	Name:	Emma Pemberton
	Designation:	Disability Strategy Manager (Acting)
	Email	emma.pemberton@edinburgh.gov.uk
Service Area	Health and Social Care	
Last Review Date		
Implementation Date		
Review Date		
Agreed by		
Date Agreed		

Version Control	
1.1	

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1. Purpose

1.1. The main aim for Edinburgh Health and Social Care Partnership is to improve or maintain Adult Carers well-being and prevent ill health, with a variety of pro-active and planned supports. These supports should be creative, innovative, sustainable and empower Adult Carers as partners who are experts in knowing the outcomes they want to achieve.

1.2. We acknowledge that Adult Carers may not always have felt recognised and valued for the significant contribution they provide in helping and supporting relatives, friends, or neighbours, who cannot manage to live independently without the Adult Carer's unpaid help due to frailty, illness, disability, or addiction.

1.3. Adult Carers may have multiple caring roles with a diverse range of cared for people. For many Adult Carers it may not be a role which they have actively chosen and is often life-long. Although Adult Carers experience positive and rewarding aspects of their role; there is also evidence that Adult Carers may have negative experiences. These may affect their physical or emotional health and wellbeing, and consequently their ability or willingness to continue in their caring role.

1.4. This policy sets out the Edinburgh Health and Social Care Partnerships' vision and commitment to supporting Adult Carers with their caring relationships to ensure a fair and consistent approach.

2. Scope

2.1. This policy will:

2.1.1. provide a definition of an Adult Carer (including Young Adult Carers) which is clear; and recognises the significant contribution provided.

2.1.2. embed the principles of the Three Conversations Approach in supporting Adult Carers and Cared for People.

2.1.3. provide a definition of "Breaks from Caring" which is clear, fair, and equitable for unpaid Adult Carers in supporting their personal outcomes.

2.1.4. provide a definition of "Replacement Care" which is clear, fair and equitable for "Cared for People" to access planned support which meets their personal outcomes, whilst their Adult Carer has a Break from Caring; or in unplanned and crisis situations provide emergency replacement care when the Adult Carer is unavailable.

2.1.5. promote variety, increase flexibility, and improve the choice of supports available within all Self-Directed Support options to meet the personal outcomes of Adult Carers and Cared for People.

2.2. This policy applies to local (*see Definitions*):

2.2.1. Adult Carers (including Young Adult Carers)

2.2.2. Cared for People (*see also 2.3*).

2.3. This policy does not apply for Replacement Care when:

Replacement care out of scope for;	Considerations
People who are living long term in residential care, the Shared Lives Scheme or out of this Local Authority area	Adult Carers with caring relationships to these Cared for People, may have personal outcomes associated with that role which fall within scope
People who are supported by Volunteers provided by a Volunteering service/organisation (i.e., the absence of the volunteer does not automatically qualify the person volunteered with to receiving replacement care or support)	Adult Carers may choose to engage in voluntary and/or paid work as part of their personal outcomes; and this work does not remove the Adult Carer from scope
People who are using Direct Payment to pay an Adult Carer for <u>some</u> elements of their support (paid elements excluded)	Adult Carers are within the scope of this policy for the unpaid aspects of their caring role in which they support the cared for person.
People under the age of 18 who remain in school.	Adult Carers of people under the age of 18 (regardless of whether the person is in formal education or not) may have eligible needs in relation to their caring role and are therefore within scope.

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3. Definitions

Term	Meaning
Adult Carer Support Plan	Enables carers to discuss the caring role and its impact on their life. The plan can help balance life alongside a caring role. The plan will also set out what supports can help carers achieve the outcomes that are important to them. An Adult Carer Support Plan can also help identify what can be done if a carer feels unable to continue caring.
Break(s) from caring	A break from caring is <u>any form of assistance</u> or service which enables carers to have sufficient and regular periods away from their caring routines or responsibilities. The purpose is to support the caring relationship and promote the health and well-being of the carer, the cared for person, and other family members affected by the caring situation. Breaks from caring should be defined and interpreted as broadly as possible. This supports choice and encourages creativity in meeting carers personal outcomes. Sometimes the term "short break" is used but is more typically associated with some form of replacement care and support for the cared for person, which in turn provides a carer break. Some Adult Carers may want to have breaks from caring/short breaks with the Cared for Person. For some carers a form of assistance or ability to increase their capacity to cope could be enabled by having equipment, technology, training or access to advocacy. Further examples are in the Short Breaks Services Statement.
Brokerage	A term used for sourcing a range of suitable support options which meet people's personal outcomes. This may include practical items, activities or direct support provision. Those 'brokering' support will act as a link between people and resources and have good knowledge and understanding about resources which are locally available. They will work alongside unpaid carers and/ or cared for people to co-produce support that is right for them.
Adult Carer	A person over the age of 18 (who has left 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 Adult Carer's help due to frailty, illness, disability or addiction. (adapted from "The Carer's Act (Scotland) 2016") For the purpose of this policy this includes Young Adult Carers as defined below. Adult Carers may have multiple caring roles; with a diverse range of cared for people.
Cared for Person / People	A person over the age of 18* who cannot manage to live independently without the Adult Carer's help due to age related conditions, long term impairments or disability, long-term or short-term mental or physical ill health.

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	A Cared for Person may not be living at the same address as the Adult Carer. *16-17 year-olds included if they have left school/formal education*
Emergency Replacement care	The care and support for a cared for person, that is normally provided by an unpaid adult carer, which requires to be undertaken in a crisis e.g., Adult Carer Severe illness, Hospital admission, or death. Outcomes for emergency replacement care can be met in a variety of ways and models.
Eligibility Criteria	The Eligibility Criteria Policy describes levels of need that fall into 4 categories; critical, substantial, moderate and low need. It also sets out which levels of need we will support through the provision of services and supports using the 4 SDS options. The level of need is determined through an assessment of a person's needs carried out by a professional or other approved person. Eligibility is considered individually for Adult Carers and Cared for People. Although these parties are connected; the Eligibility of one party does not automatically change the Eligibility of the other.
Personalised and Individual supports including replacement care	Individualised support applies to outcomes which cannot be met or provided by universal or targeted support. The purpose of individualised support is to reduce the impact and risks of caring for the carer to a sustainable level. This is arranged through self-directed support for planned replacement care and/ or in unplanned and crisis situation provide emergency replacement care when the Adult Carer is unavailable.
Preventative and Universal Supports	Supports which are open to everyone are provided and guided by local partner organisations and generally already available to support carers 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.
Replacement care	Care and support for a cared for person which is normally provided by an unpaid carer which requires to be undertaken to enable the unpaid carer to have a break from caring, either in a crisis or more typically on a planned basis. Outcomes for replacement care and support can be met in a variety of ways and models. These are explained in the Short Breaks Services Statement.
Respite	Sometimes, the term 'Respite' is used to describe a break from caring. 'Respite' is defined as a break from something that is unpleasant. Therefore, most Carers and our partners

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	feel the term 'Respite' is negative and is often associated with institutional services or emergency situations. 'Short Breaks' is a term more positive, broader and inclusive and captures the flexibility and creativity that Carers have told us matters to them and will replace the term 'Respite.'
Short Break	See 'Break from caring'
Short Breaks Services Statement	The purpose of a "Short Break Services Statement" is to provide information to carers and cared for people so that they; • Know they can have a break in a range of ways • Are informed about short breaks that are available • Have choice in the support they access • Can identify what a short break means for them, and how they can be supported to meet their needs and achieve their outcomes.
Social Care Direct	First point of contact for people who want to access support.
Targeted and more specialised services	Where Adult Carer 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®	The Three Conversations is an approach to having open and engaging conversations with Supported people and their Unpaid Carers about the support they need and working together to co-produce the right support at the right time. Each conversation is a stage and multiple discussions may be required at each conversation point. 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 in order to help them get on with their life independently. Conversation 1 is not about whether the person is 'eligible', but it does meet legislative requirements. 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. Conversation 3 is about understanding what this good life looks like to them and their

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	family, and helping them to get the support organised so they can live the best life possible.
Unpaid carer	See Adult Carer.
Young Adult Carer	Young adult carers who are aged 18-25, who have needs around the transition from children and young people's services into adulthood and accessing age-appropriate adult supports. Young adult carers also require support to create a life beyond caring and explore opportunities for employment, further education, or moving into their own homes;
Young Carer	A young carer is a carer who is under 18 years old or is 18 years old and is still at school. Young Carers are not directly in scope of this Policy and are supported by the Communities and Families Department.

4. Policy Content

Principles of Supporting Adult Carers and Cared for People

4.1. Supports should be creative, innovative, sustainable and empower Adult Carers as partners who are experts in knowing the outcomes they want to achieve. This means not fitting people into services, instead, supporting people to identify personal outcomes and ways to enable these to be met through co-producing suitable supports and options.

4.2. Identifying personal outcomes and needs of Adult Carers must, take into account:

- personal outcomes may be changeable and require regular review.

- any impact of having one or more protected characteristics.

- if they have additional needs specific to being a Young Adult Carer.

- any socioeconomic factors which prevent or reduce inequalities of outcome, e.g., low income, poverty or inability to access paid employment as a result of caring commitments or other circumstances.

4.3. The outcomes and needs of Adult Carers are as diverse as those of Cared for People. Therefore, it is important that the well-being of Adult Carers is given as much consideration as that of the Cared for Person.

4.4. We adopt an early intervention and preventative approach by supporting self-management through access to universal or targeted supports (e.g., telecare, information, advice, advocacy, community resources, support partner agencies, translation services, counselling and peer support)

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4.5. The purpose of a 'break from caring/short break' is to support Adult Carers to have a life outside of, and/or alongside of their caring role. It should help to support their health and wellbeing, sustain their ability to continue in their caring role, be planned around what is important in their life and improve their personal outcomes.

4.6. Supports for the cared for person should also meet their personal outcomes and may benefit others (e.g., family members) which can help to maintain and sustain relationships.

4.7. Transitions or changing circumstances can impact caring responsibilities and affect the wellbeing of either Adult Carers or Cared for People. Changing circumstances may be short or long term and relate to; age, moving home, leaving or moving towards long term care or hospital, illness or caring for people with terminal conditions. Therefore, Adult Carers should be supported to plan successful transitions and change.

How we will approach this

4.8. Edinburgh Joint Carers Strategy Refresh:

4.8.1. This strategy is informed by national and local context. It outlines local priorities and associated areas for improvement, outcomes for carers as well as details of the activities needed to achieve them. The strategy supports the Edinburgh Health and Social Care Partnership and Communities and Families to demonstrate impact on Outcome 6 of the National Health and Wellbeing Outcomes, "People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being."

4.8.2. The strategy focuses on six priority areas:
- Identifying carers
- Information and Advice
- Carer health and wellbeing
- Short Breaks
- Young carers
- Personalising support for carers.

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4.9 <u>Voluntary and Independent Sectors:</u>

    4.9.1 The voluntary and independent sectors are vital partners in the development of health and social care in Edinburgh. Our partners are faced with similar budgetary and workforce pressures, and it is essential we work together and build trust to make the most of the resources available. Engagement and collaborative planning are central in realising the benefits of these relationships. Both sectors will be invited to continue their support in co-production and planning as services and supports continue to develop and improve for adult carers.

  4.10 <u>Adult Carer Support Plans:</u>

    4.10.1 Enable carers to discuss the caring role and its impact on their life. The plan should help balance life alongside a caring role. The plan will also set out what supports can help carers achieve what is important to them. An Adult Carer Support Plan can also help identify what can be done if a carer feels unable to continue caring.

    4.10.2 May be carried out by Edinburgh Health and Social Care Partnership (through Social Care Direct or Edinburgh Carer Support Team) or one of our partner organisations.

    4.10.3 Can be accessed by Adult Carers living out with the local authority boundaries, but who may have caring responsibilities for a person living in Edinburgh.

    4.10.4 Will fully consider that Adult Carers may have multiple caring roles; with a diverse range of cared for people. In these circumstances, The Adult Carer Support Plan will identify the Adult Carer's outcomes across all these relationships. Where support for the caring role or replacement care is required within one or more of these caring relationships, the outcomes for each cared for person will be identified individually based on their circumstances. Therefore, individual outcomes are likely to be as diverse as the cared for people's needs.

    4.10.5 Should be reviewed on an annual basis alongside planned supports. The positive impact of previous supports should not diminish the requirement for future support; with full consideration given to the impact on the Adult Carer if they were to be changed or reduced.

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4.10.6 Once completed, will detail the Adult Carers needs and outcomes. It will also describe how the Adult Carer will be assisted to access supports which are appropriate to their needs and outcomes.

4.10.7 Identified outcomes can be met flexibly across the full range of Self-Directed Support options using the Three Conversations Approach. The level of need is determined through an assessment of a person's needs carried out by a professional or other approved person. Adults Carers can be empowered to access Universal, Targeted or Individual Supports based on their needs:

- <u>any form of assistance</u> or service which enables carers to have sufficient and regular periods away from their caring routines or responsibilities.
- Support in the form of a service or budget for Adult Carers may be agreed based on their individual outcomes.
- Support in the form of a service or budget for Cared for People may be agreed based on their individual outcomes.
- In some circumstances Adult Carers and Cared for People may have shared outcomes which may enable a 'break' together

4.11 Short Breaks Services Statement

4.11.1 The Carer's Act (Scotland) (2016) instructed local authorities to publish a document which describes the Short Breaks options locally available for Adult Carers and Cared for People. Edinburgh Health and Social Care Partnership have published this and it should be reviewed regularly.

4.11.2 The purpose of a "Short Break Services Statement" is to provide information to carers and cared for people so that they:

- Know they can have a break in a range of ways (there are illustrative ideas listed, but options should not be limited to pre-defined lists).
- Are informed about short breaks that are available.
- Have choice in the support they access.
- Can identify what a short break means for them, and how they can be supported to meet their needs and achieve their personal outcomes and more.

4.12 Charges and fees

4.12.1 There is no charge to the Adult Carer for Breaks from Caring/ Short breaks.

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4.12.2 Some types of Replacement Care for Cared for People may be chargeable (to the cared for person) in line with Legislation and National Guidance.

4.13 Practitioner Guidance and Toolkit

4.13.1 Training, accompanied by local guidance and procedures will be developed to support practitioners in applying this policy to ensure consistent application.

4.14 Edinburgh Carer Support Team

4.14.1 The Edinburgh Carer Support Team can offer advice, information and support on:

- rights of carers
- local services
- medical conditions and medication
- how carers can look after themselves
- increasing carer confidence
- support carers in setting goals and priorities in their own lives
- developing an Adult Carer Support Plan

5 Roles and Responsibilities

5.1 Employees:

- To follow and apply the policy.

6 Equalities and Impact Assessment

6.1 An Integrated Impact Assessment was carried out for this policy on 07 June 2022 and reviewed on 21 March 2023

7 Risk Assessment

7.1 Not supporting Adult Carers effectively imposes the potential of deteriorating their health and wellbeing outcomes; placing themselves and those they care for at risk. This Policy has detailed the mitigations to address these risks. Further development of a local procedure/ Practitioner guide and update of the Short Break Services Statement will further mitigate any risks.

7.2 Successful implementation is dependent on a collaborative approach across professional groups and organisations. This requires effective assessment, planning and delivery of outcomes which is underpinned by the principles of self-directed support.

8 Review

8.1   This policy should be reviewed annually in line with Edinburgh Health and Social Care Partnership policy framework.

9 Legislative Context

9.1 **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.

9.2 **The Social Care (Self-Directed Support) (Scotland) Act 2013**, Carers should be provided with information and advice about Self-Directed Support options. If a Carer is eligible, staff must offer and explain a range of choices to them and the person they care for, about how support can be provided.

9.3 **The Social Work (Scotland) Act 1968** is the key legislation for social work services and places the responsibility for these services with local authorities.

Current policy themes in social work are:

- Personalisation and person-centred support, which puts the person first, as an expert in their own care.
- Independent living, which aims to ensure people can live independently and in homely settings for as long as possible

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- Early intervention and prevention, which aims to take action to avoid problems escalating and requiring more intrusive or intensive services
- Joined up working, which encourages smooth and collaborative working across relevant organisations

9.4 Community Care and Health (Scotland) Act 2002 introduced free personal care for adults, regardless of income or whether they live at home or in residential care.

10 Related Documents

10.1   [Short Break Services Statement](#)

10.2   Edinburgh Joint Carers Strategy Refresh

Appendix 2

Supporting Adult Carers and Caring Relationships Policy

Unpaid Carer Focus Group Feedback Summary

A Carer Focus Group was held on 24th February 2023 with the purpose of consulting on the draft 'Supporting Adult Carers and Caring Relationships' Policy. The event was widely publicised by Care 4 Carers through the Carers Strategic Partnership Group and the Edinburgh Carers Forum. The background to the development and the intentions of the policy was detailed by Edinburgh Health and Social Care Partnership representatives and the event was facilitated by Care 4 Carers, with people in attendance sharing a broad range of views on behalf of:

- Unpaid Carers
- Carer Organisations
- 3rd Sector professionals
- Integration Joint Board Carer representative
- Edinburgh Health and Social Care

The Partnership would like to thank Care 4 Carers and everyone who attended and contributed to the event. The feedback received has been invaluable, not only in further shaping the policy but also informing how the policy is implemented through organisational procedure.

Care 4 Carers provided written feedback from the event and further shared additional information afterwards. This has been collated and shared below, alongside the Partnerships comments on how the feedback will either:

- ✓ Inform further development and amendments to the Policy.
- ✓ Inform the development of the procedure or update to the Short Break Services Statement.
- ✓ Be shared with the Carers Strategic Partnership Group and Planning and commissioning colleagues.

What people felt were positive aspects of the policy:

- Having this policy will help to bring everything together.
- This is like Terms and Conditions for Carers Short Break Planning & Services. Good thing to promote consistency of approaches towards short breaks for carers from across sectors, professionals, staff, carers organisations etc.
- There is more of a family centred approach and an aim to have earlier intervention.
- Like the clarity of the definitions, and the language feels accessible.
- The process of the Adult Carer Support Plans is set out very clearly.
- It is positive that the policy highlights carers having multiple roles as this encapsulated the person-centred approach.
- This has been a long time coming!
- There is a focus on best practice.
- Focussing on people rather than service does come through.
- It is positive that the policy recognises that a carer may not live at the same address as the cared for person.
- Glad that there is work being done to bring it up to the 21st Century and that there is some recognition about what carers do.

What people said about Accessibility:

- It would be good to have a visual, illustrated example or version of the policy.
- Accessible versions – easy to read; languages; visually impaired.
- Spanish/Arabic/Urdu/Polish – would be good languages for the policy to be translated to. Would it be possible to have a condensed
- Summary translated? Or Targeted translation? (A cost-effective option).

We will:

- ✓ Arrange for an easy read version to be developed.
- ✓ On publication, include details of how to access the policy in alternative formats e.g., large print or translated into an alternative language.

What people said about the language used:

- The language is legal and formal which may be required for a policy, but it doesn't make it easy to read and understand. How about a plain English version! What does Brokerage mean?
- The wording of the policy is sufficiently vague – trying to pin it down any more could end up restricting who is impacted.
- Remove jargon and acronyms or put definitions at front
- It seems like the words in italics expressed the meaning better for example 2.3
- Section 1.2 - statement made some of the group angry and patronised.
- Section 1.3. the group felt this needs to change. It was noted that it is good to have their role recognised but for many it has to be understood that becoming a carer is often not a choice and it is 24/7 and forever.
- Section 2.2.3 – What does 'who have a break from caring outcomes' mean? Would be clearer if it was replaced with something like … 'for Adult Carers who need a break from caring'

We will:

- ✓ Review and simplify the wording.
- ✓ Include brokerage within the definitions section.
- ✓ Remove all acronyms.
- ✓ Change section 1.2 and 1.3 to acknowledge carers don't always feel recognised and for many there is no choice in the caring role.

What people said about the policy content:

- Confusion 2.3 around who it applies to, who actually is the beneficiary.
- Section 2.3 - This is really confusing, too many negatives, not/ do not. Format changes don't help. Just tell us who the policy does apply too, that would be easier to read and understand.
- The group felt that it was not completely clear about 'who is a carer'.
- The focus still seems to be geared towards the cared for person.
- Include a sentence about the purpose of a break also being to sustain the carers ability to continue caring and to avoid carer breakdown, exhaustion and burn out.
- Section 4.5 - Transitions need to include all stages of life, so Hospital Discharge at home or places of care, interim or long-term changes. These have a massive impact on carers especially when the cared for persons needs have radically changed. The support needs for the carer should be reassessed at these transition points as a matter of routine.
- Policy needs to better reflect multiple and complex caring roles and an aging demographic both in carers and the people they care for.
- Can we say 'personal outcomes for carers' not sure what Outcome focussed means? Personal outcomes might be easier to relate to
- Often, the people that need care and carers fall under 'marginalised' groups. There are already lots of barriers in place for people within marginalised communities e.g., not being registered with a GP. Is there any way to acknowledge this within the policy?
- It's imperative that the policy highlights that a physical break is not always practical, especially for cared for persons with certain characteristics. To 'have the load lightened' can be just as important, this could be a service which provides advocacy/legal support – anything that gives carers more capacity to cope and more headspace. (In the longer term this is more cost effective too!)
- Sense that the policy currently doesn't express the creativity and/or variety of short break options. While it is the role of the SSBS to spell out the detail, the policy needs an explanatory note to express that a short break can vary from individual to individual and from an hour-long activity to a week away.
- Carers who live elsewhere but care for a person in Edinburgh are also entitled to access an Adult Carer Support Plan locally, not sure if that is said.
- There was discussion about the impact of Covid19 and Shielding Groups which unpaid carers were directly linked too and the increase in carer exhaustion and anxiety in relation to this. While this is a policy document should it have a statement to reflect an acknowledgement (underpinned by report evidence) of the current situation?
- Carers who have no recourse to public funds people with no recourse to public funds - where do they fall within this policy? Are they included and if they are not then is there something else which addresses this – could there be a link to this?
- There is not enough with regard to Equalities section. Nor addressing the impact or poverty on all aspects of life, including having to give up work.

We will:

- ✓ Change section 2.3 to clearly highlight who is in scope of the policy and who is not.
- ✓ Define the term carer more clearly within both the opening statement and definition.
- ✓ Remove the section which highlights the short break hub for people with Learning Disabilities from the policy with a view to including within the procedure.
- ✓ Re-consider the opening statement and overall purpose of the policy to greater reflect multiple caring roles.
- ✓ Include the purpose of a break from caring should sustain carer's ability to continue in their caring role.
- ✓ Add hospital within transition's section and provide further guidance within the procedure.
- ✓ Ensure any impacts from protected characteristics and socioeconomic factors are included within the principles of the policy, including giving up work and reduced household income.
- ✓ Include Carers living out of authority but caring for a person in Edinburgh are also entitled to access an Adult Carer Support Plan locally.
- ✓ Ensure poverty and inability to work is highlighted within the policy.

Feedback which will inform the development of the Procedure or updated Short Break Services Statement:

- The purpose of policy often lacks clarity – as professionals we don't have a clear guidance of policy. There is a lot of work needed to take in all the different provisions of support. Having this policy will help to bring everything together. Having a clear underpinning of values will help to bring together different aspects of the services across the city.
- It is important to acknowledge the proportion of what the third sector provide to health & social care services.
- A once in a lifetime holiday doesn't always help you cope in the long term.
- We need something that is sustainable and reliable.
- Replacement care is not always the short break that Carers want.
- The Policy is a good step forward, but will it be implemented.
- Assessment process is complex and time consuming. The threat of it being removed is always in back of your mind.
- Carers cannot survive with just one short break a year.
- It's all very well saying choice empowers us as carers. It feels like the onus is on us as carers to help ourselves. I am overwhelmed most of the time and I do not have the time or head space to be 'creative or imaginative'. 'Too much information fired at me is equally exhausting.
- Yes, carers need to look after self to keep being able to care. Is this just the cheapest way to provide care.
- The policy is only as good as delivery – there needs to be a tangible next step.
- What is the appeal process if someone was not granted a short break fund or service?

- Multiple and complex caring roles can be progressive or multiple and complex from the start. This can include caring for a person with multiple conditions and/or caring for more than one person with different conditions. Getting a short break for these carers is a survival tool. A number need building based cover for their cared for person, for safety, high care levels and consistency, buildings are not all bad! (my person needs building based care and that is when I get a proper break because I know he is being safely managed and he needs to be safely managed! I couldn't relax if he was anywhere else).
- A flow chart with website links would help carers to find the sections that are most applicable to them.
- Issue regarding people not identifying as a Carer.
- 3 Conversations – When a carer needs a break, it needs to be discussed as part of Conversation 1, preventative approach, not waiting until Conversation 3 when the Carer and family may be in crisis. Eligibility Criteria on page 5 would suggest something else and that concerned the group).
- The group had to ask clarification on what some sections meant – for example in part 4.8 and Eligibility statement. Albeit is noted that is clear if you work in the arena. However, will workers to whom it will be rolled out to understand the meaning. This document should be accessible to staff and carers, perhaps in a booklet form.
- Section 4.8.4 – Adult Carer Support Plan's needs to be an ongoing thing for carers, they need to be able to come back to whoever did the plan as transitions and changes change their need for a break.
- How this policy relates to Adult Carer Support Plans and short break discussions are incorporated into the plans needs to be thought through further.
- Questions over capacity were raised, to do Adult Carer Support Plan's and to review them even on an annual basis is this a genuine possibility? And will that be the original person, place that did the initial plan? Has demand and capacity been matched?
- We need to know what the need is in order to be identifying the resources required to meet it in relation to Adult Carer Support Plan's and Short Breaks. We need to be clear on what is deliverable.
- How can we make the Short Break Services Statement more accessible? Can it explain what is a short break and all the diverse options available but in a more accessible, easy read fashion? QR codes, links embedded throughout so it is easy to get to providers websites, latest info etc. Would need to be updated regularly to remain meaningful.
- Strong partnership work between agencies is essential.

Feedback which will be shared with The Carers Strategic Partnership Group and Commissioning Colleagues:

- Adult Carer Support Plan's are not being used to full potential.
- There is still a high level of untapped need within the city – carers who are not accessing any support.
- It is important to inform carers groups across the city who have not been involved in the process – how will the policy be communicated to groups across the city?
- Provision of care is often provided by the third sector. When there is inconsistent funding, this means inconsistent provision (e.g., Carers council). A steady policy can only be provided if all of those support networks are in place. Continuity is needed – relying on something and then having it taken away – 'you lose trust'.
- Will the Third sector receive long term funding? It is unacceptable that services are withdrawn due to funding issues.
- There is a lack of options available in replacement care – due to wider external factors.
- the information needs to go to those in Universities for up and coming workers.
- There is not enough with regard to Equalities section. Nor addressing the impact or poverty on all aspects of life, including having to give up work.

Next Steps:

- ✓ An Integrated Impact Assessment was completed in 2022. This will be reviewed with further actions included to reflect the feedback from the focus groups. The IIA will then be published.
- ✓ A final draft of the policy will now be completed and shared with appropriate Senior Managers for agreement.
- ✓ On agreement, a procedure will be created to support effective implementation on the policy.
- ✓ The Short Break Services Statement will be reviewed and updated.

As highlighted above the feedback provided will inform these future developments. Once again, the Partnership would like to thank everyone who has contributed to providing this feedback and sharing their own experiences.

If there is any further feedback you would like to share, you can do so by emailing:
r.smith@edinburgh.gov.uk and emma.pemberton@edinburgh.gov.uk

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Policy and Sustainability Policy

10.00am, Tuesday, 22 August 2023

Grievance Policy

Item number
Routine
Wards
Council Commitments

1. Recommendations

1.1   To approve the new Grievance Policies for local government employees and for teaching staff and note the revised Personnel Appeals Committee policy and process.

1.2   To note that both these policies have been reviewed and revised in line with recommendations following the Independent Inquiry and Whistleblowing Culture Review by Susanne Tanner KC, with Pinsent Mason in 2021.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Nareen Owens, Service Director, Human Resources

E-mail: Nareen.owens@edinburgh.gov.uk

2. Executive Summary

2.1   As part of the findings from the Independent Inquiry and Whistleblowing Culture Review in 2021 ("Inquiry and Review") there was a recommendation to review all conduct related employment policies and, where appropriate, to revise.

2.2   As part of this review, the Grievance and Avoidance of Bullying and Harassment policies were considered together with the aim of consolidating them into one new policy to manage all employee complaints.

2.3   Teaching staff have a separate Grievance Policy in accordance with the Scottish Negotiating Committee for Teachers (SNCT) which has also been reviewed.

2.4   The policies focus on early resolution conversations which should be outcome focussed and sets out our formal processes where this cannot be achieved. New user guides have been developed for both local government and teaching staff outlining the roles, responsibilities, and actions to be undertaken through each stage. In addition, training for managers on early resolution conversations is being developed by the HR team.

2.5   The Grievance Policy for local government employees replaces our current policy which was approved at Committee on 25 February 2014. The Grievance Policy (Teaching Staff) replaces our current policy which was approved at Committee on 20 June 2006. The Personnel Appeals Committee – Appeals Policy replaces our current Personnel Appeals Committee – Grievance Appeals Policy, which was approved at Committee on 1 August 2015 as well as the Personnel Appeals Committee – Disciplinary Appeals Policy which was approved at Committee on 31 August 2022. We have taken the opportunity to incorporate these policies as they follow the same process and will stand down the older versions.

2.6   The Avoidance of Bullying and Harassment Policy, approved by Committee on 4 August 2015 will be stood down.

3. Background

3.1   The Council currently has two policies to manage employee complaints: Grievance and Avoidance of Bullying and Harassment. Both policies focus on early intervention as part of the informal stage, escalating to a formal complaint where it cannot be resolved locally.

3.2   As the process for handling grievances for teaching staff is outlined by the Scottish Negotiating Committee for Teachers (SNCT), we are required to have this as a standalone policy. However, both policies consider all complaints in relation to employment matters e.g., where an employee does not believe a policy has been implemented correctly or they are raising a concern about a management decision. The first element to both policies is early resolution through an informal stage.

3.3   For local government employees, the formal grievance is considered by a Nominated Officer (internal manager) and any appeal is considered by the Personnel Appeals Committee (Elected Members).

3.4   For teaching staff, the process is as outlined in the SNCT:
   - Stage 1: Hear original grievance – Nominated Officer

- Stage 2: First appeal stage – Headteacher or Director
- Stage 3: Second appeal stage – Personnel Appeals Committee
- Stage 4: Third appeal stage – Joint Secretaries of the SNCT

3.5   The Avoidance of Bullying and Harassment Policy covers all employees and considers all allegations and complaints in relation to bullying and harassment. The complaint is originally considered by a Nominated Officer (internal manager) and any appeal is considered by a neutral senior manager (internal manager).

4.   Main report

4.1   Whilst the underlying principles of both Grievance policies as well as the Avoidance of Bullying and Harassment Policy are aligned with the ACAS Code of Practice, we undertook to review them through the lens of the Inquiry and Review recommendations, as well as seeking to improve the employee journey. We undertook engagement with colleagues who had been through the grievance process, acted as Nominated or Investigating Officers as well as senior managers and HR colleagues to understand where the current policies could be enhanced.

4.2   We also took into consideration the overarching employment policy recommendation following the Inquiry and Review which was:

"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."

4.3   Feedback gathered during the policy engagement process suggested that complaints handled under these processes were not always clear cut and often resulted in colleagues raising similar concerns under multiple policies and processes at the same time. This can often lead to delays in process as well as putting additional pressure on employees who are required to attend multiple meetings under the different policies to seek a resolution.

4.4   On this basis, it was proposed that a new consolidated Grievance Policy be created to manage and consider all employee complaints to ensure one employee journey and improve oversight and investigation. The Avoidance of Bullying and Harassment Policy will be stood down and preventative work against bullying and harassment covered by the new Violence at Work Policy which is to be renamed as Protecting Our Colleagues from Unacceptable Behaviours.

4.5   Some of the key feedback from colleagues and Trade Unions was not specifically on the policy content but how it is implemented by management. It was highlighted that there is a need for managers to recognise grievances at an early stage and address these promptly and clearly explaining the reasoning behind this. Investing time at the informal stage to manage concerns and hear colleagues' concerns will mitigate lengthy formal processes and is what management should focus on.

4.6   The revised policies seek to focus on Early Resolution conversations, with managers responding to and engaging with colleagues as soon as concerns are raised. These discussions should be **outcome-focussed** to address issues quickly, locally, and informally. Where concerns cannot be resolved at an Informal Stage or where the nature of the complaint is so serious, then the matter is escalated to a more formal process.

4.7   User guides have been created, the first time for teaching staff, to detail the roles and responsibilities of everyone involved in the process: Nominated Officers, Investigating Officers, those raising a grievance, witnesses, and HR.

4.8   Part of the feedback we received from our engagement sessions was in relation to timescales. The new policy outlines the timescales which should be followed, and regular updates should be provided through the process, however where there are unexpected delays the responsibility lies with the Nominated Officer to ensure all parties are informed of the delays, the reasons for this as well as providing revised timescales.

4.9   Accountability was also important to colleagues - ensuring processes are being followed and people being held to account when they are not, as well as ensuring those responsible for taking forward recommendations or next steps follow through. To ensure this policy is successful, we need to ensure the support and messaging to managers is clear and consistent in aiming to resolve grievances and holds managers to account where there may be a lack of action.

4.10   The final stage of all grievances is that colleagues can appeal the decision of the Nominated Officer.

4.11   For teaching staff, the appeals stage is clearly articulated in the Scottish Negotiating Committee for Teachers (SNCT) and our new policy reflects this requirement. There are three stages of appeal: the first to a senior manager, then to Personnel Appeals Committee and finally to the Joint Secretaries of the SNCT where the original grievance relates to the interpretation or implementation of a national agreement promulgated by the SNCT.

4.12   **Personnel Appeals Committee Terms of Reference** - as part of the review into the new Grievance Policy for local government employees, we also sought feedback on the appeals process. Currently all grievance appeals are heard by the Personnel Appeals Committee (the Committee). It currently consists of nine elected members, with a wider pool of a further eleven trained elected members where cover is required – however it tends to be the same members who attend the Committee when required. Avoidance of Bullying and Harassment Appeals are considered internally by neutral senior managers, and it was requested that consideration be given to specific cases being considered by the Personnel Appeals Committee moving forwards.

4.13   There was a request to review the current process for grievance appeals. This was due to timescales, the remit of the committee (what they do or do not have scope to decide upon) and the formality of the process. To better understand, and consider any case for changing the current approach, the ER and Policy Team undertook a review of the Committees that had been held since 2019 to understand where, if any, concerns lie and ways to mitigate them. While the Council hold data before this date, more robust recording arrangements were put in place in 2019 which allowed for better analysis.

        Timescales: As well as Grievance Appeals, the Committee also consider appeals against discipline penalties and dismissals. The data highlighted that since 2019, the average timescale to hear a grievance or discipline appeal from the date it was assessed as competent until the hearing exceeded the current policy timescales of 28 days. No case since 2019 had been considered within this timescale. On

average, during 2022 Grievance Appeal Hearings (5 cases) have taken 28 weeks and Discipline Appeal Hearings (11 cases) have taken 22 weeks.

4.14   For those employees who are appealing a dismissal, this delay in hearing appeals has a significant impact on them day to day affecting their job as well as any knock-on effect should they wish to pursue the matter further through a legal route.

4.15   Colleagues have a limited timeframe to submit any subsequent claims to an Employment Tribunal. By meeting timescales as set out in the Policies, we are seeking to conclude the case in a timely manner that allows colleagues to pursue matters further in a reasonable timeframe or where a decision has been overturned and they are reinstated, means that they will be able to reintegrate back into the workplace more effectively and efficiently.

4.16   **Workloads:** As all complaints will be heard by the same appeal panel in the new Policy, there were also concerns about the impact of introducing bullying and harassment complaints to PAC and the knock-on effects it would have to the timescales previously highlighted.

4.17   It was also noted that the revised Whistleblowing Policy will provide more clarity on what matters should be considered within its remit, and where there is an employment matter focus on the complaint, it is likely this will be processed under our Grievance Policy as the most appropriate route for consideration. This may also have an impact on the numbers of appeals potentially being considered by the Committee.

4.18   **Decision making:** Finally, we reviewed the outcomes from PAC to understand whether decisions made by the Nominated Officers (internal managers) were had been overturned by the Committee. Of the appeals considered since 2019, only two had been upheld by Committee. The others did not see a change in the original outcome by the Nominated Officer. This did not suggest that the Committee were highlighting errors in senior manager decision making within the Council.

4.19   Based on this evidence, it was proposed that to enable faster decision making and a timelier process for colleagues that consideration would be given to changing the appeals process within the local government employee policy and specifically the types of appeals to be heard. Engagement sessions were held with members of the Personnel Appeals Committee as well as Committee Services to identify different proposals for considering appeals ensuring they still had sight of any overarching, Council-wide grievances. The final proposal was put to the Trade Unions during consultation. Unfortunately, agreement could not be reached on this proposal, and no others were put forward as reasonable alternatives.

4.20   Based on the above, it was agreed that all appeals will proceed to the Personnel Appeals Committee however this arrangement would be further considered in 18 months from implementation. At that point, a review will be undertaken on the impact of the new process to understand if timescales have improved or continue to miss deadlines. Where the latter occurs, we will seek to review the policy and re-enter consultation with the trade unions on this matter to seek alternative ways to consider appeals. Continual monitoring and review will also take place with Appeals Committee members and direction will be taken in the event of an earlier review if deemed necessary.

4.21   Finally, we have also taken the opportunity to review the supporting guidance for the Personnel Appeals Committee. Currently there are two separate documents which outline the same process. We have sought to streamline this into one document for ease of reference. This process has been agreed by Committee Services.

4.22   Throughout the policy review project, we have collaborated with colleagues in Learning and Development to ensure all learning resources and training modules and materials were aligned to the new policy with a focus on early resolution. As a result, scenarios on resolving grievances are being built into new learning for managers on how to have difficult conversations.

5.   Next Steps

5.1   The policies will be put forward to Policy and Sustainability Committee on 21 August 2023 for approval.

5.2   An implementation plan, including communications, will be put into effect to relaunch the policy and associated e-learning to raise awareness with colleagues and line managers.

5.3   Training will be provided to Personnel Appeals Committee members on handling appeals against bullying and harassment allegations.

6.   Financial impact

6.1   There is no material impact arising from this report.

7.   Stakeholder/Community Impact

7.1   An integrated impact assessment was conducted as part of the wider policy review project and to date, no negative implications have been identified and a more streamlined approach for colleagues was seen to positively impact groups.

7.2   These policies meet our legal obligations in relation to formal consultation. The trade unions (both local government and teaching) have been engaged on the new policies. The policy for teaching staff is a local collective agreement and is currently in the process of becoming a Local Negotiating Committee for Teachers (LNCT) agreement. In addition the LGE trade unions have agreed to a collective agreement on the Grievance Policy.

7.3   Engagement was also held with elected members in relation to the Personnel Appeals Committee process.

8.   Background reading/external references

8.1   Not applicable.

Appendices

Appendix One - Grievance Policy
Appendix Two - Grievance Policy (Teaching Staff)
Appendix Three - Personnel Appeals Committee Policy.

Grievance Policy

The Council recognises the importance of maintaining good working relationships between colleagues and seeks to promote an environment where any problems that arise can be discussed and dealt with easily and at an early stage.

The Council believes that most grievances can be resolved informally through honest and open discussion, however in some cases, this may not be possible or appropriate and a formal grievance may need to be raised.

Our Behaviours of Respect, Integrity & Flexibility should be demonstrated throughout every stage of this process, and it should be applied without discrimination.

This policy outlines the grievance process, informally and formally and highlights the roles and responsibilities of those involved and the support that is available.

Author	Scope
Employee Relations & Policy, Human Resources, Corporate Services Directorate	This policy applies to all Council colleagues, except teaching staff covered by the SNCT.

Purpose	Review
The purpose of this policy is to provide guidance to colleagues on how to raise and resolve any issues which may arise within the workplace.	The policy will be 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.

Local Agreement

This policy is a local collective agreement between the Council and our recognised Trade Unions. We will make every effort to ensure that it is maintained as a local collective agreement. Any changes will be made by agreement. If we cannot agree, either party can end the local collective agreement by giving four months' notice in writing, with the policy ceasing to apply to staff at the end of that period.

1. Policy Aims

The aim of this policy is to set out how to raise workplace issues and ensure they are dealt with in a fair, consistent, and timely manner. This policy provides a framework outlining the informal and formal processes.

The principles of this policy are that:

- We should try to resolve grievances locally and through informal resolution where possible;
- We will provide a safe and timely process for ensuring issues are resolved; and
- We will support colleagues who are faced with workplace issues.

This policy and the supporting user guide will be applicable when an individual has a workplace issue regarding:

- terms and conditions of employment;
- health and safety at work;
- workplace relations;
- new working practices;
- the working environment;
- organisational change;
- discrimination on the grounds of race, sex, sexual orientation, religion, disability, age, gender reassignment, marital status, or ethnic origin; and/or
- bullying and harassment.

This policy seeks to promote a culture where colleagues can raise concerns without fear of victimisation or recrimination and provides a procedure where a complaint or concern will be addressed quickly. Where colleagues are the subject to victimisation for raising a concern, this will be taken seriously and handled in line with the Council's Disciplinary Policy.

What does not fall under this policy?

In some instances, a concern or issue you wish to raise may not amount to a grievance or may not be within the scope of this policy and therefore the issue may be better to be raised under one of the other Council policies. If you are unsure, please seek advice from the askHR team or your trade union representative.

Please find some (non-exhaustive) examples of matters which are unlikely to fall under this policy below:

- Managers have a duty to manage the conduct, sickness absence and work performance of employees in a fair and responsible manner. This means that they need to use formal procedures, such as performance or absence management. These procedures provide support and should be conducted in this spirit.

- We operate a separate Whistleblowing Policy to enable colleagues to report illegal activities, wrongdoing, or matters related to the safety of service users and the public.

- Disciplinary action: this policy should not be used in response to disciplinary action. If you are dissatisfied with any disciplinary action, you should submit an appeal under the Disciplinary Policy.

- Grading appeals: this policy should not be used to challenge a job evaluation outcome following a grading review. If you are dissatisfied with the outcome of a grading review, you should submit an appeal under the Grading Appeals Process.

Bullying and Harassment

Bullying and harassment is dealt with under this Policy.

There is no legal workplace definition of bullying. In general, it is characterised as negative behaviour being targeted at individuals, repeatedly or persistently, over time. Bullying is generally considered to be behaviour that leaves the victim feeling threatened, intimidated, humiliated, isolated, vulnerable, or otherwise upset. It does not need to be connected to a protected characteristic.

Harassment can relate to unlawful discrimination, which can be on the grounds of protected characteristics. It is unwanted contact that violates another person's dignity; or creates an intimidating, hostile, degrading, humiliating or offensive environment for that person.

More information on this can be found in the Protecting Colleagues from Unacceptable Behaviours Policy.

In some cases of bullying and harassment, individuals may not be aware of the impact their behaviour is having. Often cases can be resolved informally by having confidential conversations and through mediation.

If the matter is of a serious nature, it will be managed formally following this policy or another Council Policy such as Disciplinary.

If you have faced discrimination, you must highlight this and the nature of the discrimination, when you first raise the grievance. Your manager must then log this as a prejudice-based incident through the SHE portal.

Collective Grievance

In cases where more than one colleague wishes to raise an issue or complaint in relation to the same matter, the grievance should be heard as one grievance - this is known as a collective grievance.

Colleagues raising a collective grievance should do so via their trade union representative and appoint a maximum of 3 spokespeople to act as representatives for their group and where a case cannot be resolved informally, they should submit a formal grievance form which all members of the group must sign. The statement must clearly outline that the grievance should be heard 'collectively' and should follow the same process outlined in this policy for both informal and formal complaints.

Further information on the informal and formal processes and how to submit complaints can be found in the supporting User Guide.

Right to be accompanied

You have the right to be accompanied to any formal grievance meeting by a colleague or a trade union representative. Please note that your companion cannot be anyone who is involved, conflicted or who has been interviewed as part of the grievance.

When a colleague acts as a companion it is voluntary, and they are under no obligation to do so. If they agree to do so they will be allowed reasonable time off from duties without loss of pay to act as a companion.

Vexatious or malicious grievances

Whilst the Council is confident that most of the cases raised by staff are genuine and made in good faith, if a grievance is found to be deliberately vexatious or malicious it will be treated as a serious disciplinary offence under the Council's Disciplinary Policy and following any separate due process, appropriate sanctions, up to and including gross misconduct may be applied.

Mediation

Mediation as a means of informal resolution may also be a beneficial tool, at this stage or later in the process, to resolve misunderstandings and disagreements at work which affect working relationships. Mediation is a facilitated discussion or restorative conversation through a line manager or through a trained mediator. Further information on Mediation can be found in the supporting User Guide.

2. Roles and Responsibilities

Managers and colleagues must give high priority to both informal and formal aspects of this policy to ensure that they are completed as quickly as possible.

All colleagues should:
- read and understand the grievance procedure;
- raise your grievance informally in the first instance; and
- state your intended resolution and outcome clearly.

All managers should:
- read and understand the grievance procedure;
- address, wherever possible, any complaints informally in the first instance;
- ensure the colleague is aware of and understands the process for hearing the grievance;
- provide any colleagues involved in any grievance with clearly communicated guidelines on expected timescales and keeping them updated on any potential delays to resolving the grievance;
- have regular wellbeing conversations with colleagues involved in any stage of the process to ensure that the appropriate support is in place;
- seek advice and guidance from askHR at any stage of the process, where you feel you need support; and
- ensure implementation of any recommendations from the informal, formal or appeal stages.

All Nominated Officers should:

- understand fully the grievance procedure and ensuring all stages are adhered to and correctly applied;
- complete the Declaration of Independence form to ensure you have no conflicts of interest in the case;
- handle the grievance with sensitivity and confidentiality as well as managing such case fairly and objectively;
- meet set timescales, and colleagues are provided with regular updates on their grievance;
- provide an outcome to the grievance based on the evidence presented; and
- satisfy yourself that any outcome or recommendations have been implemented.

3. Informal Complaint Resolution – Stage 1

A grievance procedure is a way for an employee to raise a complaint to their employer.

If an employee has a problem at work it's usually a good idea to raise it informally first.

Any complaint should be addressed as soon as it's raised, and this does not necessarily have to be in writing - it can be raised verbally through regular meetings with a manager or by contacting the person directly.

In many circumstances, a confidential conversation is all that's necessary to resolve an issue. All conversations should be outcome focussed and aim to resolve things fully and quickly.

However, in some cases a line manager may be required to gather additional information.

All colleagues should receive a response within seven calendar days of raising their complaint. Your manager will inform you of the outcome verbally and in writing, outlining any action that will be taken. Where recommendations or action are made, line managers should, where possible, provide timescales for implementation.

In some cases where the concerns are more complex, and additional time is required the line manager must provide the colleague with regular updates on the process and expected timeframe.

If the complaint is not resolved following this informal stage, or if the informal stage is not appropriate due to the nature of the complaint, you should raise a formal grievance.

4. Formal Procedure – Stage 2

Raising a Formal Grievance

If your grievance cannot be resolved informally, you should raise it as a formal complaint.

You must escalate your concerns within 14 calendar days of receiving the informal outcome. Where the outcome contains recommendations that have the potential to resolve the grievance, but need more time to

show if they will be effective, you can agree to extend this timescale with the manager dealing with the grievance.

In all cases, the complaint should be made in writing to your line manager, or if your complaint is about your line manager you should speak to an alternative appropriate manager, your Head of Service or askHR.

Where the Chief Executive wishes to raise a grievance, this should be done through the Council Leader.

Your grievance should clearly outline:

- The details of your grievance or complaint (including any relevant facts, dates and names of individuals involved);
- Any accompanying information or evidence;
- Any details of any informal action taken to resolve the matter; and
- Your preferred outcome.

In some situations, you may be asked to provide further information.

Appointment of a Nominated Officer

Upon receiving the formal grievance and any supporting documents, a Nominated Officer will be appointed by the manager in consultation with HR.

The Nominated Officer (and if applicable the Investigating Officer) must complete a Declaration of Independence form prior to the commencement of a formal process to ensure that there are no potential conflicts of interest arising from their involvement in the case. Where a conflict is identified, the Nominated Officer (or Investigating Officer) will decline to act, and another officer will be appointed. Further details can be found in the User Guide.

Where a false declaration is made, it will be treated as a serious disciplinary offence under the Council's Disciplinary Policy and following any separate due process, appropriate sanctions, up to and including gross misconduct may be applied.

Please refer to the supporting user guide which provides more details on roles and responsibilities.

Acknowledging the grievance

In all cases, the Nominated Officer hearing the grievance will contact you within seven calendar days of receiving the grievance to confirm receipt of your grievance and, where possible, set a date for the grievance meeting.

The Grievance Meeting

The purpose of a grievance meeting is to enable you to explain your grievance and how you think it should be resolved, and to assist the Nominated Officer to reach an outcome based on the available evidence and the representations you have made.

You and your companion (if any) should make every effort to attend grievance meetings. If you or your companion cannot attend at the time specified, you should inform the Nominated Officer immediately and they will try, within reason, to agree an alternative time.

Depending upon the nature of your complaint, the Nominated Officer may appoint an Investigating Officer to carry out further investigations and the grievance meeting will be reconvened once the investigation has been concluded. Such meetings will be arranged without unreasonable delay.

Investigation

Where further investigation may be required, and the Nominated Officer will appoint an Investigating Officer. The amount of any investigation required will depend on the nature of the grievance and will vary from case to case. The investigation will involve gathering additional evidence as well as taking statements from you and any witnesses.

Where an investigation is required, the Nominated Officer will advise you of this, and keep you updated in writing on timelines and any delays. All meetings and investigations will be completed within a reasonable timeframe without impacting the quality of the investigation.

You must co-operate fully and promptly in any investigation. This may include informing us of the names of any relevant witnesses, disclosing any relevant documents to us, and attending interviews, as part of our investigation.

Once concluded, the Investigating Officer's Report will be shared with the Nominated Officer and the employee in advance of any reconvened Grievance meeting.

5. Grievance outcomes

Once the grievance has been heard you will be advised of the decision by the Nominated Officer, in writing, within 14 calendar days. There are 3 possible outcomes to a grievance:

1. Grievance upheld;
2. Grievance partially upheld; or
3. Grievance not upheld.

Grievance upheld

If your grievance has been upheld, the Nominated Officer who heard the grievance will outline any action that will be taken to resolve the complaint you raised and who is responsible for taking these actions forward. Please note that due to confidentiality and data protection obligations you may not be advised of specific actions (for example if they relate to a formal process being initiated against colleague(s).

Grievance partially upheld

In the case that your grievance is partially upheld, the Nominated Officer may decide that some of your concerns require action. This will be explained to you along with the action taken to resolve them and the reasons as to why some elements have been upheld. The Nominated Officer will also explain why part(s) of your grievance have not been upheld.

Grievance not upheld

It may be decided that there is not sufficient evidence to uphold the issues which you have raised, or that the concerns raised were not justified. The Nominated Officer will outline the reasons for this decision.

If the Nominated Officer finds your grievance to be vexatious or malicious, they will decide if further action under the Disciplinary Policy should be taken against you.

6. Appeals – Stage 3

We appreciate that not everyone will agree with the outcome of their grievance, and there may be occasions where a colleague wants to appeal the outcome.

Appeals are heard by the Personnel Appeals Committee. This is a board of three elected members.

The purpose of an appeal is to review the decision that was made by the Nominated Officer to ensure that it was fair and reasonable in the circumstances. The Personnel Appeals Committee will not re-hear the original grievance, review any new evidence or consider any new issues. Any new issues should be addressed as a new grievance under this Policy.

Submitting an appeal
Any colleague who wishes to appeal must do so by submitting the Grievance Appeal Form within 14 calendar days of receiving the outcome of the grievance.

Where the Stage 2 outcome contains recommendations that have the potential to resolve the grievance, but need time to show if they will be effective, you can agree to extend this timescale with the Nominated Officer.

Within your appeal, you should demonstrate one of the following:

- The grievance did not follow a fair process and/or the process was not followed correctly;
- Information provided and/or gathered during the process was not considered;
- The conclusion reached was incorrect given the evidence presented i.e., not consistent or supported by the information provided;
- Where applicable, the behaviour complained about has not stopped.

You should include details of the following points in the Grievance Appeal Form:
- details of why you are making an appeal;
- whether you believe a fair process was carried out;
- whether you believe that any relevant evidence was not considered;
- whether you believe that the evidence presented was misinterpreted;
- whether you believe the outcome reached was incorrect based on this evidence that was gathered; and the outcome that you are seeking.

All appeals will be sent to the Service Director – Legal & Assurance and the Service Director - HR.

Assessing an appeal
All appeals will be assessed by HR who will determine if the Grievance Appeal Form has been correctly completed and if the appeal is competent. You may be asked to provide additional information to your Grievance Appeal Form.

An appeal may not be heard by the Personnel Appeals Committee if:
- the outcome you have requested is unable to be granted e.g., in relation to an operational matter which is devolved to certain officers under the scheme of delegation or a legislative issue. Where the outcome cannot be granted, HR can provide clarity on the scope of the Committee for your consideration;
- all outcomes of your grievance are upheld, and the Nominated Officer has given a commitment to deal with your complaints within a specific timescale but has not done so. In this instance you should speak with the Nominated Officer to seek an explanation;

- all outcomes of your grievance are upheld, and the Nominated Officer has arranged for a further investigation to take place. A reasonable time period should be allowed for this to happen.

Where no reasonable attempts have been made to deal with your complaints or undertake further investigations, your appeal may be considered by the Personnel Appeals Committee as the process has not been followed.

Services will write to you to confirm if your appeal is competent and arrange for the hearing to be held.

Further information on the appeals process and where to submit appeals, can be found in the supporting User Guide.

7. Outline of timelines

Stage	Timescale for colleague submission	Council response
Stage 1 – Informal grievance		7 calendar days of receiving the grievance
Stage – 2 Formal grievance	14 calendar days from receiving the informal outcome if applicable	Nominated Officer will make contact within 7 calendar days of receiving formal grievance to arrange a grievance meeting.
Stage 2 – Outcome		Issued within 7 calendar days from the grievance meeting.
Stage 3 – Appeal	14 calendar days of receiving stage 2 outcome	Hearing set up within a month of receiving grievance appeal.
Outcome of appeal		Issued within 10 calendar days of hearing the appeal.

Grievance Policy (Teaching Staff)

The Council recognises the importance of maintaining good working relationships between colleagues and seeks to promote an environment where any problems that arise can be discussed and dealt with easily and at an early stage.

The Council believes that most cases can be resolved informally through honest and open discussion, however in some cases, this may not be possible or appropriate and a formal grievance may need to be raised.

Our Behaviours of Respect, Integrity & Flexibility should be demonstrated throughout every stage of this process.

This policy outlines the grievance process, informally and formally and highlights the roles and responsibilities of those involved and the support that is available.

Author	Scope
Employee Relations, Human Resources, Corporate Services Directorate.	This policy applies to all teaching staff whose terms and conditions of employment are regulated by the SNCT. This policy does not apply to those who have left the Council. In these circumstances, a Modified Grievance Procedure can be used as outlined in by Scottish Negotiating Committee for Teachers (SNCT).

Purpose	Review
The purpose of this policy is to provide guidance to colleagues on how to raise and resolve any issues which may arise within the workplace	The policy will be reviewed as and when a change to the existing policy deems this necessary, primarily as a result of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

Local Agreement

This policy is a local collective agreement between the Council and our recognised Trade Unions. We will make every effort to ensure that it is maintained as a local collective agreement. Any changes will be made by agreement. If we cannot agree, either party can end the local collective agreement by giving four months' notice in writing, with the policy ceasing to apply to staff at the end of that period.

1. Policy Aims

The aim of this policy is to ensure any issues which may be raised by colleagues are dealt with in a fair and timely manner. This policy also aims to ensure that a consistent approach is applied when seeking a resolution to any workplace issues, raised formally and informally.

This policy is designed to:

- provide a framework outlining the grievance procedure, explaining how to raise issues and what happens when you do;
- encourage issues to be raised and resolved at the lowest appropriate level;
- provide a safe and timely process in ensuring issues are resolved; and
- support colleagues who are faced with workplace issues.

This policy and the supporting user guide will be applicable when you have a workplace issue regarding:

- terms and conditions of employment;
- health and safety at work;
- workplace relations;
- new working practices;
- the working environment;
- organisational change;
- discrimination on the grounds of race, sex, sexual orientation, religion, disability, age, gender reassignment, marital status, or ethnic origin; and/or
- bullying and harassment.

We operate a separate Whistleblowing Policy to enable employees to report illegal activities, wrongdoing or malpractice.

This policy seeks to promote a culture where colleagues can raise concerns without fear of victimisation or recrimination and provides a procedure where a complaint or concern will be addressed quickly.

Whilst the Council is confident that most of the cases raised by staff are genuine and made in good faith, if a grievance is found to be deliberately vexatious or malicious it will be treated as a serious disciplinary offence under the Council's Disciplinary Policy and, following any separate due process, appropriate sanctions, up to and including gross misconduct, may be applied.

What does not fall under this Policy?

In some instances, a concern or issue you wish to raise may not amount to a grievance or may not be within the scope of this policy and therefore the issue may be better to be raised under one of the other Council policies. If you are unsure, please seek advice from the askHR team.

Please find some (non-exhaustive) examples of matters which are unlikely to fall under this policy below:

- Effective Management: we expect our managers to lead and manage colleagues who report into them. This involves setting performance standards and making sure that these are understood. It also involves dealing with colleagues in a respectful and constructive way if they fall below the expected standards. Grievances submitted in response to formal procedures being undertaken (including the Performance Management Policy) are unlikely to be considered to be competent except where performance standards can be objectively shown to be discriminatory, unfair or unachievable as this may constitute bullying or harassment, or where the correct procedures to support colleagues with performance issues have not been followed, and it is evident policies are not being followed correctly.

- Dismissal or disciplinary action: this policy should not be used in response to dismissal or disciplinary action. If you are dissatisfied with any disciplinary action, you should submit an appeal under the Disciplinary Policy.

- Grading appeals: this policy should not be used to challenge a job evaluation outcome following a grading review. If you are dissatisfied with the outcome of a job sizing review, you should submit an appeal under the Grading Appeals Process.

Collective Grievance

In cases where more than one colleague wishes to raise an issue or complaint in relation to the same matter, the grievance should be heard as one grievance - this is known as a collective grievance.

Colleagues raising a collective grievance should appoint a maximum of 3 spokespeople to act as representatives for their group and, where a case cannot be resolved informally, they should submit a formal grievance form which all members of the group must sign. The statement must clearly outline that the grievance should be heard 'collectively' and should follow the same process outlined in this policy for both informal and formal complaints.

Where collective grievances are in relation to bullying and harassment, one Nominated Officer will be appointed but meetings may take place separately.

Further detailed information on the informal and formal processes and how to submit complaints can be found in the supporting User Guide.

Status Quo Ante

In the event of a formal grievance being lodged in response to a proposed change to terms and conditions of employment and, when practicable, where a grievance has been lodged in response to changes to working practices or organisational structures, no change shall be made to the relevant terms and conditions of employment until the agreed grievance procedures have been exhausted.

2. Roles and Responsibilities

Managers and colleagues must give high priority to both informal and formal aspects of this policy to ensure that they are completed as quickly as possible.

All colleagues are responsible for:

- Ensuring that you understand the grievance procedure;
- Clearly stating your intended resolution and outcome; and
- Ensuring that, wherever possible, attempts to resolve the complaint informally are made before raising a formal grievance.

All managers are responsible for:

- Understanding the grievance procedure;
- Ensuring that, wherever possible, you address any complaints informally in the first instance;
- Ensuring the colleague is aware of and understands the process for hearing the grievance;
- Providing any colleagues involved in any grievance with clearly communicated guidelines on expected timescales and keeping them updated on any potential delays to resolving the grievance;
- Having regular wellbeing conversations with colleagues involved in any stage of the process to ensure that the appropriate support is in place; and
- Seeking advice and guidance from askHR at any stage of the process, where you feel you need support.

Nominated Officers are responsible for:

- Understanding fully the grievance procedure and ensuring all stages are adhered to and correctly applied;
- Completing the Declaration of Independence form to ensure you have no conflicts of interest in the case;
- Ensuring the grievance is handled with sensitivity and confidentiality as well as managing such case fairly and objectively;
- Ensuring that set timescales are met, and colleagues are provided with regular updates on their grievance;
- Providing an outcome to the grievance based on the evidence presented; and
- Satisfying yourself that any outcome or recommendations have been implemented.

3. Informal Resolution

Any concern, complaint or grievance should be addressed as soon as it's raised, and this does not necessarily have to be in writing - it can be raised verbally through regular meetings with a manager or by contacting the person directly. Managers should be alert to any issues being raised by colleagues and aim to resolve things fully and quickly without having to go through a formal procedure. Colleagues should be supported in addressing your concerns and all discussions to resolve the concerns should be outcome focussed.

In many circumstances, a confidential conversation with the line manager or the individual concerned is all that's necessary to resolve an issue. On other occasions, it may be appropriate to hold a series of conversations, which could form part of regular one-to-one meetings, to ensure the necessary support and

review is in place. All attempts should be made to resolve the matter within a reasonable timeframe. In cases where you are unable to discuss the matter with your immediate line manager or the complaint is about your immediate manager, you should speak to an alternative appropriate manager.

Mediation as a means of informal resolution may also be a beneficial tool, at this stage or later in the process, to resolve misunderstandings and disagreements at work which affect working relationships. Mediation is a facilitated discussion or restorative conversation through a line manager or through a trained mediator. Further information on Mediation can be found in the supporting User Guide.

Where things can't be resolved through taking simple steps (such as a conversation with the relevant colleagues) or where additional information is required, the line manager should ensure they meet with the colleague within five working days of the concern being raised to provide an outcome. In some cases where the concerns are more complex, and additional time is required the line manager must provide the colleague with regular updates on the process and expected timeframe. In some cases, the nature of the complaint may warrant a full investigation and, in such cases the formal procedure may be started from the outset.

> **Bullying and Harassment**
>
> In some cases of bullying and harassment, individuals may not be aware of the impact their behaviour is having. Often cases can be resolved informally by having a conversation.
>
> If the matter is of a serious nature, it may be the complaint is managed formally following this policy or another Council Policy.

Once the complaint has been considered, your manager will inform you of the outcome verbally and in writing, outlining any action that will be taken. Where recommendations or action are made, line managers should, where possible, provide timescales for implementation.

If the grievance is not suitable for informal resolution or informal resolution has been attempted and has not been successful, the matter can be dealt with under the formal procedure.

4. Formal Procedure - Stage 1

If your grievance cannot be resolved informally, you should raise it as a formal complaint. Where no recommendations have been made as part of the informal stage, you must escalate your concerns within 10 working days of the informal outcome. Where actions or recommendations have been made, you must allow reasonable time for these to be implemented before raising your concerns to the next stage. This should be in line with the timescales outlined in the informal outcome.

There may be some cases whereby the nature of the complaint is so serious the grievance bypasses the informal stage and is heard formally from the outset.

In all cases, the complaint should be made in writing to the Headteacher or senior manager, or if your complaint is about the Headteacher or senior manager, you should speak to an alternative appropriate manager who will appoint a Nominated Officer to deal with the grievance. Where you are unsure who would be the next appropriate manager, you can speak to your union (if you are a member) or askHR who can advise. In circumstances where it would not be appropriate for the Headteacher or senior manager to hear the grievance at Stage 1, the grievance should be submitted directly to the Service Director.

Please refer to the supporting user guide which provides more details on roles and responsibilities.

Your grievance should clearly outline:

- The details of your grievance or complaint (including any relevant facts, dates and names of individuals involved);
- any accompanying information or evidence;
- any details of any informal action taken to resolve the matter; and

- your preferred resolution(s)

In some situations, you may be asked to provide further information.

Appointment of a Nominated Officer

Upon receiving the formal grievance and any supporting documents, a Nominated Officer will be appointed.

The Nominated Officer (and, if applicable, the Investigating Officer) will be required to complete a Declaration of Independence form prior to the commencement of a formal process. This will ensure that potential conflicts of interest arising from personal/work relationships with those subject to the investigation, or witnesses as well as any previous involvement in decision making in the impacted area are identified and that appropriate steps are taken to avoid that conflict. In most cases where a conflict is identified, the Nominated Officer (or Investigating Officer) will decline to act, and another officer will be appointed. Further details can be found in the User Guide.

In all cases, the Nominated Officer hearing the grievance will make contact you within five working days of receiving the grievance to confirm receipt of your grievance and, where possible, set a date for an initial grievance meeting.

Investigation

In some cases, further investigation may be required, and the Nominated Officer will appoint an Investigating Officer. The amount of any investigation required will depend on the nature of the grievance and will vary from case to case. The investigation may involve gathering additional evidence as well as taking statements from you and any witnesses. Where an investigation is required, the Nominated Officer will advise you of this, and keep you updated on timelines and any delays. All meetings and investigations will be completed within a reasonable timeframe without impacting the quality of the investigation.

You must co-operate fully and promptly in any investigation. This may include informing us of the names of any relevant witnesses, disclosing any relevant documents to us, and attending interviews, as part of our investigation. An Investigating Officer will not be required in each and every case and this will be a matter for the Nominated Officer to determine.

Right to be accompanied

You have the right to be accompanied to any grievance meeting by a colleague or a trade union representative. Please note that your companion cannot be anyone who is involved, conflicted or who has been interviewed as part of the grievance.

At the meeting, your companion should not answer questions on your behalf. You may talk privately with them at any time during the meeting.

Acting as a companion is voluntary and your colleagues are under no obligation to do so. If they agree to do so they will be allowed reasonable time off from duties without loss of pay to act as a companion.

If your chosen companion is unavailable at the time a meeting is scheduled and will not be available for more than five working days afterwards, we may ask you to choose someone else. In cases where your chosen companion fails to attend the meeting without explanation, then it may proceed in their absence.

The Grievance Meeting

You and your companion (if any) should make every effort to attend grievance meetings. If you or your companion cannot attend at the time specified, you should inform the Nominated Officer immediately and they will try, within reason, to agree an alternative time.

The purpose of a grievance meeting is to enable you to explain your grievance and how you think it should be resolved, and to assist the Nominated Officer to reach a decision based on the available evidence and the representations you have made.

The Nominated Officer hearing the grievance will assess whether witness evidence is required at the meeting and, if so, what witnesses should be called to attend the meeting.

After an initial grievance meeting the Nominated Officer may carry out further investigations (or instruct the Investigating Officer to do so) and hold further grievance meetings as they consider appropriate. Such meetings will be arranged without unreasonable delay.

5. Grievance outcomes

Once the grievance has been fully investigated, and all necessary meetings held, you will be advised of the decision by the Nominated Officer in writing within five working days. There are 3 possible outcomes to a grievance:
1. Grievance upheld;
2. Grievance partially upheld; or
3. Grievance not upheld.

Grievance upheld

If your grievance has been upheld, the Nominated Officer who heard the grievance will outline any action that will be taken to resolve the complaint you raised and will explain who is responsible for taking these actions forward. Please note that due to confidentiality and data protection obligations you may not be advised of specific actions that are recommended or taken (for example if they relate to a formal process being initiated against colleague(s).

Grievance partially upheld

In the case that your grievance is partially upheld, the Nominated Officer may decide that some of your concerns require action. This will be explained to you along with the action taken to resolve them and the reasons as to why some elements have been upheld. The Nominated Officer will also explain why part(s) of your grievance have not been upheld.

Grievance not upheld

It may be decided that there is not sufficient evidence to uphold the issues which you have raised, or that the concerns raised were not justified. The Nominated Officer will outline the reasons for this decision.

If the Nominated Officer finds your grievance to be vexatious or malicious, they will decide if further action under the Disciplinary Policy should be taken against you.

6. Appeals

Stage 2

We appreciate that not everyone will agree with the outcome of their grievance under Stage 1, and you may decide that you want to appeal the outcome.

Any colleague who wishes to appeal must do so by submitting the Grievance Appeal Form (Stage 2) within 10 working days of receiving the outcome of the grievance.

All appeals should be sent to the Service Director – Education and must be submitted within 10 working days from the day you received the outcome of your grievance.

To submit an appeal, you must use a Grievance Appeal Form (Stage 2). You should include details of the following points in this form:

- details of why you are making an appeal;
- whether you believe a fair process was carried out;
- whether you believe that any relevant evidence was not considered;
- whether you believe that the evidence presented was misrepresented;
- whether you believe the outcome reached was incorrect based on this evidence that was gathered; and
- the outcome that you are seeking.

It is important to note you cannot raise new concerns or issues at this stage, any new concerns or issues will be disregarded during the appeal.

All appeals will be assessed by the Service Director - Education who will determine if the Grievance Appeal Form (Stage 2) has been completed correctly. You may be asked to provide additional information to your Grievance Appeal Form.

The appeal hearing

The appeal hearing will be conducted by a Director or their nominee (known as the Appeal Hearing Manager). Where practicable, the officer hearing the appeal will not have been previously involved in the case and will be senior to the individual who conducted the previous meeting.
The purpose of the appeal hearing is to review the decision that was made at Stage 1 to ensure that it was fair and reasonable in the circumstances. The Appeal Hearing Manager will not re-hear the original grievance, review any new evidence or consider any new issues. Any new issues should be addressed as a new grievance under this policy.

Once it has been confirmed that your Grievance Appeal Form has been completed correctly, your appeal will be heard by the Appeal Hearing Manager within ten working days of receipt of your Grievance Appeal Form, or as soon as is reasonably possible thereafter.

You will have the right to be accompanied at all appeal hearings by an accredited trade union representative, a work colleague or an official employed by a trade union. Please note that your companion cannot be anyone who is involved or who has been interviewed as part of the grievance.

Following the appeal hearing, the Appeal Hearing Manager will write to you to confirm their decision and the reasons for it. Where possible, this will be within five working days from the date of the hearing. Should more time to consider the appeal be required, you will be advised of this along with the anticipated timeframe for a decision.

Stage 3

If you remain dissatisfied with the response from the Appeal Hearing Manager, there is a further right of appeal to the Personnel Appeals Committee. To submit an appeal, you must use a Grievance Appeal Form (Stage 3). This should be sent along with any documents relevant to the appeal within <u>14 calendar days</u> of receiving the outcome of your Stage 2 grievance appeal.

Within your appeal, we are looking for you to demonstrate one of the following:

- The grievance did not follow a fair process and/or the process was not followed correctly;
- Information provided and/or gathered during the process was not considered;
- The conclusion reached was incorrect given the evidence presented i.e., not consistent or supported by the information provided;
- Where applicable, the behaviour complained about has not stopped.

All appeals will be sent to the Service Director – Legal & Assurance and the Service Director - HR.

All appeals will be assessed by HR who will determine if the Grievance Appeal Form (Stage 3) has been completed correctly. You may be asked to provide additional information to your Grievance Appeal Form.

Arrangements will be made for the appeal to heard within a month or as soon as reasonably possible if that timescale cannot be met. Committee Services will issue the agenda and papers for the meeting of the Personnel Appeals Committee no less than five calendar days in advance of the appeal hearing.

An appeal may not be heard by the Personnel Appeals Committee if:
- the outcome you have requested is unable to be granted e.g., in relation to an operational matter which is devolved to certain officers under the scheme of delegation or a legislative issue. Where the outcome cannot be granted, HR can provide clarity on the scope of the Committee for your consideration;
- all or some outcomes of your grievance are upheld, and the Nominated Officer has given a commitment to deal with your complaints within a specific timescale but has not done so. In this instance you should speak with the Nominated Officer to seek an explanation;
- all or some outcomes of your grievance are upheld, and the Nominated Officer has arranged for a further investigation to take place. A reasonable time period should be allowed for this to happen.

Where no reasonable attempts have been made to deal with your complaints or undertake further investigations, your appeal may be considered by the Committee.

Stage 4

In the event that you continue to be dissatisfied, and only where the original grievance related to the interpretation or implementation of a national agreement promulgated by the Scottish Negotiating Committee for Teachers (SNCT), recourse may be had to their Joint Secretaries through their appeals process.

Further information on the appeals processes and where to submit appeals to can be found in the supporting User Guide.

Personnel Appeals Committee

We hope that the agreed policies and procedures in place within the Council will ensure that colleagues feel that they are valued and that they will be treated fairly. However, there may be occasions where colleagues are unhappy with decisions taken by the Council or a failure of the Council to reach a decision. When this occurs, colleagues have the right to appeal to the Personnel Appeals Committee.

The Personnel Appeals Committee will hear an appeal in relation to:

- A decision taken in respect of a complaint raised under the Council's Grievance Policy;

- A decision to dismiss or take action short of dismissal under the Council's Disciplinary Policy; or

- A decision to dismiss under the Council's Performance Management or Sickness Absence policies.

The Personnel Appeals Committee will have delegated power from the Council to decide such appeals and will be the Council's final arbiter on such matters.

Author	Scope
Employee Relations & Policy, Human Resources, Corporate Services.	This policy applies to all Council colleagues and former council employees.

Purpose	Review
This policy outlines the process for colleagues to follow when lodging an appeal and how the Personnel Appeals Committee will consider these appeals.	The policy will be 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.

1. Personnel Appeals Committee Membership

The Personnel Appeals Committee will comprise of nine members of the City of Edinburgh Council who have been trained in the relevant policies and procedures. In relation to the hearing of any appeal the following provisions will apply: -

- Where the Convener or Vice-Convener of any Standing Committee or Sub-Committee who has a service responsibility for the decision which is subject to appeal is also a member of the Personnel Appeals Committee, they will be excluded from hearing that appeal;

- Where a vacancy exists at any meeting of the Personnel Appeals Committee, that vacancy may be filled for that meeting by another member of the Council from within the same political group who has undergone the relevant training;

- Where a meeting of the Personnel Appeals Committee is adjourned for any reason only those members in attendance at the original hearing will be eligible to attend the re-convened hearing, other than in exceptional circumstances:

- Three members will form a quorum at meetings of the Personnel Appeals Committee.

2. Lodging an appeal

Appeals must be submitted **within 14 calendar days** of the appellant receiving written confirmation of the decision.

The appeal must be submitted on the **Appeal Form** and may be lodged by the appellant, or their representative as outlined in the relevant Policy. Any additional documents relevant to the appeal should be sent with this form.

The Appeal Form, and any associated papers, must be sent to the Service Director – Legal and Assurance who will then send on to the Service Director – HR for assessment.

The appellant should also provide the name of any witness they wish to attend the hearing. Only witnesses who were present at the previous hearing will be allowed to attend the appeal.

No new issues or concerns can be added at this stage. The issues must be the same as those originally raised within the earlier stages of the process.

Where any reasonable adjustments are required to support your attendance at the appeal hearing, these should be requested on the Appeal Form for consideration.

3. Procedure before the appeal hearing

Following notification of an appeal, the Service Director – Legal and Assurance will acknowledge receipt of the appeal. The Service Director – HR will arrange for an assessment to be carried out on whether the appeal meets the requirements for competency, in accordance with the relevant Policy.

The Service Director – HR will advise the Service Director – Legal and Assurance of the outcome within 7 calendar days of receiving the appeal form. If it is not clear whether the appeal meets the criteria, further information or clarification will be requested so that an assessment can be made.

Within 2 calendar days of receiving the assessment outcome from the Service Director – HR, the Service Director – Legal and Assurance will:

- advise the appellant and their representative if they meet the requirements for appeal; and

- notify the relevant Nominated Officer/Senior Manager of the appeal and send them the appellant's appeal papers.

Within 14 calendar days of receiving this notification, the Nominated Officer/Senior Manager of the appeal must provide a written response to the appeal which should be sent to the Service Director – Legal and Assurance using the Appeal Response Form.

Any documents relevant to the appeal response should be sent with the Appeal Response Form. The Nominated Officer/Senior Manager should also provide the name of any witness they wish to attend the hearing. Only witnesses who were present at the previous hearing will be allowed to attend the appeal.

On behalf of the Service Director – Legal and Assurance, Committee Services will make arrangements for an appeal to be heard **within a month** of receiving notification of the appeal, or as soon as possible if that timescale cannot be met, however all parties will be informed of any delays and the reasons. They will issue the agenda and papers for the meeting of the Personnel Appeals Committee a maximum of 10, and not less than 5, calendar days in advance of the appeal hearing.

The timescales in this policy may be varied by mutual agreement.

4. Representation and attendance at an appeal

The appellant will have the right to be represented at the appeal hearing by:

- an accredited workplace trade union representative;
- another Council employee; or
- an official employed by a trade union.

The Nominated Officer or other appropriate senior officer will act as the Council's representative at the appeal hearing and may be accompanied by an HR Consultant.

A representative(s) from Committee Services will act as Clerk to the Personnel Appeals Committee on behalf of the Service Director – Legal and Assurance.

A representative(s) from HR will act as Adviser to the Personnel Appeals Committee on behalf of the Service Director – HR.

Witnesses will be excluded until called unless it is agreed by the committee that they should be present from the start of the hearing.

If an appeal hearing is adjourned, all parties involved will ensure that, other than in exceptional circumstances, the original representatives attend the re-convened hearing for continuity purposes.

5. Procedure at the appeal hearing

Presentation of Appeal

The appellant or their representative will put forward their case and may call witnesses.

The Nominated Officer or other appropriate Senior Manager will have the opportunity to ask questions of the appellant, their representative(s) and their witnesses.

The members of the Personnel Appeals Committee will have the opportunity to ask questions of the appellant, their representative(s) and their witnesses.

The appellant or their representative(s) will have the opportunity to re-examine their witnesses on any matters referred to in their questioning by the members of the Personnel Appeals Committee, or The Nominated Officer or other appropriate Senior Manager.

Presentation of Response

The Nominated Officer or other appropriate Senior Manager will put forward the case, in the presence of the appellant and their representative, and may call witnesses.

The appellant or their representative will have the opportunity to ask questions of the Council's representative(s) and their witnesses.

The members of the Personnel Appeals Committee will have the opportunity to ask questions of the Nominated Officer or other appropriate Senior Manager and their witnesses.

The Nominated Officer or other appropriate Senior Manager will have the opportunity to re-examine their witnesses on any matter referred to in their questioning by members of the Personnel Appeals Committee, the appellant or their representative.

Summing Up

Firstly, the appellant or their representative and then the Nominated Officer or other appropriate Senior Manager will have the opportunity to sum up their cases if they so wish. The summing up will not introduce any new matters.

Decision

If at any stage new facts are alleged or new evidence produced, the Personnel Appeals Committee, either at the request of one or both parties, or of its own volition, may adjourn the hearing for such period as it may deem reasonable.

At the conclusion of the evidence the Committee Services representative will advise the appellant and their representative that the decision of the Committee will be provided in writing **within 10 calendar days**. The Nominated Officer or other appropriate Senior Manager, their HR Consultant, the appellant and their representative and any witnesses will then withdraw.

The Personnel Appeals Committee, together with their Adviser(s), will deliberate in private.

Committee Services will write to both parties to advise them of the Personnel Appeals Committee decision, and the reason(s) for their decision**, within 10 calendar days** of the date of the hearing.

There is no further internal right of appeal.

6. Possible outcomes in disciplinary appeals

The decision of the Personnel Appeals Committee will be one of the following, as appropriate:-
- that the disciplinary decision was fair, and the appeal is not upheld; or
- that the disciplinary decision was unfair, and the appeal is upheld.

Disciplinary Decision was Fair

If the disciplinary decision was fair and the appeal is not upheld, then the disciplinary action will remain in place.

Disciplinary Decision was Unfair

If the disciplinary decision was unfair and the appeal is upheld, the Personnel Appeals Committee can decide to withdraw the disciplinary action completely or to replace it with a lesser sanction as follows:

(a)   appeal against dismissal -
- reinstatement to former post, or
- reinstatement to another similar post on terms and conditions no less favourable than those applying to the post formerly held by the appellant, or
- a lesser penalty may also be given in accordance with the Council's disciplinary policy e.g., a final written warning.

Any salary/wages due to the appellant will be repaid in full.

(b)   appeal against action short of dismissal -
- replace with lesser penalty in accordance with the Council's disciplinary policy e.g., a final written warning.

7. Possible outcomes in grievance appeals

The decision of the Personnel Appeals Committee will normally be one of the following, as appropriate:

- that the decision of the original grievance was reasonable, and the appeal is not upheld; or

- that the decision of the original grievance was not reasonable, and the appeal is upheld; or

- that the decision of the original grievance is partially upheld.

Where the Personnel Appeals Committee decide that an appeal is successful, they will consider the resolution requested by the appellant and make appropriate recommendations to the service area.

The Committee can also ask the Service Director to:

- arrange to hear your grievance again; or

- to make further investigations into your issues or concerns. If further investigation is required, the Committee will provide reasons for this in writing.

If the Personnel Appeals Committee decides that either of these is required, you will have an additional right of appeal.

8. Possible outcomes in capability dismissal appeals

The decision of the Personnel Appeals Committee will be one of the following, as appropriate:-
- that the decision was fair, and the appeal is not upheld; or
- that the decision was unfair, and the appeal is upheld.

Decision was Fair

If the decision was fair and the appeal is not upheld, then the original decision will remain in place.

Decision was Unfair

If the decision was unfair and the appeal is upheld, the Personnel Appeals Committee can decide to withdraw the any action completely or to replace it with a lesser sanction as follows:

(a)   appeal against capability dismissal -
- reinstatement to former post, or
- reinstatement to another similar post on terms and conditions no less favourable than those applying to the post formerly held by the appellant, or
- a lesser penalty may also be given in accordance with the Council's performance management policy e.g., a final written warning.

Any salary/wages due to the appellant will be repaid in full.

(b)   appeal against action short of dismissal -
- replace with lesser penalty in accordance with the Council's performance management policy e.g., a final written warning.

Policy and Sustainability Committee

10:00am, Tuesday 22 August 2023

Protecting Colleagues from Unacceptable Behaviours Policy

Item number
Routine
Wards
Council Commitments

1. Recommendations

1.1 To approve the new Protecting Colleagues from Unacceptable Behaviours Policy.

1.2 To note that this Code has been reviewed and revised to address the recommendations agreed following the Independent Inquiry and Whistleblowing Culture Review by Susanne Tanner KC, with Pinsent Mason in 2021.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Nareen Owens, Service Director, Human Resources

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2.   Executive Summary

2.1   As part of the findings from the Independent Inquiry and Whistleblowing Culture Review in 2021 ("Inquiry and Review") there was a recommendation to review all conduct related employment policies and, where appropriate, to revise.

2.2   This report focuses on the new Protecting Colleagues from Unacceptable Behaviours ("Protecting Colleagues") Policy.

2.3   The new Policy brings together the principles currently outlined in the Violence at Work and Managing Customer Contact in a Fair and Positive Way policies and aligns with the organisations Complaint Policy. It is underpinned by our new Behaviours Framework and provides clarity on how to mitigate and manage any unacceptable behaviours against our employees including violence, aggression, bullying and harassment.

2.4   The Protecting Colleagues Policy replaces our Violence at Work Policy which was approved at Committee on 25 March 2014 and the Managing Customer Contact in a Fair and Positive Way (formerly Unacceptable Actions and Behaviours Policy) approved by Committee on 5 August 2014.

3.   Background

3.1   This updated policy will action some of the policy-related recommendations of the Inquiry and Review which focus on conduct related policies, guidance and associated learning and systems. A review of the Violence at Work Policy commenced in 2021, as part of an internal audit review. It was agreed that this policy would be incorporated into the recommendations of the Inquiry and Review.

3.2   A working group was established with representation across the Council services to feed into the review. This group agreed that the existing Managing Customer Contact in a Fair and Positive Way Policy should be incorporated into the review to streamline the policy landscape and offer colleagues one source of advice and guidance.

3.3   In addition to this, we also sought feedback on the application and effectiveness of the existing policies through engagement with Trade Unions, line managers and Human Resources colleagues who are regularly involved in supporting the business through the relevant policy.

3.4   This policy has been developed jointly within HR and Health and Safety.

4.   Main report

4.1   While the underlying principles of both policies remained fit for purpose, as good practice and due to the age of the policy, we undertook to review it through the lens of the Inquiry and Review recommendations.

4.2   The Violence at Work Policy outlines that the Council considers any harassment, violent or aggressive behaviour directed at our colleagues as unacceptable. All our people are entitled to work in a safe environment where they are fully supported when faced with unacceptable behaviour from any other person however that

unacceptable behaviour occurs. The policy focusses on service user on employee incidents only.

4.3   While the policy does outline that persistent harassment, including sexual and racial harassment, is defined as violence in the workplace, the policy approaches this subject matter through a Health & Safety preventative approach of risk assessments and role specific training needs. The policy then outlines how to manage and report any incidents which occur.

4.4   The Managing Customer Contact in a Fair and Positive Manner Policy is a service-led policy which outlines how the Council will manage actions that result in unreasonable demands on our services or unreasonable behaviour towards our colleagues from service users / customers. The policy also provides a framework in dealing with situations where actions become unacceptable as they involve abuse of our colleagues, stop us doing our work or providing a service to others. This policy also only focusses on service user on employee incidents. Our feedback from employee engagement sessions highlighted that this policy was not well known across the Council.

4.5   To streamline the policy landscape for colleagues, and provide one central reference document, it was proposed to consolidate these policies into one new Protecting Colleagues Policy which will be supported with dedicated toolkits / user guides for colleagues on prevention and management respectively.

4.6   The Policy outlines the Council's commitment to keeping our colleagues safe in the workplace, that no form of violence, aggression, bullying or harassment is acceptable and encouraging people to speak up.

4.7   The remit will also be expanded to focus on employee-on-employee incidents as well as service user on employee incidents.

4.8   Underpinned by Our Behaviours, the policy will seek to support the culture change within the organisation by raising awareness of these topics, outlining unacceptable behaviours, and providing managers with the tools to address issues and support colleagues.

4.9   The process that was agreed for managing services, i.e., the restriction or withdrawal of service, as outlined in the Managing Customer Contacts in a Fair and Positive Way Policy has been transferred to this policy. Warning letters will be issued to service users when their behaviour becomes of concerns, and any decisions for restricting / withdrawing services, as a result of continuous behaviours, will sit within the Directorates and service users will be provided with the opportunity to appeal any decision.

4.10   The policy will be supported by two user guides:
- Management / Action – this user guide will outline to colleagues and line managers the steps they should take in mitigating and addressing unacceptable behaviours towards colleagues. It will outline detailed guidance for managers on risk assessments to support colleagues in areas where tolerance levels may be higher due to the nature of the work they are involved in or the service users they engage with as well as the type of work they do i.e., lone working. It will provide guidance for colleagues on how to report any incidents and outline the different mechanisms for support as well as how managers address incidents either through disciplinary action or restriction / withdrawing of services. We

have also taken the opportunity to align the reporting of prejudice-based incidents with other Health and Safety reporting within the organisation – it will now all be recorded and reported through the SHE portal.

- Prevention – this will be a brand-new user guide for the organisation and will focus on awareness raising, education and the preventative actions the organisation is taking in addressing bullying and harassment. It was outline what bullying and the different forms of harassment are as well as providing links to the current initiatives, learning, support and live D&I work ongoing within the Council. This is currently being developed in partnership with our Staff Networks and equality representatives.

4.11   The original name for the policy was Protecting Colleagues in the Workplace however feedback during Trade Union consultation suggested this policy also covered wider health and safety procedures and should be clarified to demonstrate what the policy was designed to protect colleagues from specifically.

4.12   Work has commenced with colleagues in Learning to pull together existing training resources already available to colleagues under the umbrella of Protecting Colleagues. This includes bullying and harassment and health and safety e-learning.

5.   Next Steps

5.1   An implementation plan, including communications, will be put into effect to relaunch the policy and associated e-learning to raise awareness with colleagues and line managers.

5.2   It is hoped that we will tie in the launch with other organisational health, safety and wellbeing initiatives to protect colleagues in the workplace.

6.   Financial impact

6.1   There is no material impact arising from this report.

7.   Stakeholder/Community Impact

7.1   This policy meets our legal obligations in relation to formal consultation. The trade unions have been engaged on the new policy and are content with the proposed changes. This is a local collective agreement.

7.2   In addition to formal consultation, this policy has been assessed for possible impacts on vulnerable groups, people with protected characteristics, equality and human rights and economic factors as part of our integrated impact assessment. No negative impacts were identified, but positive steps to raise more awareness of issues such as bullying and harassment of individuals due to protected characteristics.

8.   Background reading/external references

8.1   N/A

9.   Appendices

9.1   Protecting Colleagues from Unacceptable Behaviours Policy.

Protecting Colleagues from Unacceptable Behaviour Policy

The Council (we) take our responsibility to ensure the safety, protection, and wellbeing of colleagues who deliver Council services very seriously. We aim to ensure a safe working environment for all colleagues.

We are committed to protecting all colleagues and creating a workplace where everyone is treated with dignity and respect by colleagues, managers, and work contacts. We are committed to protecting our colleagues from unacceptable behaviours including bullying, harassment, and discriminatory behaviour whether it originates from service users, Elected Members, members of the public or from other colleagues in the workplace.

We will not tolerate unacceptable behaviour directed towards colleagues. Any colleague who is subjected to unacceptable behaviour will be fully supported with appropriate action to address these behaviours and we will always prioritise the safety and wellbeing of our colleagues.

Author	Scope
Employee Relations and Policy Team, Human Resources, Corporate Services Directorate	This policy applies to all employees, consultants, casual/supply workers, agency workers, Elected Members, and volunteers.
Purpose	**Review**
The purpose is to outline positive behaviour in the workplace and to ensure appropriate support is provided to colleagues who encounter unacceptable behaviour in the course of their work, and to ensure that action is taken to address the behaviour in a fair and consistent manner.	The policy will be 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.
Local Agreement	
This policy is a local collective agreement between the Council and our recognised Trade Unions. We will make every effort to ensure that it is maintained as a local collective agreement. Any changes will be made by agreement. If we cannot agree, either party can end the local collective agreement by giving four months' notice in writing, with the policy ceasing to apply to staff at the end of that period.	

1   Policy Aims

The aim of this policy is to set expectations of behaviour in the workplace and to ensure colleagues are supported if they encounter unacceptable behaviour such as harassment, abuse, violent or aggressive behaviour in the course of their work.

The policy is designed to:

- outline positive behaviour whilst at work;
- provide a commitment from the Council to protect colleagues from unacceptable behaviour in the workplace;
- support managers to provide an effective response to unacceptable behaviour which is reported;
- provide a framework to take action against unacceptable behaviour and support colleagues to report unacceptable behaviour in the workplace.

This policy and associated user guide should be used in any case where a colleague reports unacceptable behaviour including harassment, abuse, violent or aggressive behaviour in the course of their work. This policy relates to reports of unacceptable behaviour by anyone a colleague may encounter as part of their working duties, including service users and members of the public.

This policy applies in the following contexts:

- anywhere on the Council premises;
- anywhere off the Council premises involving delivering work-related activities, social events, Council events or business trips;
- online on Council email, chat functions, intranet, and internet systems.

Central to this policy is the prevention of discrimination, bullying, harassment, victimisation, intimidation, and other unacceptable behaviour on any grounds and particularly in relation to the following protected characteristics that qualify for protection under the Equality Act 2010:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race and ethnicity;
- religion or belief;
- sex;
- sexual orientation.

2   Positive Behaviours

People are what make our organisation, and we want everyone to feel respected, included and to have a positive experience at work while contributing to our shared purpose of working together for the people of Edinburgh. Council business is largely based on contact between people and therefore mutual respect is critical to effective working relations and service provision.

All colleagues will be expected to demonstrate [our behaviours](#) of respect, integrity, and flexibility. This means everyone should be treated well and enabled to deliver their best work every day.

Through our behaviours, we aim to be:

- an organisation where we are inclusive, we promote equality, we treat people with fairness, understanding and kindness and we consider others in all our decisions and   actions.

- an organisation where we are open and honest, we take responsibility, we build trust, and we pull together to do what's right for our residents, our colleagues, and our   city.

- an organisation where we are open minded, we keep it simple, we adapt to provide great service and find better ways of doing things, and we embrace opportunities for shared working and learning.

The Council expects that all colleagues will conduct themselves in a professional way when interacting with others or when managing colleagues. We expect our managers to lead and manage employees. This includes assigning tasks and setting performance standards. It also involves dealing with employees in a respectful and constructive way if they fall below expected standards.

Acceptable behaviour at work applies to everyone in the organisation.

3   Unacceptable Behaviours

All colleagues are entitled to be treated with dignity and respect in their place of work – no matter where that is or who they are. We will not tolerate unacceptable behaviour in any form including violence, aggression, bullying or harassment.

Examples of unacceptable behaviour may include:

- threatening, aggressive and challenging words or behaviour;
- behaviour which is perceived as harassment, or which causes alarm or distress;
- criminal damage or graffiti;
- theft;

- physical assault;
- sexual harassment;
- online abuse or harassment e.g., via direct / text messaging, emails, social media channels;
- unwanted filming of an individual.

This list is not exhaustive.

The safety and wellbeing of our colleagues comes first. We recognise that some colleagues may be more likely to encounter aggressive, confrontational, or even threatening behaviour because of the type of work they carry out. We do not expect colleagues to tolerate unacceptable behaviour and we will take appropriate steps to ensure the working environment is safe for all colleagues.

We recognise unacceptable behaviour can be seen differently in services, for example in social care or education, where vulnerable service users may not always understand the impact of their behaviour. We will support colleagues to make the working environment safe through appropriate risk assessments and adapting our ways of working as appropriate.

Where incidents do occur, these will be investigated quickly, and appropriate actions taken in relation to those involved. Management action should take a person-centred approach to resolution and personal safety and colleagues should have the opportunity to discuss with their manager the impact that the behaviour had on them and the outcome they feel would appropriate and, within the legal powers of the organisation, make them feel safe and secure in carrying out their roles in their place of work.

All allegations of a sexual nature, domestic abuse, physical violence, harassment, or stalking raised against Council employees (whether occurring during the course of work hours or on work premises or not) must be reported to the Monitoring Officer prior to the appointment of any investigator. The user guide provides more information on how this is completed.

Bullying and Harassment

A person's behaviour can amount to bullying or harassment even if they had no idea that it would be perceived that way. The impact on the victim is important.

What is bullying?

There is no legal workplace definition of bullying. In general, it is characterised as negative behaviour being targeted at individuals, repeatedly or persistently, over time. Bullying is generally considered to be behaviour that leaves the victim feeling threatened, intimidated, humiliated, isolated, vulnerable, or otherwise upset. It does not need to be connected to a protected characteristic.

Whilst this list is not exhaustive, such behaviours may include:

- ignoring or excluding you;
- giving you unachievable tasks or "setting you up to fail";
- spreading malicious rumours or gossip;
- giving you meaningless tasks or unpleasant jobs;
- making belittling personal remarks;
- undermining your integrity;

- withholding information deliberately;
- undervaluing your contribution – not giving credit where it is due;
- an abuse or misuse of the power or authority through means intended to unfairly criticise or injure the recipient.

Bullying can be physical, verbal, and non-verbal conduct. It can take various forms, from extreme behaviour involving violence and intimidation, through to subtle actions such as deliberate exclusion. It can also take place online with cyberbullying which is conducted via social networking channels, often using blogs or social networking sites to post photographs or offensive or threatening comments. Please refer to the ICT Acceptable Use Policy regarding the appropriate use of social media.

For the avoidance of doubt please note constructive and fair feedback about your behaviour or performance from your manager or colleagues is not bullying. It is part of normal employment and management routine and should not be interpreted as anything different.

What is harassment?

Harassment can relate to unlawful discrimination, which can be on the grounds of protected characteristics mentioned in section 1. It is unwanted contact that violates another person's dignity; or creates an intimidating, hostile, degrading, humiliating or offensive environment for that person.

Harassment takes many forms including physical, verbal, and non-verbal conduct. It can include comments, actions, jokes, or suggestions that may be viewed as demeaning and unacceptable to the recipient. It may be an isolated incident or repeated actions that may create a stressful working environment. Physical, verbal, and non-verbal conduct can all amount to harassment. So can things you say or do online, especially on social media.

This policy covers isolated or ongoing incidents of offensive behaviour or prejudice-based incidents. A prejudice-based incident is one that is perceived by the victim, or any other person, to be motivated by hostility or prejudice against an individual or group who have a protected characteristic. When someone treats another person less favourably because they either submit to such behaviour or refuse to do so, we also see that as harassment.

If a Council employee has demonstrated unacceptable behaviour the Disciplinary Policy should be followed.

If a service user or customer of the Council has demonstrated unacceptable behaviour towards a colleague working at the Council the Managing Services section of the Protecting Colleagues from Unacceptable Behaviour User Guide should be followed.

Where it is an Elected member who has demonstrated unacceptable behaviours towards a colleague, this will be managed in line with the Members' Code of Conduct and should be raised through the Head of Democracy, Governance and Resilience, the Monitoring Officer or the Chief Executive.

Informal resolution of complaints

It is preferable that complaints are dealt with informally where appropriate. The aim is to resolve issues quickly and reduce the impact on all involved.

It is important to make a distinction between behaviour that is perceived as causing offence or distress and behaviour which is merely causing annoyance. Sometimes the person might not understand the impact of their behaviour on someone else and making them aware of it can stop the behaviour and resolve the matter quickly.

It is important to recognise that unacceptable behaviour can be unintentional and that, in such cases, the employee being complained about can suffer similar distress to the employee who raised the concerns. In such circumstances, the manager should make sure that both parties are provided with advice and support.

Managers can access advice, assistance, and support in dealing with a matter informally through askHR.

Formal resolution of complaints

It is not always possible to resolve issues informally. If you find yourself in that situation, you should follow our Grievance Policy. We will treat your complaint in confidence, as far as is possible, and if we find that you have been the victim of harassment or bullying, we will take steps to stop it continuing or recurring.

The Council's Disciplinary Code stipulates that, in serious cases, bullying and harassment may constitute gross misconduct and, where this is established, gross misconduct will normally result in summary dismissal. In some cases, bullying and harassment can be unlawful and result in discrimination claims, criminal claims for assault or civil claims for harassment or negligence.
If we think it necessary, we may separate you from the person you are complaining about while we investigate. If that involves moving you on a temporary basis, or even asking you to stay at home during the investigation, it is not a pre-judgment of your complaint. It is simply us trying to stop things getting worse during the investigation.

If we decide that your complaint is not upheld, we will explain why. Either way, we will look at ways of addressing your relationship with the person you accused.

Occasionally, people make complaints knowing they are not true. They might do this to avoid or deflect disciplinary action. We view any complaint made in bad faith as an act of misconduct and this will normally lead to disciplinary action. In some cases, bad faith complaints may lead to summary dismissal for gross misconduct.

If you make a complaint about unacceptable behaviour including bullying and harassment, you should not be victimised as a result. If you believe that has happened to you, you must tell your manager or HR as soon as possible.

Involving the police

Some forms of unacceptable behaviour may be serious enough to constitute a criminal offence. Despite best efforts to mediate the risk of unacceptable behaviour towards our colleagues, there are times when it may be necessary to involve the police in an investigation. Where the colleague believes the situation requires Police involvement, for example when they believe they may have been the victim of criminal behaviour, managers will support colleagues in doing so.
Please see Protecting Colleagues from Unacceptable Behaviour User Guide for further details.

4 Roles and Responsibilities

Managers and colleagues have a vital role to play. We need everyone to identify, challenge and report unacceptable behaviour and to act in accordance with the policy and associated guidance. We also need to create an environment where colleagues feel safe, confident, and well supported to challenge and report incidents.

We want to promote a culture where employees can raise concerns without fear of victimisation or recrimination but in the knowledge that complaints shown to be malicious or vexatious will lead to disciplinary action.

Colleague responsibilities

- protect the health, safety and wellbeing of themselves and others at work;
- treat others with dignity and respect and demonstrate Our Behaviours actively in their work;
- complete safety or wellbeing related learning and development opportunities, as appropriate and apply the learning to the workplace;
- be aware of relevant policies and procedures to protect health and safety in the workplace;
- co-operate fully with measures provided for their safety;
- report incidents, using the appropriate route, as soon as possible.

Manager responsibilities

- promote a culture where abusive, aggressive, or violent behaviour is not tolerated;
- as a people leader, encourage and empower their teams to conduct themselves appropriately through role modelling of Our Behaviours;
- ensure their own understanding of acceptable language and behaviour is up to date;
- carry out individual and team risk assessments, as appropriate;
- ensure colleagues are well supported and aware of the advice, they know how to speak up and / or record incidents;
- support colleagues to complete safety or wellbeing related learning and development opportunities, as appropriate;
- take all complaints seriously and approach with sensitivity;
- investigate all reported incidents thoroughly and ensure that details are recorded on the required systems and with the relevant authorities, for example, Police Scotland;
- request assistance from human resources, occupational health, health & safety, and/or the employee assistance programme, as appropriate;
- if an incident occurs ensure the affected employee is supported immediately after;
- ensure colleagues are fully supported to return to the workplace following any incident.

Health and Safety Team

- the health and safety team will triage all reports of violence resulting in injury with a view to ensuring compliance with the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations. This means where an incident of violence has resulted in injury and this leads to an absence from work for more than 7 days, the team will make a report to the Health and Safety Executive;

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- the health and safety team will act as a point of advice for managers seeking to manage the risk of violence within the workplace;
- the health and safety team will provide quarterly statistical reporting of violent incidents to the Directorate Health and Safety Groups/Committees to support monitoring and responses to incident trends.

Risk assessments

Being able to identify potential risks is essential to help us manage them. Managers must ensure risk assessments are in place for all colleagues who work in frontline services (those with direct access to the public and service users). Information gathered at this stage will help inform what measures we can take to avoid or reduce future risk.

Details of how to carry out these risk assessments and reviews can be found in the Protecting Colleagues from Unacceptable Behaviour User Guide.

In general risk assessments involving unacceptable behaviour (including risks of verbal and physical violence) must include:

- details of colleague contact with service users or members of the public;
- analysis of the adequacy of existing preventative arrangements;
- relevant information from previous (violent) incident reports;
- consideration of the prior experience and training of colleagues;
- comments from trade union safety representatives, where appropriate;
- details of identified risks and mitigating actions agreed to reduce risk.

Managers must record risk assessment data and review regularly to reflect any changes to work activity or new information that may become known, such as newly identified risks for the colleague.

Information on risk assessments can be found on the Orb.

Confidentiality

Allegations of unacceptable behaviour can raise strong feelings and are always serious. This is why all parties involved have an obligation to maintain confidentiality as far as possible. This applies at every stage, including the investigation and the outcome.

If you make a complaint and do not maintain proper confidentiality at any time during the process, or you are interviewed in connection with someone else's complaint and likewise fail to maintain confidentiality, you may face action under our disciplinary policy. This could lead to dismissal for gross misconduct.

5   Support for Colleagues

We recognise we have a duty to all employees to protect their health, safety and wellbeing at work. On occasion, despite all reasonably practicable measures being taken, colleagues will encounter abusive, aggressive, or violent behaviour in the workplace.

Unacceptable behaviour at work may result in colleagues suffering physical, emotional or psychological reactions to their experiences. It is essential that the management response to these situations is quick, sympathetic, and supportive.

Support immediately after an incident

Managers should provide colleagues with post-incident support, ensure they are physically safe, and if required have access to medical treatment.

Colleagues should be advised of the Employee Assistance Programme and directed to the 24-hour helpline.

Managers should investigate the incident and inform appropriate internal managers (including the health and safety team and senior managers) and any external services as appropriate, for example the police.

Managers should record the incident on the on-line SHE Portal Form.

Additional support after an incident

In all cases colleagues should be offered the opportunity to discuss the incident after the event with their manager and through our Employee Assistance Programme.

Managers can also refer colleagues to our occupational health service for additional support, if required.

Managers must also consider what steps can be taken to avoid a future incident, including a potential debrief with those involved, and update any relevant risk assessments.

We will work to protect colleagues from similar incidents. Where an incident is particularly serious, we may take appropriate legal action as part of our response to that incident. For example, we may support the police in pursuing a criminal prosecution or seek an interdict to prevent an assailant approaching a particular employee or entering Council premises.

Further guidance can be found in the Protecting Colleagues from Unacceptable Behaviour User Guide.

6   Managing Services

The safety and wellbeing of our colleagues comes first. We recognise that some colleagues may be more likely to encounter aggressive or unacceptable behaviour because of the type of work they carry out. We do not expect colleagues to tolerate unacceptable behaviour and will take appropriate steps to ensure the working environment is safe for all colleagues.

Customer is defined in this policy as anyone the Council works with, provides a service to, or supports. This includes residents, businesses, visitors, or someone acting on behalf of a customer e.g., a Councillor, parent/carer or relative.

Unacceptable behaviour from customers may include all those mentioned in section 3 and:

- unreasonable use of the complaints process;
- unreasonable levels of contact;
- unreasonable demands.

This list is not exhaustive.

We will always work towards resolving a solution that maintains colleague safety whilst continuing to provide necessary services. However, we will address unacceptable behaviour firmly and consistently which may mean restricting or changing access to a service when we consider a customer's actions to be unacceptable. Changing the service provided may mean altering who is providing the service or in what way the service is delivered.

Further guidance on restricting or changing access to services can be found in the Protecting Colleagues from Unacceptable Behaviour User Guide.

Any employee who directly experiences aggressive or abusive behaviour from a customer has the authority to deal immediately with that behaviour in a manner they consider appropriate to the situation and in line with this policy.

With the exception of such immediate decisions taken at the time of the incident, decisions to restrict or change contact with the Council are only taken after careful consideration of the situation by a senior manager. We will give the customer the opportunity to change their behaviour or action before a decision is taken

The decision to withdraw services can only be made by a Service Director and only after all other options to manage the situation have been considered.

Services may be withdrawn when there has been:

-
- abusive or threatening behaviour towards employees or other service-users;
- persistent intimidation, bullying or harassment despite warnings;
- physical assault on an employee or other service-user.

This list is not exhaustive.

Policy and Sustainability Committee

10.00am, Tuesday, 22 August 2023

Driving for the Council – Telematics Policy Update

Executive/Routine	Routine
Wards	All
Council Commitments	

1.   Recommendations

1.1   It is recommended the Committee notes the content of this update regarding the telematics policy.

Paul Lawrence

Executive Director of Place

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Report

Driving for the Council - Telematics Policy Update

2.   Executive Summary

2.1   This report provides an update on the actions agreed by Committee in May 2023 on the Driving for the Council Telematics Policy.

3.   Background

3.1   On 23 May 2023 Policy and Sustainability Committee approved the Driving for the Council - Telematics Policy.

3.2   When considering the report, Committee also approved the following:

3.2.1   Notes this policy covers any system used by the Council which provides live vehicle location data and therefore requests a briefing on which systems are covered by the policy.

3.2.2   Requests a dashboard detailing the requests made to Fleet Services for telematic data including the date, time and concerned parties as far as permissible due to GDPR regulations. The dashboard should also include why the request was made and if it was granted.

3.2.3   Requests a report to Committee outlining the steps that would need to be taken in order to produce an overarching telematics and digital surveillance policy for the Council and how this could be incorporated into the current policy creation schedule.

3.2.4   Notes a report will be presented to the Partnership at Work Forum and the Policy and Sustainability Committee in the business bulletin in six months' time to provide an update on the implementation of the policy.

3.2.5   Notes that this policy will be reviewed annually and requests that this happens through the Policy and Sustainability Committee for at least the first year.

4.   Main report

4.1   There are four systems currently in use by the Council providing some form of live vehicle tracking information. These are:

4.1.1   UK Telematics – Fitted in vehicles across multiple departments;

      4.1.2   CMS Supatrak – Fitted exclusively in vehicles in Waste Services. The subscription for this system has not been renewed, with the intention to move to UK Telematics in order to realise savings on subscription costs;

      4.1.3   Routesmart – Used exclusively by Waste and Cleansing Services; and

      4.1.4   Chameleon – Fitted exclusively in Community Justice vehicles. It is not intended to renew the subscription for this system but to move to UK Telematics (in order to reduce subscription charges).

4.2   Flexiroute is currently being implemented in vehicles used by Passenger Transport and will provide live vehicle location later this year.

4.3   Since the policy was approved in May, there have been a total of six requests for telematics data. The details of these requests are outlined in Appendix 1.

4.4   With reference to the production of an overarching telematics and digital surveillance policy for the Council, a benchmarking exercise has been conducted with engagement across other local authorities. The response was low but consistent in that none of the local authorities which responded have a dedicated policy for telematics and digital surveillance. It is instead covered under several relevant policies already in place including, a dedicated telematics policy, privacy notices and CCTV. These documents are available on the Council's intranet (the Orb).

5.   Next Steps

5.1   The rollout of telematics systems within Council fleet vehicles has commenced.

5.2   A report will be presented to the Partnership at Work Forum and the Policy Sustainability Committee in the business bulletin in six months' time to provide an update on the implementation of the policy.

5.3   The Policy will be reviewed annually, with the first review being reported to Policy and Sustainability Committee.

6.   Financial impact

6.1   Having reviewed all systems across the organisation which are providing vehicle tracking information, there is potential to reduce subscription costs by rationalising the number of systems we have where the focus is specifically on collecting vehicle data.

7.   Stakeholder/Community Impact

7.1   The Telematics Working Group, including union representatives, continues to meet to discuss the implementation of the telematics policy and other relevant fleet business.

7.2   A communication plan has been implemented, including tool box talks, to ensure all staff are aware of the Telematics Policy and cognisant of their responsibilities.

8. Background reading/external references

8.1　None

9. Appendices

9.1　Appendix 1 – Telematics Data Request Dashboard.

Appendix 1 – Telematics Data Request Dashboard

				Fleet Services - Telematics Request Log				
Date Received	Fleet Ref No	Contact Reference	Incident Date	Description of Incident	Vehicle Fleet Number	Result Positive/Negative	Completed date	Completed by
02/06/2023	0001/23	Police Scotland	23/02/2023	Police enquiry: Gathering information on vehicles in the area where a criminal offence took place on the evening of 23rd February 2023.	Information redacted	Negative - Vehicle not equipped with telematics	02/06/2023	Fleet Compliance
12/06/2023	0002/23	Senior Change and Delivery Team Officer	10/06/2023	Cross reference of data to confirm programme of hardware installation locations and confirm start and finish times for agency staff against timesheets submitted.	Change Team fleet	Positive	27/06/2023	Fleet Compliance
21/06/2023	0003/23	Head of Neighbourhood Environmental Services	April - May 2023	Route remodelling exercise for communal glass collection. Information required to understand the current route collection demand and inform decisions on additional resource that may be required.	Information redacted	Positive	25/06/2023	Fleet Compliance
26/03/2023	0004/23	Security Manager	23/06/2023	Collision involving Council vehicle with barrier on St Giles Street.	Information redacted	Positive	26/03/2023	Fleet Compliance
26/07/2023	0005/23	Print Services	21/07/2023	Bus lane infringement to clarify.	Information redacted	Positive	26/07/2023	Fleet Compliance

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02/08/2023	0005/23	Head of Neighbourhood Environmental Services	July 2023 information	Understanding of timings that vehicles are finishing routes and returning to depot.	Refuse Vehicle Collection	Negative – Information able to be obtained via the vehicle tachograph therefore telematics data not supplied.	07/08/2023	Fleet Compliance