

Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 24th October, 2023

Dean of Guild Court Room - City Chambers

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

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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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

- 4.1 Minute of the Policy and Sustainability Committee of 22 August 2023 – submitted for approval as a correct record 7 - 48

5. Forward Planning

- 5.1 Work Programme 49 - 54
- 5.2 Rolling Actions Log 55 - 120

6. Business Bulletin

- 6.1 Business Bulletin 121 - 128

7. Executive Decisions

7.1	End Poverty in Edinburgh Annual Progress Report – Report by the Executive Director of Corporate Services	129 - 186
7.2	Council Emissions Reduction Plan – Annual Progress Report – Report by the Executive Director of Place	187 - 260
7.3	Public Bodies Climate Change Duties Report 2022/23 – Report by the Executive Director of Corporate Services	261 - 346
7.4	Adult Support and Protection and Social Work & Social Care Inspection Improvement Plan: Progress Report – Report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership	347 - 394
7.5	Forth Green Freeport – Outline Business Case – Report by the Executive Director of Place	395 - 418
7.6	Sponsorship of non-UK nationals – Report by the Executive Director of Corporate Services	419 - 428
7.7	Diversity and Inclusion Strategy Update – Report by the Executive Director of Corporate Services	429 - 462
7.8	Pay gap report 2023 – Report by the Executive Director of Corporate Services	463 - 504
7.9	Policy Statement on Equal Pay – Report by the Executive Director of Corporate Services	505 - 518
7.10	Edinburgh Leisure - Real Living Wage – Report by the Executive Director of Place	519 - 524
7.11	Gender Recognition Reform – Report by the Executive Director of Corporate Services (Note: Councillor Mumford has been called for this item)	525 - 530
7.12	Islamophobia – Update on Engagement – Report by the Executive Director of Corporate Services (Note: Councillor Kumar has been called for this item)	531 - 536

7.13	Council Risk Appetite – Report by the Executive Director of Corporate Services	537 - 546
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8. Routine Decisions

8.1	Risk Management Policy – Report by the Executive Director of Corporate Services	547 - 558
8.2	Preparation for the implementation of Photographic Voter ID at UK Parliamentary Elections – Report by the Executive Director of Corporate Services (Note: Councillor Dobbin has been called for this item)	559 - 568
8.3	Response to Scottish Government Consultation: Draft British Sign Language (BSL) National Plan, 2023-2029 – Report by the Executive Director of Corporate Services	569 - 584
8.4	Accounts Commission: Local Government in Scotland Overview 2023 – Report by the Executive Director of Corporate Services	585 - 630
8.5	Human Rights Bill Consultation response – Report by the Executive Director of Corporate Services	631 - 640
8.6	Edinburgh and South East Scotland City Region Deal Annual Report 2022/23 – Report by the Executive Director of Place	641 - 714
8.7	UKREiiF Feedback Report – Report by the Executive Director of Place	715 - 720

9. Policy Reports

9.1	Annual Policies Update – Strategy and Communications – Report by the Executive Director of Corporate Services	721 - 746
9.2	Direct Payment Policy, Procedure and Agreement – Report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership	747 - 810

10. Motions

10.1 None.

11. Resolution to Consider in Private

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

12. Private Reports

12.1 One Edinburgh Programme – Report by the Interim Chief Officer, 811 - 844
Edinburgh Health and Social Care Partnership

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 Daggart, 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 City Chambers, High Street, Edinburgh and virtually 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.

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

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to the Council's online [Committee Library](#).

Live and archived webcasts for this meeting and all main Council committees can be viewed online by going to the Council's [Webcast Portal](#).

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Minutes

Policy and Sustainability Committee

10.00 am, Tuesday 22 August 2023

Present

Councillors Day (Convener), Aston, Beal, Bennett, Biagi, Campbell, Dijkstra-Downie, Doggart, Lang, Macinnes, Meagher, Miller, Nols-McVey, Parker, Staniforth (substituting for Councillor Mumford), Watt and Whyte.

1. Deputations

A written deputation was submitted by Comann nam Pàrant (Dùn Èideann is Lodainn) in respect of Item 7.12 on the agenda – The City of Edinburgh Council Gaelic Language Plan 2023-28 – Revised Draft).

The deputation thanked the City of Edinburgh Council for sharing the latest draft of the Gaelic Language Plan, 2023-2028. They were pleased to see that one of the aims for the next phase was ‘Continuing to develop high quality Gaelic Language Education for 0-18 years’.

However, they noted that no budgets were 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 was currently being progressed.

The deputation expressed concerns about how Gaelic Medium Education would continue to be developed if there was no financial planning for its development or expansion.

They sought assurances from the Council that it would work to find a solution so that primary provision and secondary provision could continue to develop and thrive.

(See item 17 below)

2. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 23 May 2023 as a correct record.

3. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 23 May 2023 was presented.

Decision

To note the Work Programme.

(Reference – Work Programme 22 August 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** – Edinburgh Transient Visitor Levy Update
 - **Action 5** – Covid- 19: Service Resumption – Response to Motion by Councillor Lang
 - **Action 12** – Edinburgh and Taiwan Partnership Links
 - **Action 13** – Declaring a Nature emergency – Motion by Councillor Parker
 - **Action 18** - Internal Audit: Swift System - Application Technology Controls Internal Audit Report
 - **Action 20** – Carbon Impact of International Travel
 - **Action 22** - Policy for the Transition from Children to Adult Support
 - **Action 23** - Re-deployment – Motion by Councillor Day
 - **Action 24** - Edinburgh Community Climate Fund – Motion by Councillor Mumford
 - **Action 25** - Four Seasons Healthcare – North Merchiston and Castlegreen Care Homes – referral from the Finance and Resources Committee
 - **Action 28** - Care Inspection Reports – Motion by Councillor Miller
 - **Action 31** – Business Bulletin
 - **Action 33** - Impact of poverty on women and girls
 - **Action 38** - Driving for the Council – Telematics Policy
 - **Action 39** - Driving for the Council – Telematics Policy, 2-4 recommended for closure.
 - **Action 47** - Water Scarcity – Emergency Motion by Councillor Parker
- 2) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

5. Business Bulletin

The Policy and Sustainability Committee Business Bulletin for 22 August 2023 was submitted.

Decision

- 1) To note the Business Bulletin.

- 2) To request details of any acknowledgment received from Ministers to the letter sent by the Council Leader.
- 3) To request details of feedback from the Sustainability and Climate APOG in relation to Supporting Community Climate Action.
- 4) To request that future updates on the Local Government Benchmarking Framework be submitted as full reports.

(Reference – Business Bulletin 22 August 2023, submitted.)

6. A Visitor Levy for Edinburgh: Progress Update and Draft Proposal

Details were provided of the Visitor Levy (Scotland) Bill and the 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. A draft proposal of the parameters of a Visitor Levy Scheme in Edinburgh was also provided.

Motion

- 1) To note 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.
- 2) To note the current timeline for implementation of a Visitor Levy in Edinburgh.
- 3) To note that the report by the Executive Director of Place would be used as starting point for further stakeholder engagement.
- 4) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.
- 5) To approve the considerations around the proposed charge level and remit of the scheme, as set out in paragraphs 4.14 - 4.41 of the report by the Executive Director of Place.
- 6) To approve the possible use of the net proceeds, as set out in paragraphs 4.42 - 4.54 of the report by the Executive Director of Place.
- 7) To approve the proposed governance structure, as set out in paragraphs 4.55 - 4.60 of the report by the Executive Director of Place.
- 8) To approve informal engagement with stakeholders around these parameters, and the proposed response to the Scottish Parliament's calls for views, as set out in Appendices 8 and 9 of the report by the Executive Director of Place, for submission by 15 and 1 September 2023.
- 9) To approve the proposed response to the Scottish Parliament's calls for views, as set out in Appendices 8 and 9 of the report by the Executive Director of Place, for submission by 15 and 1 September 2023.
- 10) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

- 1) To note 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.
- 2) To note the current timeline for implementation of a Visitor Levy in Edinburgh.
- 3) To note that the report by the Executive Director of Place would be used as starting point for further stakeholder engagement.
- 4) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.
- 5) To approve the considerations around the proposed charge level and remit of the scheme, as set out in paragraphs 4.14 - 4.41 of the report by the Executive Director of Place.
- 6) To approve the possible use of the net proceeds, as set out in paragraphs 4.42 - 4.54 of the report by the Executive Director of Place, which had been based on the current requirements of the Bill, and note how these may change if the Bill was amended during the parliamentary process; and agree that officers should progress elected member workshops to develop a consensus where possible on the detail of how the proceeds of the visitor levy should be spent.
- 7) To approve the proposed governance structure, as set out in paragraphs 4.55 - 4.60 of the report by the Executive Director of Place.
- 8) To approve informal engagement with stakeholders around these parameters, and the proposed response to the Scottish Parliament's calls for views, as set out in Appendices 8 and 9 of the report by the Executive Director of Place, for submission by 15 and 1 September 2023.
- 9) To approve the proposed response to the Scottish Parliament's calls for views, as set out in Appendices 8 and 9 of the report by the Executive Director of Place, for submission by 15 and 1 September 2023.
- 10) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.

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

Amendment 2

- 1) To note 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.
- 2) To note the current timeline for implementation of a Visitor Levy in Edinburgh.

- 3) To note that the report by the Executive Director of Place would be used as starting point for further stakeholder engagement.
- 4) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.
- 5) To approve the considerations around the proposed charge level and remit of the scheme as set out in paragraphs 4.14-4.15.2 and 4.15.4-4.41 (but not at 4.15.3) of the report by the Executive Director of Place.
- 6) To approve the possible use of the net proceeds, as set out in paragraphs 4.42-4.46.1 and 4.46.3-4.54 (but not at 4.46.2) of the report by the Executive Director of Place.

- 7) Additionally, to specify:

At 4.45 about “Sustainability and Net Zero”:

- To agree that the climate, nature and sustainability impacts of Council activity should be embedded and accounted for in all Council work such that 100% of spending contributes to sustainability and net zero targets, thus mainstreaming sustainability and net zero instead of specifying that just c.25% of spend was prioritised for these initiatives.

At 4.46.3 about the “Culture, heritage and festivals” portfolio:

- To agree that the key focus of this portfolio should be for small festivals and events which happen across the city, particularly at a grassroots community level, and that funds allocated through this portfolio should support activity to democratise the festival and cultural offer by and for residents, for example through the provision of free tickets for local people, as well as looking to only support events / activities which can demonstrate fair work practices and positive actions to minimise their environmental impact during operation.

At 4.46.5 about “Industry growth and resilience” portfolio:

- To delete the word “growth” in recognition that the focus of this portfolio should be on job security, terms, wages, and quality of employment, seeking to achieve sustainable community benefits

At 4.49 about “Participatory budgeting”:

- To welcome the suggestion that part of the TVL spend could be allocated through participatory budgeting and agree that this could be best explored through the “Culture, heritage and festivals” portfolio.
- Nevertheless, to recognise that the target to meet 1% of the Council’s budget spend through participatory budgeting should still be pursued through all spending and requests that officers account for all of the above in further drafts of the scheme.

- 8) To agree the proposed governance structure, as set out in paragraphs 4.55-4.60 of the report by the Executive Director of Place, with the addition of Trade Union representation on the proposed Edinburgh VL Advisory Group.
- 9) To agree informal engagement with stakeholders around these parameters.
- 10) To agree the proposed response to the Scottish Parliament's calls for views, as set out in Appendices 8 and 9 of the report by the Executive Director of Place, for submission by 15 and 1 September 2023, subject to any revisions required to reflect the position of Committee, given amendments submitted and accepted.
- 11) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.
- 12) To agree that the levy should be pitched at a similar level to other European cities but note that a decision on this specific detail should come at a later date.
- 13) To agree that this further report would also include scoping of additional charges possible within the remit of the scheme in line with the principles of the Amsterdam model where holiday rentals and short term lets paid 10% of turnover, either to be progressed concurrently with the general TVL scheme, or to be supplemented later.
- 14) To welcome the push back in the draft consultation response against the bill's 18-month implementation timescale and agrees that this should be communicated to the Scottish Government in the strongest possible terms.-
moved by Councillor Parker, seconded by Councillor Staniforth

Amendment 3

- 1) To note with concern:
 - a) the issues raised in paragraphs 4.23 and 4.24 about cost and competitiveness of the Edinburgh tourism sector, the soaring prices for accommodation in Edinburgh this summer, the likely increases in accommodation prices from the predicted 80% reduction in all types of self-catering accommodation noted in Appendix 2, and the impact of increased accommodation costs on the Fringe and other Festivals at peak times in Edinburgh.
 - b) the failure to provide a use on net proceeds in paragraph 4.26 that relates to improvements to basic, universal services for all local citizens.
- 2) Therefore, to agree to proceed no further with costly work to implement a Transient Visitor Levy and to respond to the consultation by informing the Scottish Government of the damaging impacts such an imposition would have on the vital Tourism and hospitality economy in Edinburgh.
- moved by Councillor Whyte, seconded by Councillor Doggart

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

Voting

The voting was as follows:

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

(For the Motion (as adjusted): Councillors Aston, Beal, Bennett, Biagi, Campbell, Day, Dijkstra-Downie, Lang, Macinnes, Meagher, Nols-McVey and Watt.

For Amendment 2: Councillors Miller, Parker and Staniforth.

For Amendment 3: Councillors Doggart and Whyte.)

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note 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.
- 2) To note the current timeline for implementation of a Visitor Levy in Edinburgh.
- 3) To note that the report by the Executive Director of Place would be used as starting point for further stakeholder engagement.
- 4) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.
- 5) To approve the considerations around the proposed charge level and remit of the scheme as set out in paragraphs 4.14-4.15.2 and 4.15.4-4.41 of the report by the Executive Director of Place.
- 6) To approve the possible use of the net proceeds, as set out in paragraphs 4.42-4.46.1 and 4.46.3-4.54 of the report by the Executive Director of Place, which had been based on the current requirements of the Bill, and note how these may change if the Bill was amended during the parliamentary process; and agree that officers should progress elected member workshops to develop a consensus where possible on the detail of how the proceeds of the visitor levy should be spent.
- 7) Additionally, to specify:
At 4.45 about "Sustainability and Net Zero":
 - To agree that the climate, nature and sustainability impacts of Council activity should be embedded and accounted for in all Council work such that 100% of spending contributes to sustainability and net zero targets, thus mainstreaming

sustainability and net zero instead of specifying that just c.25% of spend was prioritised for these initiatives.

At 4.46.3 about the “Culture, heritage and festivals” portfolio:

- To agree that the key focus of this portfolio should be for small festivals and events which happen across the city, particularly at a grassroots community level, and that funds allocated through this portfolio should support activity to democratise the festival and cultural offer by and for residents, for example through the provision of free tickets for local people, as well as looking to only support events / activities which can demonstrate fair work practices and positive actions to minimise their environmental impact during operation.

At 4.46.5 about “Industry growth and resilience” portfolio:

- To add the word “responsible” before “industry growth” in recognition that the focus of this portfolio should be on job security, terms, wages, and quality of employment, seeking to achieve sustainable community benefits

At 4.49 about “Participatory budgeting”:

- To welcome the suggestion that part of the TVL spend could be allocated through participatory budgeting and agree that this could be best explored through the “Culture, heritage and festivals” portfolio.
 - Nevertheless, to recognise that the target to meet 1% of the Council’s budget spend through participatory budgeting should still be pursued through all spending and requests that officers account for all of the above in further drafts of the scheme.
- 8) To agree the proposed governance structure, as set out in paragraphs 4.55-4.60 of the report by the Executive Director of Place, with the addition of Trade Union representation on the proposed Edinburgh VL Advisory Group.
 - 9) To agree informal engagement with stakeholders around these parameters.
 - 10) To agree the proposed response to the Scottish Parliament’s calls for views, as set out in Appendices 8 and 9 of the report by the Executive Director of Place, for submission by 15 and 1 September 2023, subject to any revisions required to reflect the position of Committee, given amendments submitted and accepted.
 - 11) To note that a further report, setting out the proposed final scheme for formal consultation, would be presented to Committee in early 2024, if the Bill passed through Parliament as currently expected.
 - 12) To agree that the levy should be pitched at a similar level to other European cities but note that a decision on this specific detail should come at a later date.
 - 13) To agree that this further report would also include scoping of additional charges possible within the remit of the scheme in line with the principles of the Amsterdam model where holiday rentals and short term lets paid 10% of

turnover, either to be progressed concurrently with the general TVL scheme, or to be supplemented later.

- 14) To welcome the push back in the draft consultation response against the bill's 18-month implementation timescale and agrees that this should be communicated to the Scottish Government in the strongest possible terms.

(References – Act of Council No. 6 of 31 May 2018; Act of Council No. 1 of 7 February 2019; Policy and Sustainability Committee of 1 November 2022 (item 12); report by the Executive Director of Place, submitted.)

7. Redeployment Update

Following the decision as part of the Council's 2023/24 budget approved in February 2023 that a £0.6M saving should be achieved from the Council's spend on redeployment, details were provided of current redeployment arrangements, the application of the Managing Change Policy and measures to ensure that this was being applied effectively.

Motion

- 1) To note the report by the Executive Director of Corporate Services.
- 2) To approve the extension of the enhanced voluntary redundancy package to colleagues who had been on the redeployment register for over 3 years (9 colleagues) as outlined in the financial implications section of the report by the Executive Director of Corporate Services.
- 3) To support the joint trade union pledge to continue to support the council commitment to no compulsory redundancies and support for in-housing of council services as agreed in the Council Business Plan in December 2022.
- 4) To support the commitment to argue for fair funding for the capital city from both the Scottish and UK Governments.
- 5) To request that the Leader continued to highlight Edinburgh as the lowest funded council in Scotland and argue for fair funding for the capital city.
- 6) To note that there would be continued engagement with trade unions.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

- 1) To note the report by the Executive Director of Corporate Services.
- 2) To approve the extension of the enhanced voluntary redundancy package to colleagues who had been on the redeployment register for over 3 years (9 colleagues) as outlined in the financial implications section of the report by the Executive Director of Corporate Services.
- 3) To support the joint trade union pledge to continue to support the council commitment to no compulsory redundancies and support for in-housing of council services as agreed in the Council Business Plan in December 2022.

- 4) To support the commitment to argue for fair funding for the capital city from both the Scottish and UK Governments.
- 5) To request that the Leader continue to highlight Edinburgh as the lowest funded council in Scotland and argue for fair funding for the capital city.
- 6) To note that there would be continued engagement with trade unions.
- 7) To welcome the reinstatement of the commitment to no compulsory redundancies and reassurance that this would give to staff in the redeployment pool, many of whom were carrying out important work within the council in temporary roles which would now be considered for transition to permanent posts.
- 8) To note the Council's budget was now carrying a deficit of £600,000. To further note the "best value service review" would show in-housing waste services was the most cost-effective and efficient method of waste collections delivering the best service for residents. This would add a further £500,000 deficit to the budget that would therefore mean a £1.1m additional gap was being funded through other actions either at the corporate or departmental level.
- 9) To note actions that seemed to be creating in-year revenue budget savings, which appeared to have been progressed by the administration without democratic oversight and approval of councillors, such as:
 - cancelling support which enables young people with additional support needs to access after school clubs.
 - a loss of lifelong learning posts and cuts to the ad hoc lifelong learning budget, delivered through the lifelong learning review.
- 10) To agree to receive a further report on the 23/24 budget within 2 cycles. To agree this report would include:
 - A full options appraisal of all additional actions now being taken to create in-year savings to fund the budget gaps from policies which had been reversed.
 - Equalities impact assessments for each of these actions.
 - An explanation of the governance around the budget process, and the standing orders which applied to actions now being taken to reverse budget decisions and how all parties are able, equally, to utilise these.
 - A departmental breakdown of headroom within staff budgets.

- moved by Councillor Nols-McVey, seconded by Councillor Campbell

Amendment 2

- 1) To note the report by the Executive Director of Corporate Services.
- 2) To approve the extension of the enhanced voluntary redundancy package to colleagues who had been on the redeployment register for over 3 years (9 colleagues) as outlined in the financial implications section of the report by the Executive Director of Corporate Services.

- 3) To support the joint trade union pledge to continue to support the council commitment to no compulsory redundancies and support for in-housing of council services as agreed in the Council Business Plan in December 2022.
- 4) To support the commitment to argue for fair funding for the capital city from both the Scottish and UK Governments.
- 5) To request that the Leader continue to highlight Edinburgh as the lowest funded council in Scotland and argue for fair funding for the capital city.
- 6) To note that there would be continued engagement with trade unions.
- 7) To reaffirm that the council policy remained one of no compulsory redundancies and to regret any uncertainty felt by staff about this following the approval of the Liberal Democrat budget in February which proposed “saving” £600k by changing this.
- 8) To note that redeployment was of benefit to the council, preserving talent and expertise and of benefit to those in the redeployment pool.
- 9) To resolve that redeployment should always be conducted with employee welfare as the primary concern.
- 10) To note the £600k deficit in the Council’s budget now arising from the non-delivery of this “saving”.
- 11) To request that the next revenue monitoring report at the Finance and Resources Committee would explicitly outline how this £600k saving would be delivered instead, and what democratic oversight Councillors would have or have had in relation to this to date.

- moved by Councillor Staniforth, seconded by Councillor Parker

Amendment 3

- 1) To note the report by the Executive Director of Corporate Services.
- 2) To approve the extension of the enhanced voluntary redundancy package to colleagues who had been on the redeployment register for over 3 years (9 colleagues) as outlined in the financial implications section of the report by the Executive Director of Corporate Services
3) To support the commitment to argue for fair funding for the capital city from both the Scottish and UK Governments.
- 4) To request that the Leader continued to highlight Edinburgh as the lowest funded council in Scotland and argue for fair funding for the capital city.

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

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

Voting

The voting was as follows:

For the Motion (as adjusted) - 11 votes

For Amendment 1 - 6 votes

(For the Motion (as adjusted): Councillors Aston, Biagi, Campbell, Day, Meagher, Macinnes, Miller, Nols-McVey, Parker, Staniforth and Watt.)

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the report by the Executive Director of Corporate Services.
- 2) To approve the extension of the enhanced voluntary redundancy package to colleagues who had been on the redeployment register for over 3 years (9 colleagues) as outlined in the financial implications section of the report by the Executive Director of Corporate Services.
- 3) To support the joint trade union pledge to continue to support the council commitment to no compulsory redundancies and support for in-housing of council services as agreed in the Council Business Plan in December 2022.
- 4) To support the commitment to argue for fair funding for the capital city from both the Scottish and UK Governments.
- 5) To request that the Leader continued to highlight Edinburgh as the lowest funded council in Scotland and argue for fair funding for the capital city.
- 6) To note that there would be continued engagement with trade unions.
- 7) To welcome the reinstatement of the commitment to no compulsory redundancies and reassurance that this would give to staff in the redeployment pool, many of whom were carrying out important work within the council in temporary roles which would now be considered for transition to permanent posts.
- 8) To note the Council's budget was now carrying a deficit of £600,000. To further note the "best value service review" would show in-housing waste services was the most cost-effective and efficient method of waste collections delivering the best service for residents. This would add a further £500,000 deficit to the budget that would therefore mean a £1.1m additional gap was being funded through other actions either at the corporate or departmental level.
- 10) To agree to receive a further report on the 23/24 budget within 2 cycles. To agree this report would include:
 - A full options appraisal of all additional actions now being taken to create in-year savings to fund the budget gaps from policies which had been reversed.
 - Equalities impact assessments for each of these actions.

- An explanation of the governance around the budget process, and the standing orders which applied to actions now being taken to reverse budget decisions and how all parties were able, equally, to utilise these.
 - A departmental breakdown of headroom within staff budgets.
- 11) To reaffirm that the council policy remained one of no compulsory redundancies and to regret any uncertainty felt by staff about this following the approval of the Liberal Democrat budget in February which proposed “saving” £600k by changing this.
 - 12) To note that redeployment was of benefit to the council, preserving talent and expertise and of benefit to those in the redeployment pool.
 - 13) To resolve that redeployment should always be conducted with employee welfare as the primary concern.
 - 14) To note the £600k deficit in the Council’s budget now arising from the non-delivery of this “saving”.
 - 15) To request that the next revenue monitoring report at the Finance and Resources Committee would explicitly outline how this £600k saving would be delivered instead, and what democratic oversight Councillors would have or have had in relation to this to date.

(References – Policy and Sustainability Committee of 21 March 2023 (item 28); report by the Executive Director of Corporate Services, submitted.)

8. Corporate Property Strategy

The proposed Corporate Property Strategy was submitted for approval.

Motion

- 1) To approve the proposed Corporate Property Strategy.
- 2) To note that the proposed Corporate Property Strategy Board would bring forward business cases for programmes and projects, as set out in the report by the Executive Director of Place, to the appropriate Executive Committee for approval.
- 3) To request that an update be included in the business bulletin on any options to accelerate the use of renewables in both Council and Public Sector properties.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

- 1) To approve the proposed Corporate Property Strategy.
- 2) To agree work be prioritised on community-based district heating networks. This should fully utilise public buildings and facilities like swimming pools and look to Energy for Edinburgh to delivery short- and medium-term projects.
- 3) To agree that community centres were a critical resource for our communities which had only grown in importance during the cost of living crisis and that the

strategy must have, as a starting point, protecting and continuing the use of these buildings by communities as the primary objective.

- 4) To agree to receive a report in two cycles which set out the condition of each community centre building, as the report to the Finance and Resources Committee in March 2020 did, but which would also include additional information about each building in terms of ability to retrofit to improve energy efficiency and costs required to meet accessibility standards.
- 5) To agree this report would include an update on the detailed profiles of individual community centres that officers were developing, and how this approach would be utilised to identify best practice and share insights across all management committees, improving services and increasing capacity.
- 6) To agree that, where any buildings were considered to be underutilised, that the approach would be to support increased activity, not use any information gathered through this profiling to justify closures of buildings.
- 7) To note that the proposed Corporate Property Strategy Board would bring forward business cases for programmes and projects, as set out in the report by the Executive Director of Place, to the appropriate Executive Committee for approval.

- moved by Councillor Nols-McVey, seconded by Councillor Campbell

Amendment 2

- 1) To approve the proposed Corporate Property Strategy.
- 2) To agree work be prioritised on community-based district heating networks. This should fully utilise public buildings and facilities like swimming pools and look to Energy for Edinburgh to delivery short- and medium-term projects.
- 3) To request an annual update report on the property strategy outlining via suitable indicators:
 - Running costs (energy, water, rates, maintenance)
 - Carbon expended
 - Electricity use
 - Estimate of any embedded carbon required
- 4) To note that suitable summaries of the above should include as a minimum:
 - Totals across the whole estate;
 - The 10 most costly buildings to run in categories above;
 - The 10 most costly buildings per square metre of gross internal area.

- moved by Councillor Beal, seconded by Councillor Bennett

Amendment 3

- 1) To thank officers for developing the proposed Corporate Property Strategy, welcome the strategic approach to the whole estate, and support the three themes of Live Well Locally, Our Future Work and Net Zero Properties.
- 2) To note the Strategy would mean possible disposals or replacement of council buildings, and note communities would be concerned by the possible changes to local facilities such as community centres or libraries.
- 3) To agree to a further update in two cycles and call on officers to:
 - Provide a high-level overview of the programme which would be developed if the Strategy is agreed, including an indicative list of buildings which are expected to require a project business case.
 - Either develop a fourth strategic theme of access and inclusion, or clearly show access and inclusion mainstreamed throughout the Strategy, acknowledging that the council's estate is currently not fully accessible, the systemic and unacceptable exclusion this causes, and committing the Council to prioritising actions to address this through this work.
 - Further develop the Net Zero Properties strategic theme to consider the overall impact of disposals or demolition for the city, and not just for the Council's own portfolio.

- moved by Councillor Miller, seconded by Councillor Parker

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To approve the proposed Corporate Property Strategy.
- 2) To agree work be prioritised on community-based district heating networks. This should fully utilise public buildings and facilities like swimming pools and look to Energy for Edinburgh to delivery short- and medium-term projects.
- 3) To agree that community centres were a critical resource for our communities which had only grown in importance during the cost of living crisis and that the strategy must have, as a starting point, protecting and continuing the use of these buildings by communities as the primary objective.
- 4) To note that a report is coming to the Culture and Communities Committee which would set out the condition of each community centre building, as the report to the Finance and Resources Committee in March 2020 did, but which would also include additional information about each building in terms of ability to retrofit to improve energy efficiency and costs required to meet accessibility standards.
- 5) To agree this report would include an update on the detailed profiles of individual community centres that officers were developing, and how this approach would

be utilised to identify best practice and share insights across all management committees, improving services and increasing capacity.

- 6) To agree that, where any buildings were considered to be underutilised, that the approach would be to support increased activity, not use any information gathered through this profiling to justify closures of buildings.
- 7) To note that the proposed Corporate Property Strategy Board would bring forward business cases for programmes and projects, as set out in the report by the Executive Director of Place, to the appropriate Executive Committee for approval.
- 8) To request an annual update report on the property strategy outlining via suitable indicators:
 - Running costs (energy, water, rates, maintenance)
 - Carbon expended
 - Electricity use
 - Estimate of any embedded carbon required
- 9) To note that suitable summaries of the above should include as a minimum:
 - Totals across the whole estate;
 - The 10 most costly buildings to run in categories above;
 - The 10 most costly buildings per square metre of gross internal area.
- 10) To thank officers for developing the proposed Corporate Property Strategy, welcome the strategic approach to the whole estate, and support the three themes of Live Well Locally, Our Future Work and Net Zero Properties.
- 11) To note the Strategy would mean possible disposals or replacement of council buildings, and note communities would be concerned by the possible changes to local facilities such as community centres or libraries.
- 12) To agree to a further update in two cycles and call on officers to:
 - Provide a high-level overview of the programme which would be developed if the Strategy is agreed, including an indicative list of buildings which are expected to require a project business case.
 - Either develop a fourth strategic theme of access and inclusion, or clearly show access and inclusion mainstreamed throughout the Strategy, acknowledging that the council's estate is currently not fully accessible, the systemic and unacceptable exclusion this causes, and committing the Council to prioritising actions to address this through this work.
 - Further develop the Net Zero Properties strategic theme to consider the overall impact of disposals or demolition for the city, and not just for the Council's own portfolio.

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

9. Energy for Edinburgh – options appraisal

An update was provided on the Council-owned energy services company (ESCo) Energy for Edinburgh Limited (EFE), which was incorporated in 2016 but, to date, had not carried out any activity. An appraisal on future options for EFE found that there was currently no clear role for EFE but that it could be used to progress heat network projects subject to further, more detailed, assessment.

Motion

- 1) To note the option appraisal for Energy for Edinburgh.
- 2) To agree 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 was further advanced, later in the year.
- 3) To agree to continue the report pending consideration of the Local Heat and Energy Efficiency Strategy by the Policy and Sustainability Committee in December 2023.

- moved by Councillor Day, seconded by Watt

Amendment 1

- 1) To note the option appraisal for Energy for Edinburgh.
- 2) To consider that the business case should be developed to reflect options 4.1.3, 4.1.5 and 4.1.6 as compatible and deliverable options to meet the objectives of the company and help meet Edinburgh's climate objectives.
- 3) To acknowledge the significant opportunities in the medium- and long-term of Energy for Edinburgh's involvement in delivering heat networks and support involvement in major projects like bioquarter and Granton as outlined in paragraphs 6.2.1 and 6.2.2 of the report by the Executive Director of Place.
- 4) To agree the need for more immediate delivery and therefore agree the proposed final business case would be presented to committee in no later than 4 cycles, centering on a joint venture approach (9.18.2 in the report by the Executive Director of Place) to deliver a low-carbon heat energy production and/or distribution project within the city.

- moved by Councillor Nols-McVey, seconded by Councillor Macinnes

Amendment 2

- 1) To note the option appraisal for Energy for Edinburgh.
- 2) To agree 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 was further advanced, later in the year.
- 3) To recommend that the Board explore the options for Heat Networks in more depth, including practical steps that can be taken. This could include dialogue

with possible industry partners and similar organisations; also cost estimates and direct savings to the Council's energy costs should be considered.

- 4) To suggest that the Board procure a secondment to EfE to develop the strategy in more depth.
- 5) To suggest that the Board relieve the Council of the company secretariat role and enables access to appropriate legal assistance.
- 6) To ask the Board to exercise fiscal prudence by ensuring that outgoing costs match the company activity – such as audit costs.

- moved by Councillor Beal, seconded by Councillor Bennett

Amendment 3

- 1) To welcome the options appraisal and thank officers for their work conducting it.
- 2) To believe there is a key role for Energy for Edinburgh (EfE) in helping the Council to develop and deliver heat networks across the city.
- 3) To recognise that the Council's LHEES strategy and associated work to outline possible heat network zones would be critical to ensure successful delivery of heat network projects across the city, and to inform how best EfE could support with this.
- 4) To acknowledge the need to rapidly accelerate delivery of heat network projects in order to meet climate targets and to ensure the Council was well placed to realise and benefit from the growing opportunities in this space.
- 5) To agree that immediately following the publishing of the Council's LHEES strategy, officers would prioritise the development of a business case for Energy for Edinburgh to deliver heat network projects as soon as is feasible, both for existing developments and new projects.
- 6) To further agree that as part of the development of this business case, officers would explore options for how co-operative principles and community wealth building could be embedded into the company.

- moved by Councillor Parker, seconded by Councillor Staniforth

Amendment 4

- 1) To note the option appraisal for Energy for Edinburgh.
- 2) To agree to wind up Energy for Edinburgh and use any savings made to continue to develop the business case for local heat networks inhouse.

- moved by Councillor Whyte, seconded by Councillor Doggart

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

Voting

The voting was as follows:

For the Motion (as adjusted) - 15 votes

For Amendment 4 - 2 votes

(For the Motion (as adjusted): Councillors Aston, Bennett, Biagi, Campbell, Day, Dijkstra-Downie, Lang, Meagher, Macinnes, Miller, Nols-McVey, Parker, Staniforth and Watt.

For Amendment 4: Councillors Doggart and Whyte.)

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the option appraisal for Energy for Edinburgh.
- 2) To agree 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 was further advanced, later in the year.
- 3) To agree to continue the report pending consideration of the Local Heat and Energy Efficiency Strategy by the Policy and Sustainability Committee in December 2023.
- 4) To acknowledge the significant opportunities in the medium- and long-term of Energy for Edinburgh's involvement in delivering heat networks and support involvement in major projects like bioquarter and Granton as outlined in paragraphs 6.2.1 and 6.2.2 of the report by the Executive Director of Place.
- 5) To agree the need for more immediate delivery and therefore agree the proposed final business case would be presented to committee in no later than 4 cycles, centering on a joint venture approach (9.18.2 in the report by the Executive Director of Place) to deliver a low-carbon heat energy production and/or distribution project within the city.
- 6) To recommend that the Board explore the options for Heat Networks in more depth, including practical steps that can be taken. This could include dialogue with possible industry partners and similar organisations; also cost estimates and direct savings to the Council's energy costs should be considered.
- 7) To suggest that the Board procure a secondment to EfE to develop the strategy in more depth.
- 8) To suggest that the Board relieve the Council of the company secretariat role and enables access to appropriate legal assistance.
- 9) To ask the Board to exercise fiscal prudence by ensuring that outgoing costs match the company activity – such as audit costs.
- 10) To welcome the options appraisal and thank officers for their work conducting it.
- 11) To believe there is a key role for Energy for Edinburgh (EfE) in helping the Council to develop and deliver heat networks across the city.
- 12) To recognise that the Council's LHEES strategy and associated work to outline possible heat network zones would be critical to ensure successful delivery of

heat network projects across the city, and to inform how best EfE could support with this.

- 13) To acknowledge the need to rapidly accelerate delivery of heat network projects in order to meet climate targets and to ensure the Council was well placed to realise and benefit from the growing opportunities in this space.
- 14) To agree that immediately following the publishing of the Council's LHEES strategy, officers would prioritise the development of a business case for Energy for Edinburgh to deliver heat network projects as soon as is feasible, both for existing developments and new projects.
- 15) To further agree that as part of the development of this business case, officers would explore options for how co-operative principles and community wealth building could be embedded into the company.

(References – Policy and Sustainability Committee of 17 November 2022 (item 7) and 17 January 2023 (item 16); report by the Executive Director of Place, submitted.)

10. Edinburgh Integration Joint Board Savings and Recovery Programme 2022/23 Closure Report

An update was provided 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.

Decision

To note the end of year position with the Edinburgh Integration Joint Board's 2022/23 Savings and Recovery Programme as it impacted City of Edinburgh Council services.

(References – Edinburgh Integration Joint Board of 22 March 2022 (item 3); report by the Chief Finance Officer, Edinburgh Integration Joint Board, submitted.)

11. Interim Chief Officer Update – Edinburgh Integration Joint Board/Edinburgh Health and Social Care Partnership

An update was provided on the work of the Edinburgh Integration Joint Board (IJB) and progress made within the Edinburgh Health and Social Care Partnership (EHSCP). This included details of areas of priority/significance as well as any issues for escalation.

Motion

- 1) To note the content and structure of the report by the Interim Chief Officer.
- 2) To agree that this format of the report would be used for future updates to the Policy and Sustainability Committee.
- 3) To agree that the report would encompass any system pressures reporting rather than receive a separate report on these issues.
- 4) To agree to a detailed 6 monthly update report on the improvement plan within one cycle.

- moved by Councillor Day, seconded by Watt

Amendment 1

- 1) To note the content and structure of the report by the Interim Chief Officer.
- 2) To agree that this format of the report would be used for future updates to the Policy and Sustainability Committee.
- 3) To agree that the report would encompass any system pressures reporting rather than receive a separate report on these issues.
- 4) To agree to a detailed 6 monthly update report on the improvement plan within one cycle.
- 5) To agree that the key areas of performance to be reported to the committee, as set out in Part 2 of the Appendix, should be expanded to include:
 - The number of people waiting for a bed to become available to receive in-patient hospital care.
 - The number of people waiting to be admitted to hospital and are in receipt of a package of care at home.
 - The number of patients currently 'boarding' due to unavailability of a bed in the most suitable ward.

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

Amendment 2

- 1) To note the content and structure of the report by the Interim Chief Officer.
- 2) To agree that this format of the report would be used for future updates to the Policy and Sustainability Committee subject to the following adjustments:
 - The Current Performance section in Part 2 of the update should report performance of services delivered in addition to the information provided on waiting times and waiting lists.
 - The Risks and Escalation section in Part 2 should provide the current risk status alongside the note of how the risks are being governed and managed.
- 3) To agree that the report would encompass any system pressures reporting rather than receive a separate report on these issues.
- 4) To agree to a detailed 6 monthly update report on the improvement plan within one cycle.

- moved by Councillor Miller, seconded by Councillor Parker

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the content and structure of the report by the Interim Chief Officer..
- 2) To agree that this format of the report would be used for future updates to the Policy and Sustainability Committee subject to the following adjustments:
 - The Current Performance section in Part 2 of the update should report performance of services delivered in addition to the information provided on waiting times and waiting lists.
 - The Risks and Escalation section in Part 2 should provide the current risk status alongside the note of how the risks are being governed and managed.
- 3) To agree that the report would encompass any system pressures reporting rather than receive a separate report on these issues.
- 4) To agree to a detailed 6-monthly update report on the improvement plan within one cycle.
- 5) To agree the Council Leader would write to NHS Lothian to request:
 - The number of people waiting for a bed to become available to receive in-patient hospital care.
 - The number of people waiting to be admitted to hospital and are in receipt of a package of care at home.
 - The number of patients currently 'boarding' due to unavailability of a bed in the most suitable ward.

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

12. Castlegreen and North Merchiston Care Homes – Transfer Update

Details were provided of 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. An update was provided on the transfer of care, employees and business.

Motion

- 1) To note the report by the Interim Chief Officer, Edinburgh /health and Social Care Partnership 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 were being managed through the Edinburgh Health and Social Care Partnership.
- 2) To note the update associated with the request to highlight any challenges associated with the presumption of the care homes being maintained internally.

- 3) To note the progress made on pursuing funding associated with dilapidations, under and overpayment.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

- 1) To note the report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership 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 were being managed through the Edinburgh Health and Social Care Partnership.
- 2) To note the update associated with the request to highlight any challenges associated with the presumption of the care homes being maintained internally.
- 3) To note the progress made on pursuing funding associated with dilapidations, under and overpayment and request that the upcoming report to the Finance and Resources Committee would include a detailed explanation of the difference between the overpayment amount reported to members in previous reports and briefings versus £87k which had been agreed and paid to the Council.

- moved by Councillor Miller, seconded by Councillor Parker

Amendment 2

- 1) To note the report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership 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 were being managed through the Edinburgh Health and Social Care Partnership.
- 2) To note the update associated with the request to highlight any challenges associated with the presumption of the care homes being maintained internally.
- 3) To note the progress made on pursuing funding associated with dilapidations, under and overpayment.
- 4) To note with concern the information in Paragraph 4.14 of the report that a decision was made on 26 July 2023 by the Council Corporate Leadership Team to proceed with the Red and Amber aspects of Urgent Capital Work given that:
 - a) not all Group Leaders assented to this proposal;
 - b) it potentially breached an act of Council as the suggested source of the funding was the 2022/23 Council underspend which the Council had specifically agreed should not be allocated until a comprehensive report on its use was presented to the Finance and Resources Committee in September;
 - c) an alternative method of resolving the urgency was suggested by the Conservative Group of presenting a report to the 31 August full Council meeting in order that the issues could be addressed, scrutinised, and determined in public.

- 5) To agree that a review is undertaken of urgency procedures to determine a formal process as to how decisions could be made when Group Leaders (and the Lord Provost) were consulted but there was no agreement on a way forward with a report on the review presented by the Chief Executive to the next meeting of the Policy and Sustainability Committee. The report should outline any necessary changes to the Scheme of Delegation and Standing Orders required to bring its recommendations into effect.

- moved by Councillor Doggart, seconded by Councillor Whyte.

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

Amendment 3

To refer the report to Council without decision.

- moved by Councillor Nols-McVey, seconded by Councillor Macinnes

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

Voting

The voting was as follows:

For the Motion (as adjusted)	-	8 votes
For Amendment 3	-	9 votes

(For the Motion (as adjusted): Councillors Day, Doggart, Meagher, Miller, Parker, Staniforth, Watt, and Whyte.

For Amendment 3: Councillors Aston, Beal, Bennett, Biagi, Campbell, Dijkstra-Downie, Lang, Macinnes and Nols-McVey.)

Decision

To approve Amendment 3 by Councillor Nols-McVey.

(References – Policy and Sustainability Committee of 21 March 2021 (item 33); report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

13. Annual Performance Report, 2022/23

An update was provided on council performance in 2022/23 against the three priorities and fifteen outcomes in the Council's previous Business Plan: Our Future Council, Our Future City (2021-24).

The Annual Performance Report presented to Policy and Sustainability Committee on 22 August 2023 included revised targets for the two affordable housing measures (approvals and completions). These targets had been revised to align with the figures shown in the latest version of the Strategic Housing Investment Plan (SHIP) (2023-28), which was reported to Housing Homelessness and Fair Work Committee on 1st December 2022 and agreed.

Motion

- 1) To note the Annual Performance Report (Appendix A) for the 2022/23 financial year.
- 2) To note the Annual Complaints Report 2022/23 (Appendix C)
- 3) To refer the Annual Performance Report to the City of Edinburgh Council on 28 September 2023

- moved by Councillor Day, seconded by Councillor Meagher

Amendment

- 1) To note the Annual Performance Report (Appendix A) for the 2022/23 financial year.
- 2) To note the Annual Complaints Report 2022/23 (Appendix C)
- 3) To note that approvals and completions for affordable homes have both had their targets revised stating in appendix B: Target revised in November 2022 based on year[1]end projections, as detailed in the Strategic Housing Investment Plan 2023-28.
- 4) To note further that in the SHIP report there is no explicit mention of revising targets in the annual performance report and that the only reference is when targets are described as the 'original target' in 3.2 and 4.12:

"3.2 Around 800 new affordable homes could be approved for site start in Edinburgh this financial year (2022/23) and based on current delivery programmes, an additional 1,246 affordable homes could be completed. Approvals for this year are below the original target of 1,170 homes as house builders and development partners are delaying procuring new contracts due to cost inflation."

"4.12 Approvals for this year are below the original target of 1,170 homes as many development partners are delaying procuring new contracts due to cost inflation."
- 5) To agree that without explicit reference to revision of targets this cannot be considered to have been approved by councillors and must have been an officer decision, approved without democratic oversight.
- 6) To regret that on this important metric the administration are setting targets based on delivery projections, and agree that this in no way constitutes a robust approach to performance scrutiny, rendering the setting of targets irrelevant.
- 7) To agree that the report is referred to Full Council on 28th September 2023 with the amendment that the original targets of 1,170 for approvals and 1,290 for completions are reinstated.

- moved by Councillor Nols-McVey, seconded by Councillor Campbell

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the Annual Performance Report (Appendix A) for the 2022/23 financial year.
- 2) To note the Annual Complaints Report 2022/23 (Appendix C)
- 3) To note that approvals and completions for affordable homes have both had their targets revised stating in appendix B: Target revised in November 2022 based on year[1]end projections, as detailed in the Strategic Housing Investment Plan 2023-28.
- 4) To note further that in the SHIP report there was no explicit mention of revising targets in the annual performance report and that the only reference was when targets were described as the 'original target' in 3.2 and 4.12:

“3.2 Around 800 new affordable homes could be approved for site start in Edinburgh this financial year (2022/23) and based on current delivery programmes, an additional 1,246 affordable homes could be completed. Approvals for this year are below the original target of 1,170 homes as house builders and development partners are delaying procuring new contracts due to cost inflation.”

“4.12 Approvals for this year are below the original target of 1,170 homes as many development partners are delaying procuring new contracts due to cost inflation.”
- 5) To agree that without explicit reference to revision of targets this could not be considered to have been approved by councillors and must have been an officer decision, approved without democratic oversight.
- 6) To regret that on this important metric the administration were setting targets based on delivery projections, and agree that this in no way constituted a robust approach to performance scrutiny, rendering the setting of targets irrelevant.
- 7) To refer the report to Full Council on 28th September 2023 with the amendment that the original targets of 1,170 for approvals and 1,290 for completions are reinstated.

(References – Policy and Sustainability Committee of 17 November 2023 (item 10); Act of Council No. 7 of 16 March 2023; report by the Executive Director of Corporate Services, submitted.)

14. People Strategy 2021-2024 and 2024-2027 Update

Details were provided of progress against the current People Strategy Action Plan. Consultation and engagement proposals for the review and refresh of the People Strategy for 2024-2027 were presented.

Decision

To approve the refresh of the People Strategy for 2024-2027 and the proposed consultation and engagement arrangements.

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

15. International Travel and Member Guidance

Details were provided of the processes required to approve International and Elected Member Travel, along with clearer guidelines to support feedback from any trips undertaken or conferences attended.

Motion

- 1) To note the updated information on Travel contained within the Guidance for Elected Members.
- 2) To note the revised form addressing international and Elected Member travel approval and post event feedback requirements.
- 3) To note the post event feedback provided by Officers after the recent Eurocities event.
- 4) To approve the Elected Member conference attendance request.

Amendment 1

- 1) To note the updated information on Travel contained within the Guidance for Elected Members.
- 2) To note the revised form addressing international and Elected Member travel approval and post event feedback requirements and agree that paragraph 9.1 would be deleted, and paragraph 10.7 would be adjusted to include, at the end: “In all instances the subsequent Committee should be explicitly informed when elected members fail to attend a conference, use international travel approved and/or booked or any other event with a cost the Council and what proportion of public funding was recovered.”.
- 3) To note the post event feedback provided by Officers after the recent Eurocities event.
- 4) To approve the Elected Member conference attendance request.

- moved by Councillor Nols-McVey, seconded by Councillor Macinnes

Amendment 2

- 1) To note the updated information on Travel contained within the Guidance for Elected Members.
- 2) To note the revised form addressing international and Elected Member travel approval and post event feedback requirements and agree the form should be adjusted to include ferry travel as a listed travel mode, with CO2e emissions/km for foot passengers at 0.0187kg.
- 3) To note the post event feedback provided by Officers after the recent Eurocities event.
- 4) To approve the Elected Member conference attendance request.

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

Amendment 3

- 1) To note the updated information on Travel contained within the Guidance for Elected Members.
- 2) To note the revised form addressing international and Elected Member travel approval and post event feedback requirements.
- 3) To note the post event feedback provided by Officers after the recent Eurocities event.
- 4) To approve the Elected Member conference attendance request.
- 5) To note that there was no reason for internal flights, given the environmental damage internal flights cause when compared with public transport such as trains and buses.
- 6) Therefore to amend Appendix 1 of the report by the Executive Director of Place such that domestic flights will not be allowed under any circumstances.

- moved by Councillor Staniforth, seconded by Councillor Miller

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

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

Voting

The voting was as follows:

For the Motion (as adjusted)	-	9 votes
For Amendment 3 (as adjusted)	-	8 votes

(For the Motion (as adjusted): Councillors Beal, Bennett, Day, Dijkstra-Downie, Doggart, Lang, Meagher, Watt and Whyte.

For Amendment 3 (as adjusted): Councillors Aston, Biagi, Campbell, Macinnes, Miller, Nols-McVey, Parker and Staniforth)

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the updated information on Travel contained within the Guidance for Elected Members.
- 2) To note the revised form addressing international and Elected Member travel approval and post event feedback requirements; to agree that paragraph 9.1 would be deleted, and paragraph 10.7 would be adjusted to include, at the end: "In all instances the subsequent Committee should be explicitly informed when elected members fail to attend a conference, use international travel approved

and/or booked or any other event with a cost the Council and what proportion of public funding was recovered”; to agree the form should be adjusted to include ferry travel as a listed travel mode, with CO2e emissions/km for foot passengers at 0.0187kg.

- 3) To note the post event feedback provided by Officers after the recent Eurocities event.
- 4) To approve the Elected Member conference attendance request.
- 5) To approve the following nominations for attendance at the COSLA Conference, in addition to Councillor Day: Councillor Mattos-Coelho (SNP), Councillor Lang (Liberal Democrat), Councillor Mumford (Green) and Councillor Whyte (Conservative).

(References – Act of Council No. 18 of 9 February 2023; Policy and Sustainability Committee, 21 March 2023 (item 16); report by the Executive Director of Corporate Services, submitted.)

16. Edinburgh and Taiwan Visit Report and Activity

A summary of the March 2023 visit to Taiwan was provided in 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. 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.

Decision

- 1) To note the detail provided on and impacts arising from the Council Leader’s March 2023 visit to Taiwan.
- 2) To note that the visit was supported by University of Edinburgh partners with expertise in the fields of Net Zero and Data Driven Innovation.
- 3) To note 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.
- 4) To agree 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.
- 5) To agree that the City of Edinburgh Council would work in partnership with Edinburgh International Festival, University of Edinburgh, Taiwanese officials and other stakeholders to develop a future programme of activity.

- 6) To thank 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.
- 7) To agree to work towards a memorandum of understanding between Taiwan and the appropriate city partners as referenced in the report by the Executive Director of Corporate Services.

(References – Act of Council No. 18 of 9 February 2023; report by the Executive Director of Corporate Services, submitted.)

17. The City of Edinburgh Council Gaelic Language Plan 2023-28 – Revised Draft

A draft was presented 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.

Motion

To approve the draft Gaelic Language Plan for 2023-28 which had been revised following public consultation, for submission to Bord na Gaidhlig for its consideration and approval.

- moved by Councillor Day, seconded by Councillor Meagher

Amendment 1

- 1) To approve the draft Gaelic Language Plan for 2023-28 which had been revised following public consultation, for submission to Bord na Gaidhlig for its consideration and approval.
- 2) To note to date Gaelic signage had been installed at Meadowbank Sports Centre, Castlebrae Community Campus, Greyfriars graveyard, the Central Library and the Darroch Annexe, James Gillespie's High School and further note installation at Trinity Academy and Bangholm Outdoor Centre was also pending.
- 3) To request an additional report within 3 cycles progressing an action list of Gaelic signage in the city including place names, city transport infrastructure, schools and within and outside other Council buildings.

- moved by Councillor Macinnes, seconded by Councillor Biagi

Amendment 2

- 1) To note the report by the Executive Director of Corporate Services, note the revised draft Gaelic Language Plan for 2023-28 and note the feedback received during the consultation.
- 2) To thank officers for their time in preparing the draft plan and consultation process, and thank those members of the Gaelic community and organisations who responded.
- 3) To note that the draft plan stated, "The future shape and location of GME provision in the city has been under consideration for a number of years, [...] in January 2022 [EC&F Committee] decided to pause plans for a 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...".
- 4) To note that the number of schools across the city offering Gaelic Learners Education (GLE) had dropped significantly in recent years.
- 5) To note that while the progress summary identified Gaelic signage as a key indicator of progress, this was not included in the current draft action plan whereas it was included in the council's previous 2018-2022 Gaelic language plan..
- 6) To approve the draft Gaelic Language Plan 2023-28 for submission to Bord na Gaidhlig for its consideration and approval, subject to the following additions:
 - a) Insert new action 2.1.5, "The council will continue to engage with The Scottish Government, the Gaelic community in Edinburgh and other stakeholders to consider the best way to expand provision of GME at secondary level on the understanding that a GME High School in Edinburgh cannot be delivered without financial support and any available site options from the Scottish Government.
Timescale: dependent on identifying a site, and agreeing a funding package with the Scottish Government.
Lead: CEJS"
 - b) Insert at the end of action 2.2.2, "in order to ensure that Gaelic is offered in a greater number of primary and secondary schools."

c) Insert new action 3.5, "Whenever new signage is installed or existing signage is replaced across the council estate and as part of council operations, the cost of installing Gaelic or bilingual signage will be investigated. Gaelic or bilingual signage will be installed where appropriate, especially where there is high footfall. We will also encourage council ALEOs to adopt this policy.

Timescale: as and when new signage is installed or existing signage replaced
Lead: CS, Place"

- 7) To agree that the Convener would write to the Scottish Education Secretary seeking clarity on what sites and funding the Scottish Government had available to deliver a GME high school in Edinburgh.

- moved by Councillor Parker, seconded by Councillor Miller

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the report by the Executive Director of Corporate Services, note the revised draft Gaelic Language Plan for 2023-28 and note the feedback received during the consultation.
- 2) To thank officers for their time in preparing the draft plan and consultation process, and thank those members of the Gaelic community and organisations who responded.
- 3) To note that the draft plan stated, "The future shape and location of GME provision in the city has been under consideration for a number of years, [...] in January 2022 [EC&F Committee] decided to pause plans for a 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...".
- 4) To note that the number of schools across the city offering Gaelic Learners Education (GLE) had dropped significantly in recent years.

- 5) To note that while the progress summary identified Gaelic signage as a key indicator of progress, this was not included in the current draft action plan whereas it was included in the council's previous 2018-2022 Gaelic language plan..
- 6) To approve the draft Gaelic Language Plan 2023-28 for submission to Bord na Gaidhlig for its consideration and approval, subject to the following additions:
 - a) Insert new action 2.1.5, "The council will continue to engage with The Scottish Government, the Gaelic community in Edinburgh and other stakeholders to consider the best way to expand provision of GME at secondary level on the understanding that a GME High School in Edinburgh cannot be delivered without financial support and any available site options from the Scottish Government.
Timescale: dependent on identifying a site, and agreeing a funding package with the Scottish Government.
Lead: CEJS"
 - b) Insert at the end of action 2.2.2, "in order to ensure that Gaelic is offered in a greater number of primary and secondary schools."
 - c) Insert new action 3.5, "Whenever new signage is installed or existing signage is replaced across the council estate and as part of council operations, the cost of installing Gaelic or bilingual signage will be investigated. Gaelic or bilingual signage will be installed where appropriate, especially where there is high footfall. We will also encourage council ALEOs to adopt this policy.
Timescale: as and when new signage is installed or existing signage replaced
Lead: CS, Place"
- 7) To agree that the Convener would write to the Scottish Education Secretary seeking clarity on what sites and funding the Scottish Government had available to deliver a GME high school in Edinburgh.
- 8) To note to date Gaelic signage had been installed at Meadowbank Sports Centre, Castlebrae Community Campus, Greyfriars graveyard, the Central Library and the Darroch Annexe, James Gillespie's High School and further note installation at Trinity Academy and Bangholm Outdoor Centre was also pending.

- 9) To request an additional report within 3 cycles progressing an action list of Gaelic signage in the city including place names, city transport infrastructure, schools and within and outside other Council buildings.

(References – Policy and Sustainability Committee, 21 March 2023 (item 10); report by the Executive Director of Corporate Services, submitted.)

18. Edinburgh Community Climate Fund

Following the launch of the Edinburgh Community Climate Fund (ECCF) in early 2023 and a motion by Councillor Mumford in March 2023, details were provided of the Fund's success along with opportunities for further similar future initiatives.

Motion

To note the report by the Executive Director of Corporate Services discharging the approved motion by Councillor Mumford.

- moved by Councillor Day, seconded by Councillor Meagher

Amendment 1

- 1) To note the report by the Executive Director of Corporate Services discharging the approved motion by Councillor Mumford.
- 2) To request a Business Bulletin update in two cycles on the Improvement Plan, addressing in particular plans for an improved registration experience for voters, which was deemed 'poor' by one in three users, and proposed strategies for better inclusion of underrepresented groups in participatory budgeting.

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

Amendment 2

- 1) To note the success of the Community Climate Fund in being significantly oversubscribed.
- 2) To note that the Community Climate Fund supported both the council's net zero, climate and nature ambitions as well as moving towards its target for participatory budgeting.
- 3) To recognise that participatory budgeting processes work best when run on a recurring basis as this built long-term support and raised engagement levels.
- 4) Therefore to resolve that identifying recurring funding for the Community Climate Fund would be considered as part of the budget process with the aim of making it a regular annual event, including consideration of expanding the fund going forward.
- 5) To further agree that officers engage with relevant community groups and the Community Climate Hub to redesign aspects of the processes behind the fund, based on feedback gathered this year.

- moved by Councillor Staniforth, seconded by Councillor Parker

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the success of the Community Climate Fund in being significantly oversubscribed.
- 2) To note that the Community Climate Fund supported both the council's net zero, climate and nature ambitions as well as moving towards its target for participatory budgeting.
- 3) To recognise that participatory budgeting processes work best when run on a recurring basis as this built long-term support and raised engagement levels.
- 4) Therefore to resolve that identifying recurring funding for the Community Climate Fund would be considered as part of the budget process with the aim of making it a regular annual event, including consideration of expanding the fund going forward.
- 5) To further agree that officers engage with relevant community groups and the Community Climate Hub to redesign aspects of the processes behind the fund, based on feedback gathered this year.
- 6) To request a Business Bulletin update in two cycles on the Improvement Plan, addressing in particular plans for an improved registration experience for voters, which was deemed 'poor' by one in three users, and proposed strategies for better inclusion of underrepresented groups in participatory budgeting.

(References – Policy and Sustainability Committee, 21 March 2023 (item 30); Finance and Resources Committee, 25 April 2023 (item 6); report by the Executive Director of Corporate Services, submitted.)

19. Declaring a Nature Emergency

In response to a motion by Councillor Parker on Declaring a Nature Emergency, which was agreed by the Council on 9 February 2023, committee was asked to agree that the Council should progress signing the Berlin Urban Nature Pact.

Motion

- 1) To agree that the Council should progress signing the Berlin Urban Nature Pact.
- 2) To note the information included in the report responded to a motion approved by the Council on 9 February 2023 titled Declaring a Nature Emergency.
- 3) To note the timescale for preparation of a draft Vision for Nature.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

- 1) To agree that the Council should progress signing the Berlin Urban Nature Pact.
- 2) To note the information included in the report responded to a motion approved by the Council on 9 February 2023 titled Declaring a Nature Emergency.
- 3) To note the timescale for preparation of a draft Vision for Nature.
- 4) To note from the report that, in order to accelerate progress in tackling the Nature Emergency, a priority for the service was to build capacity and training across the workforce
- 5) To recognise that without the sufficient in-house capacity, skills, knowledge and understanding across the Council, progress to tackle the Nature Emergency would falter.
- 6) Therefore in order to support groups in the run up to the budget process, to request a briefing note to outline where particular skill / capacity gaps lay in the Council currently; what specific additional training or posts were required to remedy this; the costs associated with these and details about whether funding for all current key posts for delivering work to tackle the Nature Emergency was permanent or temporary.

- moved by Councillor Parker, seconded by Councillor Staniforth

Amendment 2

- 1) To agree that the Council should progress signing the Berlin Urban Nature Pact.
- 2) To note the information included in the report responded to a motion approved by the Council on 9 February 2023 titled Declaring a Nature Emergency.
- 3) To note the timescale for preparation of a draft Vision for Nature.
- 4) To note the potential outcomes outlined in paragraph 4.10 of the report by the Executive Director of Place and agree the following:
 - a. Where proposals were taken forward to expand the areas of parks and open space being naturalised these should be subject to an open consultation process which included the ability for communities to say no or make alternative suggestions.
 - b. That future reports would present a fully costed proposal for any “reduction in chemical use for weed removal, increasing mechanical removal as an alternative treatment” outlining how this could be funded and how it would meet the Council’s statutory requirements to keep areas clean and free of detritus.

c. That any initiatives around the use of the “additional funding has been secured for road verge and cycleway maintenance” should outline how these could be used to begin a full clean-up of these public areas to remove materials hazardous to wildlife (particularly plastics) along with an estimate of any further costs involved.

-moved by Councillor Whyte, seconded by Councillor Doggart

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To agree that the Council should progress signing the Berlin Urban Nature Pact.
- 2) To note the information included in the report responded to a motion approved by the Council on 9 February 2023 titled Declaring a Nature Emergency.
- 3) To note the timescale for preparation of a draft Vision for Nature.
- 4) To note from the report that, in order to accelerate progress in tackling the Nature Emergency, a priority for the service was to build capacity and training across the workforce
- 5) To recognise that without the sufficient in-house capacity, skills, knowledge and understanding across the Council, progress to tackle the Nature Emergency would falter.
- 6) Therefore in order to support groups in the run up to the budget process, to request a briefing note to outline where particular skill / capacity gaps lay in the Council currently; what specific additional training or posts were required to remedy this; the costs associated with these and details about whether funding for all current key posts for delivering work to tackle the Nature Emergency was permanent or temporary.
- 7) To note the potential outcomes outlined in paragraph 4.10 of the report by the Executive Director of Place and agree the following:
 - a. Where proposals were taken forward to expand the areas of parks and open space being naturalised these should be subject to an open consultation process which included the ability for communities to say no or make alternative suggestions.
 - b. That future reports would present a fully costed proposal for any “reduction in chemical use for weed removal, increasing mechanical removal as an alternative

treatment” outlining how this could be funded and how it would meet the Council’s statutory requirements to keep areas clean and free of detritus.

c. That any initiatives around the use of the “additional funding has been secured for road verge and cycleway maintenance” should outline how these could be used to begin a full clean-up of these public areas to remove materials hazardous to wildlife (particularly plastics) along with an estimate of any further costs involved.

- 8) To note that officers would come back to committee to clarify details of the pact. (References: Act of Council No. 25 of 9 February 2023; report by the Executive Director of Place, submitted.)

20. Internal Audit: Open and Overdue Internal Audit Actions – Performance Dashboard as at 22 June 2023 – referral from the Governance, Risk and Best Value Committee

The Governance, Risk and Best Value Committee had referred a report on 1 August 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.

Decision

To note the referral report from the Governance, Risk and Best Value Committee. (Reference: Governance, Risk and Best Value Committee, 1 August 2023 (item 5); referral from the Governance, Risk and Best Value Committee, submitted.)

21. Heat Networks and Building Assessment Reports

Details were provided of the roles, responsibilities, and powers for the Council stemming from the emerging regulatory regime for heat networks and how the Council was responding to these. Committee was asked 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.

Motion

- 1) To note the principal roles, responsibilities, and powers of the Council with regards to the emerging regulatory regime for heat networks.
- 2) To note the action currently being taken by the Council.
- 3) To agree 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.

- moved by Councillor Day, seconded by Councillor Watt

Amendment 1

- 1) To note the principal roles, responsibilities, and powers of the Council with regards to the emerging regulatory regime for heat networks.
- 2) To note the action currently being taken by the Council.
- 3) To agree 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.
- 4) To agree that a report should be produced within 2 cycles to:
 - Develop a Council policy for the consenting of heat networks in Edinburgh - this would include reasons for granting or revoking licences etc.
 - Indicate resource implications as a consent authority.
 - Identify any gaps or uncertainties in the guidance and regulations for heat network developers
 - Show options for dissemination of heat network information to interested parties e.g. BARs
- 5) To note the importance of heat networks as a way of maximising energy efficiency and resource use, and as an important way of moving towards net zero carbon heating.

- moved by Councillor Beal, seconded by Dijkstra-Downie

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

Decision

To approve the following adjusted motion by Councillor Day:

- 1) To note the principal roles, responsibilities, and powers of the Council with regards to the emerging regulatory regime for heat networks.
- 2) To note the action currently being taken by the Council.
- 3) To agree 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.
- 4) To agree that a report should be produced within 2 cycles to:
 - Develop a Council policy for the consenting of heat networks in Edinburgh - this would include reasons for granting or revoking licences etc.
 - Indicate resource implications as a consent authority.
 - Identify any gaps or uncertainties in the guidance and regulations for heat network developers

- Show options for dissemination of heat network information to interested parties e.g. BARs
- 5) To note the importance of heat networks as a way of maximising energy efficiency and resource use, and as an important way of moving towards net zero carbon heating.

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

22. Policy for the Transition from Children to Adult Support – Update

Following approval of the policy by Committee on 21st March 2023, an update was provided to address queries raised by members.

Decision

To note the response to the request previously raised by Committee.

(References: Policy and Sustainability Committee, 21 March 2023 (item 26); report by the Executive Director of Children, Education and Justice Services, submitted.)

23. Policy for Supporting Adult Carers and Caring Relationships

Details were provided of a new policy which had been developed to determine the Edinburgh Health and Social Care 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.

Motion

To approve the Supporting Adult Carers and Caring Relationships Policy.

- moved by Councillor Day, seconded by Councillor Meagher

Amendment

- 1) To approve the Supporting Adult Carers and Caring Relationships Policy.
- 2) To agree to ongoing monitoring of this new policy, noting in particular the challenges outlined in the report such as capacity to deliver support for carers and the need for effective communications with carers about support options, to inform the next review of the policy.

- moved by Councillor Miller, seconded by Councillor Parker

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

Decision

- 1) To approve the Supporting Adult Carers and Caring Relationships Policy.
- 2) To agree to ongoing monitoring of this new policy, noting in particular the challenges outlined in the report such as capacity to deliver support for carers

and the need for effective communications with carers about support options, to inform the next review of the policy.

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

24. Grievance Policy

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.

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. Teaching staff have a separate Grievance Policy in accordance with the Scottish Negotiating Committee for Teachers (SNCT) which has also been reviewed.

The new Grievance Policy for local government employees and teaching staff was submitted for approval.

Decision

- 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.
- 2) To note that both these policies had 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.

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

25. Protecting Colleagues from Unacceptable Behaviours Policy

Following a recommendation as part of the Independent Inquiry and Whistleblowing Culture Review in 2021 to review all conduct related employment policies, a new Protecting Colleagues from Unacceptable Behaviours Policy was submitted for approval.

Decision

- 1) To approve the new Protecting Colleagues from Unacceptable Behaviours Policy.
- 2) To note that this Code had 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.

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

26. Driving for the Council – Telematics Policy Update

An update was provided on the actions agreed by Committee in May 2023 on the Driving for the Council Telematics Policy.

Decision

To note the update regarding the telematics policy.

(References: Policy and Sustainability Committee, 23 May 2023 (item 14); report by the Executive Director of Place, submitted.)

27. Emergency Motion by Councillor Miller – Circumstances surrounding the consultation on the future of care homes and the EIJB strategy

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

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

“Committee:

1. Thanks the Chief Executive for his review of the process to consult on the future of our care homes following the request made at Policy and Sustainability committee in May.
2. Welcomes the briefing note on his findings which was circulated to Committee and stakeholders (relevant officers, trade union representatives) on Wed 16/08/23.
3. Acknowledges the errors of governance, process and communication which were identified.
4. Notes that committee members and stakeholders have questions arising from the briefing note, and may wish to instruct additional actions.
5. Calls for a short report to the Integration Joint Board in one cycle, summarising the review and the actions arising.”

- moved by Councillor Miller, seconded by Councillor Day

Decision

To approve the motion by Councillor Miller.

Work Programme

Policy and Sustainability Committee

24 October 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

	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 2024
10	Policy Assurance Statement - Human Resources (HR)	Annual report	Executive	Margaret-Ann Love	Corporate Services	Annual	October 2024
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 2024

	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	October 2024
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	October 2024
21	Edinburgh Economy Strategy	Annual Progress	Executive	Chris Adams	Place	Annual	October 2024
22	EIJBs Savings and Recovery Programme	Bi-annual Update	Executive	Mike Massaro-Mallinson	Edinburgh Health and Social Care Partnership	Bi-annual	August 2024
23	Energy Management System	Annual Update	Executive	Karen Reeves	Place	Annual	January 2024
24	Best Value Assurance	Bi-annual update	Executive		Corporate Services	Bi-annual	October 2023
25	Telematics Policy	Annual Review	Executive	Karen Reeves	Place	Annual	May 2024
26	Corporate Property Strategy	Annual Report	Executive		Place	Annual	August 2024

Policy and Sustainability Committee Upcoming Reports

Appendix 1

Report Title	Directorate	Lead Officer
DECEMBER 2023		
Climate Ready Edinburgh Plan for Consultation	Corporate Services	Christine Downie
Edinburgh Local Heat and Energy Efficiency Strategy	Place	Kyle Drummond
Legal & Assurance Policy Assurance Statement	Corporate Services	Nick Smith
Whistleblowing Policy	Corporate Services	Nick Smith
Community Wealth Building	Corporate Services	Michele Mulvaney
Annual Audit Report	Corporate Services	Richard Lloyd-Bithell
Period Poverty	Corporate Services	Chris Adams
JANUARY 2024		
Council Health and Safety Policy	Corporate Services	Chris Lawson
Council Smoke Free Policy	Corporate Services	Chris Lawson

Whistleblowing Policy	Corporate Services	Abigail Drummond
Best Value Overview Progress	Corporate Services	Gavin King
Policies Assurance Statement - Customer & Digital Services	Corporate Services	Nicola Harvey
ALEOs paying Real Living Wage	Chief Executive	Alison Coburn

Rolling Actions Log

Policy and Sustainability Committee

24 October 2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	17.11.22	City 2030 Net Zero Target Annual Report	To request that all existing information around the likely costs of failing to invest in climate solutions locally be made available to groups as soon as possible, and to request a report to the Policy and Sustainability 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.	Executive Director of Corporate Services	January 2024		<u>Update – October 2023</u> Report now coming to Policy and Sustainability Committee in January 2024.
2	17.11.22	2030 Climate	1) To note that on 14 th	Executive	December 2023		<u>Update – October</u>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Strategy – Environmental Assessment Consultation and Review	<p>November 2022, the Finance and Resources Committee “reaffirm[ed] the importance of this strategic work to investigate local heat and energy efficiency solutions in helping Edinburgh Council to meet our climate change and energy targets” and requested “a report on progress made towards this action at Policy and Sustainability Committee within 3 cycles”.</p> <p>2) To therefore request that in support of the above and as part of this report, a thorough options</p>	Director of Place	February 2024		<p><u>2023</u></p> <p>A report on the future of Energy for Edinburgh was considered by Committee in August 2023, with a further report due early 2024. A report on on LHEES is due in December 2023.</p> <p><u>Update - May 2023</u></p> <p>1) An update on LHEES was included in the March 2023 Business Bulletin with the full report planned for October 2023.</p>

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			appraisal for opportunities for energy generation partnerships in the city be undertaken with an evaluation of how best to make Energy for Edinburgh an active enterprise, including consideration of options for alternative and joint ventures for Committee to consider, and with learning from other ESCOs and Local Authorities.				
3	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	Executive Director of Corporate Services	December 2023		<u>Update – October 2023</u> Report going to December P&S Committee – new title Climate Ready Edinburgh Plan for

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			affect different demographics differently, and that this be included in the draft version coming to committee in early 2023.				<p>Consultation</p> <p><u>Update – August 2023</u></p> <p>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.</p> <p><u>Update - May 2023</u></p> <p>A Business Bulletin update was provided as part of the March update; full report is planned for the August meeting of P&S Committee.</p>
4	24.11.22	City of Edinburgh Council: Monitoring Officer Report - Adults with	To note that a further detailed report would be submitted by the Chief Executive to the Policy and	Interim Chief Officer, Edinburgh Health and	January 2024		<p><u>Update October 2023</u></p> <p>Will come to</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Incapacity	<p>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:</p> <p>a) The impact of court delays in obtaining appropriate orders.</p> <p>b) Assurance around the legal status of interim/step down beds.</p> <p>and thereafter referred to the following meeting of full council.</p>	Social Care Partnership			<p>committee in January 2024.</p> <p><u>Update August 2023</u></p> <p>Will come to committee on 24 October.</p> <p><u>Update - May 2023</u></p> <p>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</p>
5	24.11.22	City of Edinburgh Council: Social Security	To request an update report to the next Policy and Sustainability Committee on	Executive Director of Place	14 December 2023		<p><u>Update – October 2023</u></p> <p>A briefing for Elected</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Take-Up Strategy - Motion by Councillor Heap	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				<p>Members has been arranged for 21 November 2023. This will be followed by a report to the Council on 14 December 2023, which addresses the request for information from this motion together with recent requests for information on welfare advice services.</p> <p><u>Update – March 2023</u></p> <p>A briefing session has been organised for the 23rd March to cover the Social Security Take-Up Strategy and other questions on benefits</p>
6	24.11.22	City of Edinburgh	To request officers to	Executive	March 2024		<u>Update – August</u>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Council: Employee Volunteering Policy - Motion by Councillor Bandel	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	Director of Corporate Services			<p><u>2023</u></p> <p>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.</p> <p><u>Update - May 2023</u></p> <p>Colleagues are currently reviewing a number of employee policies and will provide an update in the business bulletin for the August 2023 meeting</p>
7	17.01.23	Endorsement of Plant-based Treaty	1) To request an update report on progress of	Executive Director of	January 2024		<u>Update – August 2023</u>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		<u>- Response to Motion by Councillor Burgess</u>	<p>the treaty.</p> <p>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</p>	<p>Corporate Services</p> <p>Executive Director of Corporate Services</p>			<p>Colleagues have provided an update on August Business Bulletin; full report due at January 2024 P&S Committee.</p> <p><u>Update - May 2023</u></p> <p>These are still on schedule for August 2023 meeting - report will now be titled Plant-Based Treaty Action Plan</p>
8	17.01.23	<u>In-House Service Provision (Hard Facilities Management) - Response to motion by Councillor Day</u>	<p>1) To note disappointment that the report did not reflect the Council Business Plan nor did it address the original motion.</p> <p>2) To request a report back in 2 cycles which addressed the</p>	<p>Executive Director of Place</p>	August 2024		<p><u>Update – August 2023</u></p> <p>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</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>above concerns.</p> <p>3) To agree receive a further report in three cycles which examined the case for the establishment of a Direct Service Organisation (DSO) within the council covering all facilities management, long term capital investment and repairs on all council owned buildings including those within the HRA. This report should establish the feasibility of managing 'peaks and troughs' demand across the entire council estate including the high volume of work on the schools estate</p>	Executive Director of Place	October 2023		<p>update on action 4 will be circulated as soon as possible.</p> <p><u>Update May 2023</u></p> <p>This will be included in the report referred to under Para 3), scheduled to come to this Committee in August 2023.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>during holiday periods, and whether this could be balanced with long term planning against other areas of the estate such as council housing.</p> <p>4) To request a briefing note setting out the timetable for continuing work around in-sourcing of hard facilities management including:</p> <ul style="list-style-type: none"> - integration of the Council's AIMS; - completion of the organisational review of the current service; - janitorial upskilling programme 	Executive Director of Place			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<ul style="list-style-type: none"> - BEMS monitoring and helpdesk in-house transfer - Review of fleet services support capacity <p>and plans for updating Committee on progress made towards this work.</p>				
9	17.01.23 (Council – 09.02,23)	Regional Prosperity Framework Delivery Plan	To further note with regret the lack of diversity on the Edinburgh and South East Scotland Joint Committee and instruct Edinburgh’s Council Leader to raise this point at their next meeting and report back to members of the Policy and Sustainability Committee via the Business Bulletin any actions that arose from this discussion	Executive Director of Place	October 2023		<p>Recommended for closure</p> <p>An update on the appointment of members for the Joint Committee is included in the Annual Report 2022/23 in October 2023.</p> <p><u>Update – August 2023</u></p> <p>An update is included</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>in the Business Bulletin for Committee in August 2023.</p> <p><u>Update - May 2023</u></p> <p>An update will be provided in the business bulletin for the August meeting of the committee.</p> <p><u>Update - February 2023</u></p> <p>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.</p>
10	09.02.23	City of Edinburgh Council: Gender Recognition	To recognise the importance of hearing more about the lived experience of trans	Executive Director of Corporate	October 2023		Recommended for closure

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Reform - Motion by Councillor Mumford	people, and therefore agrees that the Council Leader should arrange a round table meeting in the next five weeks, involving representatives of the trans community, members of political groups and relevant senior officers. This will have the purpose of discussing practical actions which the Council could take within its services to directly help and support trans people. Council agrees the outcome of this event will be reported to the Policy and Sustainability Committee	Services			<p>Report on the agenda for the October 2023 Policy and Sustainability Committee</p> <p><u>Update – August 2023</u></p> <p>Colleagues are working with the Council Leader to attain feedback from a number of roundtable meetings. The report is expected at October P&S Committee.</p> <p><u>Update - May 2023</u></p> <p>Work is progressing with officers supporting the Council Leader with the round table meeting having taken</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							place late April.
11	09.02.23	City of Edinburgh Council: Care Home Contracts - Motion by Councillor Miller	To call for a report to Policy and Sustainability Committee in March detailing social care contracts, with details of the procurement procedures the reasons for the delays in resolving the provision of care in the facilities and decision-making processes 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	Interim Chief Officer, Edinburgh Health and Social Care Partnership	October 2023		Recommended for closure Details included in the Business Bulletin for October 2023. <u>Update – August 2023</u> Briefing will be included in next business bulletin. <u>May 2023 Update</u> Deferred to August 2023. The report was originally submitted to the Committee on 21 March 2023 when it was continued for 1 cycle of meetings

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
	21 .03.23		months. The report was continued to the next meeting of the Committee				
12	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 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	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
			<p>guidance encourages, by delivering care and support through the widest means possible including options to support people with the cost-of-living crisis.</p> <p>3) To further request the report outline how the 'claw back' procedure could be developed to support assessors as currently no assurance could be given that every locality and practitioner followed the same process.</p> <p>4) To request a report to Policy and Sustainability Committee by September detailing:</p>	Interim Chief Officer, Edinburgh Health and Social Care	October 2023		<p>Recommended for closure</p> <p>On the agenda for the October 2023</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>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;</p> <p>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.</p>	Partnership			meeting.
13	16.03.23	City of Edinburgh Council –	To request a report to Policy and Sustainability	Executive Director of	24 October		Recommended for

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Conservatives Voter ID Disenfranchisement Legislation – Motion by Councillor Dobbin	<p>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.</p> <p>This should include:</p> <ul style="list-style-type: none"> a) How Voter ID legislation will lower 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 	Corporate Services	2023		<p>closure</p> <p>Report is on the agenda for the 24 October 2023.</p> <p><u>Update August 2023</u></p> <p>Colleagues are working on the report due at October Committee</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>constituents on their worries or concerns of Voter ID ahead of future elections</p> <p>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.</p>				
14	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		<p>Recommended for closure</p> <p>Report is on the agenda for the 24 October 2023.</p> <p><u>Update August 2023</u></p> <p>Report on work programme for October 2023 Committee</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
15	21.03.23	Extreme Heat, Climate Adaptation and Resilience	<p>To request a briefing note in table format to cover, for each of these:</p> <p>a) Timescales for anticipated updates and/or review;</p> <p>b) Governance arrangements including committee reporting schedules and scrutiny; how the various strategies and policies interrelate; and relevant directorate leading on the work;</p> <p>c) How climate adaptation would be profiled within these strategies and/or policies as part of updates and/or review going forward.</p>	Executive Director of Corporate Services	October 2023		<p><u>Update – October 2023</u></p> <p>This has been delayed due to the massive undertaking associated with mapping all council strategies. An update will be circulated to members along with additional engagement sessions to detail embedding adaptation across council strategies.</p> <p><u>Update – August 2023</u></p> <p>Colleagues are still compiling information and advised briefing will be circulated by October committee meeting.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><u>Update - May 2023</u></p> <p>The Policy team are working on this briefing note which will be circulated to members in June 2023.</p>
16	04.05.23	City of Edinburgh Council <u>Council Reporting</u>	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 internally and externally.	Executive Director of Corporate Services	January 2024		<p><u>Update – October 2023</u></p> <p>The Executive Director of Corporate Services is leading a working group to review.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
	22.08.23	Rolling Actions Log	To request details to be provided of the working group.	Executive Director of Corporate Services			
17	04.05.23	City of Edinburgh Council Drug and Alcohol Recovery Services in Niddrie and Craigmillar	<p>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.</p> <p>2) Furthermore, to request a briefing session be offered to ward councillors and relevant group</p>	Interim Chief Officer, Edinburgh Health and Social Care	23 May 2023		<p>Closed 23 May 2023</p> <p>Recommended for closure</p> <p>Briefing took place 13 June 2023.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			spokespeople to explore remaining barriers to people in Niddrie and Craigmillar accessing drug and alcohol support services locally.	Partnership Lead Officer			
18	04.05.23	City of Edinburgh Council Period Product Provision – Motion by Councillor Bennett	Council requests a report to Policy and Sustainability Committee within 2 cycles 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?	Chief Executive	December 2023		<u>Update – October 2023</u> Authors have agreed with Cllr Bennet that the report will now come to December 2023 Policy and Sustainability Committee. <u>Update – August 2023</u> Working group has been established and work is ongoing to ensure we have input

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>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 to buildings which was causing the problem).</p> <p>d) Widely publicise the link to the Hey Girls website where building managers could apply to become a community partner and access appropriate products.</p> <p>e) Which third sector organisations and</p>				from all stakeholders

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>buildings were seeing an increase in people taking free period products.</p> <p>f) The possible costs associated with extension of provision.</p> <p>g) The possible costs associated with extension or provision of specifically biodegradable or reusable products?</p> <p>h) An application scheme for interested parties to receive products to distribute.</p> <p>The report should cover provision for key partners such as pantries, food</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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.				
19	04.05.23	City of Edinburgh Council Crisis in NHS Dentistry – Motion by Councillor Davidson	Council requests the Council leader writes to (a) the Scottish Health 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.	Council Leader Interim Chief Officer, Edinburgh Health and Social Care Partnership Lead Officer	October 2023		b) Recommended for closure Update included in the Business Bulletin for October 2023.
20	22.08.23	Business Bulletin	1) To note that an	Executive Director of			1) Recommended

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>interim briefing would be offered to members before the August committee meeting on MS Victoria.</p> <p>2) To note that the Chief Executive would provide an update on the International Travel strategy.</p>	<p>Place</p> <p>Chief Executive</p>			<p>for closure</p> <p>This briefing was circulated on 12 July 2023.</p>
21	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		<p><u>Update – October 2023</u></p> <p>Update included in the business bulletin.</p> <p><u>Update – August 2023</u></p> <p>Colleagues have advised homelessness indicators is on the agenda at the next</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							steering group meeting which is to be held in October. Due to the number of apologies in the summer the previous group was postponed.
22	23.05.23	Response to Adopting Definition of Islamophobia Motion	<p>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.</p> <p>2) To agree to engage</p>	Executive Director of Corporate Services	October 2023		<p>Recommended for closure</p> <p>Report on the agenda for October's Policy and Sustainability Committee.</p> <p><u>Update - August 2023</u></p> <p>Islamophobia roundtable is due to take place on the 24th August; report coming to October 2023 P&S Committee.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>with council's BME staff network around Islamophobia.</p> <p>3) To agree to provide data around number of incidents reported based on racial prejudice.</p>				
23	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	January 2024		This action is currently being progressed and it is hoped to provide an update in advance of Committee in January 2024.
24	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	Executive Director of Place			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>cities.</p> <p>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.</p>		January 2024		
25	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		<p>Recommended for closure</p> <p>This report is included in the agenda for Committee on 24 October 2024.</p>
26	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	Executive Director of Place	January 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>provide an update on the implementation of the policy and an update provided to the Policy & Sustainability Committee in the business bulletin.</p> <p>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.</p> <p>3) Additionally to request that a dashboard detailing information about requests be brought to the next Policy and Sustainability</p>		August 2023		Closed 22.08.2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>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.).</p> <p>4) Finally, to note that this policy “also covers any other system the Council may use which provides live data on Council vehicles</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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.				
27	23.05.2023	Response to Scottish Government Community Wealth Building Consultation	<p>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.</p> <p>2) Further to request a report within 3 cycles</p>	Executive Director of Corporate Services	January 2024		<p><u>Update – October 2023</u></p> <p>Report moved to January 2024 Policy and Sustainability Committee due to October’s large agenda.</p>
					January 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>setting out how the council was embedding and maximising a Community Wealth Building Approach across its work including but not limited to:</p> <ul style="list-style-type: none"> • 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 				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			commitment to participatory budgeting interacts with CWB.				
28	23.05.2023	Harassment Policies – Amendment Update	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.	Executive Director of Corporate Services	May 2024		
29	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	Executive Director of Children, Education and Justice Services			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>innovative solutions as far as possible.</p> <p>2) To 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.</p>				
30	23.05.2023	Motion by Councillor McKenzie – Care	1) To request that the Chief Executive	Chief Executive			Recommended for closure

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Homes	<p>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.</p> <p>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,</p>	Interim Chief Officer, Edinburgh Health and Social Care Partnership	March 2024		<p>As per August update below.</p> <p><u>Update – August 2023</u></p> <p>This is now superseded by the commissioning exercise agreed by the Edinburgh Integration Joint Board in June 2023 and the pausing of the consultation until the conclusion of that exercise.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>building new care homes and acquiring care homes from private providers.</p> <p>3) 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.</p> <p>4) To request officers urgently communicate and engage with all affected care home residents, their families, and workers in these care homes</p>	<p>Interim Chief Officer, Edinburgh Health and Social Care Partnership</p> <p>Interim Chief Officer, Edinburgh Health and Social Care</p>			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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			
31	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	Executive Director of Corporate Services	October 2023		Recommended for closure EDI Training updates have been incorporated into the Diversity and Inclusion Strategy Update Report going to October 2023 Policy and Sustainability Committee. <u>Update – August 2023</u>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>studies and examples of unconscious bias training that can impact on how we develop policies, procurement, funding, design and deliver services.</p> <p>c) Ensures that lived experience is central to training, learning and development or redevelopment of policy</p> <p>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.</p> <p>2) Requests an update to be provided to</p>				<p>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.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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, successes, financial implications and a timeline for future implementation.				
32	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	Executive Director of Corporate Services	End 2023		<u>Update – October 2023</u> Work will be progressed with the Members and Officers Equalities Working Group with input from the STRIDE colleague network.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>has been made as part of the Council's Equality and Diversity Framework 2021-2025 so far;</p> <p>(b) And what future actions it will take as part of the Framework to advance LGBTIQ+ equality including (i) what can be done to support local pride activities across the city</p> <p>(c) How the Council works with Police Scotland to tackle LGBTIQ+ hate crime</p> <p>1) And requests the Group report on these issues and any others it considers important to the Policy & Sustainability Committee (with the option for subsequent</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			referral to Full Council) by the end of the calendar year				
33	22.06.23	City of Edinburgh Council Supporting Community Climate Action – Motion by Councillor Parker	Requests that: 1) Officers explore how the Council could support EVOC / SCCAN and community groups with “in-kind” support throughout the 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.	Executive Director of Corporate Services	October 2023		<u>Update – October 2023</u> Colleagues have provided an update in the Business Bulletin. <u>Update – August 2023</u> Colleagues have provided a Business Bulletin item for Supporting Community Climate Action.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
34	22.08.23	Work Programme	<p>1) To note that the Policy Assurance Statement – Legal and Assurance was due in December 2023.</p> <p>2) Officers to confirm when the Air Quality in Schools report, requested by committee on 17 January, would be submitted to committee.</p>	Executive Director of Place	<p>December 2024</p> <p>28 May 2024</p>		<p><u>1) Update October 2023</u></p> <p>The Advertising and Sponsorship Policy is currently being finalised and will be submitted to Committee as soon as possible on completion – update provided in the Strategy & Communications Policy Assurance Report to October Meeting.</p> <p>A briefing note is being prepared for Committee on this.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
35	22.08.23	Business Bulletin	<p>1) To request details of any acknowledgment received from Ministers to the letter sent by the Council Leader.</p> <p>2) To request details of feedback from the Sustainability and Climate APOG in relation to Supporting Community Climate Action.</p> <p>3) To request that future updates on the Local Government Benchmarking Framework are submitted as full reports.</p>	<p>Council Leader</p> <p>Executive Director of Corporate Services</p> <p>Executive Director of Corporate Services</p>			<p><u>1) Update – October 2023</u></p> <p>Officers have followed up with the Leader's office and can confirm there has to date been no response to the letter.</p> <p>2) Recommended for Closure</p> <p>Officers have provided a business bulletin update.</p> <p>3) Recommended for closure</p> <p>Officers have confirmed that in future LGBF reports will be submitted to Executive Committees for scrutiny as opposed to using the business bulletin.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
37	22.08.23	A Visitor Levy for Edinburgh: Progress Update and Draft Proposal	<p>1) To agree that officers should progress elected member workshops to develop a consensus where possible on the detail of how the proceeds of the visitor levy should be spent.</p> <p>2) To agree informal engagement with stakeholders around these parameters.</p> <p>3) To believe that the levy should be pitched at a similar level to other European cities but notes that a decision on this specific detail should come at a later date.</p> <p>4) To agree that this further report will also include scoping of additional charges possible within the</p>	Executive Director of Place	Ongoing		<p><u>Update – October 2023</u></p> <p>Officers have confirmed the redeployment update will now be included in the quarterly Workforce Dashboard reports.</p> <p>Officers are working on the report due at January 2024 Committee.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>remit of the scheme in line with the principles of the Amsterdam model where holiday rentals and short term lets pay 10% of turnover, either to be progressed concurrently with the general TVL scheme, or to be supplemented later</p> <p>5) To welcome the push back in the draft consultation response against the bill's 18-month implementation timescale and to agree that this should be communicated to the Scottish Government in the strongest possible terms.</p>				
38	22.08.23	Redeployment Update	1) To request the Leader continues to highlight Edinburgh	Executive Director of			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>as the lowest funded council in Scotland and argue for fair funding for the capital city.</p> <p>2) To note that there will be continued engagement with trade unions.</p> <p>3) To agree to receive a further report on the 23/24 budget within 2 cycles and to agree this report includes:</p> <ul style="list-style-type: none"> • A full options appraisal of all additional actions now being taken to create in-year savings to fund the budget gaps from policies which have been reversed. • Equalities impact assessments for each of these actions 	Corporate Services			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<ul style="list-style-type: none"> • An explanation of the governance around the budget process, and the standing orders which apply to actions now being taken to reverse budget decisions and how all parties are able, equally, to utilise these. • A departmental breakdown of headroom within staff budgets. <p>4) To request that the next revenue monitoring report at Finance & Resources Committee explicitly outlines how this £600k saving will be delivered instead, and what democratic oversight Councillors will have or have had in relation to this to date.</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
39	22.08.23	Corporate Property Strategy	<p>1) To request an update to be included in the business bulletin on any options to accelerate the use of renewables in both Council and Public Sector properties.</p> <p>2) To request an annual update report on the property strategy outlining via suitable indicators:</p> <ul style="list-style-type: none"> • Running costs (energy, water, rates, maintenance) • Carbon expended • Electricity use • Estimate of any embedded carbon required <p>Suitable summaries of the above should include as a minimum -</p>	Executive Director of Place	Ongoing		<p>Update – October 2023</p> <p>An update is included in the Business Bulletin in October 2023</p> <p>2) Recommended for closure</p> <p>Added to the Committee Work Programme.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<ul style="list-style-type: none"> • Totals across the whole estate; • The 10 most costly buildings to run in categories above; • The 10 most costly buildings per square metre of gross internal area. <p>3) Officers to provide a high-level overview of the programme which would be developed if the Strategy is agreed, including an indicative list of buildings which are expected to require a project business case.</p> <p>4) Officers to either develop a fourth strategic theme of access and inclusion, or clearly show access and inclusion mainstreamed throughout the Strategy, acknowledging that the council's estate is</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>currently not fully accessible, the systemic and unacceptable exclusion this causes, and committing the Council to prioritizing actions to address this through this work.</p> <p>5) Officers to further develop the Net Zero Properties strategic theme to consider the overall impact of disposals or demolition for the city, and not just for the Council's own portfolio.</p>				
40	22.08.23	Energy for Edinburgh – options appraisal	1) To agree the proposed final business case will be presented to committee in no later than 4 cycles, centering on a joint venture approach (9.18.2 in the report) to deliver a low-carbon heat energy production and/or	Executive Director of Place	Early 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>distribution project within the city.</p> <p>2) To recommend that the Board explore the options for Heat Networks in more depth, including practical steps that can be taken. This could include dialogue with possible industry partners and similar organizations; also cost estimates and direct savings to the Council's energy costs should be considered.</p> <p>3) Suggests that the Board procures a secondment to EfE to develop the strategy in more depth.</p> <p>4) Suggests that the Board relieves the Council of the</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>company secretariat role and enables access to appropriate legal assistance.</p> <p>5) To ask the Board to exercise fiscal prudence by ensuring that outgoing costs match the company activity – such as audit costs.</p> <p>6) Agrees that immediately following the publishing of the Council's LHEES strategy, officers prioritise the development of a business case for Energy for Edinburgh to deliver heat network projects as soon as is feasible, both for existing developments and</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>new projects.</p> <p>7) Further agrees that officers explore options for how co-operative principles and community wealth building could be embedded into the company.</p>				
41	22.08.23	Edinburgh Integration Joint Board Savings and Recovery Programme 2022/23 Closure Report	Officers to circulate responses to Councillor Miller's questions to the committee.	Interim Chief Officer, Edinburgh Health and Social Care Partnership			
42	22.08.23	Interim Chief Officer Update – Edinburgh Integration Joint Board/Edinburgh Health and Social Care Partnership	<p>1) To agree to a detailed 6 monthly update report on the improvement plan within one cycle</p> <p>2) To agree the Council Leader would write to NHS Lothian to request:</p> <ul style="list-style-type: none"> The number of 	Interim Chief Officer, Edinburgh Health and Social Care Partnership			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>people waiting for a bed to become available to receive in-patient hospital care;</p> <ul style="list-style-type: none"> • The number of people waiting to be admitted to hospital and are in receipt of a package of care at home; • The number of patients currently 'boarding' due to unavailability of a bed in the most suitable ward. 				
43	22.08.23	Castlegreen and North Merchiston Care Homes – Transfer Update	Officers to provide a briefing note in relation to overpayment figures.	Interim Chief Officer, Edinburgh Health and Social Care Partnership	October 2023		<p>Update – October 2023</p> <p>Reflection session held on Monday 9 October and briefing note will be provided as soon as the feedback from the session has been</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							summarised.
44	22.08.23	International Travel and Member Guidance	To agree the form should be adjusted to include ferry travel as a listed travel mode, with CO2e emissions/km for foot passengers at 0.0187kg.	Executive Director of Corporate Services			
45	22.08.23	Edinburgh and Taiwan Visit Report and Activity	<p>1) To agree 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.</p> <p>2) To agree to work towards a memorandum of understanding between Taiwan and the appropriate city partners as</p>	Executive Director of Corporate Services	March 2024		<p><u>Update – October 2023</u></p> <p>Next update planned for Policy and Sustainability Committee March 2024</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			referenced in the report.				
47	22.08.23	The City of Edinburgh Council Gaelic Language Plan 2023-28 – Revised Draft	<p>1) To agree that council will continue to engage with The Scottish Government, the Gaelic community in Edinburgh and other stakeholders to try to consider the best way to expand provision of GME at secondary level identify a site, and the requisite funding to deliver, a GME High School in Edinburgh , on the understanding that a GME High School in Edinburgh cannot be delivered without financial support and any available site options from the Scottish Government.</p> <p>2) To note that whenever new signage is installed or</p>	<p>Executive Director of Education, Children and Justice Services</p> <p>All Service</p>			Update – October 2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>existing signage is replaced across the council estate and as part of council operations, the cost of installing Gaelic or bilingual signage will be investigated. Gaelic or bilingual signage will be installed where appropriate, especially where there is high footfall. Also, to encourage council ALEOs to adopt this policy.</p> <p>3) To agree that the Convener will write to the Scottish Education Secretary seeking clarity on what sites and funding the Scottish Government has available to deliver a GME high school in Edinburgh.</p> <p>4) To request an</p>	<p>Areas</p> <p>Convener</p>	<p>March 2024</p>		<p>Update – October</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			additional report within 3 cycles progressing an action list of Gaelic signage in the city including place names, city transport infrastructure, schools and within and outside other Council buildings.	Executive Director of Corporate Services			2023 Officers are producing a report expected at March 2024 Policy and Sustainability Committee
48	22.08.23	Edinburgh Community Climate Fund	<p>1) To request a Business Bulletin update in two cycles on the Improvement Plan, addressing in particular plans for an improved registration experience for voters, which was deemed 'poor' by one in three users, and proposed strategies for better inclusion of underrepresented groups in participatory budgeting.</p> <p>2) To resolve that</p>	Executive Director of Corporate Services	January 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>identifying funding for the Community Climate Fund will be considered as part of the budget process with the aim of making it a regular annual event, including consideration of expanding the fund going forward.</p> <p>3) To agree that officers engage with relevant community groups and the Community Climate Hub to redesign aspects of the processes behind the fund, based on feedback gathered this year.</p>				
49	22.08.23	Declaring a Nature Emergency	<p>1) To note that officers would come back to the committee to clarify details of the pact.</p> <p>2) To request a briefing</p>	Executive Director of Place	January 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			note to outline where particular skill / capacity gaps lie in the Council currently; what specific additional training or posts are required to remedy this; the costs associated with these and details about whether funding for all current key posts for delivering work to tackle the Nature Emergency is permanent or temporary.				
50	22.08.23	Heat Networks and Building Assessment Reports	1) To agree 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	Executive Director of Place	August 2024		Update – October 2023 An update is included in the Business Bulletin for Committee on 24 October 2023.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>officials.</p> <p>2) To agree that a report should be produced within 2 cycles to:</p> <ul style="list-style-type: none"> • Develop a Council policy for the consenting of heat networks in Edinburgh - this is to include reasons for granting or revoking licences etc • Indicate resource implications as a consent authority • Identify any gaps or uncertainties in the guidance and regulations for 				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>heat network developers</p> <ul style="list-style-type: none"> Show options for dissemination of heat network information to interested parties eg BARs 				
51	22.08.23	Policy for Supporting Adult Carers and Caring Relationships	To agree to ongoing monitoring of this new policy, noting in particular the challenges outlined in the report such as capacity to deliver support for carers and the need for effective communications with carers about support options, to inform the next review of the policy.	Interim Chief Officer, Edinburgh Health and Social Care Partnership			<p>Recommended for closure</p> <p>These points will be reflected in the Short Breaks Implementation Plan. Officer met Councillor Miller week beginning 9 October 2023.</p>
52	22.08.23	Emergency Motion by Councillor Miller – Circumstances	1) To note that committee members and stakeholders have questions	Interim Chief Officer, Edinburgh			Update October 2023

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		surrounding the consultation on the future of care homes and the EIJB strategy.	<p>arising from the briefing note and may wish to instruct additional actions.</p> <p>2) To request a short report to the Edinburgh Integration Joint Board in one cycle, summarizing the review and the actions arising.</p>	Health and Social Care Partnership			A report will be submitted to the November EIB meeting.
53	31.08.23	<p>City of Edinburgh Council</p> <p>Motion by Councillor Campbell - Edinburgh Leisure Must Pay the Real Living Wage – see Agenda front sheet</p>	Council instructs the chief executive to bring a report in two cycles to Policy and Sustainability which sets out the levers available to the council currently to ensure that all ALEOs pay the real living wage, and a plan for how this can be embedded in shareholder agreements as these are updated through the governance work being done on ALEO reform. Additionally, this report should set out the levers available to the council to ensure that ALEOs are in line with other	Chief Executive	January 2024		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			key council commitments including those around equality and access, workers' rights, and the climate and nature emergencies				


Business Bulletin

Policy and Sustainability Committee

10.00am, Tuesday 24th October 2023

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

Policy and Sustainability Committee

Convener:	Members:	Contact:
<p>Convener: Councillor Cammy Day</p> 	<p>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 McVey Councillor Jane Meagher Councillor Claire Miller Councillor Alys Mumford Councillor Ben Parker Councillor Mandy Watt Councillor Iain Whyte</p>	<p>Jamie Macrae, Committee Officer</p> <p>Joanna Pawlikowska Assistant Committee Officer</p>

Recent News	Background
<p><u>Bioquarter Update</u></p> <p>The procurement of a private sector development partner at the BioQuarter is going well although the process is taking longer than first envisaged. The Council agreed in October 2021 to be a party to EBQ3 Ltd, along with Scottish Enterprise and University of Edinburgh, and that this company would be the contracting authority for bringing on board a development partner. The process is now in its final stages, with the bidding process complete and final evaluation underway. Once this is complete, the contracting authority will work with a preferred bidder and will undertake due diligence before coming to a final decision on awarding the contract. It is envisaged that this will be early next year.</p>	<p><u>Contact</u></p> <p>David Cooper Head of Development and Regeneration, Place Directorate</p>
<p><u>Heat Networks – Update</u></p> <p>Officers are engaging with the Scottish Government officials concerning the timing of the formal request to be designated the consent authority for Edinburgh, having due regard to the “switching on” of the relevant legislation.</p> <p>Scottish Government officials have advised that they anticipate that consenting provisions will be shared with stakeholders (including the City of Edinburgh Council) and then consulted upon in February-May 2024, with a view to consenting provisions being operational by October 2024, albeit these timescales are dependent upon the passage of the Energy Bill currently before the House of Commons and the enactment of secondary legislation.</p> <p>While the Scottish Government is still formulating the consenting provisions and charges/fees associated with consenting, it is considered that it would be premature for the Council to develop a policy around consenting prior to having seen the consenting provisions, as inevitably any policy developed speculatively by the Council will have areas of misalignment with the provisions. Further, the resource implications for the Council as consent authority will be dependent upon the consenting provisions and the charge/fee regime.</p> <p>The Council has engaged with the Scottish Government which has confirmed that Building Assessment Reports (BARs) may be shared freely provided any personal data is redacted. Accordingly, officers have updated the relevant webpage (www.edinburgh.gov.uk/buildingassessmentreports) to clarify that BARs can be shared upon request. Officers will also include this information in any policy and strategy documents around heat networks including the Local Heat and Energy Efficiency (LHEES) Delivery Plan. Additionally, it is suggested that the Council could compile data from various BARs received for a given area to give</p>	<p><u>Contact</u></p> <p>Kyle Drummond Programme Development Officer, Place Directorate</p>

prospective heat network developers access to data that is useful but not disclosive.

It is envisaged that the heat network zones set out in the Council's LHEES and subsequent statutory heat network zone review statement will initially be published as static maps, but, subject to resources, officers would seek to migrate these to a web-based format (similar to the existing Edinburgh Atlas) to allow more information to be shared, subject to the provisions of the relevant data sharing agreements.

Corporate Property Strategy – Use of Renewable in Council Buildings

The Corporate Property Strategy was [approved](#) at the Policy and Sustainability Committee on 22 August 2023, with an addendum agreed requesting an update on any options to accelerate the use of renewables in both Council and Public Sector properties. Officers are exploring options to accelerate the installation of photovoltaic (PV) to produce sustainable electricity across the Council corporate estate and will ensure elected members are kept updated as works progress.

Contact

[Sherina Ness](#)
Senior Project Manager,
Corporate Services

Health and Social Care Contracts

The undernoted update is in relation to a motion from Cllr Miller asking for an update on social care contracts, the details of the procurement procedures and decision making for contracts that:

- a) Have been procured or extended during the last 12 months.
- b) Currently going through any stage of procurement, extension or alteration.
- c) Which is expected to begin procurement or may require extension, or alteration within the next 12 months.

This update responds to the points raised above by outlining the routine procurement process undertaken for social care contracts.

The Edinburgh Health and Social Care Partnership (the Partnership) identifies procurement requirements by monitoring contracts already in place as well as discussing with council officers where external contracts are required to meet the demand of services in place or upcoming aspirations. The resultant procurement pipeline is overseen by the Partnership's Procurement Board.

In line with the Contract Standing Orders, requirements in excess of £25K are typically contracted by the following process;

A Procurement Requirement Form (PRF) is issued to Commercial and Procurement Services from the Partnership requesting that procurement specialist resource is allocated. PRFs are signed off at a monthly Procurement Board to ensure budget is available for the requirement and the Partnership is supportive of the identified need.

Commissioning Officers in the Partnership undertake co-production with stakeholders to determine the full scope of the

Contact

[Mike Massaro Mallinson](#),
Service Director –
Operations, Edinburgh
Health and Social Care
Partnership

requirement in a specification. On receipt of the specification, the procurement specialist assigned to the requirement works with commissioning colleagues to produce a Procurement Strategy which is presented to the Procurement Board for approval of the approach proposed. Once approval is given, the tender documentation is finalised, alongside further engagement as appropriate, and issued to the market for completion. Tender returns are evaluated by officers within the Partnership.

Contract award recommendations are made within the scheme of delegation and in line with Contract Standing orders.

On occasion, the Contract standing orders which expect competition to take place as set out within public sector legislation may be waived in line with exclusions permitted under the Public Contracts Scotland Regulations (2015) or the Reform Act 2014 and statutory guidance for health and social care services.

In response to the motion, appendix 1 details the contracts procured or extended in the last 12 months (addressing point a in the motion) and appendix 2 shows the current commissioning and procurement exercises underway (answering points b and c). This is based on our existing procurement pipeline. As such it will not include any future requirements identified through ongoing horizon scanning.

The motion from Cllr Miller also 'requests that the Chief Executive reviews and considers process improvements it can make regarding the use of urgency powers and provide a briefing to elected members on improvements to be introduced' and a separate report on this will be forthcoming.

Dentistry Services in Edinburgh

The update undernoted is in response to a request by Cllr Davidson at a previous Policy and Sustainability Committee on NHS dentistry services.

There are challenges with access to NHS dentistry in Edinburgh and across Scotland. This was a problem pre-covid, however dentistry was particularly badly affected by the pandemic because of the nature of dental treatment and the fact that many dental procedures generate aerosols that required new and much more time-consuming infection prevention and control measures.

The General Dental Services contract is a national contract negotiated by the Scottish Government. NHS Lothian provides the management support to the contracting arrangements with community independent General Dental Practitioners through the Primary Care Contracts Team, headed by the NHS Lothian Director of Primary Care. This was the agreed arrangement in the Lothian Integration Partnership's Schemes of Integration. In addition, the Director of Primary Care has direct management of the Lothian wide Public Dental Service which is also managed on behalf of the HSCPs in preference to a 'hosted' arrangement.

Contact

[Mike Massaro Mallinson](#),
Service Director –
Operations, Edinburgh
Health and Social Care
Partnership

NHS Lothian are trying to make it easier for people to know which dentists are currently accepting new NHS patients, and they seek updated information from practices monthly to inform this list. This may change at any time if the practice reaches capacity (nhslothian.scot).

While the Health Board can signpost people to NHS dental practices, it cannot register or assign patients to a dental practice. However, NHS Lothian does have a dedicated service for people who are not registered with a dentist run by the NHS Lothian Public Dental Service through the Chalmers Dental Centre in Edinburgh. This service can provide urgent care needs but does not extend to registration with a dentist. This service can be contacted by phone on 0131 536 4800, Monday to Friday 09:00-16:30. In the out-of-hours period all patients can access emergency dental care via NHS24 on 111 who can direct patients to the local emergency out-of-hours dental centre.

In terms of registration, while a patient may not have seen a dentist for a course of NHS treatment for some years, if they have had a course of treatment since 2006 then unless their dentist has informed them in writing that they have been deregistered from their list of patients they should still be registered with that dentist as an NHS patient.

Work is ongoing to address some of the challenges facing access to an NHS dentist through work by the Chief Dental Officer. They have been undertaking a review of the General Dental Services contract to consider and develop the full range of treatment options that are necessary to ensure that NHS dental contractors are able to provide care to patients that secures and maintains the oral health of NHS patients.

Supporting Community Climate Action

The following update was provided to the Climate, Sustainability and Nature Emergencies APOG on 3rd August:

- There is Scottish Government Funding available for the establishment of local climate action hubs across in the country.
- The future hub is anticipated to bring together various climate related initiatives in the city in a more coordinated way.
- An application will be submitted by Edinburgh Climate Action Network (ECAN) to establish a hub in Edinburgh (with support from other stakeholders including EVOC). It is expected the application will be submitted by mid-September.
- The Council Sustainability team is part of the advisory panel and provided comments on the draft application which has been submitted in September to Scottish Government.

The APOG welcomed these updates and was supportive of the initiative.

Contact:

[Christine Downie](#),
Strategy Manager,
Corporate Services

Council Climate Action Scorecards

Council Climate Action Scorecards were launched on 18 October 2023. This is a grassroots initiative run by volunteers to assess every UK council on its climate action, in a range of areas including buildings, transport, planning and biodiversity. Only 41 of the UK's 388 local and combined authorities scored above 50%, with the average score being 32%. With a total score of 58%, the City of Edinburgh Council ranks joint 4th overall, and 1st in Scotland demonstrating the challenge ahead to achieve net zero. We will use the scorecards to understand where we can be bolder and where we need to make faster progress. Our three highest scores are in the Collaboration & Engagement (78%), Planning and Land Use (70%) and Waste Reduction & Food (67%) categories. Edinburgh is the highest performing Scottish local authority across all categories, except Transport (4/32) and Building & Heating (8/32). These two areas are where our scores are the lowest (respectively 44% and 40%) and this is where we know we need to focus our efforts. These findings are in line with our annual progress report on our Council Emissions Reduction Plan, which is on the agenda for Policy & Sustainability Committee on 24th October.

Contact:

[Claire Marion](#),
Lead Change and Delivery
Officer (Carbon
Management)

Local Government Bench working Framework 2021 /22 – Homeless Indicators Update.

LGBF steering group met on 19 September and inclusion of homelessness indicators were discussed. The Improvement Service (who chair the steering group) outlined the previous discussions on this topic and highlighted that there was no consensus on which measures to include as areas have different drivers/causes for homelessness. The steering group have agreed this is a priority for all. The Improvement Service are reviewing the statutory returns and will come back to the next steering group with their initial analysis for further discussion.

Contact

[Catherine Stewart](#),
Lead Change and Delivery
Officer,
Corporate Services

Forthcoming activities:

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Policy and Sustainability Committee

10am, Tuesday, 24 October 2023

End Poverty in Edinburgh Annual Progress Report

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 Agrees the third annual progress report against Council and partnership actions in response to the findings of the Edinburgh Poverty Commission
 - 1.1.2 Notes the proposed refreshed framework to guide future Council and partnership actions to end poverty in Edinburgh, and notes that this framework remains fully aligned to the findings of the Edinburgh Poverty Commission
 - 1.1.3 Notes that this report, in line with statutory requirements, has been prepared in collaboration with NHS and Edinburgh Partnership colleagues, and that the report will be considered by the Edinburgh Partnership in December 2023.
 - 1.1.4 Notes that, further to previous decisions of Council, during 2024 members of the Edinburgh Poverty Commission will be invited to provide advice on city wide progress to date and recommended next steps as part of an interim review of progress towards 2030 targets.

Dr Deborah Smart

Executive Director for Corporate Services

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End Poverty in Edinburgh Annual Progress Report

2. Executive Summary

- 2.1 This report provides the third annual overview on progress made by the Council and partners in response to the calls to action made by the Edinburgh Poverty Commission. In doing so, the report meets the Council's statutory duty to publish a joint report with NHS Lothian on local actions to address child poverty, and provides a refreshed framework to guide future work of the Council and partners.

3. Background

- 3.1 In September 2020 the Edinburgh Poverty Commission published its final report with a call to action for the steps the city needs to take to End Poverty in Edinburgh by 2030. This report was considered by Policy and Sustainability Committee in [October 2020](#).
- 3.2 In [December 2020](#) the Policy and Sustainability Committee approved an End Poverty in Edinburgh Delivery Plan in response to the Commission's findings. During the same month, [Edinburgh Partnership](#) agreed a report on partnership actions arising from the Commission's findings for incorporation in the Edinburgh Community Plan.
- 3.3 These plans agreed an annual cycle of progress reporting against actions to end poverty in the city, aligned to the statutory duties held by the Council and NHS Lothian to produce an annual report on actions to reduce child poverty.
- 3.4 To meet this requirement, a single annual progress report is produced by Council and NHS Lothian officers for scrutiny by Council, appropriate NHS Lothian Boards, and the Edinburgh Partnership.
- 3.5 This is the third annual edition of these reports, following previous reports in [October 2021](#) and [November 2022](#).

4. Main report

- 4.1 The latest available data shows that an estimated 17% of people in Edinburgh were living in poverty in the period to 2022, including 20% of all children. In line with

national patterns these data indicate relatively little change in Edinburgh's headline poverty rates in recent years, despite the impact of the pandemic and the early months of the cost of living crisis in 2022.

4.2 For the city to meet the 2030 targets set by the Edinburgh Poverty Commission and by Scottish Government will need:

4.2.1 All age poverty rates in Edinburgh to fall by 7 percentage points by 2030, and

4.2.2 Child poverty rates to fall by 10 percentage points.

4.3 These remain extremely challenging targets. Meeting them will need delivery of a framework of well targeted policy interventions from UK Government, Scottish Government, the Council and local partners that build on and go beyond the actions already delivered to date.

4.4 As the report in Appendix 1 sets out, at a national government level the report highlights the critical requirement for steps needed to ensure that social security systems provide an effective lifeline for people who are struggling to get by, and for additional investment to address Edinburgh's housing crisis.

4.5 At the local level, the report sets out a refreshed framework for actions and priorities to be taken by the Council, NHS Lothian, and the Edinburgh Partnership. This framework builds on previous reports to provide a clear articulation of actions to be taken, with clear asks for all partners. In doing so, the framework, provided in summary in Appendix 1, continues to respond to all of the Edinburgh Poverty Commission calls to action.

4.6 Within this framework, the report provides an overview of actions taken by the Council and partners over the twelve months to September 2023. Key actions include:

4.6.1 **Increase income from work and opportunity to progress:** Continuing campaigns to promoting the real Living Wage, launching plans to develop a new Edinburgh Fair Work Charter, and supporting 4,150 people into work and learning through council funded employability programmes.

4.6.2 **Maximise support from social safety nets:** Helping low income people in Edinburgh achieve total financial gains of £20.5m through money and welfare advice services, with continued development of support embedded in early years centres, schools, midwives, health visitors, hospitals, and GP practices across the city. Delivering early intervention support to prevent 386 households from homelessness in Edinburgh, and introducing a new tenant hardship fund, alongside wider supports like benefits checks, to support Council tenants who are struggling to pay their rent.

4.6.3 **Reduce the cost of living:** Investing over £119m in building new affordable homes and improving existing homes and neighbourhoods and delivering 54 new social rented homes and 148 homes for mid market rent. Securing £206k in savings for Council tenants through Energy Advice Support, and

providing subsidised childcare places for working families in four areas of the city through Edinburgh's Affordable Childcare for Working Parents service

4.6.4 **Make it easier to find help:** Establishing a new Whole Family Support Project team, and a new Integrated Front Door Project for early intervention and prevention. Delivering place based pilot projects for early intervention and integrated support underway in Craigmillar, Gorgie/Dalry, Liberton, and Craigroyston. Delivering poverty and homelessness prevention training housing officers, community centre staff, librarians, parent & family support workers, health visitors, Police officers, midwives, family nurses and other workers.

4.7 Within this framework of actions, a particular focus this year has been to improve and clarify strategic approaches to meeting the needs of groups at particularly high risk of poverty, including women, households in minority ethnic groups, and households with disabled members. Key responses set out in the report towards these groups include funding of 25 projects to support parental employment, with specific projects for priority groups, continuing development of Whole Family Equalities projects supporting families in minority ethnic groups, and targeted outreach of money and welfare advice support embedded in and referred through services used by families in priority groups.

5. Next Steps

5.1 Subject to approval by Committee, this report will be referred for further consideration and approval by Edinburgh Partnership and NHS Strategic Boards. On final approval by all agencies the report will be submitted to Scottish Government in line with statutory duties under the Child Poverty (Scotland) Act 2017.

5.2 In November 2022 Committee agreed that during 2024 members of the Edinburgh Poverty Commission will be invited to provide advice on city wide progress to date and recommended next steps as part of an interim review of progress towards 2030 targets. In preparation this commitment, it is proposed that a programme of engagement workshops are held during 2024 with:

5.2.1 Members of the Edinburgh Poverty Commission

5.2.2 Members of the End Poverty Edinburgh Citizen Group, and other Edinburgh based citizen groups, and

5.2.3 Representatives of appropriate policy analysis and research bodies, including Joseph Rowntree Foundation, Poverty Alliance, Scottish Poverty and Inequality Commission, Scottish Poverty and Inequality Research Unit, the Improvement Service, and others.

5.3 These workshops will invite comments and review of Council and partnership actions in response to the Edinburgh Poverty Commission final report, examples of

good practice and learning from other local authorities, and recommendations for future priorities.

- 5.4 The output of this work will be an independent report published by members of the Edinburgh Poverty Commission for consideration by Council.

6. Financial impact

- 6.1 All actions in this report are taken forward by Council services within agreed budgets. Any adjustments needed to the contents of this report following agreement of the Council's 2024/25 budget will be reported to and considered by committee as appropriate.

7. Equality and Poverty Impact

- 7.1 This report sets out a framework of actions being undertaken by the Council and partners to reduce poverty in Edinburgh. In doing so, specific plans and actions in the report are developed with integrated impact assessments carried out by services, and in line with the Equality and Diversity Framework. Towards this, the report highlights specific analysis and actions taken to address the needs of priority equalities groups in the city.

8. Climate and Nature Emergency Implications

- 8.1 This report does not itself contain any direct environmental or climate related implications. Elements of the framework – including housing, transport, and place making actions – which have clear climate impacts are subject to integrated impact assessments with details scrutinised through relevant executive committees. In doing so, this report and the framework it describes is in line with the Council Business Plan, and the Council's statutory duties relating to climate emissions and biodiversity.

9. Risk, policy, compliance, governance and community impact

- 9.1 This report is developed in response to the findings of the Edinburgh Poverty Commission and its two year enquiry with communities across Edinburgh into solutions to poverty in the city. The report and its actions are further informed by ongoing engagement and co-design of services with community sector partners, and citizen led groups such as End Poverty Edinburgh, and the Whole Family Equality Project.
- 9.2 Actions in this report are delivered in line with the Council Business Plan and corporate risk management frameworks. The report draws together actions and decisions made by executive committees across a range of topics. Appendix 2 to

this paper provides an overview of key committee papers discussed during 2023 and with direct relevance to actions in this report.

10. Background reading/external references

- 10.1 Edinburgh Poverty Commission Final Report – Policy and Sustainability Committee, October 2020.
- 10.2 End Poverty in Edinburgh Delivery Plan 2020 – Policy and Sustainability Committee, December 2020
- 10.3 End Poverty in Edinburgh Annual Progress Report 2021 – Policy and Sustainability Committee, October 2021
- 10.4 End Poverty in Edinburgh Annual Progress Report 2022 – Policy and Sustainability Committee, November 2022

11. Appendices

Appendix 1: End Poverty in Edinburgh Annual Progress Report 2023

Appendix 2: Council scrutiny of end poverty actions

End Poverty in Edinburgh Annual Progress Report

2023

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Foreword

In 2020, the Edinburgh Partnership and City of Edinburgh Council made a commitment to take all the local actions possible to end poverty in this city by 2030.

Building on the framework for action set by the Edinburgh Poverty Commission, this is the third annual report on how city partners are going about meeting that target, the progress made so far, and the challenges ahead.

We are proud of all the hard work that has gone on this year to help families through some of the most difficult circumstances imaginable for household budgets.

As city partners we have taken steps to help put more money directly into the pockets of people who need it most – delivering £20m of financial gains for people using the city’s money and welfare advice services.

We have helped people maximise their earnings from employment, by supporting 4,150 people into work or learning, and encouraging another above target uplift in the number of real living wage accredited businesses in this city.

We have built new social rented homes, helped people stay out of homelessness, seen a narrowing of our poverty related attainment gap, and worked hard to find new and innovative ways to use our resources to help people on low incomes in this city keep their heads above water during the ongoing cost of living crisis.

While doing all this, we are also building the foundations for longer term prevention of poverty, embedding Community Wealth Building principles in

our ways of working, and delivering transformation plans for integrated services that help individuals and families in Edinburgh find the help they need to prevent and alleviate the impacts of poverty on their lives.

These actions described in this report are the right things for us to do, and as the data and case studies included here demonstrate, they represent real progress and real improvements to the lives of people who are struggling to get by in this city. We are proud of those improvements, but we know that they come at a time when the risk of severe poverty in Edinburgh is rising, and when one in five children still grow up in poverty in Scotland’s most affluent city.

We have shown in the last three years that when we come together as a city, we can make a real difference for the people of Edinburgh. And we are committed to carrying on that work and continuing that path of improvement through the priority actions set out in this report. We hope that you will work with us to help deliver our vision of a city where no one’s life needs to be scarred by the experience of long-term poverty.

Councillor Cammy Day Council Leader, City of Edinburgh Council & Chair, Edinburgh Partnership	Dona Milne Director of Public Health and Health Policy NHS Lothian
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Executive Summary

This is the third annual report on the citywide response to the calls to action presented by the Edinburgh Poverty Commission in 2020. It provides an overview of progress made and a refreshed framework for continued work by the City of Edinburgh Council, NHS Lothian, and Edinburgh Partnership to meet the challenge set by the Commission to ‘end poverty in Edinburgh’, including a specific focus on child poverty actions.

In doing so, this report fulfils statutory requirements for the Council and NHS Lothian to co-produce an annual Local Child Poverty Action Report setting out partners’ contributions towards meeting Scottish Government Child poverty targets.

Poverty in Edinburgh

The latest available data shows that an estimated **17% of people in Edinburgh were living in poverty in the period to 2022, including 20% of all children**. In line with national patterns these data indicate that poverty rates have remained relatively unchanged in recent years, despite the impact of the pandemic and the early months of the cost of living crisis in 2022.

Within these high level averages, analysis carried out by partners in 2023 has further deepened understanding of the higher risk of poverty among women, families with children, minority ethnic groups, and disabled families in the city. Poverty rates for some of these priority groups during 2022 were more than double the average for citizens as a whole.

Analysis provided in this report also demonstrates a long-term trend of increasing risk of very deep poverty across Scotland. Within Edinburgh these trends are demonstrated by evidence showing that some 10,000 Edinburgh families regularly skipped meals because they could not afford enough food during 2022, alongside evidence of a 50% year on year increase in clients seeking support for rent arrears through Citizens Advice Scotland.

Looking ahead, most analyses project a complex future outlook for poverty trends in the UK. On balance of risks, most estimates suggest that living standards and incomes across the UK are likely to decline during the period to 2024/25, with a likely upward pressure on headline poverty rates.

Actions to end poverty in Edinburgh

For the city to meet the headline 2030 targets set by the Edinburgh Poverty Commission and by Scottish Government will need:

- **All age poverty rates in Edinburgh to fall by 7 percentage points by 2030, and**
- **Child poverty rates to fall by 10 percentage points.**
- **This means lifting almost 36,000 people, including 8,900 children out of poverty over the next eight years.**

In the current context these are extremely challenging targets but, as the analysis in this report demonstrates, the experience and evidence from recent years shows that significant progress can be made on these metrics through effective and well targeted public policy interventions.

The Edinburgh Poverty Commission noted that, although city partners have many levers they can use to alleviate and prevent poverty in Edinburgh, the targets set for the city cannot be met without significant national policy intervention.

Towards this, the report reiterates calls for action by the commission, and a range of other partners for:

- The UK Government to take the steps needed to ensure that UK-wide social security systems provide an effective lifeline for people who are struggling to get by, and
- The Scottish Government to provide sufficient local funding to support delivery of new affordable and social rented homes in Edinburgh.

At the city level, partners in Edinburgh are committed to a refreshed framework of actions designed to respond to all the calls to action from the Edinburgh Poverty Commission. Built around four themes of work, this framework has informed delivery this year, and will continue to guide priorities for partnership working through the next few years:

- **Increase income from work and opportunity to progress:**

This includes actions this year that have:

- Promoted the real Living Wage, with the number of accredited employers in the city rising to **677**, a rate of increase well ahead of annual targets with **390 workers supported to a pay rise this financial year alone so far**
- Launched plans for a new **Edinburgh Fair Work Charter**
- Supported **4,150 people into work and learning, including over 900 young people** through Council funded employability programmes
- Delivered a new focus on priority groups through employability support, including **25 new projects supported through the parental employment fund**
- Recorded an improvement in positive destinations from schools and a reduction in the **poverty related attainment gap**

- **Maximise support from social safety nets:** This includes actions this year that have:

- Helped low income people in Edinburgh achieve **total financial gains of £20.5m** through money and welfare advice services
- Delivered specialist support programmes targeted at priority family types, with **money advice support embedded** and referred through early years' centres, schools, midwives, health visitors, hospitals, and GP practices across the city
- Increased the number of people supported through **Free School Meal and Uniform Grant** programmes by 61% over the past three years through automation of application processes

- Delivered **£193m** for Edinburgh citizens through locally administered benefits such as housing benefit, DHP, and Council Tax Reduction
- Delivered **£2.1m of Scottish Welfare Fund** crisis payments for people in crisis in Edinburgh, alongside **£300k** of Council support for local foodbanks
- Delivered early intervention support to **prevent 386 households from homelessness** in Edinburgh
- Introduced a new **tenant hardship fund**, alongside wider supports like benefits checks, to support Council tenants who are struggling to pay their rent.

- **Reduce the cost of living:** This includes local actions this year that have:

- **Invested over £119m** in building new affordable homes and improving existing homes and neighbourhoods.
- Delivered **54 new social rented homes** and **148 homes for mid-market rent** through the Council's LLP
- Secured **£206k in savings** for Council tenants through Energy Advice Support
- Provided **subsidised childcare places** for working families in four areas of the city through Edinburgh's Affordable Childcare for Working Parents service

- **Make it easier to find help:** This includes local actions this year to:

- Established a new **Whole Family Support Project** team, and a new **Integrated Front Door Project** for early intervention and prevention
- Delivered place based pilot projects for early intervention and integrated support underway in **Craigmillar, Gorgie/Dalry, Liberton, and Craigoyston**
- Delivered **poverty, income maximisation, and homelessness prevention training** to housing officers, community centre staff, librarians, parent and family support workers, health visitors, police officers, midwives, family nurses and other workers.

End Poverty in Edinburgh Delivery Plan

- Promote fair work that provides dignity and security
- Help people to access and progress in work
- Improve attainment, achievement, and positive destinations for young people who grow up in poverty

Increase income from work and opportunity to progress

Maximise support from social safety nets

- Maximise uptake of benefits entitlements and other support
- Deliver well targeted cash first and local crisis support programmes
- Help prevent homelessness

- Deliver decent homes that people can afford to live in
- Provide targeted support for rising energy costs
- Improve access to affordable childcare
- Improve digital inclusion and access to affordable transport

Reduce the cost of living

Make it easier to find help

- Deliver integrated, 'no wrong door' approaches to service delivery and prevention of poverty
- Provide the support people need, in the places they live and work
- Deliver poverty awareness training programmes that address stigma

CASE STUDY: DELIVERING JOINED UP SUPPORT FOR FAMILIES EXPERIENCING POVERTY

Some of the most impactful and transformative end poverty actions delivered in Edinburgh in recent years have been those which focus on building sustained trusted relationships with families who are struggling to get by, provide wraparound support that helps maximise access to social security entitlements, reduce living costs, build wellbeing, and help families plan for the future.

The **Maximise!** service - delivered as a partnership between **CHAI** and **Children 1st** - is one good example of this approach. Funded by the **Edinburgh and South East Scotland City Region Deal** and **City of Edinburgh Council**, the service offers a joined-up model of money advice, employability, and family support. Currently, the project works with families whose children attend Early Years Centres in 10 areas of concentrated poverty and deprivation in the city - Craigmillar, Granton, Greendykes, Fort, Moffat, Calderglen, Hailesland, Gilmerton, Sighthill and Stenhouse.

Case studies on clients such as “B” provide a clear example of this approach working in practice and the profound difference it can make for people’s lives.

When B first started receiving support through the Maximise project, she was a lone parent with a 3-year-old son who was being assessed for autism. She had recently separated from an abusive relationship and was socially isolated with a limited support network. B had stopped working when she had her son and she was feeling anxious, alone, and overwhelmed. She was in arrears on her rent, struggling to manage the rising cost of living, and finding it increasingly difficult to cope with her son’s behaviour.

The **Maximise! money advisor** was able to help B make a successful application for Adult Disability Payment – an application that anxiety and poor mental health had previously made it difficult to complete on her own. This provided **a financial gain of £5,291 per year for the family**. Alongside this, the advisor explored other financial support that B could access to help her buy things like a washing machine, a new bed for her son, and some much-needed sensory toys. Through grant applications to organization such Edinburgh Trust and Vocal, B was able to secure **a total of £1,550** for the items she needed.

Alongside financial support, the Maximise! Team also provided **family wellbeing support** to B to help her and her son. This included working with Early Years support teams to help increase the number of childcare hours available as well as practical support around the home, support to attend medical appointments, help to access disability aids both at home and at nursery as well as support to help B better understand her son’s needs and improve her communication with him.

As a result of this support, B started to feel that she was in a much better place and expressed a wish to do something for herself, such as part time work or a course, and to start to think about her own future. Working with the **Maximise! Employability advisor**, B was able apply for and was accepted on a part-time course at Edinburgh College that will help her take first steps towards building a future career.

These days, B describes feeling like she is going back to her ‘old self’ and is finally moving past the trauma she had experienced. She is now able to do things more independently and is less reliant on others for support. She is more financially secure, has a more organized home and has created a safer space for her child to live and play in. She is getting out more, mixing with other parents and planning the future for herself and her son.

Introduction

In the Autumn of 2020, the Edinburgh Partnership and City of Edinburgh Council made a commitment to take all the local actions possible to end poverty in this city by 2030.

Building on the framework for action set by the [Edinburgh Poverty Commission](#), this is the third annual report on progress towards meeting that challenge. The report sets out:

- An overview of the latest data and evidence on changing trends in poverty in Edinburgh
- A review of actions delivered in 2023 by the Council, NHS Lothian, and the Edinburgh Partnership across each of the Edinburgh Poverty Commission calls to action, as well as
- Planned priority actions for partners during the next 12 months

In doing so, and in line with the recommendations of the Commission, this report incorporates the statutory duty for all Councils and NHS boards to produce an annual Local Child Poverty Action Report.



What do we mean when we say 'End Poverty'?

In making its calls to actions, the Edinburgh Poverty Commission noted that:

"Ending poverty does not mean Edinburgh becoming a city in which no one ever loses a job or experiences a period of their life on low income.

But it does mean Edinburgh being a city where living on a low income is temporary, not a persistent trap, and does mean not having to go without food, or warmth, or safety.

And it means Edinburgh becoming a city where the number of people experiencing low income at any given time falls to a level comparable with the highest performing societies in Europe."

Within that context the Council and Edinburgh Partnership adopted four specific local targets for the actions set out in this report. They state that by 2030, Edinburgh should aim to be a city in which:

- **Fewer than 10% of children and fewer than 10% of adults are living in relative poverty at any given time**
- **No-one lives in persistent poverty**
- **No one has to go without the basic essentials they need to eat, keep clean and safe, and stay warm and dry, and**
- **No one feels stigmatised, abandoned, or treated with less respect by the city as a result of their income.**

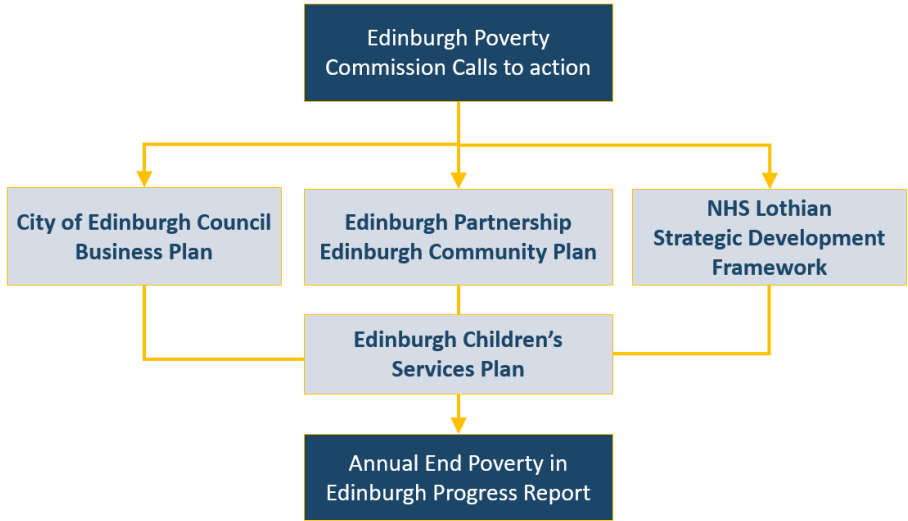
These local targets align with nationwide targets set out in the Child Poverty (Scotland) Act 2017 such that:

- Fewer than 10% of children should be living in families in relative poverty by 2030.
- Fewer than 5% of children should be living in families in absolute poverty by 2030.
- Fewer than 5% of children should be living in families living in combined low income and material deprivation by 2030.
- Fewer than 5% of children should be living in families in persistent poverty by 2030.

Strategic context

These local targets and the actions needed to deliver them are embedded throughout the strategic plans and governance frameworks of the Council, the Edinburgh Partnership, and NHS Lothian. This report draws these end

poverty actions together into a single plan, refreshed, and updated every year. In doing so, the report aims to provide a single, comprehensive view of the steps being taken across the city in response to the challenge and calls to action set by the Edinburgh Poverty Commission.



In March 2023 the **City of Edinburgh Council** approved a refreshed [Council Business Plan](#) to guide its work over the period 2023 to 27. This plan reiterated the target to ‘end poverty by 2030’ as one of three headline priorities to drive budget and service decision making. The plan incorporates priority actions to promote fair work, strengthen approaches to prevent poverty and homelessness, improve access to decent homes people can afford to live in, and improve attainment and achievement rates for children who grow up in poverty.

The [Edinburgh Partnership Community Plan for 2022-28](#) drives partnership-wide actions needed to end poverty, including actions to ensure people have enough money to live on, can access work, learning and training opportunities, and have a good place to live.

In 2023 the **Edinburgh Children’s Partnership** developed a new **Edinburgh Children’s Services Plan for 2023-26**, with a refreshed focus on tackling child poverty and ensuring that all of Edinburgh’s children and young people enjoy their childhood and achieve their potential. The plan includes actions to reduce the costs needed for children, young people, and families to fully participate in the city, ensure all services and staff are aware of, and supported to participate in poverty prevention and awareness training, and make sure future service commissioning is informed by a poverty lens and a rights-based approach.

The [NHS Lothian Strategic Development Framework](#) (LSDF) in 2022 sets out the role the NHS plays as an Anchor Institution in the region as being “central to our contribution towards improving population health and wellbeing and tackling poverty and inequalities”. The LSDF also includes a focus on children and young people, and within this a focus on addressing, with specific actions to improve non-medical family support, and access to mental health support for children, young people, and their families.

Governance and Co-ordination

A multi-agency officer working group is responsible for developing, agreeing, and sharing the findings of this report. In doing so, the group, which comprises lead officers from relevant agencies, works to connect and coordinate end poverty actions throughout this planning framework.

The report is developed by the working group with support and contributions from a wide range of colleagues from the Council, NHS Lothian, Third sector and other partners.

Before submission to Scottish Government, in line with the requirements of the Child Poverty (Scotland) Act, the report is scrutinised and approved by City of Edinburgh Council, Edinburgh Partnership Board, and NHS Lothian. Key dates in this approval process include:

- City of Edinburgh Council, Policy and Sustainability Committee, 24 October 2023, and
- Edinburgh Partnership Board, 12 December 2023.

Alongside development of this report, the officer working group also leads on:

- Developing and communicating the evidence base on poverty trends across Edinburgh
- Facilitating and strengthening anti-poverty networks across the city, through a programme of monthly learning and networking sessions (Edinburgh Poverty Network – see case study)
- Supporting and participating in national anti-poverty campaigns, such as Challenge Poverty Week
- Working with the Improvement Service and poverty leads in other local authorities to share experience and learn from others on what works to reduce poverty in Scotland, and
- Developing and facilitating cross partner funding bids to Scottish Government and independent funders for additional resources to support the actions set out in this report.

The group also leads and supports ongoing engagement across the city to improve the city's response to poverty related challenges.

In 2023 this included supporting work carried out with the Improvement Service on an analysis to consider how we could best use the resources available in Edinburgh to reduce child poverty in the city.

Based on this analysis the Improvement Services worked with a range of local partners to organise a workshop held in June 2023 which looked at both the local and national picture of child poverty, before focusing on local actions and priorities,

As a result of the workshop, the Edinburgh Children's Partnership has signed up to a set of commitments focused on enhancing its offer around child poverty work. The workshop also informed the refresh of the end poverty in Edinburgh framework described in this annual report.

CASE STUDY: EDINBURGH POVERTY NETWORK

The **Edinburgh Poverty Network** is an informal meeting series launched in 2021 and open to all organisations and projects working to end poverty in the city.

Virtual meetings are held monthly and take a themed approach focusing on areas of common challenge, and common interest.

Themes discussed during 2023 have included:

- How to maximise the impact and use of Community Benefits Clauses
- Homelessness prevention in Edinburgh
- The impact of poverty on women and girls
- Best practice in empowering citizen voices in the development and delivery of end poverty actions
- Tackling poverty related stigma
- Small area, place based approaches to poverty prevention
- Problem debt in Edinburgh
- Supporting parents into employment

Meetings include presentations from local partners and Scotland wide specialists, alongside evidence from citizens highlighting lived experience of the issues under discussion. Breakout sessions then give attendees the chance to reflect, discuss, share experiences and challenges, and build connections between the many strands of work progressing in the city toward the shared goal of ending poverty in Edinburgh.

If you would like to join a network session, or would like to suggest a topic for discussion, please contact us at policyandinsight@edinburgh.gov.uk using the subject line '**Edinburgh Poverty Network**'

Poverty in Edinburgh: What the data tells us

The Edinburgh Poverty Commission set the city a challenge to end poverty in Edinburgh by 2030, and identified four specific targets which would define success against this goal. **Appendix 1**, and associated figures provide an overview of current progress towards these (and other Scottish Government) targets, using the most up to date information available.

For most data points, it should be noted that the latest official estimates still relate to the period to Spring 2022 and do not yet give a clear and full picture about the impact on poverty cost of living challenges. In line with Scottish Government guidance, where possible data are presented as three-year rolling averages to maximise reliability.

For this analysis, then, data on headline targets is augmented with information from a range of sources, national and local, to provide an overall picture on progress to date towards meeting Edinburgh Poverty Commission targets, and evidence behind the recommended priorities for action.

“THE POVERTY THRESHOLD”

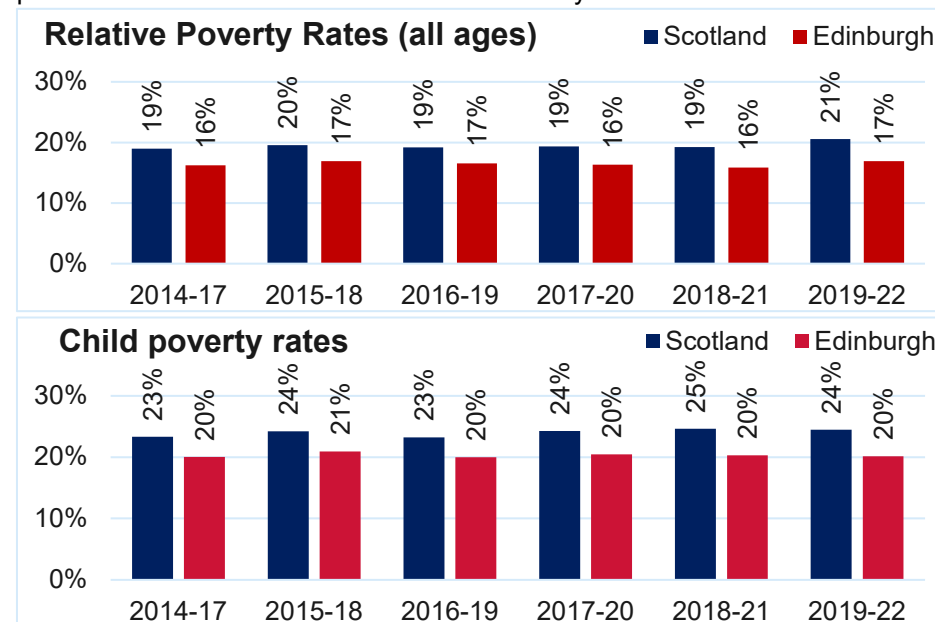
Poverty in Scotland is usually measured in terms of ‘relative poverty after housing costs’. On this definition, people are considered to be ‘in poverty’ if their equivalised net disposable household income is below 60 percent of the UK median after tax and housing costs.

In Scotland in 2022 this meant that a couple with 2 children are in poverty if their household income after tax and housing costs falls below £485 per week (£25,300 per annum), or £174 pw for a single person with no children (£9,100 per annum).

Trends in headline poverty rates remain unchanged...

An estimated **17% of people** in Edinburgh were living in poverty in the period to spring 2022, accounting for over 80,000 individualsⁱ. These included over 17,000 children, **or 20% of all children in the city**. 12% of all Edinburgh residents had been living in poverty for three of the past four years.ⁱⁱ

These data indicate little change in poverty rates in recent years, despite the impact of the pandemic and the early months of the cost of living crisis in 2022. Analysis by the Institute for Fiscal Studies and other agencies note that this trend reflects the effectiveness of temporary government interventions to support incomes, including the £20 Universal Credit weekly uplift, cost of living crisis payments, emergency legislation to protect renters, as well as the permanent introduction of the Scottish Child Payment.



Looking ahead, most commentators describe a complex picture for poverty trends across the UK. Inflation remains stubbornly high and is not projected to return to target levels until 2025 at the earliest. The withdrawal of temporary measures mean that support available from the benefits system will fall in the coming year, even if benefit rates are updated in line with inflation. Local housing allowances, which were raised during the pandemic, are frozen in cash terms as the cost of housing continues to rise.

Taken together, Resolution Foundation estimates suggest that living standards and income for the poorest households across the UK are likely to decline during the period to 2024/25, with consequent upward pressure on headline poverty ratesⁱⁱⁱ.

...but the experience of poverty is becoming more severe over time...

Research published by Joseph Rowntree Foundation in 2023^{iv} demonstrated a long-term increase in the proportion of low-income households who are experiencing very deep poverty. Using an income-based definition, the researchers showed that **46% of low-income households were living in ‘very deep poverty’ in 2020**, compared to 27% in 1997.

This long-term trend shows that headline poverty data can mask significant changes in the experience of poverty in people’s lives. In Edinburgh over recent years this has been demonstrated by increasing evidence pointing to more severe forms of poverty, including increasing numbers of citizens regularly going without basic essentials such as food and shelter.

In 2022, Scottish Government data estimated that **11% of households in poverty were experiencing ‘very low’ food security** – meaning that meals were skipped, or food intake reduced because the family could not afford enough food^v. In Edinburgh, this rate would be the equivalent of almost **10,000 people**.

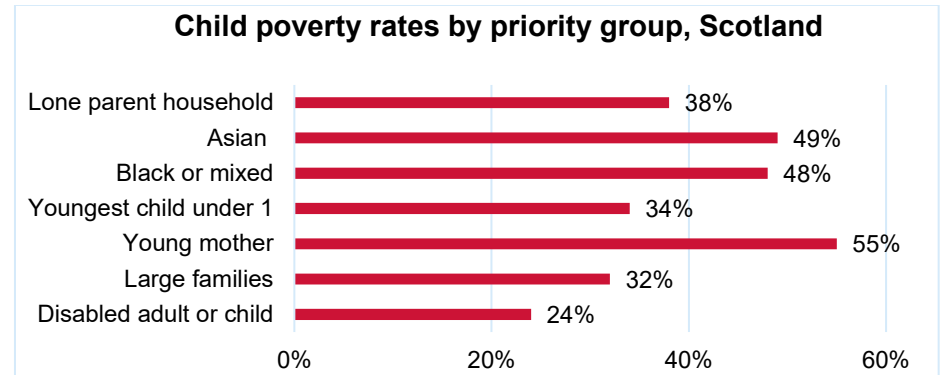
Evidence from local advice providers shows an increasing prevalence of people seeking advice for severe hardship and financial distress. Citizen’s Advice Scotland data shows a **50% increase in the number of people**

seeking support for rent arrears, with an 11% increase in people seeking foodbank referrals in the past year across Scotland^{vi}.

Advice providers also report an increasing trend in people seeking support for problem debt. The total amount of debt owed by clients seeking advice from Citizen’s Advice Edinburgh each year is, on average, **£3.5 million, or some £4,000 per client**^{vii}.

Women and families in priority groups are at most risk of poverty in Edinburgh...

More than 80% of all children in poverty in Scotland come from households in Scottish Government identified priority groups. Such families are at a far higher risk of poverty than the population at large – with poverty rates in some cases more than double the average for all household types.



Building on these statistics, analysis carried out in Edinburgh in 2023 points to the **higher risk of poverty faced by women**. The analysis shows that women’s poverty is closely linked to child poverty, given the greater role women play as primary caregivers for children and also results from inequalities in the workplace and in earnings from work. Overall, the data show that women are more likely to be poor – particularly when they are lone parents or young mothers, more likely to experience ‘very deep’ poverty and food insecurity because of a lack of money, more likely to be in low paid, part

time or insecure work, and more likely to reduce paid work to allow for caring responsibilities.

Partner agencies in Edinburgh have also carried out new analysis in 2023 on the impact of poverty on **people with disabilities** and on people from **Black and Minority Ethnic communities**. These analyses found evidence that:

- Disabled people experience additional barriers to employment and fair work, as well as a pay gap, challenges in education that make it harder to gain the same skills and qualifications as nondisabled people, as well as higher living costs (arising from specialist equipment, transport costs, and energy costs).
- On average families with a disabled adult or child need **an additional £1,100 per month** to have the same standard of living as a non-disabled household.
- Black and minority ethnic people in Scotland fare worse in the labour market than white counterparts in terms of pay, employment, in-work poverty, and income security. Minority ethnic households also have higher housing costs due to being disproportionately represented in the private rented sector.
- **More than 25%** of Black and Minority Ethnic working adults spend over a third of their income on housing compared to just over 10% of white workers.

...and spatial inequalities in poverty risk and life chances Edinburgh are wide.

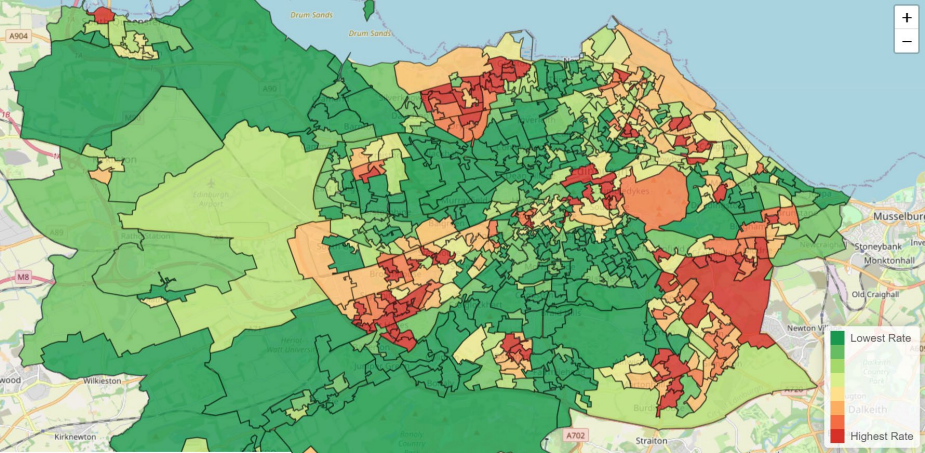
Data published in 2023 by [DWP](#) illustrates the wide inequalities in child poverty risk across small areas in Edinburgh. At electoral ward level, children who live in areas such as Sighthill/Gorgie or Liberton/Gilmerton are **five times more likely** to grow up in poverty than children who grow up in Morningside.

These local variations in poverty risk are apparent even at micro geographies in the city, with many datazones where poverty rates of 30% or above are recorded (marked in red in the chart below), sharing boundaries and

neighbourhoods where average poverty rates are below 10% (marked in deep green).

Notably, the data show that evidence of poverty, often severe poverty, is found in all four of the cities' localities, and in every electoral ward in the city. This evidence confirms at the local level findings across Scotland that show that even in the most affluent areas of Scotland, an average of 1 in 10 households experience poverty.

Child Poverty rates (before housing costs), City of Edinburgh by datazone, 2021/22



CASE STUDY: CONNECTED COMMUNITIES EDINBURGH

Launched in October 2023, the **Connected Communities Edinburgh Grants Programme** is a 3-year funding programme with a budget of **£3.5m per annum**.

Drawing together funding from City of Edinburgh Council, NHS Lothian, and Police Scotland, the programme aims to fund projects across Edinburgh which can deliver:

- Positive learning outcomes for disadvantaged children, young people, and families in Edinburgh
- Positive health & wellbeing outcomes for children, young people & families in Edinburgh, and
- Youth and children's work which can deliver positive educational, wellbeing, employment, and other outcomes for young people in Edinburgh.

The programme has been designed to support local, community-based organisations whose services are informed by local knowledge and intelligence. Within this framework, the programme aims to encourage a wide variety of proposals offering community led solutions towards a collective goal of reducing the outcome gap for those who experience the greatest inequality in this city.

In doing so, all applicants will be required to demonstrate the impact that their project can make towards the Council, and the city's, aim to **End poverty in Edinburgh**, as well as an assessment of the project's likely impact on people with priority and protected characteristics.

The programme has been developed by the Council in partnership with EVOC and Lothian Association of Youth Clubs (LAYC).

CASE STUDY: UK SHARED PROSPERITY FUND

The UK Shared Prosperity Fund (UKSPF) is a UK Government programme designed to foster growth and development in local communities across the United Kingdom.

Managed by **City of Edinburgh Council** and **Capital City Partnership**, Edinburgh's approach to implementing the UKSPF has a focus on inclusion and transparency, aligning to our end poverty plan, and reaching out to Edinburgh's increasingly diverse population.

By harnessing **£12.4m of UKSPF** funding to address local needs and aspirations over **3 years**, the programme is investing in the people and the places that make our communities thrive. A total of 41 projects have been awarded funding across the city, with a significant focus on community cohesion, skills infrastructure, and wellbeing. Where projects support individuals, the programme management office will be able to track and report on their impacts in terms of poverty alleviation, income maximization and job entry.

Examples of projects funded by the UKSPF in Edinburgh include:

- **The MacMillan Skills Hub:** helps people to access to training, career advice and job opportunities
- **Making Work Work:** supports women returning to the labour market
- **Works4Women:** an employability programme that supports women who have experienced domestic abuse
- **Cyrenians - Good Food Programme:** a food redistribution project providing surplus food from the food industry to around 20,000 families a week, alongside a Cook School, and community pantries.

Actions to End Poverty in Edinburgh

“Poverty in Edinburgh is real, damaging and costly – but despite the powerful currents that threaten to drive us further off course, there is enough determination in the city to embrace the twin challenges of solving poverty and reducing carbon emissions over the next decade.”

Dr Jim McCormick, Chair of Edinburgh Poverty Commission

Against the context of falling incomes, rising costs of living and other challenges described above, the challenge of meeting Edinburgh’s poverty goals is clear.

For the city to be on track to meet the 2030 target levels set by the Edinburgh Poverty Commission and by Scottish Government will need:

- **All age poverty rates in Edinburgh to fall by 7 percentage points by 2030, and**
- **Child poverty rates to fall by 10 percentage points**
- **This means lifting almost 36,000 people, including 8,900 children out of poverty over the next eight years.**

These are sobering targets, but evidence and evaluation of policy interventions demonstrates that effective and well targeted public policy can make significant steps towards meeting them.

Calls to action for national governments

The Scottish Government’s evaluation of the cumulative impact of its own Bright Starts Better Futures Plan, for instance, shows that the combined effects of all delivery actions (including delivery of local actions such as those included in this report) are expected to reduce **child poverty across Scotland to 19% by 2023/24**. This estimate is above the Government’s own interim targets for its plan but is an estimated reduction of 5.5 percentage

points from current levels and now incorporates an assessment of the impact of deteriorating macro-economic conditions in recent years.

If replicated evenly across Scotland, and all other things being equal, this trend would reduce child poverty rates in Edinburgh to 16% in 2023/24 (currently 20%) **and lift an estimated 4,000 children out of poverty in this city**, almost half of the total required by 2030.

These findings, alongside the evident impact of social security and other temporary policy introductions during the pandemic and cost of living crisis demonstrate the powerful impact that policy levers held by national governments can have on poverty levels across the country.

It is for that reason that the Edinburgh Poverty Commission noted that, although city partners have many levers they can use to alleviate and prevent poverty in Edinburgh, the headline targets set for the city cannot be met without significant national policy intervention.

In particular, the Commission made a call to action, reiterated in this report, and reiterated in the past year by a range of national partners, for:

- **The UK Government** to ensure that UK-wide social security systems provide an effective lifeline for people who are struggling to get by. This means actions such as ensuring Local Housing Allowances are set at levels that reflect the cost of housing in Edinburgh, and removal of UK social security features such as such as the five-week wait, the two-child cap, and the benefit cap, and
- **Scottish Government** funding to support delivery of new affordable and social rented homes in Edinburgh. Almost one in three families in Edinburgh in poverty are pulled below the water line solely due to their housing costs. Helping to solve the city’s housing crisis will go a

long way to delivering on the government's own affordable housing ambitions for the country as a whole.

The delivery of these actions would have a profound impact on the targets noted above and provide a strong platform for local actions to concentrate on improving the life chances of people and communities in Edinburgh.

A framework for local delivery

"To end poverty in the city, the pre-condition and the single biggest transformation Edinburgh could achieve would be to make the experience of seeking help less painful and confusing more humane, and more compassionate." **Edinburgh Poverty Commission**

Partners in Edinburgh are committed to a framework of actions designed to respond to all the calls to action from the Edinburgh Poverty Commission. Across all the plans and strategies noted earlier in this report, the actions of city partners are focused on four core themes:

- **Increase income from work and opportunity to progress** - this includes actions to:
 - Promote fair work that provides dignity and security
 - Help people to access and progress in work, and
 - Improve attainment, achievement, and positive destinations for young people who grow up in poverty.
- **Maximise support from social safety nets** - this includes actions to:
 - Maximise uptake of benefits entitlements and other support
 - Deliver well targeted cash first and local crisis support programmes, and
 - Help prevent homelessness
- **Reduce the cost of living** - this includes local actions to:
 - Deliver decent homes that people can afford to live in

- Provide targeted support for rising energy costs
- Improve access to affordable childcare, and
- Improve digital inclusion and access to affordable transport

- **Make it easier to find help** - this includes local actions to:
 - Deliver integrated, 'no wrong door' approaches to service delivery and prevention of poverty
 - Provide the support people need, in the places they live and work, and
 - Deliver poverty awareness training programmes that addresses stigma and supports public sector workers public to put prevention of poverty at the heart of everything they do.



The next chapter in this report provides an overview of progress against delivery of actions in this framework during the 12 months to the end September 2023. Appendix 2 provides a full assessment of progress against each of the calls to action made by Edinburgh Poverty Commission.

CASE STUDY: END POVERTY EDINBURGH CITIZEN GROUP

End Poverty Edinburgh is a group of citizens with real experience of poverty in this city. The group was formed in 2020 during the latter stages of the Edinburgh Poverty Commission as a legacy group, tasked with holding the baton in the long-term movement to end poverty in Edinburgh, continuing to raise awareness of poverty, influence decision-making, and hold the city to account for the commitments it has made.

The group is supported by the Poverty Alliance and with funding secured through independent funders and Edinburgh's UK Shared Prosperity Fund Investment Plan.

During the past year End Poverty Edinburgh members have contributed to over 40 meetings, including regular meetings with **elected officials** – local and national, addressing meetings of the **Edinburgh Partnership**, engaging in collaborations with organisations such as **Turn2Us**, **Edinburgh Community Food** and **Edinburgh Voluntary Organisations Council**, as well as monthly planning and co-ordination meetings.

End Poverty Edinburgh have provided media interviews on television and radio, contributed to written pieces online, and presented at various events to spread awareness and increase their reach. In doing so, the group have added two new members and will continue to expand membership going forward.

Key highlights for the group during the year have included:

- Campaigning alongside third sector organisation **Dad's Rock**, highlighting the living conditions experienced by some citizens in their social housing
- Supporting and being a core member of development groups for community sector led city projects such as the **Collaboration Against Poverty in Edinburgh** (CAPE) and the **Regenerative Futures Fund** (see case study)
- Attending First Ministers Questions and meeting **MSPs Anas Sarwar & Pam Duncan-Glancy**
- Attending and addressing participants at the **First Ministers anti-poverty summit in May 2023**
- Hosting the groups' first bespoke event to bring together anti-poverty groups across Edinburgh as well as a **citizen led Conference** held during **Challenge Poverty Week 2023** which highlighted critical issues related to poverty identified and shared by those with lived experience themselves, as well as suggest potential solutions and interventions.

For regular updates on End Poverty Edinburgh activity, please visit them at their [website](#), or follow them on [social media](#).



Progress and Priorities

A: Increasing incomes from work and opportunities to progress

Action	Progress in 2023 and priorities for 2024
<p>Promoting fair work that provides dignity and security</p>	<p>Edinburgh's economy in 2023 provides strong growth in jobs and very low rates of unemployment. Within this context, however, an estimated 28,000 people still work in jobs that pay below a real Living Wage, 13,000 residents are in work but still reliant on Universal Credit, and an estimated 12,000 Edinburgh workers are employed through zero hours contracts.</p> <p>Within this context, the Edinburgh Living Wage Action Group in 2023 have continued their work to promote fair work and the take up of Living Wage Accreditation among city employers:</p> <ul style="list-style-type: none"> • As of September 2023, a total of 677 Edinburgh businesses are real Living Wage employers, including City of Edinburgh Council, NHS Lothian and all other members of the Edinburgh Partnership • During the first five months of financial year 2023/24, the city has recorded 60 new living wage accreditations, well ahead of the city's target of 100 new accreditations per annum. As a direct result of these new accreditations a total 390 workers have received a pay rise this financial year alone so far • In November 2022, the group received the Outstanding Leadership Award at the Living Wage Scotland annual awards • In May 2023, the group hosted representatives from across the UK at the first national Living Wage Places conference • In November 2023, the group will be celebrating Living Wage Week 2023 with an event to support third sector employers in Edinburgh overcome challenges to embed Fair Work practices in their sector. <p>In support of this work, in 2023 the City of Edinburgh Council also:</p> <ul style="list-style-type: none"> • Introduced a new mandate to ensure that all new Council suppliers for regulated contracts were committed to paying a real Living Wage. As of September 2023, some 82% of all regulated suppliers pay a real Living Wage. • Launched plans for a new Edinburgh Fair Work Charter to provide guidance and support for employers and policy makers in the city. This charter will be further developed through consultation and engagement during 2024 • Supported Edinburgh Trades Unions in development of a local hub for employment rights and advocacy advice in Craigmillar • Supported the work of the Living Hours campaign and begun analysis to consider the potential steps needed for the City of Edinburgh Council to become a Living Hours employer. Further work on all these actions will continue in 2024. <p>During 2024 a key priority for the Council and Edinburgh Partnership will be the further development of Community Wealth Building in Edinburgh, including actions to further promote fair work and just labour markets.</p>

Action	Progress in 2023 and priorities for 2024
<p>Helping people to access and progress in work</p>	<p>Over the last year Council funded programmes provided employability and skills support for 4,150 people, including 903 young people through the No One Left Behind programme. In addition to these, NHS Lothian's Partnership and Place team also promote and support NHS employability programmes using local networks to raise awareness.</p> <p>Using additional Scottish Government investment, parental employment support in the city has been extended, with twenty-five projects now operating with a range of specialisms including services for new Scots, parents from ethnic minority backgrounds and young parents.</p> <p>The Promising Young People programme offers a six-month placement paid at living wage to up to 20 care experienced. young people.</p> <p>Capital City Partnership and Edinburgh Health and Social Care Partnership are working together to connect people to jobs in Health and Social Care. The approach focuses on local community engagement, supported through bi-monthly neighbourhood recruitment fairs to highlight the quality vacancies and benefits on offer as well as additional employability guidance and advice tailored to the roles to increase candidate confidence and outcomes.</p> <p>Employability provision across all programmes is tasked with securing fair work for their clients. For procured all age services where data is available 74% of job entries recorded in 2022/23 were sustained for 6 months and 82% paid the real living wage.</p> <p>Programmes in the past year have delivered a clear focus on support for parents and families from priority groups, including:</p> <ul style="list-style-type: none"> • Supporting 696 lone parents, 87 families with a mother under 25; 46 families with a child aged under one year; 157 large families; 1,085 families with a disabled parent; and 1,206 minority ethnic families. • Investing £280,350 on projects which primarily work with people from Ethnic Minorities or New Scots (compared with £52,492 in 2017/18). • Maximise Early Years is working in partnership with ten Early Years Centres in the City and in 22-23 supported 102 families with 199 children, this resulted in overall financial gains of £159,434 alongside employability support and family wellbeing support. <p>Alongside these, the Whole Family Equality Project recognises that ethnically-diverse families may be disadvantaged in the labour market and less likely to be in higher paid employment. The project takes a holistic, person-centred approach, blending income maximization, family support and employability support. The Citizens' Panel associated with the project has influenced Council spend, commented on the Council's Equality and Diversity policy and will this year be part of the Scottish Government's budget scrutiny panel.</p> <p>Over the next 12 months, priorities include:</p> <ul style="list-style-type: none"> • Reaching over 800 parents to support them into work or to progress within work • Building on the work of End Poverty Edinburgh and the Whole Family Equality Project's Citizens' Panel to increase meaningful participation of people with lived experience in employability service design and evaluation • Developing a charter for employers, providers and delivery partners with principles and guidelines aimed at reducing the negative attitudes, stereotypes, and discrimination that people living in poverty can face when accessing employability services.

Improve attainment, achievement, and positive destinations for young people who grow up in poverty

Edinburgh Learns for Life strategy aims to raise attainment and achievement for everyone by providing learning that matches each persons' interests and aspirations and closing the poverty related attainment gap to give every young person the chance to have opportunities to progress. Key to delivering this ambition are actions to build an education workforce which is knowledgeable and skilled in addressing the adverse impacts of poverty and inequalities, from early years onwards.

Data gathered during 2022-23 shows that:

- Attendance levels at school remain challenging: 11% of pupils in primary schools and 20% of secondary pupils had low levels of attendance (less than 85%)
- The attainment gap is reducing - the difference between the most and least deprived areas in the city is at the lowest level in 5 years across most attainment gap measures
- Positive destinations from school: at 96.1% rates are above the Scottish average, and the gap between the most and least deprived areas has reduced from 5.1% to 3.2%

Actions over this year have continued to build the foundations needed to shift the entrenched, adverse impacts of poverty by changing culture, building knowledge, understanding and effective practice, and reshaping the way that services are delivered. Actions include:

- Providing **early years support** to make sure that children get the best start in life, ensuring that supply meets demand, and relaunching Terrific Twos, for eligible two-year olds
- Building professional knowledge and skills for continued improvement of school attendance and attainment through our **Edinburgh Teachers' Charter** and **Leadership for Equity** courses. 29% of school leaders have now participated in the Leadership for Equity Programme, against a target for 2023 of 20%. During 2024 the goal is to raise this to 40% of school leaders
- Building a network of expert Head Teacher Associates to shape the strategy for closing the poverty-related attainment gap
- Supporting **care experienced children and young people** through the We Matters team, Place2Think provisions set up in 4 High Schools, and the 'Key to Potential' partnership work with Cyrenians, supporting 14 care experienced young people across 6 high schools to enter and sustain positive destinations.
- Establishing the **Wider Achievement and Lifelong Learning Service** with a focus on reducing poverty and inequality. It spans all ages, with services including Youth and Children's Work and Adult and Family Learning, Outdoor Learning and Adventure Education and Parent/Carer Support and Family Wellbeing.
- Continuing free/low cost outdoor learning/adventure opportunities for all young people, and established **Edinburgh Youth Action (EYA)** so that young people from all backgrounds can influence policy
- Continuing to deliver the flagship **Discover programme** offering families support during school holidays, and helping young people to re-engage with school when the new term starts. The process for schools to recommend families to has been reviewed to make it as easy as possible; and work is ongoing to increase the proportion of families who take up Discover.
- Delivering ongoing liaison with schools to provide weekly updates and support for pupils whose families are experiencing homelessness and who have moved into **temporary accommodation** (between 20 and 40 children per week)

Action	Progress in 2023 and priorities for 2024
<p>Improve attainment, achievement, and positive destinations for young people who grow up in poverty</p>	<ul style="list-style-type: none"> • Through Edinburgh’s UK Shared Prosperity Fund Investment Plan, funding was secured for the CHAI Advice In Schools Project offering income maximization, housing, and employability advice to families with school age children at 16 schools across Edinburgh. <p>Priorities for 2024 include:</p> <ul style="list-style-type: none"> • Continuing to develop staff skills and professional learning, targeting groups including early years staff, pupil support assistants and newly qualified teachers • Implementing the Wider Achievement Framework for schools and developing city wide youth and children’s work opportunities based on need • Using data more effectively to track attainment, attendance and achievement and respond effectively to any gaps highlighted • Discover More! – securing new funding to widen the opportunities and engagement to term time for parents and carers who are at work and cannot attend the holiday programmes. Funding applications to the Scottish Governments Child Poverty Accelerator Fund were made during Autumn 2023 to seek additional resources to support a test of change for this project. • Develop Multiply (UK Shared Prosperity Funded programme) offering numeracy and literacies for adult learners targeting people on low income or not in work

B: Maximising support from social safety nets

Action	Progress in 2023 and priorities for 2024
<p>Maximise uptake of benefits entitlements and other income support</p>	<p>During 2022/23, advice providers in Edinburgh helped people achieve a total financial gain of over £20.5m. This included a number of key specialist support programmes targeted at families in priority groups, and/or embedded and referred through health, school, and early year support services. Examples of outcomes delivered by key income maximization and money advice projects in Edinburgh include:</p> <ul style="list-style-type: none"> • The Edinburgh Consortium (funded by EIJB grants) supported 11,710 people resulting in over £7.6m in financial gains • The Council’s Advice Shop supported 3,100 clients to a total financial gain of £6.7m • Granton Information Centre’s Family Friendly Advice Project supported 139 families referred from midwives creating £99,400 financial gains • The Growing Families project, for families supported by Health Visitors, supported 72 families leading to financial gains of £140,800 • Maximise! Edinburgh’s Intensive Family Support Service continued across the city, offering family support, and giving parents/carers the opportunity to access money advice, training, and employability in early years centres and schools. The Early Years service supported 102 families with 199 children, resulting in overall financial gains of £159,434. The schools service supported 211 families with a result of £638,994 financial gains, moving to welfare rights and debt advice only from March 2023. • FAIR, The Action Group, LCiL Grapevine Service and VOCAL combine expertise on informal carer and welfare benefits and connect people a range of support and resources for disabilities. The Action Group’s Black and Ethnic Minority Advice Service (BEMAS) is dedicated to BAME carers with disabled children. Together, these services generated £2.9m for 2,003 households. • During 2022-23, through its Anchors programme, the NHS Lothian Charity committed more than £200,000 per annum over five years to fund hospital-based income maximisation services at six hospitals across Lothian. In the first nine months of the service, 583 people were seen by welfare advisers at the Edinburgh hospitals who secured guaranteed client financial gain of £388,026 with a further £198,570 awaiting assessment. <p>Partnership work during 2023 has concentrated on securing and coordinating resources for money, debt and welfare advice across Edinburgh. This has included securing funding through Edinburgh’s UK Shared Prosperity Fund Investment plan to increase capacity in welfare rights and debt advice services in recovery hubs, community mental health, schools and the financial inclusion service that works with families alongside health visitors.</p> <p>Priorities for 2024 focus on continuing to respond to the recommendations of the review of welfare rights and debt advice services in Edinburgh, including:</p> <ul style="list-style-type: none"> • Setting up the Joined up for Advice Network, to share resources and training, and develop a charter • Further developing the city’s cash first approach through collaboration between all money and welfare advice – during Autumn 2023 an application to support this priority was made to the Scottish Government’s Tackling Child Poverty Cash First Fund.

Action	Progress in 2023 and priorities for 2024
Maximise uptake of benefits entitlements and other income support	<ul style="list-style-type: none"> • Reviewing the city’s preventing problem debt action plan • Developing a commissioning specification for Edinburgh Integration Joint Board grants, which fund around a third of advice service provision • Continuing improvement programme for Council money and welfare advice services • Delivering a targeted outreach programme of communication and support activities to promote uptake of benefits entitlements.
Deliver well targeted cash first and local crisis support programmes	<p>The Council delivers direct cash and crisis support to low-income families in need in a range of ways and administers one-off funding from the Government to support people through the cost of living crisis.</p> <p>During 2023 the Council has:</p> <ul style="list-style-type: none"> • Continued to make it easier for people to access support by automating entitlements for free school meals and clothing grant awards. Over recent years these improvements have seen a significant increase in access to this support, with over 9,000 free school meal payments made in 2022/23, a 61% increase over the number of payments made in 2019/20. • Delivered £162m in housing benefit, £24m in Council Tax Reduction and £7.5m in Discretionary Housing Payment funding to low income families in Edinburgh • Administered the Scottish Welfare Fund in Edinburgh, including 31,647 Crisis Grant applications to a total value of £2.1m, and 8,380 Community Care Grants, to a value of £2.096m • Administered the Central Government Energy Fund with payments totalling £23,600 for 590 claimants and £9,200 alternative Fuel Payments across 46 claimants • Provided funding to Foodbanks including £96k to distribute energy payments and £209k for food crisis support. <p>During 2024 the Council will deliver take up campaigns for national and Scottish Social Security Agency benefits and payments, and undertake targeted promotion of Scottish Welfare Fund and other Council administered benefits and support schemes.</p> <p>Alongside this work, The Edinburgh Partnership approved the Ending Poverty Related Hunger in Edinburgh strategy in March 2023. The aim of the strategy is that no one in Edinburgh needs to go hungry due to a lack of money, and when people do fall into food crisis, Edinburgh networks aim to give a cash first approach to providing support. Where emergency food provision is needed, people can also access wider support in ways that are safe, dignified, respectful, and prevent future need. A steering group has been set up to implement the strategy, which is underway and will continue throughout 2024.</p>
Help people to prevent homelessness and other crises	<p>Edinburgh has a significant housing and homelessness crisis. Over the last year, 3,287 households were assessed as homeless, a 37% increase on 2021-22 levels and on 31 March 2023, 4,431 were in temporary accommodation, 25.7% of which was unsuitable. During the year, 860 households with a child under 17 moved into temporary accommodation. This major disruption can have a huge impact on children’s education, with longer distances to get to school, not having a place to study or access to digital devices, or regular meals because there are no cooking facilities.</p>

Action	Progress in 2023 and priorities for 2024
<p>Help people to prevent homelessness and other crises</p>	<p>The Council's Rapid Rehousing Transition Plan sets out our approach to preventing homelessness where possible, and for those people who become homeless, helping them to move into settled accommodation quickly. Key actions are to identify people at risk at an earlier stage and provide support, including income maximisation and managing debt.</p> <p>During the past year:</p> <ul style="list-style-type: none"> • The Council's Partnership and Prevention Officer has continued to develop training for internal and external staff to use their conversations with people to identify people at risk of homelessness, delivering 32 training sessions to 354 people • The Income Maximisation Capacity Building Officer trained 751 front line staff on welfare benefits, so that they can promote income maximisation with their clients • We have introduced a tenant hardship fund, alongside wider supports like benefits checks, to support Council tenants who are struggling to pay their rent • We have implemented new software to improve the management of rent arrears, enabling housing officers to contact and support tenants who are struggling with rent payments more quickly • Improved support for first-time and new tenants to sustain a tenancy: review of Tenant Information Pack underway to make sure that tenants get the information they need from the start; visits to new tenants re-introduced to identify and address any issues early. <p>As a result of this work, homelessness was prevented for:</p> <ul style="list-style-type: none"> • 302 households by our Private Rented Sector (PRS) Team, and • 84 households in Council tenancies by our Multi-Disciplinary Team (85% of households who engaged with the team); however, with engagement levels at 56%, this is an area for improvement <p>Schools and health visitors are alerted to all under 5's and school aged children in temporary accommodation with their family, to make sure that the family are linked into services and that young people are supported with their wellbeing and education.</p> <p>We have increased the amount of suitable temporary accommodation (which meets specified standards) by increasing the use of Private Sector Leasing (PSL), Homeshare accommodation and commissioning additional long term supported accommodation service for men over the age of 35 with a history of homelessness and long-term alcohol misuse.</p> <p>Priorities for 2024 include continued delivery of the Rapid Rehousing Transition Plan, with an increase in the level of engagement of households with the multi-disciplinary team (currently 56%) alongside ongoing work with partners to prepare for potential forthcoming homelessness prevention duties for public sector bodies.</p>

C: Reducing the Cost of Living

Action	Progress in 2023 and priorities for 2024
<p>Deliver decent homes that people can afford to live in</p>	<p>The Council is the largest affordable housing developer in the city and is planning to invest around £1.7 billion over the next 10 years to improve existing homes and estates and deliver the Energy Efficiency Standard for Social Housing. Progress in 2023 has included:</p> <ul style="list-style-type: none"> • Increasing the supply of affordable housing – the Council increased its ambition to reach 25,000 new affordable homes; by 31 March 2023, 8,301 homes had been approved for site start and 6,911 affordable homes had completed (since 2017). During 2022/23 the Council Invested over £119m in building new affordable homes and improving existing homes and neighbourhoods. In 2022/23 54 new social rented homes and 148 homes for mid-market rent completed through the Council's LLP and a further 1,000 were in design or pre-construction • Securing additional funding for affordable homes – an additional £10 million was spent in the Affordable Housing Supply Programme in 2022/23, the highest allocation the Council has received in a single year. The 2023/24 capital investment programme for affordable housing is the largest ever approved capital budget (£173m), and an additional £10m has also been requested for 2023/24. • A 3% Council rent increase was approved by Full Council in February with the potential to support the delivery of 2,400 new council social rented homes and bring 86% of existing homes up to statutory energy efficiency standards, and a Tenant Hardship fund was introduced for council tenants struggling to meet housing costs' • Regulating short term lets – the scale of short term lets in the city, involving an estimated 14,000 properties, adds pressure to the supply of affordable properties. During this year, the Council continued to prepare for the implementation of Scotland's short-term licensing scheme, a legal requirement for short term let operations from 1 October 2023. • Rent control – The Council continues to engage with Scottish Government to inform the approach taken to introducing national rent control and local measures, including participating in the Scottish Government's rent control working group • Delivering the Council's Housing Service Improvement Plan - continued investment in digital technology to improve tenant experience, by improving online reporting for repairs which is now available 24/7, freeing up capacity for tenants who choose to use telephone or face to face • Affordable Housing Contributions: Edinburgh's City Plan 2030 outlines proposals for new minimum affordable housing contributions for new developments in Edinburgh. The proposal to increase from 25% to 35% is being considered by the Scottish Government with earliest potential full adoption in the first half of 2024 <p>Priorities for 2024</p> <ul style="list-style-type: none"> • Continue dialogue with Scottish Government to reinforce the need for additional funding and to inform the approach taken to introducing rent control • Improve processes to make empty homes available to new tenants more quickly. • Consult with Council tenants on investment priorities and rent options to support the development of the 2024/25 Council budget (Oct - Dec 23)

Action	Progress in 2023 and priorities for 2024
<p>Provide targeted support for rising energy costs</p>	<p>Rising energy costs in recent years have increased the urgency for additional support to help households on low incomes in Edinburgh avoid having to face the impossible choice of whether to heat their homes or feed their families. In the short term this has meant providing support with fuel costs. Over the longer term it means taking the steps needed to make properties more fuel efficient.</p> <p>Actions during the past year have included:</p> <ul style="list-style-type: none"> • Improving housing quality, prioritising investment in the most deprived and socially disadvantaged areas, for property retrofit to help those most at risk of fuel poverty and properties most in need of investment due to their existing fabric and energy performance. Work on all ten blocks within the Whole House Retrofit pilot programme will start 2023/24. • Energy Advice Service secured savings for Council tenants of more than £206,000 in 2022/23 - around £428 for each household engaged • Home Energy Scotland delivered energy advice at NHS vaccination sites to 3,027 people, who received and completed their 'Keeping Warm for Less this Winter' Prescription, which includes top tips, advice, and signposts; and 188 further referrals made including 70 referrals to Warmer Homes Scotland. • The Council's warm and welcoming initiative was developed to support people through the winter months with a wide range of opportunities for local people to visit, connect with others and take part; easily accessible advice and information was available to provide additional support where needed. <p>Work on all these initiatives will continue during 2024 with the Warm and welcoming approached reviewed to make it more accessible and more relevant all year round.</p>
<p>Improve access to affordable childcare</p>	<p>The cost of childcare is rising and is one of the main barriers for parents, particularly women and lone parents, who want to work. As such, childcare costs are a key barrier to allowing families to escape from poverty and progress.</p> <p>Actions to address this issue during the past year, and for continued delivery in 2024, include:</p> <ul style="list-style-type: none"> • Continued delivery of the Council's Early Years Expansion Plan, working towards ensuring that support is flexible enough to meet the needs of families, and that there are enough places across providers to meet the demand • Delivery of Edinburgh's Affordable Childcare for Working Parents service, supporting low-income working parents with subsidised childcare in four areas of deprivation in Edinburgh. We have reviewed this service and developed a model for next year so that parents who want to access the service will get support from the Council's advice service teams to obtain Universal Credit funding towards childcare costs, and to make sure they are maximising all financial support that could be available to them, and if appropriate, refer them for Council-funded subsidy and employability support. • Funding provision of creche places for parents engaged in training for employment

Action	Progress in 2023 and priorities for 2024
Improve access to affordable childcare	<ul style="list-style-type: none"> Funding the development of an interactive map of childcare services for parents along with an investigation into a flexible childcare booking system – in response to findings from parents that an often confusing landscape when trying to find childcare provision was a factor adding to the stress of entering employment.
Improve digital inclusion and access to affordable transport	<p>A lack of digital skills and access can have a huge negative impact on a person's life, affecting their ability to learn, apply for jobs, access training opportunities, and engage with many public services. The Council and partners offer a range of supports for people to get access and to develop the skills needed. Key actions include:</p> <ul style="list-style-type: none"> Continued delivery of the Council's Digital and Smart City Strategy, and its implementation actions under the themes of digital skills and inclusion Establishing an Edinburgh Partnership subgroup with core principles and terms of reference agreed to underpin a charter on digital inclusion to ensure equity of access for workforces and the public across Edinburgh. As a part of this work, People Know How are organising a conference which will be held on 6 December 2023. Upgrading the People's Network Service across all libraries with 155 computers, with improved connectivity and more reliable access available. Continued improvement to library service offering will be explored during 2024. Providing the Get Online Digital Skills Programme with volunteers supporting people to improve their digital skills on a 1-2-1 basis Delivering the Empowered Learning programme completed the delivery of over 44,000 devices to learners across the city <p>The cost and ease of transport across the city can also be a barrier to people's ability to hold down jobs and access educational opportunities. Towards addressing this, through delivery of the City Mobility Plan, the Council continues to implement actions to support sustainable, affordable travel, with a governance board being created to oversee key implementation decisions; and group of lead officers created to oversee co-ordination and implementation of action plans. Overall, the City Mobility Plan aims to deliver a public transport network in Edinburgh that provides high quality infrastructure to deliver competitive journey times to the right areas of the city as well as transport options that are accessible and affordable for those that wish to use it when they want to use it.</p> <p>Towards this, in 2024 work will include finalising the Public Transport Action Plan and the City Mobility Plan review to identify any further actions to support affordable travel choices.</p> <p>New Scottish Government schemes now allow people under 22 to travel for free on bus services across Scotland. Whilst this scheme is welcomed, at present it does not extend to the tram network. The Council will continue to work with the Scottish Government on the Fair Fares Review to extend this scheme to include Light Rail.</p> <p>Work is also underway to assess Council employee postcode data for home and workplace to find out if there are any gaps in public transport, taking account of shift times. Findings will be shared Lothian buses to consider options to address gaps.</p>

D: Making it easier to find help

Action	Progress in 2023 and priorities for 2024
<p>Deliver integrated, 'no wrong door' approaches to service delivery and prevention of poverty</p>	<p>A key call to action from the Edinburgh Poverty Commission was for <i>“the design and delivery of a new operating model for all public services so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do”</i>. Towards this long-term challenge, actions delivered during this year have included:</p> <ul style="list-style-type: none"> • Development of the Whole Family Support programme and appointment of a team to deliver it. The project will transform supports to children and families in Edinburgh in line with the ambition to #KeepThePromise, so that there will be no wrong door for support, and effective, early identification of children and young people who are at risk, with more consistent use of GIRFEC by all stakeholders • Establishment of a new Integrated Front Door service for adult and children’s social care. This project represents the first phase of a longer term programme to deliver a fully integrated cross council poverty prevention approach with a single point of contact for all support services including family and household support, housing and homelessness support, employability support, income maximisation, welfare and money advice services. • Building on the work of the Edinburgh Wellbeing Pact and Thrive Edinburgh, Edinburgh Health and Social Care Partnership have begun work on a new Prevention and Early intervention Strategy to improve health and wellbeing in Edinburgh • Approval of plans for a new Edinburgh Partnership transformation and improvement programme. • Development of a new Edinburgh Children’s Partnership Plan that commits to informing service commissioning with a rights-based approach and a poverty lens, and ensuring that new commissioned work with children, young people and families should seek to establish systems for the collection of data relating to the Scottish Government’s six priority family groups: (lone parent families; families with a disabled adult or child; larger families (with 3 or more children); minority ethnic families; families with children under the age of 1; and families with mothers under the age of 25), in order to provide better information on how well our services are reaching families most likely to be living in poverty <p>This work represents a portfolio of actions needed to drive significant public sector reform in Edinburgh. Over the long term, these projects provide an important framework to ensure systems of support in Edinburgh are genuinely integrated in ways that allow for early identification of families in need of support, and effective interventions that prevent harm and support improved outcomes for people and services.</p>

Action	Progress in 2023 and priorities for 2024
<p>Provide the support people need, in the places they live and work</p>	<p>Actions carried out in 2023, and for further development in 2024, towards building a city in which people in all parts of Edinburgh have local, safe, welcoming community spaces within walking or pram-pushing distance where they access the right support for them include:</p> <ul style="list-style-type: none"> • Reviewing and updating the Council's 20-Minute Neighbourhood Strategy to build on existing good work and identify new opportunities to support inclusive, safe, resilient, and connected neighbourhoods across Edinburgh • Delivering an ongoing work programme within Liberton focused on improving the outcomes of the most vulnerable children, young people, and their families. Local workshops, developed and delivered in partnership with Council and LAYC/EVOC, clearly identified priority areas of work, and an action plan will be developed moving forward, with further community engagement planned. • Development of a whole systems approach in Craigmillar, working in partnership with Public Health, the Council's 20 Minute Neighbourhood Team, Education, Children and Families and A Place in Childhood. This piece of work will focus on all the areas crucial to ensuring somewhere is a good place to live whether that be physical or social. This is a collaborative piece of work involving a range of partners and is a good example of joining up agendas to increase capacity and make best use of shared resource across teams. This work is being taken forward through the Edinburgh Partnership board and commenced in September 2023. • Development of Teams Around the Learning Community pilots in Liberton and Craigoyston High Schools. Incorporated within Edinburgh Partnership local tests of change, the project aims to identify children and families in need of support at an early stage and provide easy access to holistic support (e.g. family support, income maximisation, employability and housing), tailor learning to the needs and interests of the young person, and develop more effective and collaborative ways to use Pupil Equity Funding • In Gorgie/Dalry a new Citizen Space Pilot was established in January 2023, with a team of four customer advisers supported by an advisor from Citizens Advice Edinburgh, providing easy access to support on housing, neighbours, benefits and council tax; the team take on actions and follow them up, rather than referring the person on to another team or service
<p>Deliver poverty awareness training programmes that addresses stigma, and supports public sector workers public to put prevention of poverty at the heart of everything they do</p>	<p>Building on the successful 1 in 5 child poverty awareness programme developed in Edinburgh schools, during the past year work has progressed on new wider programmes of training and support to help workers across a wide range of public sector roles to be empowered and enabled to prevent poverty in Edinburgh.</p> <p>This work has included:</p> <ul style="list-style-type: none"> • Development of poverty prevention and Money Counts Training for Council and partner agencies. These sessions aim to raise awareness of the scale, causes and impact of poverty in Edinburgh, and to help workers across a range of services to build the skills needed to ask customers about money worries and how to help citizens who are struggling to get by. • Delivery of this programme during 2023 included work with housing officers, community centre business support staff, librarians, parent & family support workers, OTs and carers, Health visitors, midwives and family nurses and other workers across the Council, NHS Lothian and Edinburgh Health and Social Care Partnership. <ul style="list-style-type: none"> ○ 90% of participants in training reported they were more aware of the causes and impact of poverty in Edinburgh ○ 75% were more confident to have a conversation with people about their money worries

Action	Progress in 2023 and priorities for 2024
	<ul style="list-style-type: none"> ○ 91% were to feel more informed about where to access information and support around money worries. ● Developing a new Edinburgh Children's Partnership Plan that commits members to ensuring <ul style="list-style-type: none"> ○ all services and staff are aware of, and supported to participate in 'Money Counts' training, or equivalent, ensuring a baseline level of knowledge and awareness and increasing staff confidence in engaging with service users around this subject ○ all services and staff are aware of, and know how to signpost and / or refer their patients or clients into income maximisation services available across the city, and ○ Reducing the costs for children, young people and families to fully participate in the city - for example through increasing uptake of free under-22 bus travel, free library membership, free Active Schools and Edinburgh Leisure programmes, and the free culture and nature offers provided by Edinburgh's museums, galleries and green & blue spaces <p>During the next 12 months further development of this work will include:</p> <ul style="list-style-type: none"> ● Reviewing and updating training materials, including improvement of online training resources ● Prioritising training to support key frontline workers to support early intervention and prevention of poverty ● Explore opportunities for sharing resources and training capacity between the Council, NHS, Health and Social Care Partnership and third sector ● Aligning poverty awareness training with wider programmes to ensure public sector workers are prepared and supported to deliver expected new requirements through upcoming Homelessness Prevention duties ● Aligning development of the programme with the update of Edinburgh's Pupil Equity Framework and the 1in5 programme in schools.

CASE STUDY: POLICE SCOTLAND

As a member of the Edinburgh Partnership, **Police Scotland** are committed to leading actions needed to meet the city's end poverty goals.

During 2023 these actions have included:

- Continued commitment to being an accredited real **Living Wage employer**
- Delivering **Poverty Awareness, Trauma informed and Anti-Stigma** training for officers to raise understanding around the underlying causes of vulnerabilities and behaviours and how these may impact on life chances
- Providing funding to support community based initiatives focused on supporting the most vulnerable. Examples include **The Beat Hunger Campaign**, where officers worked with partners to provide food crisis support alongside accessible income maximisation, health, and educational support
- Providing **targeted opportunities** for career support and guidance for care experienced young people interested in joining the Police
- Active involvement in supporting **local youth work** activities aiming to address inter-generational inequalities and support positive life trajectories and outcomes.

Delivering our **Public Health Policing Approach** acknowledging the impact of poverty on behaviours and life choices. This includes outreach programmes working alongside peer-mentors with lived experience of the criminal justice system, improving access to income maximisation advice, and supporting people's sustainable transition into education, training, and work.

CASE STUDY: REGENERATIVE FUTURES FUND

The **Regenerative Futures Fund** is a project led by EVOC during 2023 with the aim of developing of a **new £15m pooled fund** to provide long term sustainable resources for anchor community organisations in Edinburgh.

The fund is being set up to resource collectives, communities, and organisations over a ten-year period. This longer-term funding is designed to enable the deep work needed to address the root causes of poverty in a sustainable way and to create spaces for people to collectively imagine and build towards a regenerative and just future for Edinburgh.

In doing so, the project recognizes the potential of Edinburgh's social sector to play a leading role in long term transformational change in the city and aims to address some of the core structural challenges that act as barriers to success. These include short term funding programmes that drive short term thinking, the challenges marginalized groups face in accessing funding, and funding that tackles symptoms but not root causes.

During 2023 diverse community voices have shaped the fund design through a collaborative process. The collaboration has included local residents, community organisations, activists, funders, local and national government.

Regarding fund raising, the aim of the programme is to raise 'new' money where possible, while also encouraging partners to use existing funds differently to leverage in support from independent funders, public money, philanthropy, and private sector.

On current timelines, the fund is planned for a formal launch during the first half of 2024.

Appendix 1: Progress measures

Table A1 Progress against headline Edinburgh Poverty Commission and Scottish Government Targets			
	Baseline	Latest data	Change
Edinburgh Poverty Commission Targets^{viii}	2018-21	2019-22	
1. Fewer than one in ten children and fewer than one in ten adults are living in relative poverty at any given time	16% (all ages); 20% (children)	17% (all ages); 20% (children)	+1% (all ages); Stable (children)
2. No one has to go without the basic essentials they need to eat, keep clean and safe, and stay warm and dry	2020 4% (all ages); 5% (children)	Not yet available ^{ix}	NA
3. No-one lives in persistent poverty.	2016-20 (Scotland data only) 12% (all ages) 16% (children)	2017-21 (Scotland data only) 12% (all ages) 18% (children)	Stable (all ages) +2% (children)
4. No one feels stigmatised, abandoned, or treated with less respect by the city as a result of their income.	No data yet available	No data yet available	No data yet available
Scottish Government Child Poverty 2030 Targets^x			
Fewer than 5% of children should live in absolute poverty	2016-19 21% (Scotland data only)	2019-22 21% (Scotland data only)	Stable
Fewer than 5% of children should live in combined low income and material deprivation	2016-20 13% (Scotland data only)	2019-22 11% (Scotland data only)	-2%

Table A2: Progress measures by EPC call to action^{xi}				
Fair Work that provides enough to live on	2019-20	2020-21	2021-22	2022-23
Unemployed Edinburgh citizens ^{xii}	6,900	12,500	9,000	7,100
Universal Credit claimants ^{xiii}	14,425	37,935	32,423	34,538
No. Living wage accredited employers in Edinburgh ^{xiv}	334	422	526	640
Edinburgh Employers Recruitment Incentive – uptake of places (all ages)	28	43	144	104
No One Left Behind Funding: number of young people who were supported	168	161	266	903
Number of people supported by City of Edinburgh Council funded employability programme	3,719	3,761	3,842	4,148
% of Council suppliers of new regulated tendered contracts that are committed to paying real living wage in delivering Council services	70%	79%	82%	82%
A decent home we can afford to live in	2019-20	2020-21	2021-22	2022-23
Total number of applicants on EdIndex register	23,998	20,564	21,013	23,550
Demand for social housing – number of active bidders	7,099	7,213	6,339	11,150
Average bid per property	203	201	140	185
Number of affordable homes approved	1,930	1,285	1,251	734
Number of affordable homes completed	1,443	1,087	1,041	1,215

Number of households assessed as homeless	3,355	1,929	2,399	3,287
Number of households who seek housing advice who do not go on to present as homeless	1,708	1,521	1,288	1,143
The number of households in temporary accommodation (at 31 March)	3,570	4,431	4,722	4,431
Percentage of households in unsuitable temporary accommodation (as at 31 March)	22%	25.1%	25.3%	25.7%
income security that provides a real lifeline	2019-20	2020-21	2021-22	2022-23
Council Advice Shop – number of individual welfare rights clients in year	3,800	5,752	7,265	3,075
Council Advice Shop - total financial gain	£ 11,497,227	£ 8,524,682	£ 6,971,968	£ 6,725,935
Council tax reduction scheme – average caseload per year	32,467	35,282	32,946	31,327
Discretionary housing payments	7,427	8,205	7,806	7,766
Number of free school meals payments in school year	5,950	8,828	8,994	9,576
Number of clothing grant awards in school year	5,337	8,301	9,773	9,013
Scottish Welfare Fund – no. applications for Crisis Grants	16,367	35,923	32,616	31,647
SWF – no. applications for Community Care Grants	5,377	8,320	8,503	8,450
Opportunities that drive justice and boost prospects^{xv}	2019-20	2020-21	2021-22	2022-23
% parents receiving funded Early Learning and Childcare through their preferred location	-	-	92.4%	-

% parents receiving funded Early Learning and Childcare through their preferred model of delivery.	-	-	74.1%	-
Low attendance: % of Primary pupils whose attendance is less than 85%	-	10.6%	14.0%	12.6%
Low attendance: % of Secondary students whose attendance is less than 85%	-	17.2%	19.1%	20.3%
Literacy (all pupils) - The % of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level	-	73.8%	77.0%	-
Literacy (Lowest SIMD Quintile) - The % of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level	-	57.3%	62.5%	-
Numeracy (all pupils) - The % of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level	-	80.4%	83.0%	-
Numeracy (Lowest SIMD Quintile) - The % of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level	-	65.1%	71.4%	-
Attainment (all pupils) - The % of secondary school leavers achieving one or more qualifications at SCQF level 6 (Higher or equivalent)	71.1%	72.6%	68.4%	-
Attainment (Lowest SIMD Quintile) - The % of secondary school leavers achieving one or more qualifications at SCQF level 6 (Higher or equivalent)	51.1%	50.6%	44.9%	-
Positive destinations for school leavers - all pupils	92.5%	95.1%	96.1%	-
Positive destinations for school leavers - Lowest SIMD Quintile	88.9%	91.7%	94.7%	-

Connections in a city that belongs to us	2019-20	2020-21	2021-22	2022-23
Proportion of people living in areas with low levels of public transport	31%	-	39%	-
No. CEC homes connected to fibre-to-the-property (FTTP) infrastructure	1,515 (7.7%)	8,917 (45%)	15,449 (83%)	-
Equality in our health and wellbeing^{xvi}	2017-2019	2018-2020	2019-2021	2020-2022
Average male life expectancy (years at birth)	78.4	78.2	78.0	77.8
Average male healthy life expectancy (years at birth)	65.0	64.2	62.9	Not available
Male HLE as a proportion of LE (%)	82.9%	82.2%	80.7%	Not available
Average female life expectancy (years at birth)	82.5	82.4	82.4	82.2
Average female healthy life expectancy (years at birth)	66.3	66.5	66.3	Not available
Female HLE as a proportion of LE (%)	80.4%	80.7%	80.5%	Not available
Inequalities in 0-74 years mortality rate (deaths per 100,000, EASR)- difference between the most and least deprived areas ^{xvii}	534.6	539.3	547.2	Not available
	2015-2019	2016-2020	2017-2021	2018-2022
Inequalities in Male life expectancy – difference in years between the most and least deprived areas	11.9	11.8	11.8	Not available
Inequalities in Female life expectancy – difference in years between the most and least deprived areas	8.6	8.7	9.3	Not available

	2017-2019	2018-2020	2019-2021	2020-2022
Healthy Male Life Expectancy: percentage of life spent in good health	84.6%	82.2%	Not available	Not available
Healthy Female Life Expectancy: percentage of life spent in good health	78.8%	80.7%	Not available	Not available
	2018	2019	2020	2021
Inequalities in 27-30 months check for new speech and language concerns- difference (percentage points) in proportion with suspected new concerns between the most and least deprived areas*	11.3	8.4	7.6	8.0
	2018/19	2019/20	2020/21	2021/22
(Mild to moderate) MH prescriptions- percentage of population prescribed drugs for anxiety/depression/psychosis	15.2%	15.5%	15.1%	16.1%

Appendix 2: Responding to Edinburgh Poverty Commission Calls to Action

Introduction

Following publication of the final Edinburgh Poverty Commission report in September 2020, City of Edinburgh Council and the Edinburgh Partnership agreed two plans to embed and progress local actions needed to end poverty in Edinburgh. These included:

- [The City of Edinburgh Council End Poverty in Edinburgh Delivery Plan – 2020-2030](#), which set out actions to be led by City of Edinburgh Council, and
- [Edinburgh Poverty Commission – Calls to action for Edinburgh Partnership](#), which set out actions to be embedded within delivery of the Edinburgh Community Plan.

These actions are now embedded within and delivered through the strategic plans and governance frameworks of the Council, the Edinburgh Partnership, and NHS Lothian.



This report draws these end poverty actions together into a single plan, refreshed, and updated every year. In doing so, the report aims to provide a single, comprehensive view on the steps being taken across the city in response to the challenge and calls to action set by the Edinburgh Poverty Commission.

In total, across the Council, NHS Lothian and other Edinburgh Partnership bodies, these plans identified almost 50 individual actions for delivery either as bespoke projects or as part of existing or forthcoming mainstream plans and strategies.

This annex provides a line of sight from the action updates provided in the main report by providing a point of reference with the calls to action from the Poverty Commission. Where progress is described in the main report, the relevant section and any key documents are stated; and for other actions, a brief update of progress and next steps is described.

To provide clarity on organisational leads and responsibilities, each action is flagged as either:

- **CEC** – City of Edinburgh Council lead
- **NHS** – NHS Lothian Lead
- **EP** – Edinburgh Partnership lead (but incorporating further Council and NHS Lothian involvement)

Call to Action: Cross cutting strategic actions & The right support in the places we live and work	Status update
<p>Agree that the Council and Edinburgh Partnership will commit to working collectively towards the aim of ending poverty in Edinburgh by 2030 as defined by the four targets set by the Commission (CEC, NHS, and EP)</p>	<p>Complete End poverty targets embedded within the Council Business Plan and Edinburgh Partnership Local Outcome Improvement Plan</p>
<p>Meet with the new End Poverty Edinburgh citizen group to agree ways of working together and define new opportunities for citizens to co-design and influence change in the city. (CEC and EP)</p>	<p>In progress End Poverty Edinburgh Group meets regularly with senior elected members and have participated in Edinburgh Partnership discussions during 2023.</p>
<p>Publish an annual report on actions taken to deliver against Edinburgh Poverty Commission findings (CEC, NHS, and EP)</p>	<p>In progress This is the third annual report on council and partnership actions to deliver Edinburgh Poverty Commission calls to action.</p>
<p>Establish a dedicated Council Poverty Prevention team to lead planning, monitoring, and reporting of Council actions in this report (CEC)</p>	<p>Complete Dedicated officer resources within the Council's Policy and Insight team lead the monitoring and reporting of Council and partnership actions. Further details are provided in the Governance and Co-ordination section of this report.</p>
<p>Develop a new End Poverty Edinburgh innovation fund to resource innovation in support of the actions described by the Edinburgh Poverty Commission. (EP)</p>	<p>In progress The Regenerative Futures Fund is a project led by EVOC during 2023 with the aim of developing a new £15m pooled fund to provide long term sustainable resources for anchor community organisations in Edinburgh. See box in main report for further details.</p>
<p>Adopt a partnership approach to considering the impact on people in poverty of budget decisions made by individual organisations (EP)</p>	<p>In progress Initial scoping undertaken and discussed by Edinburgh Partnership's Local Outcome Improvement Plan delivery group. Further work is needed to develop a robust and practical partnership framework.</p>
<p>Design and deliver a new operating model for all public services in Edinburgh so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do (CEC and EP)</p>	<p>In progress Full update provided in main report section 'Making it easier to get help'. Further Edinburgh Partnership actions forthcoming during 2024 through the development of a new Edinburgh Partnership Transformation and Improvement Programme.</p>

Call to Action	Status update
Fair Work that provides dignity and security	
Maintain accreditation as a Living Wage Employer (CEC, NHS, and EP)	<p>In progress Accreditation has been maintained since 2016.</p> <p>All Edinburgh Partnership member organisations are accredited real Living Wage employers.</p> <p>Update provided in main report, section: “Increase income from work and opportunity to progress”</p>
Establish Edinburgh as a Living Wage City (CEC)	<p>Complete Accreditation secured in November 2021. Update provided in main report, section “Increase income from work and opportunity to progress”</p> <p>See also Fair Work, Gig Economy, and Living Hours City update, August 2023</p>
Launch and deliver a new Edinburgh Guarantee For All programme (CEC)	<p>In progress Update provided in main report, section “Helping people to access and progress in work”</p>
Deliver the ‘No One Left Behind Edinburgh’s Employer Recruitment Incentive’ (EERI), helping people of all ages with the greatest barriers to employment get jobs and stay in jobs. (CEC)	<p>In progress Update provided in main report, section “Increase income from work and opportunity to progress”</p>
Develop and commission a new Blended Employability Service, providing improved access to flexible employability support across the city (CEC)	<p>In progress Update provided in main report, section “Increase income from work and opportunity to progress”</p>
Deliver the Council Sustainable Procurement Strategy, and actions to increase living wage accredited suppliers (CEC)	<p>In progress Update provided in main report, section “Increase income from work and opportunity to progress”</p> <p>Further information in the Sustainable Procurement Strategy Annual Report March 2023</p>
Deliver the Council Sustainable Procurement Strategy, and actions to increase, and improve monitoring and delivery of, community benefits offered by suppliers –	As above

Call to Action	Status update
<p>Fair Work that provides dignity and security</p> <p>aiming to achieve the target of 1 FTE job with training for a person from a targeted group (where appropriate) for every £1m of procurement spending by 2025 (CEC)</p>	<p>Further information in the Sustainable Procurement Strategy Annual Report March 2023</p>
<p>Review best practice and embed appropriate Community Wealth Building approaches into a revised Edinburgh Economy Strategy developed to drive Council actions for a sustainable economic recovery. (EP & CEC)</p>	<p>In progress Community Wealth Building embedded in Council Business Plan, Economy Strategy, and Edinburgh Partnership work. Further updates planned in 2024.</p>

Call to Action	Status update
<p>A decent home we can afford to live in</p>	
<p>In partnership with city stakeholders, write to and seek a roundtable with Scottish Government (SG) ministers and directors for discussion of the additional funding requirements for housing in Edinburgh the Commission highlights (CEC)</p>	<p>In progress Update provided in main report, section “Deliver decent homes that people can afford to live in”</p>
<p>Deliver Edinburgh’s Rapid Rehousing Transition Plan (RRTP), including actions to Prevent Homelessness, transform temporary accommodation and move away from the use of unsuitable accommodation, support people to access settled accommodation as soon as possible, and reduce the number of people rough sleeping in the city. (CEC)</p>	<p>In progress Update provided in main report, section “Maximise support from social safety nets”</p> <p>See also Rapid Rehousing Transition Plan - Annual Update on Progress</p>
<p>Deliver City Plan 2030 outlining new minimum affordable housing contributions for new developments in Edinburgh (CEC)</p>	<p>In progress Update provided in main report, section “Deliver decent homes that people can afford to live in”</p> <p>See also Affordable Housing Policy Update 2023</p>
<p>Deliver this Council’s commitment to build 25,000 social and affordable homes (CEC)</p>	<p>In progress Update provided in main report, section “Deliver decent homes that people can afford to live in”</p>

Call to Action	Status update
A decent home we can afford to live in	
	See also Affordable Housing Policy Update 2023
<p>Deliver the annual Housing Revenue Account (HRA) Budget Strategy, investing in improving existing Council homes and neighbourhoods - including delivering energy efficient, low carbon homes, development of new and existing homes blended together to create a local identity and a sense of pride in communities, and well-designed, green, open spaces that encourage residents to be active and socialise.</p> <p>(CEC)</p>	<p>In progress Update provided in main report, section “Deliver decent homes that people can afford to live in”</p> <p>See also 2023/24 Housing Revenue Account Capital Programme</p>
<p>Continue to deliver the Housing Service Improvement Plan, ensuring that the frontline housing service is visible, responsive, and effective</p> <p>(CEC)</p>	<p>In progress Update provided in main report, section “Deliver decent homes that people can afford to live in”</p> <p>See also Housing Service Improvement Plan – Six-monthly Update</p>
<p>Following Scottish Government legislation expected to come into force from April 2021, develop, consult, and agree upon local implementation of the new licensing and planning controls for regulation of short term letting in Edinburgh</p> <p>(CEC)</p>	<p>In progress Update provided in main report, section “Deliver decent homes that people can afford to live in”</p> <p>For further information, please see: Short Term Let Enforcement in Edinburgh.pdf</p>
<p>Seek discussions with private rented tenants, landlords & Scottish Government to address concerns rising private sector rents (CEC)</p>	<p>In progress Update provided in main report, section “Deliver decent homes that people can afford to live in”</p>

Call to Action	Status update
Income security that offers a real lifeline	
<p>Deliver priority proposal to deliver embedded income and family support services to a wider range of community settings across Edinburgh (EP)</p>	<p>In progress Update provided in main report, section “Maximise uptake of benefits entitlements and other income support “See also <u>Local Outcome Improvement Plan Annual Report 2022-2023</u>”</p>

Call to Action	Status update
Income security that offers a real lifeline	
Continue to deliver high quality money, debt and welfare advice through the Council's Advice Shop service (CEC)	In progress Update provided in main report, section "Maximise uptake of benefits entitlements and other income support" See also, Annual Performance Report 2022/23
Continue to deliver actions to administer Scottish Welfare Fund crisis and community grants (CEC)	In progress Update provided in main report, section "Maximise uptake of benefits entitlements and other income support"
Deliver a programme of appropriate targeted outreach and promotion of Scottish Welfare Fund and other Council administered benefits and support schemes. (CEC)	In progress Update provided in main report, section "Maximise uptake of benefits entitlements and other income support"
Deliver priority proposals to expand the '1 in 5' programme to all Council staff, redesign of materials to meet the needs of varying staff groups, with an objective to establish appropriate awareness raising sessions for all directorates (CEC)	In progress Update provided in main report, section "Deliver poverty awareness training programmes that addresses stigma, and supports public sector workers public to put prevention of poverty at the heart of everything they do"
Working with city stakeholders, seek dialogue with appropriate UK and Scottish Government ministers on the findings of the Edinburgh Poverty Commission in regard to Social Security Policy and implementation. (CEC)	In progress Examples include officer participation at 2023 sessions of the May 2023 UK Government Work and Pensions Committee inquiry into Benefit levels in the UK .

Call to Action: Opportunities that drive justice and boost prospects	Status update
Continue the delivery and development of core existing plans and strategies aiming to ensure pupils thrive at school and close the attainment gap, including – Edinburgh Children's Services Plan, Education Improvement Plan 2020-23, and the Edinburgh Learns Equity Framework (CEC)	In progress Update provided in main report, section "Improve attainment, achievement, and positive destinations for young people who grow up in poverty" See the Local Authority Standards & Quality Report 2022-23 .
Develop and deliver the Learning for Life Programme aiming to create a world class learning city where everyone's skills, knowledge, creativity and relationships with people and places are equally valued.	In progress Update provided in main report, section "Improve attainment, achievement, and positive destinations for young people who grow up in poverty"

Call to Action: Opportunities that drive justice and boost prospects	Status update
(CEC)	See the Local Authority Standards & Quality Report 2022-23 .
Develop actions to provide inclusive, equitable, valuable learning opportunities for everyone. (CEC)	In progress Update provided in main report, section “ Improve attainment, achievement, and positive destinations for young people who grow up in poverty ” See the Local Authority Standards & Quality Report 2022-23 .
Develop actions to use a place-based approach to build collaborative and sustainable learning communities and networks (CEC)	In progress Update provided in main report, section “ Provide the support people need, in the places they live and work ” See the Local Authority Standards & Quality Report 2022-23 .
Develop actions to co-create the environments where learners can lead and shape their own learning (CEC)	In progress Update provided in main report, section “ Improve attainment, achievement, and positive destinations for young people who grow up in poverty ” See the Local Authority Standards & Quality Report 2022-23 .
Work with school communities in target areas (beginning with core projects in Granton and Westerhailes), and their partners to define curriculum rationales which will then lead to clear, equitable pathways into further education and the world of work. (CEC)	In progress Update provided in main report, section “ Provide the support people need, in the places they live and work ” See the Local Authority Standards & Quality Report 2022-23 .
Expand mentoring schemes in Edinburgh, to reach every school in the city with effective screening and matching to support looked after and struggling young people to improve engagement with learning (EP)	In progress Mentoring programmes in place in Edinburgh schools and other educational settings. Further work would be required to scope business case for full expansion.
Expand and develop the 1 in 5 programme as a regular, mandatory training action for all school staff, aiming to improve and reinforce understanding of poverty and inequality across all schools (CEC)	In progress Update provided in main report, section “ Deliver poverty awareness training programmes that addresses stigma, and supports public sector workers public to put prevention of poverty at the heart of everything they do ”
Develop and deliver training to pastoral staff in all schools as part of the 1 in 5 programme, responding to the evidence of high levels of school absence as well as anxiety and depression among children in temporary accommodation. (CEC)	In progress Update provided in main report, section “ Improve attainment, achievement, and positive destinations for young people who grow up in poverty ”

Call to Action: Opportunities that drive justice and boost prospects	Status update
Develop Professional Learning with a focus on Leadership for Equity (LfE) to build expertise, practices and skills in leading improvements aimed at achieving equity. (CEC)	In progress See the Local Authority Standards & Quality Report 2022-23 .
Host a roundtable with Edinburgh Independent Schools to explore and agree new partnership actions to overcome inequality and improve inclusion across Edinburgh (CEC)	Complete First roundtable with Independent Schools was held in 2021. Actions included commitment of schools such as George Watson's college to full Living Wage accreditation.
Explore opportunities to review individual school catchment areas as part of school development and building programmes (CEC)	In progress Opportunities for catchment review have continued to be brought forward to the Education Children and Families Committee as they arise. 3 statutory consultations are upcoming.
Deliver across all schools, a new online tracking system that highlights poverty related attainment gaps, allowing schools to respond to these with targeted support (CEC)	In progress See the Local Authority Standards & Quality Report 2022-23 .
Deliver Early Years Expansion to 1140 funded hours and ensure early years provision is flexible enough to meet the needs of families (CEC)	In progress Update provided in main report, section "Improve attainment, achievement, and positive destinations for young people who grow up in poverty" See the Local Authority Standards & Quality Report 2022-23 .
Target PEF on actions to allow schools to continue to address poverty-related barriers, including inequity of digital access and reducing the cost of the school day (CEC)	In progress Update provided in main report, section "Improve attainment, achievement, and positive destinations for young people who grow up in poverty" See the Local Authority Standards & Quality Report 2022-23 .
Develop and implement a plan to reduce the poverty related attainment gap in literacy and numeracy including recruiting Closing the Gap teachers (CEC)	In progress Update provided in main report, section "Improve attainment, achievement, and positive destinations for young people who grow up in poverty" See the Local Authority Standards & Quality Report 2022-23 .

Call to Action: Connections in a city that belongs to us

Deliver a new Edinburgh Economy Strategy developed to guide Council actions to support a sustainable economic recovery for the city post Covid, including the renewal of Edinburgh’s cultural sector (CEC)

Develop plans to design and embed a 20-minute neighbourhood approach to new developments, and planning of services in Edinburgh (CEC)

Deliver a City Mobility Plan (CMP), with actions to reduce the day to day cost of travel for families in Edinburgh (CEC)

Deliver the Council Digital and Smart City Strategy actions to improve digital inclusion and provide support for citizens to gain digital skills and the confidence to use them, including: (CEC)

- i) ensuring connectivity is available in community spaces including libraries, schools, and early years settings
- ii) ensuring citizens can access resources within our libraries
- iii) ensuring citizens can access learning opportunities to further their digital skills
- iv) ensuring that digital literacies are embedded into all aspects of the curriculum
- v. fostering positive relationships between families and early years settings/schools allowing for support opportunities to be identified
- vi) providing equity of access to digital resources for all learners in schools
- vii) ensuring low cost affordable broadband is available for Council tenants
- viii) working with third sector partners to promote access to affordable digital equipment
- ix) ensuring that citizens on low incomes are involved in the design and development of digital services that matter to them

Status update

In Progress New [Edinburgh Economy Strategy](#) published in 2021. Progress update planned for January 2024. New Culture Strategy published in 2023 provides additional actions on promoting inclusion in Culture in Edinburgh.

In Progress Improve digital inclusion and access to affordable transport **“Provide the support people need, in the places they live and work”**

In Progress Update provided in main report, section **“Improve digital inclusion and access to affordable transport”**

In Progress Main update provided in main report, section **“Improve digital inclusion and access to affordable transport”**

Additional actions include work under way to improve online forms based on customer feedback, including making links that make it easier to tell the Contact Centre when a service hasn’t been delivered as expected. Priorities for 2024 include further expansion of customer satisfaction surveys to help shape future options to expand digital services and use technology to serve citizens.

In Progress Update provided in main report, section **“Maximise uptake of benefits entitlements and other income support”**

Call to Action: Connections in a city that belongs to us	Status update
<p>Edinburgh Partnership members to collaborate with other partners to provide ‘single gateway’ easy access to free and concessionary travel, simplifying highly fragmented schemes already available via schools, employability programmes and Job Centres and to combine resources to develop a zero-interest loan scheme to allow low-income passengers to buy long-term travel passes and thus benefit from the lowest fares. (EP)</p>	<p>Actions yet to be developed. Updates on affordable transport actions are provided in main report, section “Improve digital inclusion and access to affordable transport”</p>
Call to Action: Equality in our health and wellbeing	Status update
<p>Continue Council and Edinburgh Partnership responses to the impacts of the Covid outbreak, including (EP, CEC & NHS)</p> <ul style="list-style-type: none"> • management of key frontline service delivery in line with government and public health guidance • provide crisis support for people affected by Covid, including contact support for vulnerable citizens, welfare checks and grant support for self-isolating citizens • Review and develop approaches to make best use of Scottish Government funding to address financial hardship as a result of Covid 	<p>Complete Pandemic recovery actions now embedded as part of mainstream delivery.</p>
<p>Develop and continue partnership working with EVOC and 3rd Sector to ensure a coordinated approach to contact and delivery of support activities and to assess long term service delivery options to address food insecurity (EP)</p>	<p>In Progress Update provided in main report, section “Deliver well targeted cash first and local crisis support programmes”</p>
<p>Deliver priority proposal to invest in the expansion of the ‘Discover’ programme, working with families to reduce food anxiety, build skills and address social isolation (CEC)</p>	<p>In Progress Delivery of Discover! programmes continue. Update provided in main report, section “Improve attainment, achievement, and positive destinations for young people who grow up in poverty”</p>

Call to Action: Equality in our health and wellbeing	Status update
<p>Develop and enhance NHS-led partnerships and services (NHS)</p>	<p>In Progress NHS Lothian is established as an Anchor Institution and accredited Living Wage employer, with close links with employability partners to support NHS Lothian general and specific employability initiatives.</p> <p>Key actions delivered by the Edinburgh Partnership and Place Team during 2023 have included integrating a Child Poverty Focus into Children’s Services Partnership; joint-funding and working with Council and Police Scotland to allocate and support management of Connecting Communities Edinburgh Fund; developing referral pathways from midwifery, health visiting and family nurse practitioners to income maximisation support, and leading the ‘standards’ workstream within the food poverty strategy</p> <p>As part of their role within the Edinburgh Partnership, NHS Lothian lead the ‘Creating good places to live’ workstream of Edinburgh’s Local Outcome Improvement Plan.</p> <p>Further updates provided in the main report, section “Increase income from work and opportunity to progress” and “Maximise uptake of benefits entitlements and other income support”</p>
<p>Fully establish the Edinburgh Partnership and Place team within Public Health (NHS)</p>	<p>Complete The Edinburgh Partnership and Place team was established within Public Health during 2022/23.</p>
<p>Further develop the use of public health data with community planning partners (NHS)</p>	<p>In Progress Key actions delivered during 2023 include improvements to children and young people core datasets, support for development of the Local Outcome improvement Plan performance framework and providing bespoke analysis on the impact of poverty on people with disabilities.</p>

Endnotes

ⁱ 2021 estimates of all age and child poverty in Edinburgh are derived from datasets published by End Child Poverty Coalition - [Child Poverty Statistics - End Child Poverty](#). For a full analysis of methodology used to produce Edinburgh level poverty estimates, please see https://edinburghpovertycommission.org.uk/wp-content/uploads/2020/09/20200930_Poverty_in_Edinburgh-Data_and_evidence.pdf

ⁱⁱ <https://data.gov.scot/poverty>

ⁱⁱⁱ <https://www.resolutionfoundation.org/publications/living-standards-outlook-summer-2023/>

^{iv} [Poverty in Scotland 2023 | JRF](#)

^v <https://data.gov.scot/poverty>

^{vi} Source: Citizens Advice Scotland

^{vii} Source: City of Edinburgh Council

^{viii} Data relates to target 1) % of adults and children living in relative poverty after housing costs; 2) % of individuals in Edinburgh who are destitute; 3) % of individuals who have been living in relative poverty after housing costs for at least 3 years. For a full analysis of methodology used to produce Edinburgh level poverty estimates, please see https://edinburghpovertycommission.org.uk/wp-content/uploads/2020/09/20200930_Poverty_in_Edinburgh-Data_and_evidence.pdf

^{ix} Estimates are drawn from biannual JRF/Heriot Watt University study Destitution in the UK. Next update is due for publication on 26th October 2023.

^x Definitions and data drawn from <https://data.gov.scot/poverty/>. The absolute poverty line is 60% of the inflation-adjusted UK median income in 2010/11. People are in absolute poverty if they live in a household whose equivalised income is below this amount. Absolute poverty is a measure of whether those in the lowest income households are seeing their incomes rise in real terms. Combined low income and child material deprivation is an additional way of measuring living standards. It is about households who cannot afford basic goods and activities that are seen as necessities in society.

^{xi} All data from All data from City of Edinburgh Council records unless listed below

^{xii} Unemployment levels are from ONS Annual Population Survey, via [NOMIS](#)

^{xiii} Universal Credit claimant numbers via [DWP](#)

^{xiv} Data presented are as at March each year. Data in main document provides an update as at September 2023 when total accredited employers in Edinburgh had risen to 677.

^{xv} Opportunities: school attendance, attainment, and destination rates via [Scottish Government School Education Statistics](#)

^{xvi} Data sources for health inequality data:

- [Life Expectancy in Scotland | National Records of Scotland \(nrscotland.gov.uk\)](#). Note that 2022 data are based projections and treated as provisional.
- [Healthy Life Expectancy in Scotland | National Records of Scotland \(nrscotland.gov.uk\)](#)
- Mortality rates calculated by NHS Lothian Public Health Intelligence using NRS deaths data held by Lothian Analytical Services
- 27-30 month review data based on CHSP-PS and extracted from PHS Discovery
- MH Prescriptions (% population prescribed drugs for anxiety/depression/psychosis) via [ScotPHO profiles tool](#).

^{xvii} This measure- the absolute gap- describes the absolute difference between the extremes of deprivation (SIMD 1 and SIMD 5). These are different figures to those presented in the last report, based on SII, which due to technical issues could not be updated. More information about the absolute gap can be found in the Scottish Government's Long-term Monitoring of Health Inequalities report ([Annex 1: Technical Notes - Long-term Monitoring of Health Inequalities March 2023 report - gov.scot \(www.gov.scot\)](#))

Appendix 2: Council scrutiny of end poverty actions and plans

The priorities and actions needed to deliver Edinburgh's end poverty targets are embedded throughout the strategic plans and governance frameworks of the Council, the Edinburgh Partnership, and NHS Lothian. This report draws these end poverty actions together into a single plan, refreshed and updated every year. In doing so, the report aims to provide a single, comprehensive view on the steps being taken across the city in response to the challenge and calls to action set by the Edinburgh Poverty Commission.

Within a Council context, actions described in this report are delivered and scrutinised through the work programmes of all Council services and all executive committees of the Council. Throughout the past 12 months, planning, development, delivery and scrutiny of these actions has been reviewed and conducted across more than 40 reports to the Council's 5 main executive committees.

These reports include:

- **Strategic planning and financial decision making** which drive forward the Council's end poverty targets – such as the Council Business Plan and Council Budget decision making processes
- **Broad based corporate strategies** which embed actions to promote fairness, inclusion and end poverty at the heart of the way the Council works and operates – such as the Council's equality and diversity framework, Performance and Planning Framework
- Reports on the **development and delivery of key services** for the end poverty framework described in this report- such as the Rapid Rehousing Transition Plan, Strategic Housing Investment Plan, Public Transport Action Plan and many others
- Reports on the development of strategic **grants and funding programmes** helping to deliver end poverty actions – such as the UK Shared Prosperity Fund, the Parental Employment Fund, the Connected Communities Edinburgh Fund, and others, and
- **Reports on progress** made by Council services in delivering the end poverty outcomes described in this report – such as the Homelessness services annual performance dashboard, Education Standards and Quality report, and the council wide Annual Performance Report.

City of Edinburgh Council

- [Council Budget Reports, February 2023](#)
- [Housing Revenue Account \(HRA\) Budget Strategy, February 2023](#)
- [Council Business Plan, 2023-27, March 2023](#)
- [Capital Strategy 2023-33, March 2023](#)
- [Elected Member Champions, June 2023](#)
- [Connected Communities Edinburgh 2024-27 Grants Programme, September 2023](#)

Policy and Sustainability Committee

- [Equality and Diversity Framework 2021-25, March 2023](#)

- [Updated Planning and Performance Framework 20223-27, March 2023](#)
- [Impact of poverty on women and girls, May 2023](#)
- [Annual Performance Report 2022/23, August 2023](#)
- [People Strategy 2021-2024 and 2024-2027 Update, August 2023](#)

Housing Homelessness and Fair Work Committee

- [Strategic Housing Investment Plan 2023-28, December 2022](#)
- [Housing Land Strategy Report, December 2022](#)
- [Housing Service Improvement Plan, March 2023](#)
- [Parental Employability Support, May 2023](#)
- [Rapid Rehousing Transition Plan Annual Update, August 2023](#)
- [Fair Work, Gig Economy, and Living Hours City update, August 2023](#)
- [Affordable Childcare for Working Parents, August 2023](#)
- [UK Shared Prosperity Fund Update, August 2023](#)
- [Housing Revenue Account Budget Strategy 2024/25, October 2023](#)
- [Tenant Participation and Community Engagement, October 2023](#)
- [Capital City Partnership: Progress Update, October 2023](#)
- [Family and Household Support Service, October 2023](#)
- [Homelessness Service Performance Dashboard, October 2023](#)

Finance and Resources Committee

- [Sustainable Procurement – Living Wage update, January 2023](#)
- [Sustainable Procurement Annual Report 2023, September 2023](#)
- [Financial Strategy and Medium Term Financial Plan, September 2023](#)

Culture and Communities Committee

- [Local Outcome Improvement Plan, December 2022](#)
- [Citywide Culture Strategy 2023-30, December 2022](#)
- [Delivering the 20-minute Neighbourhood Strategy, August 2023](#)

Transport and Environment Committee

- [Public Transport Action Plan – Delivering the City Mobility Plan, February 2023](#)
- [Accessibility Commission, March 2023](#)
- [Under 22 concessionary travel on trams, May 2023](#)

Education, Children and Families Committee

- [Standards & Quality Report and Education Improvement Plan, September 2023](#)
- [Pathways, June 2023](#)
- [Attainment in the senior phase, 2021/22, April 2023](#)
- [Attendance- Thematic Review, April 2023](#)
- [Teams Around the Learning Communities, January 2023](#)
- [Attainment in Broad General Education in Edinburgh Primary and Secondary Schools, 2021-22, November 2022](#)
- [Promoting equality, November 2022](#)
- [Getting it Right for Every Child – Inclusion in City of Edinburgh Schools, November 2022](#)

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Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Council Emissions Reduction Plan – Annual Progress Report

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that Committee:
- 1.1.1 Agrees the second annual progress report against the Council Emissions Reduction Plan (CERP);
 - 1.1.2 Agrees to change targets in relation to fleet and waste actions proposed in paragraphs 4.27 to 4.28;
 - 1.1.3 Notes that there will be a report to Committee in November 2024 following an exercise to review and prioritise actions based on three years of learning since the CERP was agreed;
 - 1.1.4 Notes that the Council's organisational emissions are updated annually and reported to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD), which is the subject of a separate report on the Committee agenda; and
 - 1.1.5 Notes that this annual progress report focuses on Council emissions only. An update on the city-wide emissions and progress on the Climate Strategy will be brought to Policy and Sustainability Committee in January 2024.

Paul Lawrence

Executive Director of Place

Contact: Claire Marion, Lead Change and Delivery Officer (Carbon Management)

E-mail: claire.marion@edinburgh.gov.uk

Council Emissions Reduction Plan – Annual Progress Report

2. Executive Summary

- 2.1 This report is the second annual update on the Council Emissions Reduction Plan (CERP). This performance report sets out progress against each of the 73 actions and 53 Key Performance Indicators of the CERP. In doing so, the report also updates on how the Council is delivering against its Climate Compact commitments which were signed in December 2020.

3. Background

- 3.1 The CERP was approved by the Policy and Sustainability Committee on [30 November 2021](#) and this report is the second annual update. It sets out progress to deliver the key actions required to reduce Council carbon emissions to net zero by 2030.
- 3.2 While the objective of becoming a net zero organisation by 2030 is an ambitious target, it has helped to mobilise activity across the Council and embedded a sense of urgency in how we work. However, achieving 2030 will depend on many internal and external factors, in particular the securing of additional budget to fund the level of change required.
- 3.3 The annual progress update is structured around the most recent emissions data and delivery against the Council's actions and key performance indicators (KPI) which were agreed as part of the CERP.
- 3.4 Since 2014/15, the Council has completed an annual statutory return on climate action through the Public Bodies Climate Change Duty Reporting (PBCCD).
- 3.5 A further report will be brought to the Policy and Sustainability Committee in January 2024 covering city-wide activity. As such, there are no reference to projects underway which have an impact on city-wide emissions, such as the City Mobility Plan, the Active Travel Investment Programme or the domestic housing retrofit programme.

4. Main report

Progress on emissions reduction

- 4.1 As set out in the annual progress report, total Council emissions amounted to 61,051 tCO_{2e} in 2022/23. This represents a 7% decrease from the previous year, which is encouraging given that a post-pandemic rebound was expected. This decrease can be attributed to internal and external factors which can be distilled down to three issues:
- 4.1.1 The decarbonisation of the electricity grid¹;
 - 4.1.2 A reduction in natural gas and gas oil consumption; and
 - 4.1.3 A reduction in landfilled waste compared to last year.
- 4.2 To stay within the three-years' cumulated budget for the period 2020/21 to 2022/23, a reduction of 11% would have been required. Since 2019/20, a cumulated 192,254 tonnes of CO_{2e} were emitted, meaning the carbon budget has been exceeded by almost 3,000 tonnes. This is equivalent to the annual carbon footprint of more than 300 average UK citizens, or more than 10,000 return flights between Edinburgh and London.
- 4.3 As the annual progress shows, the majority of Council emissions come from powering and heating buildings (68% of the total in 2022/23), with use of natural gas being the main contributor (69% of buildings' emissions, compared to 30% for electricity, and 1% for other fuels). When combined with Council vehicle emissions, this accounts almost 80% of total emissions.
- 4.4 This also needs to be put in the context of external factors out with Council control. Further reducing emissions will be even more challenging next year as the electricity grid emission factor for 2023/24 will increase by 7%. This is because the UK used more natural gas to generate electricity in 2023 than in 2022. Many factors come into play, such as fluctuations in renewable energy generation due to weather conditions, or changes in the international energy market which impacts on imports and exports. A downward trend from 2024 is expected.
- 4.5 Since development of the CERP, the challenges to reduce emissions in our buildings and fleet estates have become increasingly clear, as has the extent to which all local authorities are dealing with the same issue. Both areas will require a significant level of investment, and options will need to be explored to leverage new forms of innovative financing, including private funds. Much of what the Council has achieved to date, has been through spend to save initiatives. From this point forwards, work needs to be undertaken to prioritise investment in actions which will reduce emissions at the pace and scale required.

¹ Decarbonising the grid means decreasing the emissions per unit of electricity generated (how many kilograms of CO₂ are emitted for every kWh of electricity produced). The electricity grid will decarbonise over time due to the UK generating more and more energy from renewables and at the same time closing coal power plants.

4.6 Despite these challenges, the Council remains a local authority leader in the response to climate change - as demonstrated by the CDP² Cities A-list status obtained in 2021 and 2022 - and is able to demonstrate real progress toward the 2030 target.

Governance

4.7 While the [initial plan](#) set out the necessary actions the Council needed to deliver, it was recognised at the time that it would not be enough to get to net zero by 2030. The initial focus so far has been to develop the structures and governance to embed sustainability into the decision-making process and ensure that the climate and nature crisis run through the organisation's DNA.

4.8 The CERP Programme Board, set up in April 2022 and chaired by the Service Director for Sustainable Development continues to meet quarterly.

4.9 In 2023, the Sustainability, Climate and Nature Emergencies All Party Oversight Group (APOG) was reinstated and is chaired by the Convener of the Policy and Sustainability Committee. The CERP reports to the Council Sustainability Board which subsequently reports to the APOG.

2022/23 Progress

4.10 The CERP includes 73 actions. Of these:

- 17 are complete (Blue);
- 29 are progressing on time (Green);
- 24 are progressing with some delay (Amber); and
- Three have not started (Grey) (this includes actions that had been identified for the long-term, as well as new actions).

4.11 There are 53 KPIs which are also used to measure progress. This year, to ensure consistency and objectivity in the assessment of the KPIs, a quantified threshold was agreed by the CERP Programme Board, as described in the table below.

Green	Target met or exceeded
Amber	Target almost achieved (max 10% gap with the target)
Red	Gap with target is greater than 10%
White	Too early to say (no baseline yet)
Grey	Not applicable – no quantified target

4.12 When KPIs have a 2030 target, current performance has been assessed against a theoretical expected level, which has been calculated on the basis of a linear trend towards 2030. Using this methodology, if progress is not moving fast enough, an indicator can be assessed as red despite progress going in the right direction. This is the case for buildings, waste and fleet emissions, which are all decreasing but remain greater than 10% compared to where they should be based on a linear decrease to net zero in 2030.

² CDP (formerly known as Carbon Disclosure Project) is the largest climate change focused data collection and assessment programme in the world. The CDP Cities A-list highlights cities that are taking bold leadership on environmental action and transparency.

4.13 The breakdown of KPIs is as follows:

- 17 have a Green status (performance on or ahead of target).
- 13 have an Amber status (performance is just behind target).
- 11 have a Red status (gap with target is greater than 10%).
- Nine have a White status ('too early to say' – lack of historic data to compare).
- Three have a Grey status (for monitoring only).

4.14 The progress report shows that 30 KPIs are rated Green or Amber based on this new definition, and 11 KPI are rated red. Despite this, the majority (79%) are moving in the right direction (with figures either maintaining or improving compared to the previous year). This shows that, on the whole, good progress is being made, but not yet at the pace required to reach the 2030 net zero target.

4.15 The CERP will be reviewed in 2024 with an aim to identify further projects and re-quantify potential CO₂ savings and reassess the gap to net zero. Learning from the past two years will be used to assess the actions which are currently in the CERP, and a recommendation will be brought to the Policy and Sustainability Committee on the priorities for focus and investment.

Key highlights from the past year

4.16 The Council approved funding to recruit four new posts in the corporate sustainability team which replaced the time limited funding previously secured externally. An additional post was also approved to support delivery of the Local Heat and Energy Efficiency Strategy. The corporate sustainability team will continue to lead on the key sustainability strategies on behalf of the Council, including the 2030 climate strategy, CERP and climate adaptation strategy. The team will also support colleagues across the organisation on sustainability matters, deliver behaviour change initiatives, and create a pipeline of funding applications.

4.17 A new Corporate Property Strategy was approved in [August](#) 2023 with 'Net Zero Properties' being one of the three main strategic themes alongside 'Live Well Locally' and 'Our Future Work'. This will support the journey to decarbonising the Council's estate.

4.18 The Council is taking a lead role in Scotland on deep building retrofits. The programme is progressing with the retrofitting of two buildings planned for 2022/23, Brunstane Primary School and Liberton Nursery. The historic issues which have caused delays in the Brunstane Primary School project are a good example of the complexity around decarbonising buildings.

4.19 Work is progressing to deliver the Council's first complete Passivhaus new build schools (Currie HS and Maybury PS) with completion expected in 2024. The opening of Sciennes Primary School extension, in August 2023, was the first Passivhaus project to be completed on the Council's estate.

4.20 The number of electric vehicles (EV) chargers installed has increased from 203 to 316 charging bays between April 2022 and April 2023. More chargers have been installed since April and are due to come live in the next few months.

- 4.21 In 2023, efforts have focussed on removing unused vehicles from the fleet and reducing the number of assets on hire. As of July 2023, 90% of Council owned cars were electric (104).
- 4.22 Five new electric bin lorries were delivered in June 2023 funded by Zero Waste Scotland. Fleet Services are looking to purchase new electric vehicles (mainly vans), subject to approval from Finance and Resources Committee in the next few months.
- 4.23 The Communal Bin Review project is underway, with phase one and two completed. This project aims to increase recycling rates. The installation of bin sensors is also now complete and will help to make waste collections more efficient.
- 4.24 The in-house delivery of the climate change training continued in 2023, with the number of participants doubling between August 2022 (153) and August 2023 (381), and 20 new facilitators being trained to help with delivery. Two workshops have also been delivered to senior managers and service directors (Corporate Leadership Team and Sustainability Board). A new sustainability e-learning module was also launched in 2023.
- 4.25 A new Behavioural Framework was launched in May 2023 by Human Resources, which includes 'green behaviours' under the Integrity pillar and will underpin the recruitment process as well as annual performance conversations.
- 4.26 A sustainability strategy for cultural venues, museums and galleries is being developed with an aim for the Council to become a leading example of sustainability within the Culture sector. The strategy will cover building efficiency, climate change adaptation, leadership, transport, circular economy, and education and engagement.

Change in targets

- 4.27 The recycling rate target set internally by the Waste team (45% by 2022/23) has been missed and possible reasons for this are detailed in the Waste chapter of the CERP. No new quantified target has been set for 2023 due to the quickly evolving legislative waste landscape (for example, the Deposit Return Scheme and Extended Producer Responsibility). Efforts will be made to increase performance on 2022/23 rates.
- 4.28 Although good progress has been made to electrify the light fleet, with 90% of Council-owned cars now electric, the initial car target (100% low-carbon cars by 12/21) has been missed. Similarly, the van target will be missed (100% low-carbon vans by 12/23). As approved in the [2023-27 Council Business Plan](#) at Full Council on 16 March 2023, these targets have been pushed back to December 2024. Subject to approval at Finance and Resources Committee in the next few months, new vans will be purchased to meet the December 2024 target while ensuring compliance with the Low Emission Zone.
- 4.29 Actions have estimated completion dates, with some postponed due to operational delays. Where this is the case, both the initial and the revised dates are indicated.

5. Next Steps

- 5.1 Council's emissions will continue to be reported annually through the PBCCD statutory report.
- 5.2 An annual CERP progress report will be brought to the Policy and Sustainability Committee in October/November each year (subject to Committee dates) and will provide regular updates against actions and KPIs.
- 5.3 The Council will continue to report annually through the Carbon Disclosure Project (CDP) in July/August. This sustainability questionnaire includes both Council and city-wide climate action and results are anticipated in November 2023.

6. Financial impact

- 6.1 Greater progress to net zero could be achieved if capital and revenue investment, in some areas, was available. An urgent review of the CERP actions will be undertaken with a view to briefing members on the financial implications prior to setting the 2024/25 budget.
- 6.2 However, allocation of Council funding will not be enough. While many of the short-term actions outlined in the plan have resources assigned, or are supported by external funding, additional investment will be required to secure change at the pace needed to remain within the Council's carbon budget. The team will continue to take advantage of opportunities to leverage new forms of innovative financing, including the development of a pipeline of business cases to apply for external funding.

7. Equality and Poverty Impact

- 7.1 This report is focussed on corporate activity, rather than city-wide projects (such as housing or transport projects). As such, the actions in the CERP are expected to have limited equality and poverty impacts on residents.
- 7.2 Council employees will be able to benefit from the Cycle to Work scheme if they wish to purchase cargo bikes (up to £5,000), which can replace a car and save on fuel costs. The bike mileage rate, which was increased last year to 45 p/mile (from 25p/mile) also aims to support employees make sustainable travel choices.

8. Climate and Nature Emergency Implications

- 8.1 The core objective of the CERP is to reduce corporate emissions, and as such this plan is aligned with the Council's Climate Emergency declaration and the Council Business Plan.
- 8.2 This plan does not address the Nature Emergency, and this is covered in other plans as outlined in Appendix 3 of the [Nature Emergency Committee report \(22 August 2023\)](#).

9. Risk, policy, compliance, governance and community impact

- 9.1 This report is focussed on corporate activity, rather than city-wide projects (such as housing or transport projects). As such, community impacts are expected to be

minimal but positive. For example, any energy efficiency improvement to the Council estate will benefit users (including schools), and any replacement of diesel vehicles with electric alternatives will improve public health.

- 9.2 There are no direct risks associated with this progress report. Some of the major actions of the plan (e.g. deep retrofit of Council buildings) will have their own separate risk registers.
- 9.3 There are reputational risks associated with progress made on the net zero target.

10. Background reading/external references

- 10.1 [Council Emissions Reduction Plan – Report to Policy and Sustainability Committee, November 2021](#)
- 10.2 [EnerPhit Tranche 1 Programme – Report to Policy and Sustainability Committee, August 2022](#)
- 10.3 [Edinburgh CDP return – 2021 and 2022](#)
- 10.4 [Council Emissions Reduction Plan – First progress report – November 2022](#)

11. Appendices

Appendix 1 - Council Emissions Reduction Plan – Progress Report – October 2023.

CITY OF EDINBURGH COUNCIL EMISSIONS REDUCTION PLAN

ANNUAL PROGRESS REPORT
OCTOBER 2023

Page 195



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Introduction

The Council Emissions Reduction Plan (CERP) was approved in 2021 and sets out an initial pathway to reducing corporate emissions to net zero by 2030 and covers the period from 2021 to 2030. It focusses on our key corporate emissions sources (energy consumption, waste, fleet, and travel) and identifies key actions to implement.

It is recognised that the transition to net zero will not be easy, and, as such, the CERP is a live document which will be periodically reviewed and refined as more clarity is obtained from our operational projects and as the grid decarbonises and low-carbon HGV and building retrofit technologies evolve. Further work is now required to develop an investment plan to support further emissions reductions.

Structure of the report

This second progress report follows the same structure as the CERP itself. Each chapter focusses on one source of emissions and includes:

- An analysis of the latest emissions figures (financial year 2022/23)
- A summary of the key performance indicators
- A table summarizing the actions agreed in 2021, as well as any new action identified in 2022 and 2023;
- Progress against each action using a RAG rating.

New governance

To ensure robust governance for this strategic action plan, a dedicated CERP Programme Board was set up in April 2022. The Sustainable Development Service Director is Senior

Responsible Officer (SRO) for the plan and chair of the board. The board is attended by all service area leads covering the different areas of the CERP, which ensures ownership and oversight of actions. The board meets quarterly and ensures that all potential risks are identified and mitigation measures considered and agreed.

In 2023, the Sustainability, Climate & Nature Emergencies All Party Oversight Group (APOG) was reinstated and is chaired by the Convener of the Policy & Sustainability Committee. A summary of the internal climate governance structure is shown in Figure 1.

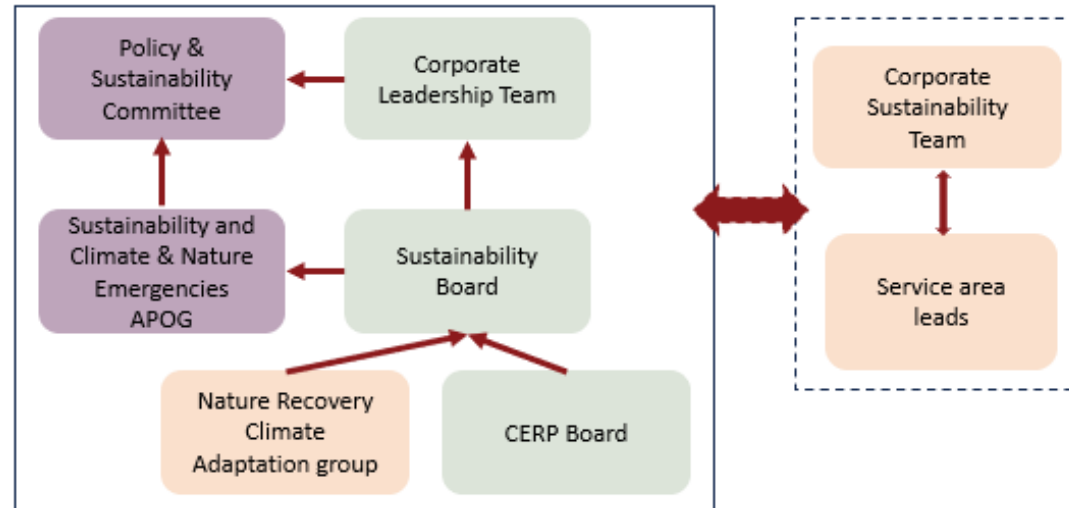


Figure 1: Council's internal sustainability governance structure (Purple: political oversight, Green: Strategic oversight, Orange: Delivery)

Summary – Dashboard

Progress on emissions reduction:

Figure 2 shows the evolution of historic emissions. Total Council emissions amounted to 61,051 tCO_{2e} in 2022/23. This represents a 7% decrease from last year. Since 2019/20, a cumulated 192,254 tonnes of CO_{2e} were emitted, meaning the **three-years' cumulated carbon budget** for the period 2020/21 to 2022/23 **has been exceeded by almost 3,000 tonnes**. To stay within budget, emissions should have had decreased by 11%.

Further reducing emissions will be even more challenging next year as the electricity grid emission factor for 2023/24 will increase by 7%. This is because the UK used more natural gas to generate electricity in 2023 than in 2022. Many factors come into play, such as fluctuations in renewable energy generation due to weather conditions, or changes in the international energy market which impacts on imports and exports. A downward trend from 2024 is expected.

Reducing emissions from our buildings and vehicles is a key priority, as together they account for almost 80% of our emissions. The challenges to reduce emissions in these areas have become increasingly clear, as has the extent to which all local authorities are dealing with the same issue. Both areas will require a significant level of investment, and options will need to be explored to leverage new forms of innovative financing, including private funds.

As the city council, it is our role to influence, support and enable the transition to net zero and we will continue to do so. Demonstrating the progress we are making towards our 2030 target will remain our focus. We will continue to do everything in our power to reach net zero.

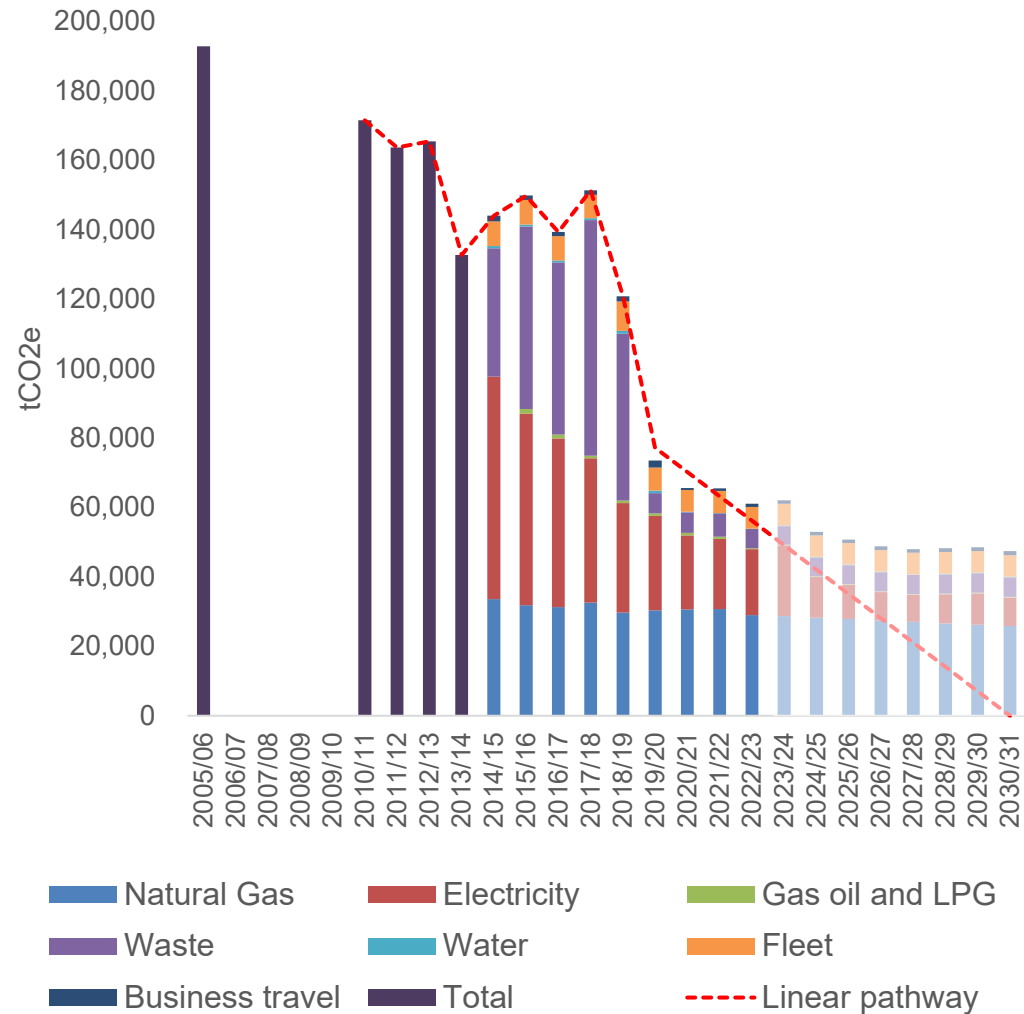


Figure 2: City of Edinburgh Council's carbon footprint: historic emissions and business as usual projections

Reasons for change in emissions:

Total emissions decreased by 7% in 2022/23, or by 4,446 tonnes of CO_{2e}.

The main reasons for this decrease are the decarbonisation of the grid¹, followed by a 6% reduction in natural gas consumption, as shown on Figure 3. Full bars (in green) represent decreases in emissions compared to last financial year, hashed bars (in red) represent increases in emissions.

The graph shows that the increase in emissions from new buildings and supplies (including the new Meadowbank sport centre) was offset by a larger reduction in natural gas and gas oil in other buildings.

The reduction in landfilled waste compared to last year, during which a longer annual plant shutdown took place, also contributed to the overall decrease.

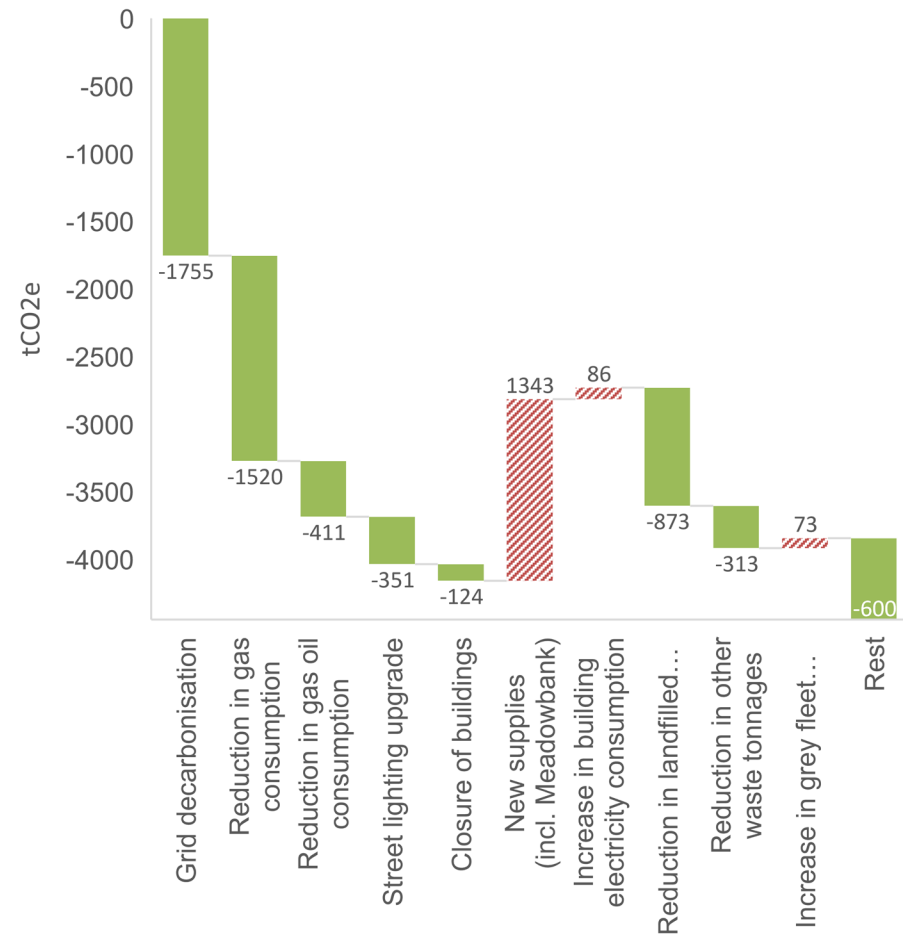


Figure 3: Reasons for change in Council emissions compared to last financial year. Full bars (in green) represent decreases in emissions, hashed bars (in red) represent increases in emissions.

¹ Decarbonising the grid means decreasing the emissions per unit of electricity generated (how many kilograms of CO₂ are emitted for every kWh of electricity

produced). The electricity grid will decarbonise over time due to the UK generating more and more energy from renewables and at the same time closing coal power plants.

Progress on delivery of the actions

There are a total of 73 actions in the CERP (including new actions added in 2022 and 2023).

Of this total of 73 actions:

- 17 are completed (Blue)
- 29 are progressing on time (Green)
- 24 are progressing with some delay (Amber)
- 3 have not started (Grey). This includes actions that had been identified for the long-term, as well as new actions)

There are 53 **Key performance indicators (KPI)** which are also used to measure progress, as shown on the Dashboard in Figure 4.

This year, to ensure consistency and objectivity in the assessment of the KPIs, a quantified threshold was applied, as described in the table below:

Green	Target met or exceeded
Amber	Target almost achieved (max 10% gap with the target)
Red	Gap with target is greater than 10%
White	Too early to say (no baseline yet)
Grey	Not applicable – no quantified target

30 indicators are rated Green or Amber based on this new definition, and 11 KPIs are rated red. Despite this, the majority (79%) are moving in the right direction (with figures either maintaining or improving compared to the previous year). This shows that, on the whole, good progress is being made, but not at the pace required to reach the 2030 net zero target.

Further improvements to emissions monitoring will also be made in 2024 to better understand the contribution of electric vehicles charging in the buildings overall electricity consumption.

What next?

This report shows the progress made in the first two years since the publication of the plan in November 2021, and brings to a close the three years of cumulative emissions from the first carbon budget.

The initial focus was on laying the foundations for success. This involved developing the structures and governance to embed sustainability into the decision-making process and ensure that the climate and nature crisis run through the organisation's DNA.

The [initial plan](#) made it clear that the projects identified in the CERP were not going to reduce Council emissions to net zero, and that this was only the start of the journey. Potential carbon savings were estimated from the identified actions, but it was acknowledged that an emissions gap would still need to be addressed (this was represented by [orange bars](#) in each of the chapters).

While many projects are still progressing, work is on-going to ensure new ones are scoped and incorporated into the new refreshed version of the plan in 2024. Workshops with internal services will be held to analyse which areas or sources of emissions require priority actions.

Work also needs to be undertaken to prioritise investment in actions which will reduce emissions at the pace and scale required.

Every tonne of carbon saved through this plan matters, every year matters, but more needs to be done, and faster, to get to net zero. Getting to net zero is essential to stop our contribution to global climate change.

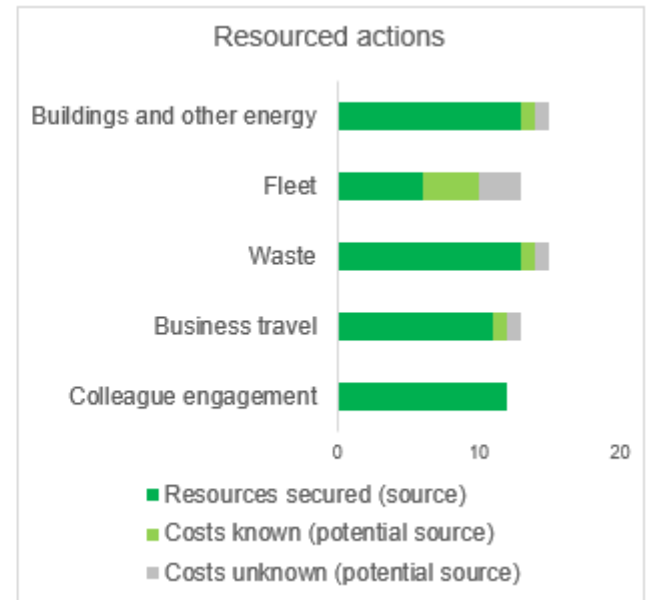
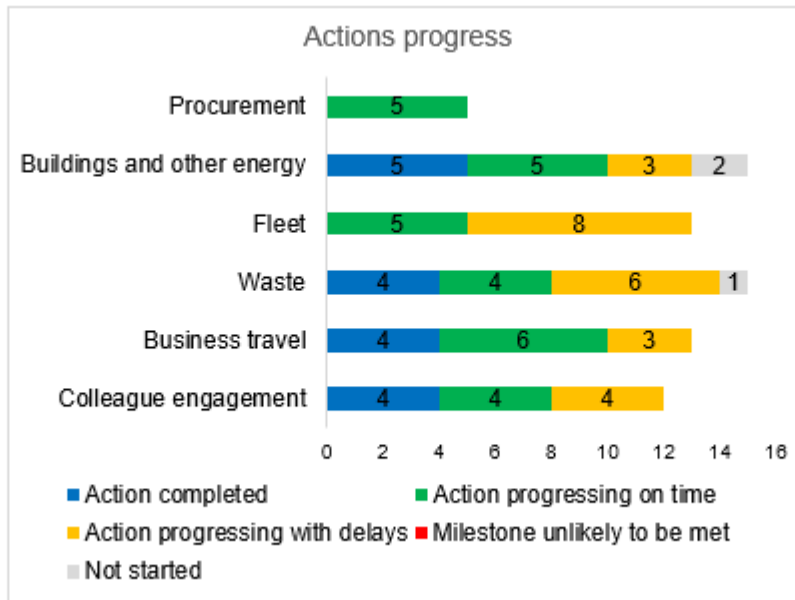
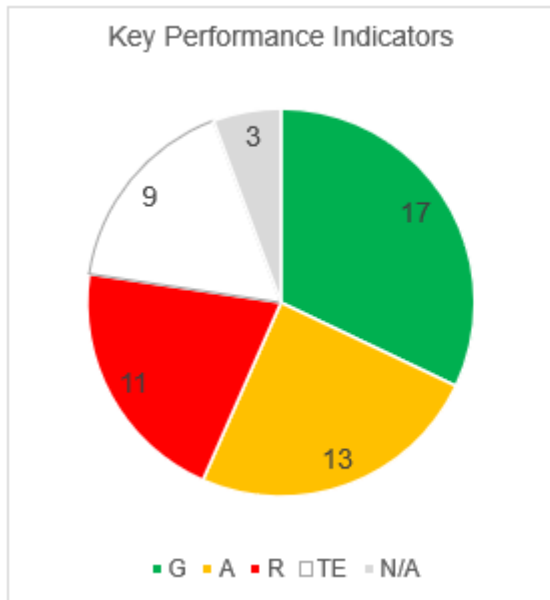
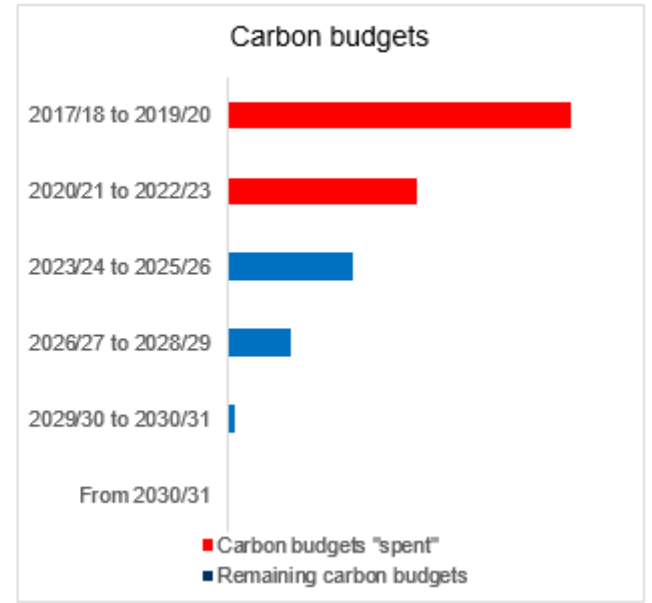
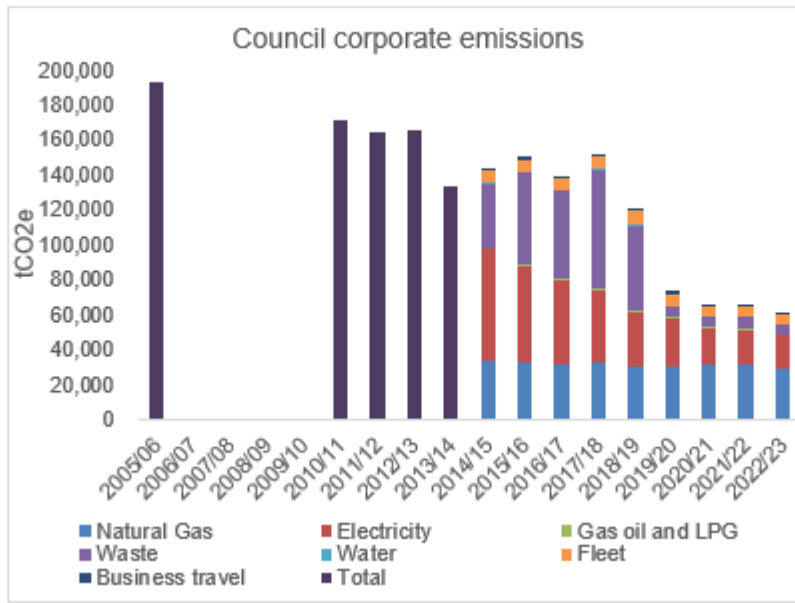
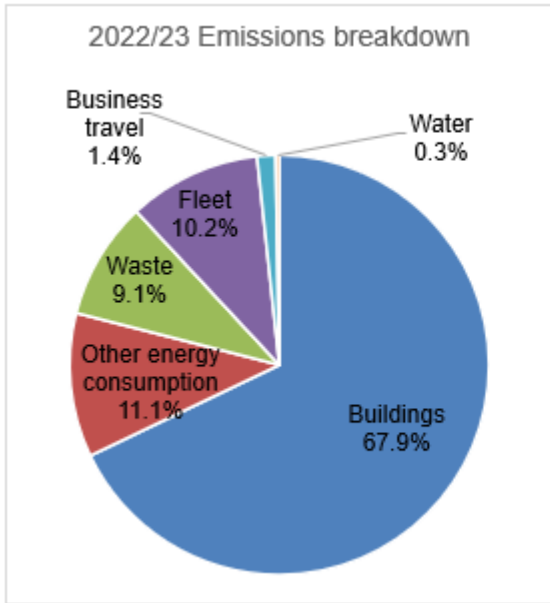


Figure 4: Dashboard of key CERP figures



Buildings Energy Consumption

Evolution of emissions from buildings

Energy consumption in buildings is the central component of our plan to reach net zero by 2030, accounting for 68% of the Council's corporate carbon footprint in 2022/23. Emissions from Edinburgh Leisure buildings represented 15% of total buildings emissions in 2022/23.

Buildings' emissions have reduced by 30% between 2016/17 and 2022/23, largely due to the decarbonisation of the electricity grid (see Figure 5). Emissions have decreased by 6% compared to the previous year (2021/22). This is mostly due to a decrease in natural gas consumption (-6%), which was greater in community centres as well as PPP sites. Gas oil consumption fell by 68% mainly because most depots stopped using it. A few sites in off-gas locations (like Benmore outdoor centre) are still using this for heating.

We have set a default requirement to deliver new build properties to Passivhaus Standard. Work is progressing to deliver our first Passivhaus new build schools at Currie and Maybury with completion expected in 2024. There are currently nine new build projects on the operational estate being delivered to certified Passivhaus standard with zero direct emissions heating plant. The first opened in August 2023 being the new extension at Sciennes Primary School.

The [Corporate Property Strategy](#) approved in August 2023 sets out the strategic themes that will be followed when implementing changes to the Council's operational property estate, including delivering and maintaining net zero properties. The aim is to deliver a smaller, more efficient, affordable, and accessible estate that contributes to the net zero goal. It outlines an approach that will help place the Council on the journey to net zero.

We are adapting strategies to accommodate net zero plans within established asset management practices through a refresh of the approach to existing and future Asset Management Works, as reported to the Finance and Resources Committee on 21 September 2023.

We have initiated the development of a rigorous approach to predict the energy reduction and running costs for differing levels of Retrofit on 12 existing buildings. We are taking a leadership role on this initiative in Scotland and have shared findings and experience with other local authorities and stakeholders. The delivery of two pilot retrofit projects (Brunstane PS and Liberton Nursery) will help build more knowledge and experience. An estate wide assessment will be able to draw from the findings of the above Enerphit-Informed Retrofit (EiRP) feasibility studies.

Levels of Retrofit will inevitably be building specific and bespoke taking account of numerous factors. Factors include, but are not limited to, local electricity network capacity, physical attributes of the building such as heritage status etc, outcome of EiRP feasibility analysis or similar, impact or works (user disruption), location, life of asset etc. meaning that any estate wide analysis will be no more than a broad assessment at this time.

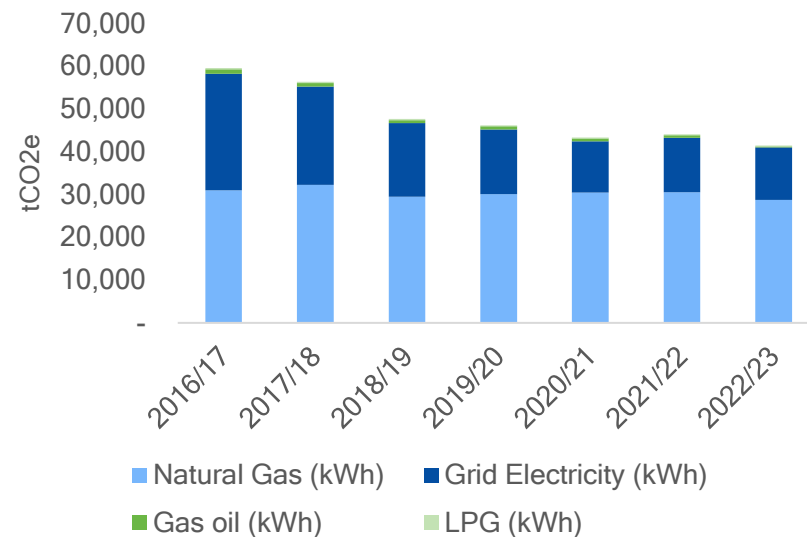


Figure 5: Historic emissions from buildings

Evolution of Buildings KPIs

- Buildings emissions have decreased; however, they represent the most critical challenge to achieve net zero emissions. Large emissions cuts are needed year on year to achieve climate targets. The current trend is not decreasing fast enough to reach net zero emissions by 2030.
- Solar panels were installed on Bangholm Outdoor Centre in 22/23 (35 kWp), bringing the installed solar photovoltaic capacity to 2.481 MW, which is below the indicative intermediary target that was set to achieve an increase of 4 MW in 2030. The 2030 target remains achievable given that there are plans to install another 700 kW or solar PV next year.
- The default approach for all Council new builds is PassivHaus. There are currently nine projects being delivered to Passivhaus Standard with LZC Primary Plant, from 7 last year. At the same time, the number of in-flight projects decreased from 40 to 35. This figure will improve as in-flight projects, which predated the requirement, are completed.
- The annual area retrofitted to an EnerPHit informed standard is currently zero, but this will increase as the retrofit programme progresses. The delivery of the retrofitting works for one of the two first buildings (Brunstane Primary) has been delayed due to a historic coal mining related sink hole issue.

Table 1: Buildings Key Performance Indicators

Key for the RAG rating of the Key Performance Indicators (KPIs):

Target achieved/ on track	G	Target almost achieved	A	Gap with target is >10%	R	Too early to say	TE	Not applicable	N/A
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KPI	2020/21	2021/22	2022/23	Target	RAG
Total Buildings emissions (tCO _{2e})	43,308	44,103	41,443	Net 0 by 2030	R
Installed solar PV capacity (MW)	2.211*	2.446*	2.481	3.221* MW by 2023/24 6.221* MW by 2030 (+4 MW)	A
% of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent	15%	18%	25.7%	100% of conditioned area where Passivhaus is technically appropriate	N/A
Total gross internal floor area agreed to undergo low energy retrofit works and conversion to LZC plant (or equivalent)	0 m ²	0 m ²	0 m ²	<ul style="list-style-type: none"> • By 04/25- approx. 4,396m² • By 04/26- approx. 8,874m² • By 04/27- approx. 17,097m² • By 04/28- approx. 22,665m² of Council buildings are targeted to be retrofitted	TE
Cumulated nb. of staff receiving PassivHaus designer training	0	4	8	4 by 11/21 A further 2 in 23/24 making it a total of 10 by 12/23	G

* Baseline & targets have been recalculated in 11/22 due to reporting improvements

Buildings actions

Table 2: Buildings phased emissions reduction plan (Note: all targets and deliverables are subject to approval and funding).

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with delays	A	Milestone unlikely to be met	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Phase 1: 2021/22	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
B1. Enerphit pilots: Identification of 2 key properties of differing types taking them to Enerphit Retrofit Plan stage with associated mechanical, electrical and plumbing work to deploy Low and Zero Carbon primary plant. Feasibility will be costed allowing decision to commence full design and delivery subject to funding.	£100K (Former CEEF funds) ***	Completion to feasibility stage by mid-October 2021 for investment decision	10/21	C	N/A	N/A	N/A	N/A	Patrick Brown (Sustainable Development)
B2. Pilot study to include a high-level desk exercise to give an indication of cost across the whole building estate.	Same as B1	Early 2022 report on Tranche 1 feasibilities.	Q1 22	C	N/A	N/A	N/A	N/A	Patrick Brown (Sustainable Development)

Phase 1: 2021/22 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
B3. In-house staff Passivhaus House Design training and knowledge transfer (included as part of Pilot exercise).	Same as B1	8 employees certified Passivhaus Designers. 3 staff attended deep retrofit awareness course. Ongoing secondment in place	on-going	G	No. of staff trained	8	4 by 11/21 Total of 10 by 12/23	G	Patrick Brown (Sustainable Development)
B4. Utilise initial funding to initiate first tranche of Enerphit feasibility studies to EnerPHit informed Retrofit Plan stage for 10-12 additional buildings to provide basis for investment decision.	£500K (CEC) ***	Completion to EIRP or Feasibility Study stage equivalent to RIBA Stage 2	03/22	C	No. feasibility studies	12	12	G	Patrick Brown (Sustainable Development)
B5. Commission the full detailed design of 1 or 2 of the initial pilot buildings for selected demand reduction measures (insulation, glazing, air tightness etc). Enabling the preparation of detailed designs would mean that if a decision was made to progress, works could be brought forward to start in 2022/23.	£500K (CEC) ***	Detailed design for Brunstane PS and Liberton Nursery Retrofit works now underway as Pilot exercises. Liberton and Brunstane now at RIBA Stage 4	03/22	C	No. of pilot buildings (full detailed design)	2	2	G	Patrick Brown (Sustainable Development)

Phase 1: 2021/22 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
B6. Seek budget for commencing retrofit pilot works	Staff time (CEC) ***	Signature of GGA grant agreement delayed due to significant cost increases for works now being projected in RIBA Stage 2 report. Work ongoing with Scot Gov. to refine details of the programme.	07/22	A	Bid application	Successful GGA bid	Funding awarded	G	Crawford McGhie

Phase 2: by 2025 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
B7. Develop proposal for enhanced asset management works programme linked to the retrofit programme.	Staff time (CEC) ***	AMW Board now merged with the Retrofit board to allow future project integration where suitable	No strategy completion date can be advised at this time as it is dependent on budget approval	G	N/A	N/A	N/A	N/A	Crawford McGhie
B8. Delivery of first Passivhaus new build secondary school (Currie HS) and first Passivhaus primary school (Maybury PS)	Both projects are in advanced pre-construction stages. Both CIP funded ***	Currie HS and Maybury PS at RIBA Stage 5 (construction on site). Sciennes PS extension complete and six other buildings are at various stages of delivery to Passivhaus standard.	Currie HS target completion 08/24 Mayberry PS target completion 08/23	A	% of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent	25.7% ¹	100% of conditioned area where Passivhaus is technically appropriate	N/A	Patrick Brown (Sustainable Development)
B9. Start retrofit works on Pilot buildings and the first tranche (budget depending).	£60.85m (CEC) + £10m (GGA) + £tbc (external) ***	2 buildings by 12/23 (Works will commence following ongoing design and procurement stages subject to project ISG approval)	10/25	NS	N/A	N/A	N/A	N/A	Patrick Brown (Sustainable Development)

		+5 buildings by 12/24 +5 buildings by 09/25 <i>(subject to approval and funding)</i>							
B10. Work with stakeholders, funders and supply chain to set the groundwork for a step change in approach to asset management works.	Staff time (CEC) ***	On-going. Extensive knowledge sharing with local authorities and other stakeholders	on-going	G	N/A	N/A	N/A	N/A	Sustainable Development
B11. Increase installed Solar Photovoltaic capacity across the Council's operational estate	CEC + SALIX funding available (subject to payback) ² **	1MW over next 3 years (approx. split year 1 - 250kW, year 2 - 300kW, year 3 – 450kW)	12/30	A	Installed solar PV capacity (MW)	2.481	3.221 MW by 2023/24 6.221 MW by 2030 (+4 MW)	A	Andrew Crighton (Operational services)

¹ Out of 35 current in-flight projects and completed projects in defects period, 9 are being delivered to Passivhaus Standard with LZC Primary Plant

² PV supported through capital works (new build) with SALIX funding available (subject to payback) to support additional PV on both capital and refurbishment projects

Phase 3 – by 2030 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
B12. Report on outcomes from retrofit Pilots and set 2030 plan and funding requirements.	Staff time (CEC) ***	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	G	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	N/A	(Sustainable Development)
B13. Move to delivery of wide scale building retrofit and scale up in house resource and supply chain for delivery.	£tbc (potential national funding streams tbc in discussion with Operational Services colleagues) *	Strategic overview to be completed before future projects identified and commissioned.		NS	Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to LZC plant (or equivalent)	0 m ²	<ul style="list-style-type: none"> • By 04/25- approx. 4,396m² • By 04/26- approx. 8,874m² • By 04/27- approx. 17,097m² • By 04/28- approx. 22,665m² of Council buildings are targeted to be retrofitted 	TE	Crawford McGhie



Other energy consumption

Evolution of emissions

This area of the Council’s carbon footprint includes a range of energy uses from street lighting, stair lighting, alarms, park and ride, trams, through to traffic signals, as illustrated in Figure 6. It represented 11% of the total Council emissions inventory in 2022/23.

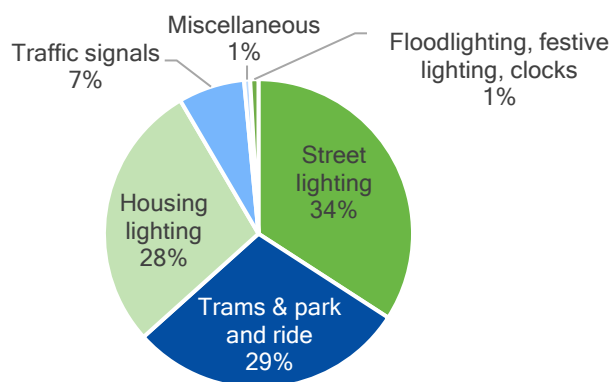


Figure 6: Breakdown of energy consumption, excluding buildings (2022/23)

Emissions have steadily decreased in the past six years (-68% since 2016/17) thanks to a reduction in consumption (-33%) coupled with the decarbonisation of the electricity grid: the electricity emission factor has decreased by 45% during this period. The reduction in consumption since 2016/17 is almost entirely due to the street lighting upgrade project.

Electricity consumption has remained stable compared to the previous year, with savings from street lighting upgrades partly offset by an increase in consumption from park and ride due to the expansion of electric vehicles charging points. The decrease in emissions between 2021/22 and 2022/23 (-9%) visible on Figure 7 is due to grid decarbonisation.

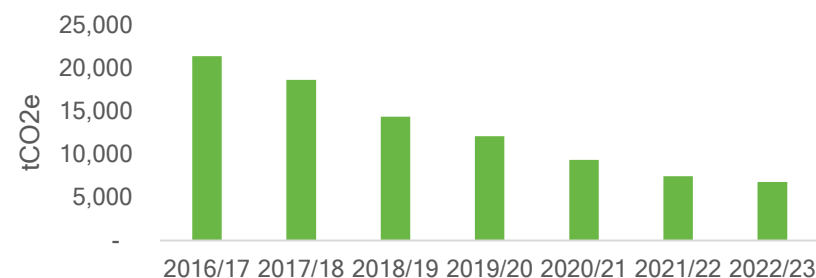


Figure 7: Historic emissions from the "other energy consumption" category

The **city-wide street lighting upgrade project** has reduced street lighting energy consumption by approximately 60% compared to 2017/18 (more than the anticipated 52% reduction) and has seen CO₂ emissions reduce by 78% (thanks to the greening of the grid:). The Council has also avoided energy costs of almost £6.5m to the end of March 2023 thanks to the more efficient lamps.

Energy consumption from **traffic signals** has remained stable compared to last year, despite additional resources allocated in 2022/23 for traffic signal infrastructure improvements. The one-off £250k investment has been used to provide improved safety at key sites, as well as to upgrade the signal optics from tungsten halogen optics to LED signals, which are more energy efficient. However, energy savings have been offset by the installation of 20 new sets of signals this year. There are also additional works regarding options for tungsten to LED retrofit. This allows the traffic signal controller to monitor the lamps and the signals to operate correctly, without the need for full controller and signal head replacement. If the retrofit option is successful, this would be a time and cost-effective solution which means site conversions could be delivered at pace, on track for the 2030 target. The KPI associated with the tungsten lamps is rated as red based on the current trend, which is not decreasing fast enough, but if the retrofit option proves successful, it would move to green.

Other energy consumption - actions

Table 3: Other energy consumption – planned interventions

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed or unlikely to be met	R	Too early to say	TE	Not applicable	N/A

Interventions	Resources	Completion date (MM/YY)	RAG	KPI	2020/21	2021/22	2022/23	Target	RAG	Delivery Lead
Street lighting LED replacement programme	£24.5 m (over 3 years)	11/21	C	Street lighting electricity consumption (kWh)	18,556,408	12,624,206	10,963,379	13.085 MWh by 2022/23 ²	G	Alan Simpson
Replacement of 254 incandescent traffic light installations with LED	£6.5m (estimate)	12/24	A	Number of sites with Tungsten Halogen Lamps	254 sites	221 sites	212 sites	243 sites by 03/22 0 site by 03/31	R	Mark Love
				Traffic signal electricity consumption (kWh)	2,227,693	2,226,456	2,230,456	Decrease	G	

² Based on an estimated 52% reduction in electricity consumption compared to 2017/18 figures



Fleet

Evolution of Fleet emissions

The evolution of historic fleet emissions is shown in Figure 8. Fleet emissions in 2022/23 amounted to 6,252 tonnes of CO_{2e}, or 10% of the total Council emissions inventory. This figure has been stable in the past three years (2020/21 to 2022/23) and remains 6% below pre-pandemic levels. Emissions have only decreased by 11% compared to 2014/15.

Emissions from electric vehicles are currently captured under the Buildings category, with the total electricity consumption of the buildings equipped with chargers covering their use.

During 2020/21, there was an 8% drop in diesel and gasoil consumption with most trucks delivering essential service only during lockdowns. Diesel and gasoil consumption has increased in 2021/22 and 2022/23 with the service recovering to normal activity but remains 5% below pre-pandemic levels. Gasoil (or red diesel) has been banned in 2022, so 2022/23 figures only include diesel and petrol.

Social distancing requirements led to an increased use of hire cars (mainly petrol cars) in 2020/21. Petrol consumption in 2021/22 was almost three times higher than pre-pandemic levels but is now only 24% higher than 2019/20 and represents only a fraction of the total fuel consumption (only 2%).

Future reductions will come from the continued replacement of vehicles with alternatively powered alternatives. The main barriers to fully decarbonize our fleet include:

- The higher upfront cost of purchasing or hiring low carbon vehicles and the additional cost of installing charging infrastructure. Charging infrastructure has been expanded but mainly using external funding, the availability of which is generally reducing;
- Market availability: None of the Council hire vehicles are electric and works need to be done to ensure low-carbon vehicles can be

hired where available. Lead times are also increasing due to the impact of the pandemic and the war in Ukraine. This is mitigated by the Fleet Asset Management Plan which will reduce reliance on hire vehicles in favour of Council-owned vehicles.

- The majority of the heavy vehicles and specialist equipment do not currently have low-carbon alternatives available on the market. However, this could rapidly evolve, and it is anticipated projected cost reductions will substantially improve affordability in all market segments over the next 10 years.
- A lack of capacity within Fleet Services to focus on data analysis and reporting, funding and budget management, procurement, and asset management of the charger fleet. Additional funding is being sought to address this capacity gap beyond the current temporary arrangements.

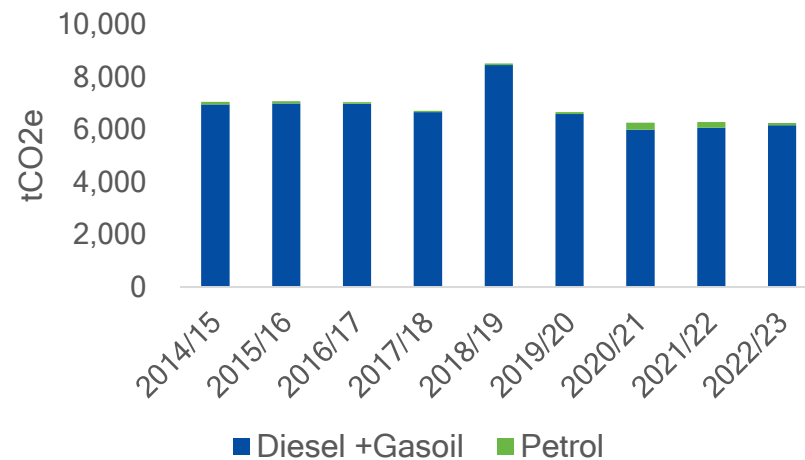


Figure 8: Historic fleet emissions

Evolution of Fleet KPIs

- Fleet emissions have remained stable compared to last year (-0.6%). The red rating reflects the gap with the required trajectory to reach net zero emissions by 2030.
- The aim to electrify 100% of the cars by December 2021 has not been achieved and the decarbonisation of the vans fleet is progressing slowly. In 2023, efforts have been focussed on removing unused vehicles from the fleet and reducing the number of assets on hire. The Fleet department now aims to have a fully low-carbon cars and vans fleet by December 2024 (internal + hire vehicles). As of July 2023, 90% of owned cars were electric (104).
- At the time of writing, Fleet Services is looking to purchase new electric vehicles (mainly vans), subject to approval from Finance & Resources Committee in the next few months. A new procurement framework for vehicles now offers a more straight-forward route to market which means new vehicles will be received more quickly.
- To date, the approach to fleet replacement has been to optimise expenditure on the basis of current budgets. Further decarbonisation of the fleet will require additional investment, with actions and KPIs due to be revised to reflect fleet investment priorities based on the greatest emissions savings.
- The number of EV chargers installed has more than tripled due to financial support from Transport Scotland and the Office for Zero Emission Vehicles and a £250k Council budget allocation in 2021/22. A further [114 new charging bays should go live in Autumn 2023](#).
- Five new electric bin lorries fully funded by Zero Waste Scotland have been added to the fleet in June 2023.
- The percentage of small equipment that is electric was manually calculated but steps are being taken to register these items on the fleet management system to report on this consistently and accurately in the future.

Table 4: Fleet KPIs

RAG rating key for the Key Performance Indicators (KPIs):

Target achieved/ on track	G	Target almost achieved	A	Gap with target is >10%	R	Too early to say	TE	Not applicable	N/A
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KPI	2020/21	2021/22	2022/23	Latest data	Target	RAG
Total fleet emissions (tCO ₂ e)	6,267	6,290	6,252	Annual figure	Net 0 by 2030	R
% of EV in the cars fleet (internal fleet)	65%	71%	61%*	90% as of 07/23	100 % by 12/2024	A
% of EV in the total cars fleet (internal + hire fleet)	38%	41%	41%*	69% as of 07/23	100 % by 12/2024	R
% of EV in the vans fleet (internal)	20%	20%	20%*	21% as of 07/23	100 % by 12/2024	R
% of EV in the total vans fleet (internal + hire fleet)	13%	13%	13%*	12% as of 07/23	100 % by 12/2024	R
No. of charging bays installed	86	203	316	-	132 by 04/2022	G
No. of charging bays which are publicly accessible	45	109	270	-	50	G
No. of alternatively powered HGV	1	1	6	-	6 by 04/2023	G
% of electric small equipment	N/A	N/A	10%	-	50 %	TE

* Figures are not directly comparable with previous ones due to new calculation methodology from Sept 22

Fleet actions

Table 5: Fleet phased emissions reduction plan

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed or unlikely to be met	R	Too early to say	TE	Not applicable	N/A

Phase 1 – 21/22 Action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ : New action F1. Complete 100 % electrification of car fleet.	£0.33m ³ (CEC) + £0.22m (SG funding) + Further resources required ⁴ **	Continue efforts to reduce the size of the internal and hire fleets – on-going. Develop a spot hire approval policy to reduce emissions – by 06/24 Work with Procurement to explore options to ensure low-carbon vehicles can be hired where relevant – still on-going Undertake replacement of remaining petrol or diesel cars – by 12/24	12/21 – now aiming for 12/24	A	% EV (total cars)	90 % - internal fleet/ 69 % - incl. hire fleet as of July 23 ⁵	100% by 12/21 - now aiming for 12/24	A	Scott Millar

³ 32 EV cars – Fleet Renewal Programme – F&R Committee – March 2020

⁴ Cf Fleet Renewal Report – Finance & Resources Committee – October 2023

⁵ This percentage mainly increased thanks to the removal of underutilised diesel/petrol cars.

Phase 1 – 21/22 Action	Resour- ces	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ : New action									
F2. Commit to 100 % electrification of van fleet and implement a strategy for the charging of vans for mobile workers.	Staff time (CEC) **	Working group with HR & trade unions established - 03/22 Telematics policy approved – 05/23 Roll out telematics across remainder of the fleet – 12/23 Review vehicle telemetry and charger data flows to help determine the adequate strategy– 03/24 (subject to capacity)	12/23 <i>(delayed to 03/24 due to Telematics policy being approved later than anticipated)</i>	A	N/A	N/A	N/A	N/A	Karen Reeves
F3. Work with city partners to explore the potential for alternative fuels and scope the feasibility and cost of a joint approach to electric and/or hydrogen solutions for heavy fleet	Pilot costs met by Lothian Buses & suppliers ***	Lothian Buses electric and hydrogen buses trials – on-going as new technology develops Retrofit bus trial planned 02/24 (diesel bus being repowered to electric). Exploring options for H2 charging infrastructure – on-going Application to consortium bid (Scottish Zero Emission Bus Fund) with Lothian Buses to mutualise use of city centre charging infrastructure – outcome 12/23 and in place by Q2/25 if successful	12/22 <i>(on-going as new technology develops)</i>	A	N/A	N/A	N/A	N/A	Hannah Ross / Gareth Barwell

Phase 1 – 21/22 Action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ F4. Roll out fuel efficiency drivers' training	TBC *	Pilot use of a driving simulator – Q4 23 Start of training roll out based on the results of the pilot - Q3 24	Q3 2024 (delayed from 11/22)	A	TBC	TBC	TBC	N/A	Scott Millar
F5. Work with public sector partners to develop a city-wide network of EV charge points/depots to service public sector fleet, to be made available on Chargeplace Scotland for members of the public to use out-of-hours, beginning with 50 additional chargers initially, with 20 % being rapid chargers	£250k (CEC) + £2.2m (Transport Scotland Switched on Towns & Cities) + £191k (OZEV On-Street Residential Charging Scheme + TS ⁶) +£90k (SG Air Quality Action Plan grant) ***	Installation of charging infrastructure for new electric bin lorries - 08/23 Installation of 44 additional charging bays funded by the Office for Zero Emission Vehicle and Energy Saving Trust – to go live by Autumn 2023 Installation of 70 additional charging bays for use by Enterprise Car Club vehicles – to go live by Autumn 2023	On-going	G	No. of charging bays No. of publicly accessible charging bays	316 270	132 chargers by 04/22 (estimated 431 chargers by Q4 2023)	G	Steven Murrell/ Scott Millar
★ F12. Review the potential electrical impact on depots required to	Staff time (CEC) ***	Initial high level costing based on SPEN inputs largely completed.	12/22	G	N/A	N/A	N/A	N/A	Paul Jones

⁶ [Electric vehicle charging points – The City of Edinburgh Council](#)

Phase 1 – 21/22 Action	Resour- ces	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ : New action support the transition to an electric Council fleet.		Current focus on optimising vehicle utilisation to inform more comprehensive options appraisal.		Green					

Phase 2 – by 2025 Action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
F6. Develop a fleet optimisation strategy	£25k for study + Staff time (CEC) ***	Fleet optimisation report produced by EST – 06/21 Detailed study on capital costs required to replace vehicles + charging infrastructure – 12/22 (<i>delayed</i>) Committee report – options to transition the fleet & associated costs – F&R Committee 10/23 Fleet optimization strategy for the remainder of the fleet – Q4 2024	Q4 2024 (<i>Initial completion date was Q1 2023 - Study and committee delayed</i>)	A	Fleet optimisation strategy	On-going study	Strategy developed	TE	Scott Millar
F7. Begin the roll out of alternatively powered van fleet	£22.7m + Further resources required ⁷ **	Report to F&R Committee to approve funding – 09/23 (<i>delayed from 04/23</i>) Contract award & orders placed – 09/23 Vehicles received – 06/24	12/23 – <i>now aiming for 12/24</i>	A	% EV (total vans)	21 % - internal fleet, 12 % - incl. hire fleet as of July 23	100 %	R	Scott Millar
F8. Begin the roll out of alternatively powered heavy vehicle fleet	£2.5m for 5 e-RCV (ZWS) + further resources required for the rest of the fleet ⁸ *	5 e-RCVs (fully funded by ZWS) received in June 2023 Request to purchase 2 electric mobile library vehicles and potentially 21 electric buses subject to funding (F&R report 10/23).	On-going	G	# of alternatively powered HGV	6 as of June 23	6 by 04/23	G	Gareth Barwell

⁷ Fleet Upgrade report F&R Committee – October 2023

⁸ This only covers 5 electric Refuse Collection Vehicles. Costs involved to transition the full heavy fleet are currently unknown but current prices indicate that the cost of an electric RCV is currently three times the cost of a diesel counterpart. A clearer indication of further resources required will be available in the study– cf action F6

Phase 2 – by 2025 Action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ : New action ★ F13. Implement the Flexiroute Programme which will allow route optimisation, real time management, improved logistics, vehicle management and will enable the Council’s Passenger Operations Service to move into Mobility Hubs.	£153k (SG funding) + £875k (CEC) ***	Kick off implementation of new IT system – 07/22 Organisational Review – 09/22 to 02/24 Internal Transport Provision onto new platform – 09/23 Implementation of Internal transport scheduling – 09/23 Roll out Strategic Commissioning Plan – external provision – 05/24 Implementation of External Transport plan – 05/24	04/24 (delayed to 05/24)	A	N/A	N/A	N/A	N/A	Frank Henderson

Phase 3 – by 2030 Action ★ : New action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
F9. Commit to replace equipment such as lawnmowers and chainsaws with non-fossil fuel alternatives when appropriate	50 % increase on standard cost **	Successful trials with Parks teams – Q1 2022 £15k order placed for 4 electric blowers and associated equipment – 02/23 £10k order placed for 5 hand tools and associated equipment – 08/23 Register small equipment on the fleet management system to monitor progress against KPI – by Summer 2023 – <i>delayed to Q1 2024</i>	03/25	A	% of electric small equipment	8%	50 % of equipment electric by 03/25	TE	Scott Millar
F10. Secure external funding to transition the remaining fleet	£TBC *	Working with TS and EST for potential future funding opportunities Application submitted for ScotZEB funding for welfare buses – outcome by 12/23	on-going	A	N/A	N/A	N/A	N/A	Karen Reeves
F11. Investigate opportunities for utilising fleet as part of broader approaches to Mobility as a Service (MaaS) within 20 min neighbourhood approach	Staff time (CEC) ***	Car Club Review report – completed 06/23 Prior Information Notice to market – Q3/23 Review contract to expand the network of city car club vehicles accessible to colleagues and vehicle locations by 12/24	2030	G	N/A	N/A	N/A	N/A	Karen Reeves



Waste

Evolution of waste emissions

Waste emissions represented 9% of the total Council emissions inventory in 2022/23. For the purposes of this plan, emissions from waste refuse vehicles are included in the fleet category.

The evolution of historic waste emissions is shown in Figure 9. 2022/23 emissions are still well below 2018/19 levels, and 18% lower than last year. The large drop in 2019/20 corresponds to the Millerhill plant becoming operational, diverting most of the residual waste from landfill to the Energy from Waste facility.

Landfilled waste tonnages in 2022/23 represented 2% of total waste tonnages but were responsible for around 33% of total waste emissions. Landfilled tonnages are back to 2020/21 levels, after an increase in 2021/22 due to a longer annual plant shutdown.

Food waste tonnages are back to pre-pandemic levels (only 1% higher), despite an increase in the past two years which was probably due to the lockdowns during which people ate more meals at home. It may be that people are wasting less food due to the cost-of-living crisis. The last waste composition analysis revealed that residual waste bins still contained an estimated 27% of food waste, which is a significant reduction from 2015 (where it was around 33-35%) but means there is scope to further increase food waste recycling. (This analysis only represents a snapshot in time on a small sample, so these figures are only high-level estimations.) Door-to-door engagement and improved food waste collection capacity should help increasing food waste recycling further.

Garden waste tonnages are 19% lower than the two previous years.

Garden waste tonnages can fluctuate year on year due to the climatic conditions which impact on plant growth. For example, the extremely hot, dry weather in summer 2022 slowed the growing cycle and this would lead to a reduction in garden waste tonnages. Climate change itself will make this more unpredictable.

Paper, metal and plastics recycling tonnages were down 12% on last year, which can be explained by a continued decline in newspapers and magazine purchases. Paper and cardboard are by far the two most important types of materials currently recycled in the dry-mixed recycling bins, so a switch to online press content can have large impacts on total collected tonnages. This may also reflect the industry's efforts to design lighter packaging. The industrial dispute in August 2022 may also have played a role.

Overall, **total tonnages** collected have decreased by 9% in 2022/23 compared to the previous year, or 4% compared to pre-pandemic levels.

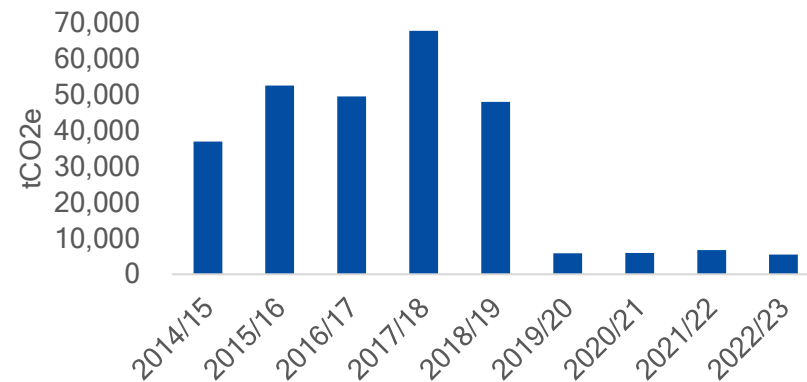


Figure 9: Historic Waste emissions

Evolution of waste KPIs

- Waste emissions have decreased by 18% compared to last year but by only 5% compared to 2019/20. The current trend is not decreasing fast enough to reach net zero emissions by 2030.
- Total waste tonnages have significantly decreased, and total food waste tonnages are back to 2019/20 levels, as explained in the previous section.
- The recycling rate was 40.7% in 2022/23, lower than last year. Collected waste tonnages were lower than the previous year across all streams, but with recycling tonnages reducing more than residual tonnages. This means the 45% target for 22/23 has not been achieved. This may be due to the industrial dispute in August 2022 as well as changes in consumption habits post-covid. The on-going roll out of the Communal Bin Review project aims to improve recycling rates further.
- Zero Waste Scotland (ZWS) has funded modelling work by Eunomia to help Councils prepare for the implementation of the Deposit Return Scheme (DRS) for drinks containers. The latter has now been delayed until at least October 2025. As a result, we are taking the opportunity (again supported by ZWS) to continue working with Eunomia to model different scenarios to ensure our waste collection systems continue to meet the demands of the wider emerging legislative changes being developed by both the Scottish and UK Governments with this work expected in late summer 2023.

Table 6: Summary of key KPIs for Waste

Key for the RAG rating of the Key Performance Indicators (KPIs):

Target achieved/ on track	G	Target almost achieved	A	Gap with target is >10%	R	Too early to say	TE	Not applicable	N/A
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KPI	2019/20	2020/21	2021/22	2022/23	Target	RAG
Total waste emissions (tCO _{2e})	5,843	5,949	6,725	5,539	Net 0 by 2030	R
Total waste tonnages collected	205,209	209,944	215,736	196,313	decrease	G
Percentage of waste recycled	41.10%	39.60%	42.70%	40.70%	45% by 2022/23 Increase ⁹	A
Total food waste tonnages collected	9,716	10,966	10,489	9,828	increase	A

⁹ The 45% by 2022/23 target has not been achieved. No new quantified target has been set for 23/24.

Waste actions

Table 7: Waste - phased emission reduction plan

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Phase 1 – 21/23 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
W1. Provide additional communal recycling bins for high-density properties over the next two years to deliver an increase in communal recycling bins across the city	£7.4M (total cost):	Funding application submitted to ZWS – 07/21 (successful) CBR project updates – T&E Committee – 05/23	06/23 (delayed to 06/24)	A	% of waste recycled	40.7 %	45 % by 2022/23	A	Andy Williams
	£2.5M (CEC) + £4.9M (ZWS) + remaining (CEC) ***	Phase 1 – Finalised Summer 2022. Phase 2 – Including Portobello, Newhaven and Trinity – finalised March 2023			Recycling, glass and food waste capacity per resident per week before and after the project is delivered (Liter)	Phases 1, 2, A: 60L (before) >150L (after)	Increase	G	
		Phase 3 (depending on TRO) – Planned to start 09/2023			Non-recyclable waste capacity per resident per week before and after the project	Phases 1, 2, A: 236L (before) >150L (after)	Decrease	G	

Phase 1 – 21/23 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ : New action									
		Phase 4 (depending on TRO) – Estimated implementation Q1 2024 Phase A - On-going implementation throughout 2022/23/24			is delivered (Liter) Number of locations with fully integrated waste and recycling facilities before and after the project is delivered. Number of locations with only non-recyclable waste bins before and after the project is delivered.	Phases 1, 2, A: 59L (before) 550L (after) Phase 1: 255L (before) N/A (after)	Increase Decrease	G G	
W2. Implement routing changes for kerb-side food waste collection to support reduction of the fleet by two vehicles	Staff time (CEC) ***	Project complete	04/21	C	No. of waste collection vehicles	-5	-2	G	Andy Williams
★ W12. On-going route optimisation to ensure routes are efficient and provide extra capacity	Staff time (CEC) ***	Work on kerbside routes completed on the West of the city, and due to be completed by 12/23 for the East side.	On-going	G	RCVs annual fuel consumption (thousand liters)	967	decrease	A	Andy Williams

Phase 1 – 21/23 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
W3. Deliver awareness raising campaigns to encourage citizens to reduce, re-use and recycle	£90k for 2021/22 £86k for 2022/23 (CEC - Change-works contract) + Staff time (CEC) ***	Several campaigns delivered (food waste, fly tipping, 8 CBR engagement events, online promotion of Reuse Map etc). Waste campaigns with focus on waste education and reuse now planned for FY23/24.	On-going	G	Increase in food waste weight presented for recycling in areas targeted by Changeworks campaign	+50 %	+10 %	G	Andy Williams
W4. Improve the recycling infrastructure in schools and explore options to enhance facilities management capacity to divert further waste towards recycling	£100k ***	Business Case developed – 02/22 Update on approach and progress – P&S Committee – 06/22	12/22	C	% of educational settings with recycling in place	100 % (as of June 22)	100 % (circa 150)	G	Mark Stenhouse
★ W13. Undertake a waste composition analysis to inform future waste services priorities	£30k TBC (majority funded by ZWS) ***	Analysis complete.	03/23	C	N/A	N/A	N/A	N/A	Andy Williams

Phase 1 – 21/23 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ : New action ★ W15. Recruit a food waste officer to improve recycling on the least performing routes	CEC + waste contractor <i>Budget not confirmed yet</i> **		Q2 2024	NS	N/A	N/A	N/A	N/A	Andy Williams

Phase 2 – by 2024/25 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
W5. Work with the third sector and Scottish Government to explore incentivisation models for increasing re-use and recycling of bulk items.	£tbc (CEC/ external funding) *	Bulky waste refurbishment pilot project at Bankhead depot with Edinburgh Furniture Initiative – Pilot due to start by end 2023	03/23 (now delayed to 12/23)	A	N/A	N/A	N/A	N/A	Andy Williams
W6. Improve the city's domestic recycling infrastructure through expanded household waste recycling facilities and capacity, and the use of smart technology such as QR codes, and smart phone apps, subject to successful bids to the Scottish Government Recycling Infrastructure Fund.	£106.5k routesmart devices + £55k for other technology (ZWS funding) ***	ZWS funding carried forward into 23/24 to allow for transition from Routesmart Navigator to Smart Suite. QR codes added on all new bin as part of the CBR project.	12/25 (should be completed by 03/24)	G	% route completion	N/A	N/A	N/A	Andy Williams
W7. Begin the implementation of the City Operations Centre by investing in Internet of Things (IoT) bin sensors to monitor communal waste and recycling and litter bins and a new CCTV system to help us to manage the city on a more proactive basis.	1M for 11,000 bin sensors: £305k (ERDF) + CEC + other funding streams - £1.78M for CCTV (£1.068M CEC + £0.712M ERDF) **	Lab testing of bin sensors – 02/22 In-field testing of bin sensors – 07/22 Roll out of bin sensors – completed 07/23 (10,650 sensors installed + 250 spares + 100 to be replaced) - Transition to Digital Video Management System for the entire CCTV network implemented – 06/23 City Operations Centre and CCTV system now operational	06/23 - 02/23 (completed 06/23)	C	Number of datasets opened for innovation - % of full bin alerts responded to within 24-48 hrs - % of fire alerts responded to within 15 mins. - % of vandalism	N/A - N/A - N/A -	5 by 2023 - increase - increase -	N/A	Karin Hill

Phase 2 – by 2024/25 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
					alerts (i.e. bins being tipped over) responded to within 24 hrs	N/A	increase		
W8. Review dry mixed recycling contract specifications at point of expiry to identify opportunities for requiring contractors to extract more value from materials.	£100k Year 1 + £100k Year 2 (CEC) ***	Engagement with contractor leading to additional materials (pots, tubs and plastic trays) now included in the recycling contracts	12/25	G	% of waste recycled	40.7 %	45 % by 2022/23	A	Andy Williams
W9. Finalise proposals for the opening of a fourth HWRC at Braehead to manage increased waste resulting from the significant housing developments in the West of the City.	Staff time (CEC) ***	Re-assessment of estimated capital and on-going operational costs linked with a 4 th HWRC- 04/22 Outline business case developed - 03/23 Formal bid to ZWS by 03/24	03/23 at the latest	A	No. of recycling centres	3	4	TE	Andy Williams
★ W14. Progress with the construction of the Millerhill Energy from Waste plant heat offtake unit to provide heat to the Midlothian Energy Heat Network, in collaboration with Scottish Government, Vattenfall, Midlothian Council, FCC Environment and Shawfair LLP	£5.9m (CEC) – subject to Full Council approval and final design & build costs ***	Sign-off of Heat Offtake Agreement – 10/22 Approval of Contractors Change notice – 02/23 Start of infrastructure construction – end of 2022 (delayed) Delivery of heat to homes – by 2024	12/24	A	MWh of electricity and heat generated through the incineration of waste collected by CEC (TBC subject to data availability)	67,607 MWh for electricity	N/A (monitoring only)	N/A	Andy Williams

Phase 3 – by 2030

Actions

★ : New action

Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
Staff time (CEC) ***	Discussions with Midlothian, Borders and West Lothian Councils + engagement with the sector - on-going Engagement with legal advisors – Summer 23 Looking to arrange a meeting with FCC to compare legal points of view – 10/23	Decision to go for procurement – 03/23 (delayed)	A	N/A	N/A	N/A	N/A	Andy Williams
Staff time (CEC) ***	Consultancy support (modelling work) by Eunomia on behalf of ZWS to analyse the impact of the future DRS on waste services– by 03/23. 10/26: Review impact of DRS (after 1 year of DRS implementation – DRS now delayed to 10/25) 12/26: Review impact of EPR (EPR delayed to late 2025) Q1-27: Bring forward service design proposals (subject to any EPR delays)	03/25 (delayed to Q1-27 due to legislative delays)	A	% of savings reinvested	N/A	50 %	TE	Andy Williams



Business travel

Evolution of business travel emissions

Business travel emissions represented around 1% of total Council emissions in 2022/23. They do not include emissions from employees commuting from home to work.

As shown in Figure 10, business travel emissions have increased by 11% compared to last financial year but remain well below pre-pandemic levels (-56 % compared to 2019/20). This is mainly due to a 17% increase in grey fleet mileage¹⁰ claims, which again are still well below pre-pandemic level (44% below 2019/20).

The methodology for calculating emissions from taxis use by the Travel Hub has been improved this year. The new methodology is based on actual mileage data, which is much more accurate than the previous one, which was based on financial data. The 3% decrease in emissions between 2021/22 and 2022/23 is entirely due to methodology improvements. In reality, mileage has increased by 17% compared to last year, and +32% compared to pre-pandemic. This increase can be explained by several factors:

- **Ukraine:** There has been a consistent demand on servicing the needs of the Ukrainian Refugees and resettling thousands of them.
- **School transport:** Placing children in Enhance Support Bases as an alternative to Additional Support Needs schools has invariably led to greater demand for statutory transport. Growth in the South Queensferry/ Kirkliston area will mean a surge in transport requests due to a current lack of Public Transport or safe Active Travel.
- **Health and social care:** The move away from in-house provision of day care services for older people and adults with disabilities has effectively dispersed people into part-time

smaller registered and unregistered services. In effect, the same number of people are making more journeys to attend a wider variety of activities.

Emissions from train and air travel continue to gradually increase and have more than doubled compared to 2021/22, reaching 36 tCO_{2e} in 2022/23. This is still significantly below pre-pandemic levels (123 tCO_{2e} in 2019/20), with the largest drop being associated with long-haul flights.

There is a real challenge ahead to curb this trend and ensure that business travel emissions do not gradually rise to pre-pandemic levels. Initiatives like the increase in the bike mileage rate and the cargo bike pilots are aiming to support low carbon alternatives.

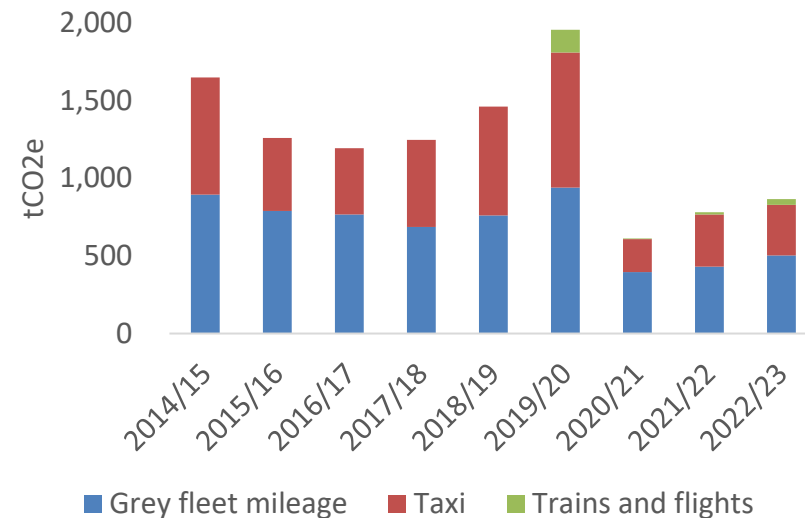


Figure 10: Historic business travel emissions

¹⁰ A grey fleet vehicle is one owned and driven by an employee for business.

Evolution of business travel KPIs

- Business travel emissions are rated 'Amber' in Table 8, even though emissions levels are well below the theoretical linear trajectory leading to zero emissions in 2030. This rating reflects the steady increase in emissions since 2020.
- Emissions from air travel (which are monitored since 2019/20) amounted to 29 tCO_{2e}, down from 123 tCO_{2e} pre-pandemic, but have been rising steadily since 2020/21. The revised Business Travel & Accommodation Guidance, which does not allow air travel when a direct rail connection is available, should help keep these emissions as low as possible.
- Emissions from taxis have decreased by 3% but this is entirely due to methodological improvements (see previous section).
- Grey fleet mileage has increased by 17% compared to 2021/22 or 28% compared to 20/21. This remains well below pre-pandemic levels (-37%).
- Despite the increase in the bike mileage rate from 25p to 45 p/mile to match the car mileage rate in 2022, bike mileage claims have fallen by 21% this year.
- The uptake of the cycle to work scheme has also dropped this year. The recent increase in the total allowance (£5,000) which offers employees a wider choice for the purchase of bikes, including cargo-bikes, could reverse this trend.
- Ten colleagues from the active travel team received a cargo-bike training in January 2023, and a two-month cargo bike pilot with twelve park rangers took place in the Pentland Hills between February and March 2023. Other services are now being identified for new cargo bike trials.

Table 8: Summary of key KPIs for Business Travel

RAG rating key for the Key Performance Indicators (KPIs):

Target achieved/ on track	G	Target almost achieved	A	Gap with target is >10%	R	Too early to say	TE	Not applicable	N/A
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KPI	2020/21	2021/22	2022/23	Target	RAG
Total business travel emissions (tCO _{2e})	612	781	866	Net 0 by 2030	A*
Air travel emissions (tCO _{2e})	2	12	29	decrease	R
Taxi travel emissions (tCO _{2e})	213	335	326	decrease	G
Grey fleet mileage claims (million km)	2.3	2.5	2.9	decrease	R
Staff bike mileage claimed	9,984	13,556	10,664	increase	R
Uptake of Cycle to Work scheme	408	410	273	increase	R
Number of colleagues receiving e-cargo bike trainings	0	0	22	5	G

*This indicator would have been rated 'green' if strictly following the methodology explained on page 37. It is rated 'amber' due to the increasing trend since 2020.

Business travel actions

Table 9: Business travel - phased emission reduction plan

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Phase 1 – 21/22 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
<p>★ : New action</p> <p>T1. Review Council business travel policies, procedures & guidance to ensure they are centred around a sustainable travel hierarchy that takes account of employees' operational base location and incentivises to consider the most sustainable mode of transport first.</p>	Staff time (CEC) ***	Review of current content, benchmarking and developed proposals by 03/22 New guidance approved by CLT – 09/22	06/22	C	Revised business travel guidance published	Guidance approved and published on the Orb	Guidance published on the Orb	G	Nareen Turnbull
<p>T2. Re-establish Transport Allocation Panels to support citizens' needs and reduce miles travelled by private car and taxi in connection with service delivery</p>	Staff time (CEC) ***	C&F TAP meetings in place	On-going	C	Business travel emissions – taxis	326 tCO2e (870 tCO2e in 2019/20)	decrease	G	Crawford McGhie

Phase 1 – 21/22 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
T3. Finalise a Sustainable Colleague Travel Plan and create a new Travel Plan and Research/Monitoring Officer post, to oversee its implementation and monitoring.	£50K (Path 4 All, Smarter Choices, Smarter Places funding) ***	Recruitment of Travel Plan Officer – 09/21 Establishment of a cross service travel working group – 10/22 Publication of Sustainable Colleague Travel Plan - delayed to Q2 2024	03/22 (Delayed to Q2 2024)	A	Staff bike mileage claimed	10,664 miles	Increase	A	Travel Plan and Research/Monitoring Officer
T4. Deliver a colleague engagement programme to raise awareness of new travel plan and policies and encourage uptake of staff benefit schemes supporting sustainable transport modes, to events such as Dr Bike sessions, e-bike pools and sustainable transport subsidies.	Path for All – SCSP funding ***	Step Count Challenge 10/21, 05/22, 10/22 Walking webinar -11/21 Scottish Workplace Journey Challenge – 03/22 Lunch & Learn on sustainable travel – 05/22 Love to Ride campaigns – 09/22 to 03/24 Cargo bike awareness days 31/1/23, 20/4/23, 15/6/23 Bike maintenance courses - 3/23	On-going	G	Uptake of Cycle to Work scheme	273 users (2022)	Increase	A	Travel Plan and Research/Monitoring Officer - Communications
T5. Develop and implement the 'Our Future Work' strategy which identifies opportunities to support and promote sustainable travel	Staff time (CEC) (+ resources to be secured for further trials) **	Strategy approved P&S Cttee – 10/21 Feedback survey incl. changes in staff commuting habits – 12/21 Carbon impact of working from home included in Our Future Work FAQ	On-going	G	N/A	N/A	N/A	N/A	Nareen Turnbull

Phase 2 – by 2024/25 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ T6. Benchmark mileage claims and rates of payment – explore possibility of changing rates, phasing reductions (e.g. diesel cars) and increasing other e.g. bike	£4K ¹¹ (CEC) *	Analysis of datasets, benchmarking & cost modelling – 03/22 New bike mileage approved by CLT and included in revised Business travel guidance – 09/22	03/22	C	Staff bike mileage claimed	10,664 miles	Increase	G	Nareen Turnbull
T7. Re-design the myTravel booking system to support the new Sustainable Colleague Travel Plan and sustainable travel hierarchy	Staff time (CEC) ***	Engagement with supplier (CTM) to implement changes to the travel booking platform – Q2 to Q4 2022 New pop-up notification for air travel and need to select service director when making booking - complete. Enable booking bed in sleeper train – work in progress TravelCTM carbon tools to be launched late 2023.	03/22 (delayed to 12/23)	A	TBC	TBC	TBC	N/A	Nareen Turnbull Travel Plan and Research/ Monitoring Officer
T8. Review the designation and use of Council parking spaces to encourage more sustainable transport choices	Staff time (CEC) ***	Develop general principles for designation of parking spaces – 03/22	06/22	C	TBC	Draft principles developed	TBC	N/A	Nareen Turnbull
★T13. Engage with service areas, trade unions and CLT to approve the draft	Staff time (CEC) ***	Engagement with relevant stakeholders Discussion at Our Future Work Board – Q4 23	TBC	A	N/A	N/A	N/A	N/A	Travel Plan and Research/ Monitoring

¹¹ Estimated costs based on 18/19 and 19/20 data, assuming an increase in the bike mileage rate from 25 to 45 p/mile

Phase 2 – by 2024/25 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2022/23	Target	RAG	Delivery Lead
★ : New action parking spaces allocation principles and ensure they are implemented.		Work with Comms to promote and enact this new culture							Officer - Facilities Management
T9. Commit to phasing out air travel for business as part of an integrated approach to digital innovation in public sector strategic and operational delivery	Staff time (CEC) ***	Included within scope to review policy guidance – 03/ 22	06/22	G	Air travel emissions	29 tCO2e (123 tCO2e in 2019/20)	Decrease	A	Nareen Turnbull
T10. Work with third sector partners to pilot the replacement of business journeys by car with e-cargo bikes and roll-out e-cargo bike training to target staff groups	Pilot & training delivered by 3 rd sector partner ***	Try-it session for active travel team, planners/ designers. 2 months pilot w/ Park Rangers/ Officers (02&03/23) Service areas identified for further trials – 08/23.	Q1 2023 (tbc subject to insurance/ training requirements)	G	Number of staff receiving e-cargo bike trainings	22	8 for 1 st pilot Future target TBC following pilot outcomes	G	Travel Plan and Research/ Monitoring Officer

Phase 3 – by 2030									
Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
T11. Ensure the Active Travel Action Plan and Investment Programme delivers an active travel infrastructure which contributes to modal shift for business travel	£117.6m: £20.5m (CEC to 2025/26 subject to internal allocations) + £84.5m (to 2025/26, Sustrans) + £12.6m (to 2025/26, SG CWSR grant) + £0.1m (SG Place Based Investment Programme in 2022/23) ***	Ensure CEC work on service redesign and new ways of working Helps to inform future active travel investments Gather data on business travel routes and transport modes to inform future active travel infrastructure investment by 12/23 – <i>tbc subject to resources</i>	03/25	G	Car mileage claims	2.9 million km	decrease	A	Active travel with support from Sustainability team
T12. Commit to 'EV only' for business travel by taxi	Staff time (CEC) ***	Review the Council contract specifications at point of renewal to ensure only EV taxis can be booked by 2030 – (Revision of Contract for unescorted passenger journeys - 10/22) Embed stricter environmental requirements in the taxi licensing requirements – TBC	By 2030 at the latest	G	TBC	TBC	TBC	N/A	Sustainability team/ Passenger Operations



Colleague engagement

Colleague engagement progress

Colleague engagement and empowerment is key if we are to achieve our ambitious climate targets. In 2022 and 2023, Human Resources have worked closely with the corporate sustainability team to drive cultural change within the Council, with regular meetings held to progress on actions.

The sustainability team's senior communications officer left the Council in Summer 2022, meaning that internal and external engagement activity has reduced over the past year. Following Committee approval in 2023, four new posts have been recruited, which will include a communications and engagement role.

Nevertheless, the in-house delivery of the climate change training continued in 2023, with the number of participants doubling between August 2022 (153) and August 2023 (381), and 20 new facilitators being trained to help with the delivery. Climate change training is at the heart of the culture shift needed to embed sustainability in everything we do. A tailored version of the workshop has been rolled out across the Planning & Building Standards service. As of August 2023, 102 staff had attended the climate training, which represents 66% of the whole service. Two workshops have also been delivered to senior managers and service directors (with a focus on members of the Corporate Leadership Team and Sustainability Board). Despite this progress, more facilitators are required to sustain a high delivery pace and achieve the target. This indicator is rated as red to reflect the gap with the ambitious target of 2,500 colleagues trained by 2025.

The new Behavioural Framework has been launched in May 2023 and includes 'green behaviours' under the "Integrity" pillar. It will underpin the recruitment process as well as the annual performance conversations.

Evolution of Colleague engagement KPIs

Table 10: Summary of Colleague engagement KPIs

Key for the RAG rating of the Key Performance Indicators (KPIs):

Target achieved/ on track	G	Target almost achieved	A	Gap with target is >10%	R	Too early to say	TE	Not applicable	N/A
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KPI	2020/21	2021/22	2022/23	Latest data	Target	RAG
Number of Climate lunch and learns	Launched 04/21	3	3	-	4 per year	A
Number of staff who have attended climate change training	4	66	241	381 as of 08/23	15% of staff by 2025 (around 2,500)	R
Number of staff trained to deliver climate change training	N/A	6	22	-	Minimum 20 by 2025	G
Number of users who have completed the e-learning module	N/A	N/A	N/A	26	increase	TE
Number of departments with sustainability network members	8	10	12	-	17 by 2030	A
Number of green car leasing scheme users	Launched 03/21	38	59	-	increase	G

Colleague engagement actions

Table 11: Colleague engagement programme

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Actions ★ : New action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
E1. Climate Literacy training for elected members and colleagues: Support, decision making and scrutiny and enable to make informed choices which help to reduce emissions	£27K (CEC) ***	External provider contracted – 12/21 Training delivery to phase 1 priority groups – from 03/22 Move to in-house delivery of Climate Fresk workshops – 11/22	12/25 (<i>subject to capacity</i>)	A	No. of colleagues who have attended training No. of colleagues trained to deliver training	360 (Aug 23) 22	15 % of staff by 2025 (~ 2,500) (<i>Silver accreditation</i>) Minimum 20 by 2025	A	Sustainability team
E2. Sustainability Network: Collaborative network to harness existing assets and resources for members to enable teams to become more sustainable. Support promotion of best practice across council workstreams.	Staff time (CEC) ***	Network launched & regular meetings set up– 03/21 Recruitment of new comms officer – 09/23	On-going	A	# different departments with sustainability network members	12	17	A	Sustainability team

Actions ★ : New action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
E3. Climate lunch and learns: Raising awareness and encouraging action on key issues, such as sustainable staff travel and waste reduction	Staff time (CEC) ***	3 dates in 2022/23: (Sustainable travel 05/22, Clean air day 06/22, Digital clean up day 03/23)	On-going	A	# of lunch and learns	3	4 per year	A	Sustainability team
E4. Supporting colleagues to reduce emissions from energy and waste in the workplace: Promoting and encouraging re-use, repair and recycling.	Staff time (CEC) ***	Sustainability embedded in Our Future Work pilot workbook Festive waste awareness raising campaign – 12/21 and 12/22 Update of Sustainability Orb pages – Summer 22 Recruitment of new comms officer – 09/23	On-going	A	TBC	TBC	TBC	N/A	Sustainability team
E5. Awareness and engagement around procurement strategy: Support decision making & scrutiny and enable to make informed choices in line with the net zero ambition	Staff time (CEC) ***	Organise 10 procurement strategy/delivery related training events per year delivered to Council service areas	On-going	G	Number of events organised per year	10+	10	G	Lynette Robertson
E6. On-boarding: Refresh sustainability e-learning	Staff time (CEC) ***	Identification of refreshed content – 12/21 e-learning developed for myLearning Hub – Q3 22 New work module launched Q1 23	Summer 22	C	Number of users who have completed the e-learning module	26	increase	TE	Nareen Turnbull / Sustainability Team

Actions ★ : New action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
E7. The role of our leaders: Ensure sustainability is embedded in decisions about Our Future Work & service/organisational design principles.	Staff time (CEC) ***	Sustainability embedded in Our Future Work pilot workbook ★Explore how sustainability can feature under one of the behaviours in our purpose and behaviours framework – Q3 22 ★Sustainability included as a measure of the leadership goals – 03/23 ¹² 2 dedicated climate training sessions for Sustainability Board members and CLT (02 and 04/23) – 20 participants	03/23	C	N/A	N/A	N/A	N/A	Nareen Turnbull
E8. Employee benefits platform: review current offering to improve alignment benefits with net zero ambition	Staff time (CEC) ***	Green car leasing scheme launched – 03/21 Cycle to Work allowance increased to £5000 to enable the purchase of cargo bikes – 08/23	Summer 22	C	Number of green car leasing scheme users	59	Increase	N/A	Nareen Turnbull
E9. Review and develop coherent intranet content (Orb) and policies to ensure alignment with net zero objectives	Staff time (CEC) ***	Review and integrate Orb content by 01/22 New Transport & Travel pages and Sustainability pages launched – Q3 22	06/22	C		N/A	Orb content updated	N/A	Nareen Turnbull / Sustainability team

¹² New leadership goal: "Ensure all decisions made by myself and my team members are in line with the Council's net zero commitment"

Actions ★ : New action	Resources	Intermediary milestones	Completion date	RAG	KPI	2022/23	Target	RAG	Delivery Lead
E10. Encourage staff modal shift from vehicle use to active travel through the delivery of 20-minute neighbourhood hubs	Staff time (CEC) ***	Publication of 20-minute neighbourhood strategy – 06/21 Publication of Sustainable Colleague travel Plan – 03/22 (delayed to Q2 24)	On-going	A		2.9 million kms (5.3m in 2019/20)	decrease	A	Sustainability team
★E11: Explore the possibility to develop an Employee Volunteer Policy which would grant 1 paid day per year for colleagues to volunteer locally	TBC *	Update of the existing Special Leave policy – Q1 24	12/25	G	Publication of Volunteer policy	-	-	N/A	Nareen Turnbull
★E12: Behaviour based recruitment: ensure our sustainability commitment are embedded in recruitment process	Staff time (CEC) ***	Council's sustainability commitment embedded in recruitment materials since 2020. Explore the possibility to review job descriptions to add a responsibility to contribute to the net zero target - by 12/27 Recruitment process including refreshed Employer Value Proposition will be reviewed following implementation of Oracle Fusion in October 2024.	12/27	G	N/A	N/A	N/A	N/A	Nareen Turnbull



Procurement and circular economy

Although emissions from purchased goods are not included in the city or Council carbon footprint data, we are nonetheless working with city partners to reduce these. The city's 2030 Climate strategy seeks to address these emissions and includes several actions related to procurement and circular economy. We are working to reduce emissions from our procurement activity and engaging with providers to support the reduction of emissions across their supply chains.

We reviewed and updated our five-year Sustainable Procurement Strategy in September 2023 following the updated Business Plan and the recently published Public Procurement Strategy for Scotland 23-28, the first national procurement strategy. The Strategy continues to place sustainability at the heart of the Council's procurement programme, to ensure that our considerable spending power is used to promote those economic, environmental and social outcomes that enable the effective delivery of essential services and simultaneously assist the Council in addressing the challenges that the city is facing.

Key highlights from the last financial year include:

- A supplier engagement strategy was approved in March 2023.
- Since June 2023, Climate Change Plans are now being requested as standard from suppliers where the frameworks or contracts are identified as priority or relevant and bidders are being asked to note sources of emissions to help them consider how they can reduce those.

- A procurement pipeline prioritisation was supported by Zero Waste Scotland to help ensure a focus on the contracts that will have the greatest impact.
- Climate criteria was applied to all construction projects and a wider action to seek carbon reduction plans at organisation as well as contract specific levels is now in place.
- A new member of staff with a Diploma in Sustainable Development has been recruited to the Engagement team.
- The Council continues to adopt a whole-life costing approach to evaluation criteria whenever possible. Whole life cost is considered early at the time of strategy development, with evaluation focused on a balanced cost, quality and sustainability threshold, and embedded in the Council's procurement procedures. There is also continual monitoring on the use of whole-life costing within our tender approach, with Best Practice shared and recorded for future reference.
- The Roads and Transport Infrastructure Construction Framework tender had specific emphasis on a reduction of vehicle and plant emissions, efficient use of energy, minimisation of waste and sustainable use of materials specific to the industry.
- Construction projects such as those at Ratho, Deanbank and Kirkliston had requirements focussed on energy efficiency and local conditions which considered noise and dust impact on local neighbourhoods.
- Road Resurfacing at Crammond Brig set a benchmark for sustainable road construction practices. The lower temperature production used resulted in decreased energy consumption and greenhouse gas emissions. A zero-waste approach was adopted where every tonne of road planings

removed from the site, was sent back to Duntilland Quarry to be reused in this, and future projects.

Key Performance Indicators:

The Corporate Procurement Service continued to provide monthly engagement sessions, as well as a quarterly Supplier Newsletter and delivered 25 training events in the last financial year.

The percentage of spend covered by a carbon reduction plan and with reuse/repair requirements are new indicators and are still to be baselined.

The Local Government Benchmarking Framework figures for 2021/22 recorded the Council's 37.8% percentage of procurement spend with local enterprises as being the third highest of similar size Councils, well above the Scottish average of 29.9%. The 2022/23 figure is slightly lower (37.3%) and below the target of 41% set for this financial year, but the volume of local suppliers has increased from 633 to 653 this year. As the profile of contracts and projects let will change from year to year so will the overall profile of the core spend which can as a result impact on the percentage of spend with local enterprises e.g. a number of large capital projects may be awarded to prime contractors who sub-contracts part of the work to local trades and specialists but the spend with these SMEs may not be captured by the Council.

Evolution of Procurement KPIs

Table 12: Summary of Colleague engagement KPIs

Key for the RAG rating of the Key Performance Indicators (KPIs):

Target achieved/ on track	G	Target almost achieved	A	Gap with target is >10%	R	Too early to say	TE	Not applicable	N/A
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KPI	2020/21	2021/22	2022/23	Target	RAG
Supplier engagement strategy developed	New indicator	New indicator	Approved 03/23	Supplier engagement strategy developed by 04/23	G
Number of monthly engagement sessions	12+	12+	14	12 per year	G
Number of procurement strategy/delivery related training events per year delivered to Council service areas	10+	10+	25	10 per year	G
% of annual influenceable spend covered by a carbon reduction plan	New indicator	New indicator	Commenced in 06/23 – will be measured from 23/24	TBC once baseline available	TE
% of annual influenceable spend with reuse, repair recycle requirements in tender documents	New indicator	New indicator	Still to be baselined	TBC once baseline available	TE
Percentage of total core spend with local suppliers	41 %	38 %	37%	39 % for 20/21 40 % for 21/22 41 % for 22/23 42 % for 23/24	A

Procurement actions

Table 13: Key procurement actions

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with delays	A	Milestone unlikely to be met	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	Delivery Lead
<p>★P1. Procurement representation and influence across the Council and with public sector colleagues through knowledge sharing and resources leading to opportunities for carbon reduction.</p>	Staff time (CEC) ***	<ul style="list-style-type: none"> - Representation on the SGs Climate & Procurement Forum with representative bodies from across the public sector (although currently paused pending consultancy report). - Knowledge sharing with colleagues from English authorities. - Sharing of resources via the National Climate and Procurement Forum, the Knowledge Hub, Scottish Local Government Procurement Forum, and Sustainability Board with examples of collaborative projects reviewed to identify opportunity - on-going - Production and input to national Primary Impact Area for Climate Change guides shared with the internal team and wider public sector organisations – completed Q1 2022 - Completion of carbon literacy training by Procurement colleagues, through the Scottish 	On-going	G	Lynette Robertson

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	Delivery Lead
<p>★P2. Engagement with suppliers and experts to better understand what opportunities for carbon reduction can be delivered through influenceable spend and in particular our key priority sectors such as fleet, waste and construction</p>	<p>Staff time (CEC) ***</p>	<p>Government sustainable procurement toolkit and Council internal Climate Fresk training - Promotion of e-learning opportunities through the Procurement Learning & Development Team to wider Council including commissioning colleagues – on-going - Engagement with Sustainable Procurement Limited on behalf of Zero Waste Scotland to produce prioritisation programme for Council planned procurement expenditure, using the Sustainable Procurement Prioritisation Methodology. - National Meet the Buyer event – 17/05/23 - EICC Conference Centre - Calls for innovation and low-carbon market solutions – from 01/23 - Building of carbon reduction solutions into tender documents such as specifications and through the evaluation process - on-going - Development of supplier engagement strategy- by 04/23 - Expert support sought from organisations such as Zero Waste Scotland to educate and raise awareness in Council staff involved in tendering and managing contracts and to highlight good practice and opportunities for the circular economy outcomes via procurement activity – on-going</p>	<p>On-going</p>	<p>G</p>	<p>Lynette Robertson</p>
<p>★P3. Promotion of carbon reduction plans leading in future to a requirement for suppliers in all Council key priority areas</p>	<p>Staff time (CEC) ***</p>	<p>- Requirement that suppliers provide Climate Change Plans/Carbon reduction plans based on Scottish Government SSPD requires as standard for all relevant and priority contracts as from June 23 (to date 19 tenders).</p>	<p>06/23</p>	<p>G</p>	<p>Lynette Robertson</p>

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	Delivery Lead
		<ul style="list-style-type: none"> - Develop and apply a triage and assessment process for appropriate use of the Scottish Government Sustainable Procurement Toolkit to identify influenceable spend with most significant carbon reduction potential – completed 03/23 - Seek to influence the behaviour of the market and suppliers as to what is expected i.e. carbon reduction plans and future continuous improvement to reduce their climate impact including setting and achieving carbon reduction targets – on-going 			
<p>★P4. Consider potential for reuse, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste</p>	<p>Staff time (CEC) ***</p>	<ul style="list-style-type: none"> - Use of the Scottish Government Sustainable Procurement Toolkit when considering new procurements – on-going - Assessment of the potential for reuse, repair & recycling in the procurement planning stage – on-going. - Use and promotion of Warp-It to reduce landfill and increase reuse by the Council, Edinburgh based public bodies and the third sector – on-going - Procurement Strategy template includes reference to use of sustainable tools as well as highlighting consideration of circular economy, reuse/recycle/repair and whole life costing 	<p>On-going</p>	<p>G</p>	<p>Lynette Robertson</p>

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	Delivery Lead
<p>★P5. Adopt industry standards to ensure consistency in approach with the market and clear measurement tools understood by all</p>	<p>Staff time (CEC) ***</p>	<ul style="list-style-type: none"> - Ongoing on a procurement-by-procurement basis - Establishment in Council's procurement procedures that suitable standards and certifications sought in tender exercises – on going - New Schools to be built to Passivhaus standard. - Application of Housing Service's net zero design guide for new home developments (refreshed in November 2020). - Environment Management Systems supported by ISO 14001 or equivalent are becoming standard with contractors as well as application of the Considerate Contractor Scheme. - Delivery of Community Benefits which support the 'Million Tree City' projects and other Council nature initiatives such as urban gardening projects and working with schools. 	<p>On-going</p>	<p>G</p>	<p>Lynette Robertson</p>



Performance monitoring and reporting

We will continue to publicly report its organisational emissions annually to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD).

We also participated in the Carbon Disclosure Project (CDP)¹³ for the first time in late 2020. CDP is an international non-profit organisation for companies and cities' environmental reporting organisation. It is the largest climate change-focused data collection and assessment programme in the world.

In 2021 and 2022, Edinburgh was on **CDP A-List**; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency.

The reporting arrangements for the monitoring of Council emissions are listed in *Table 13*.

Table 14 summarizes the key performance indicators which are used to track progress against of the actions identified in each section of this plan.

Table 14: Reports that include monitoring of Council corporate emissions

Report	Key dates	Schedule
Carbon Disclosure Project	Jul 2023	Annual
City of Edinburgh Council Annual Performance report	Aug 2023	Annual
Public Bodies Climate Change Duties report	Oct 2023	Annual
Council Emissions Reduction Plan Annual Progress Report	Oct 2023	Annual

¹³ <https://www.cdp.net/en/cities>

Table 15: Summary of key performance indicators across all chapters

Key for the RAG rating of the Key Performance Indicators (KPIs):

Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Monitoring only	N/A
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Sector	KPI	2019/20	2020/21	2021/22	2022/23	Target	RAG
All	Total Council emissions (tCO _{2e})	73,503	65,647	65,527	61,081	Net 0 by 2030	N/A ¹⁴
All	3-years carbon budget spend (thousand tonnes of CO _{2e})	N/A	66	131	192	190 ktCO _{2e} (cumulated from 2020/21 to 2022/23)	A
Buildings	Total Buildings emissions (tCO _{2e})	46,214	43,308	44,103	41,443	0 by 2030	R
Buildings	Installed solar PV capacity (MW)	1.458	2.221	2.446	2.481	3.221 MW by 2023/24 (approx. split year 1 - 250kW, year 2 - 300kW, year 3 – 450kW) 6.221 MW by 2030 (+4 MW)	A
Buildings	Percentage of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC)	N/A	15%	18%	25.7%	100% of conditioned area where Passivhaus is technically appropriate	N/A

¹⁴ Performance is monitored against the three years cumulated carbon budget rather than annual emissions due to annual fluctuations.

	Primary Plant or equivalent						
Buildings	Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to low and zero carbon plant (or equivalent)	N/A	0 m2	0m2	0m2	<ul style="list-style-type: none"> • By 04/25- approx. 4,396m² • By 04/26- approx. 8,874m² • By 04/27- approx. 17,097m² • By 04/28- approx. 22,665m² of Council buildings are targeted to be retrofitted 	TE
Buildings	Cumulated Number of staff receiving PassivHaus designer training	0	0	4	8	4 by 11/21 10 by 12/23	G
Other energy	Total emissions from other energy consumption (tCO _{2e})	12,083	9,355	7,449	6,779	Net 0 by 2030	G
Other energy	Electricity consumption from street lighting (kWh)	23,063,626	18,556,408	12,624,206	10,963,379	13,085,393 kWh by 2022/23	G
Other energy	Number of sites with Tungsten Halogen Lamps	N/A	254	221	212	243 sites by 03/22 0 site by 03/31	R
Other energy	Traffic signal electricity consumption (kWh)	2,250,838	2,227,693	2,226,456	2,230,747	decrease	A
Fleet	Total fleet emissions (tCO _{2e})	6,671	6,267	6,290	6,252	Net 0 by 2030	R

Fleet	Percentage of Electric vehicles in the total cars fleet (internal fleet)		65%	71%	61% / 90% as of 07/23	100% by 12/2024	A
Fleet	Percentage of Electric vehicles in the total cars fleet (internal + hire fleet) (*as of Aug 2023)		38%	41%	50% / 69% as of 07/23	100% by 12/2024	R
Fleet	Percentage of Electric vehicles in the total vans fleet (internal) (*as of Aug 2023)		20%	20%	21%	100% by 12/2024	R
Fleet	Percentage of Electric vehicles in the total vans fleet (internal + hire fleet) (*as of Aug 2023)		13%	13%	12%	100% by 12/2024	R
Fleet	Number of charging bays installed		86	203	316	136 by 04/2022	G
Fleet	Number of charging bays which are publicly accessible		45	109	270		G
Fleet	No. of alternatively powered HGV	0	1	1	1	6 by 04/2023	G
Fleet	Percentage of electric small equipment	N/A	N/A	N/A	10%	50% of equipment electric	TE
Waste	Total waste emissions (tCO _{2e})	5,843	5,949	6,725	5,539	Net 0 by 2030	A
Waste	Percentage of waste recycled	41.10%	39.60%	42.70%	40.7%	41% by 2021/22	A
Waste	Total waste tonnages collected	205,209	209,944	215,736	196,313	decrease	G

Waste	Total food waste tonnages collected	9,716	10,966	10,489	9,828	increase	A
Waste	Recycling, glass and food waste capacity per resident before and after the project is delivered (Liter)	N/A	N/A	Phase 1: 60 L (before) >150 L (after)	Phases 1, 2, A: 60L (before) >150L (after)	increase	G
Waste	Non-recyclable waste capacity per resident before and after the project is delivered (Liter)	N/A	N/A	Phase 1: 236 L (before) >150 L (after)	Phases 1, 2, A: 236L (before) >150L (after)	decrease	G
Waste	Number of locations with fully integrated waste and recycling facilities before and after the project is delivered.	N/A	N/A	Phase 1: 32 (before) 360 (after)	Phases 1, 2, A: 59L (before) 550L (after)	increase	G
Waste	Number of locations with only non-recyclable waste bins before and after the project is delivered.	N/A	N/A	Phase 1: 235 (before) 0 (after)	Phase 1: 255L (before) N/A (after)	decrease	G
Waste	Annual fuel consumption from Refuse Collection Vehicles (thousand litres)	970.773	N/A	953,253	966,657	decrease	A
Waste	Number of datasets opened for innovation	N/A	N/A	N/A	N/A	5 by 2023	TE

Waste	% of full bin alerts responded to within 24-48 hrs	N/A	N/A	N/A	N/A	increase	TE
Waste	% of fire alerts responded to within 15 mins.	N/A	N/A	N/A	N/A	increase	TE
Waste	% of vandalism alerts (i.e. bins being tipped over) responded to within 24 hrs	N/A	N/A	N/A	N/A	increase	TE
Waste	Number of recycling centres	3	3	3	3	4	A
Waste	MWh of electricity and heat generated through the incineration of waste collected by CEC (TBC subject to data availability)	N/A	74,370 MWh	72,419 MWh (electricity)	67,607 MWh (electricity)	Monitoring only	N/A
Business travel	Total business travel emissions (tCO _{2e})	1,956	612	781	866	Net 0 by 2030	A*
Business travel	Air travel emissions (tCO _{2e})	123	2	12	29	decrease	R
Business travel	Business travel emissions from taxis (tCO _{2e})	870	213	335	326	decrease	G
Business travel	Grey fleet mileage claims (million km)	4.665	2.255	2.47	2.903	decrease	R
Business travel	Staff bike mileage claimed (miles)	21,852	9,984	13,556	10,664	increase	R
Business travel	Uptake of Cycle to Work scheme	N/A	408	410	273	increase	R

Business travel	Number of staff receiving e-cargo bike trainings	0	0	0	22	5 (now aiming for 8 in 2022)	G
Engagement	Number of Climate lunch and learns	N/A Launched April 2021	N/A Launched April 2021	3	3	4 per year	A
Engagement	Number of staff who have attended climate change training	2	4	66	241 (381 as of 08/23)	15% of staff by 2025 (approx 2,500)	R
Engagement	Number of staff who have been trained to deliver climate change training	N/A	N/A	6	22	Minimum 20 by 2025 Tbc to increase the target	G
Engagement	Number of users who have completed the e-learning module			N/A	26	increase	TE
Engagement	Number of different departments with sustainability network members	N/A	8	10	12	17	A
Engagement	Number of green car leasing scheme users	N/A Launched end of 03/21	N/A Launched end of 03/21	38	59	increase	G
Procurement	Percentage of total core spend with local suppliers		41%	38%	37.3%	39% for 20/21 40% for 21/22 41% for 22/23 42% for 23/24	A

Procurement	% of annual influenceable spend covered by a carbon reduction plan			New indicator		TBC once baseline available	TE
Procurement	% of annual influenceable spend with reuse, repair recycle requirements in tender documents			New indicator		TBC once baseline available	TE
Procurement	Number of monthly engagement sessions		12+	12+	14	12 per year	G
Procurement	Number of procurement strategy/delivery related training events per year delivered to Council service areas		10+	10+	25	10 per year	G

Glossary

Term	Meaning
Carbon Dioxide (CO₂)	A naturally occurring gas and one of the most abundant greenhouse gases in the atmosphere. Carbon dioxide is also a by-product of industrial processes, burning fossil fuels and land use changes.
Business as usual Scenario	A description of what would most likely occur in the absence of a carbon reduction project, also referred to as the 'baseline scenario'.
Carbon Dioxide Equivalent (CO_{2e})	Universal unit of measurement used to compare the relative climate impact of the different greenhouse gases. The CO _{2e} quantity of any greenhouse gas is the amount of carbon dioxide that would produce the equivalent global warming potential.
Carbon footprint	A carbon footprint is the sum of all emissions (in CO _{2e}), which were produced by an individual or organisation in a given time frame. Usually a carbon footprint is calculated for the time period of a year.
Circular economy	A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. Looking beyond the current take-make-waste extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits. <i>(Source: Ellen MacArthur Foundation)</i>
EnerPHit/Passivhaus	EnerPHit is the established standard for refurbishment of existing buildings using the Passive House basic principles and components. The Passivhaus Standard for new construction is not always achievable for works to existing buildings. For this reason PHI (Passive House Institute) developed the 'EnerPHit – Quality Approved Energy Retrofit with PassivHaus Components' certification process for existing buildings. Significant energy savings of between 75 % and 90 % can be achieved even in existing buildings. The basic 5 principles of the Passivhaus Standard are still used to achieve the EnerPHit Standard; <ul style="list-style-type: none"> • optimising thermal insulation levels • reduction of thermal bridges • high thermal performance windows • considerably improved airtightness • good indoor air quality maintained by a ventilation with heat recovery system with highly efficient heat recovery levels

Fabric first	An approach to building design which involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building services systems. <i>(Source: Carbon Futures)</i>
Greenhouse gas (GHG)	The collective term for emissions which contribute to the greenhouse effect by trapping heat from the sun. Carbon dioxide is a greenhouse gas, but other gasses such as methane also contribute to the greenhouse effect.
Grid decarbonisation	Decarbonising the grid means decreasing the emissions per unit of electricity generated. The electricity grid will decarbonise over time due to the UK generating more and more energy from renewables and at the same time closing coal power plants.
Heat network	Heat networks (also known as district heating) supply heat from a central source to consumers, via a network of underground pipes carrying hot water. Heat networks can cover a large area (including even an entire city) or be local (supplying a small cluster of buildings). <i>(Source: Department for Business, Energy and Industrial Strategy)</i>
Landfill	Disposal of waste material by burying it under layers of earth.
Net-zero emissions	According to the Scottish Government, a situation in which any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the “net” effect is zero emissions. Edinburgh has committed to ‘net zero’ emissions by 2030. To achieve this, we must reduce the emissions we produce to a minimum and capture any greenhouse gases we cannot avoid emitting through initiatives like tree planting.
Offsetting	Designs the process of trying to reduce the damage caused by releasing carbon dioxide into the environment by doing other things that remove carbon dioxide, for example, by planting trees”. <i>(Source: Cambridge Dictionary)</i>
Retrofit	Modifications to existing buildings that improve energy efficiency or decrease energy demand and may include installation of low carbon heating systems.

Appendix 1: Council organisational carbon footprint boundary

Scope 1 emissions (direct emissions)
Fuel consumption (Transport)
Controlled fleet
Edinburgh Leisure vehicles
Edinburgh Roads services
Natural Gas consumption
Bus stations, tram stops, substations, cabinets and Park & Ride
Care homes
Cemetery
Community / Family / day / education centres
Energy centre
Offices
Culture, arts, theatres and sports, libraries
Farmhouses
Hostels
Housing services / Domestic
Parks
Schools
Workshop / Depots
Oil consumption
Workshops/depots
Buildings (community centres, cemetery...)
LPG
Edinburgh leisure
Scope 2 emissions (indirect emissions)
Electricity consumption
Bus stations, tram stops, substations, cabinets and Park & Ride
Care homes
Cemetery
Community / Family / day / education centres
Energy centre
Offices
Culture, arts, theatres and sports, libraries
Farmhouses
Hostels
Housing services / Domestic
Parks
Schools
Workshop / Depots
Toilets
Street lighting
Christmas lighting
Traffic signals
Housing stair lighting
Lothian Pension Fund properties

Scope 3 emissions (other indirect emissions)	
Electricity Transmission and Distribution losses	
Water supply and water treatment	
	Council estate
	Edinburgh Leisure estate
Waste	
	Household waste collected by the Council (Landfill + Recycling + Incineration + Composting)
	Waste collected by the Council from Council buildings (Landfill + Recycling + Incineration + Composting)
	Litter (bins in parks and in the city)
	Waste generated in Edinburgh Leisure buildings
Business travel	
	Car mileage by Council employees (grey fleet)
	Car mileage by Edinburgh Leisure employees (grey fleet)
	Air and rail travel (Data from Council Travel Provider + Lord Provost Office)
	Taxi (data from Council Travel Hub)

Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Public Bodies Climate Change Duties Report 2022/23

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 Approves the City of Edinburgh Council Public Bodies Climate Change Duties Report 2022/23, for submission to the Scottish Government on 30 November 2023.
 - 1.1.2 Notes that Council emissions have reduced by 68% from a 2005/2006 baseline and that there has been a 7% decrease in emissions since last year.
 - 1.1.3 Notes that the Council's strategic approach to reducing its corporate emissions is set out in the Council Emissions Reduction Plan (CERP) which is the subject of a separate report to Committee.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Fiona Macleod, Senior Policy and Insight Officer

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Public Bodies Climate Change Duties Report 2022/23

2. Executive Summary

- 2.1 The Council must complete an annual statutory return in accordance with the Climate Change (Scotland) Act 2009, Public Bodies Climate Change Duties (PBCCD) as amended by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020.
- 2.2 The current report covers the last financial year (2022-2023) and must be submitted to the Scottish Government by 30 November 2023.
- 2.3 Council emissions have reduced by 68% from a 2005/2006 baseline. There has been a 7% decrease in emissions since last year.

3. Background

- 3.1 The City of Edinburgh Council is a 'Major Player' under the terms of the Climate Change (Scotland) Act 2009 and has a statutory duty to submit an annual report on how it is meeting the PBCCD. This report must be submitted to Scottish Government by 30 November each year and covers the most recently completed financial year.
- 3.2 The first six parts of the report apply to the Council and Edinburgh Leisure's greenhouse gas emissions, and the Council's climate change adaptation and sustainable procurement activities. Part seven is not a statutory requirement and was reported on for the first-time in 2019/2020.

4. Main report

- 4.1 The Council's Public Bodies Climate Change Report 2022-23 to the Scottish Government is attached at Appendix 2. The salient points are highlighted below.

Part 1 and 2: Organisational profile, Governance, Management and Strategy

- 4.2 Parts one and two of the report detail the Council's organisational profile and climate change governance and management arrangements. It describes the political decision-making structures, including the role of the Policy and

Sustainability Committee and the Sustainability Programme Board, along with relevant high-level strategic and operational structures across the Council. The progress made in the 2022/23 financial year is detailed, including the re-establishment of the Sustainability, Climate and Nature Emergencies All Party Oversight Group and the launch of the Nature Recovery and Climate Adaptation group (NRCA).

Part 3: Council emissions

- 4.3 Part three of the report covers the Council and Edinburgh Leisure’s emissions. In 2022/23, total Council emissions amounted to 61,051 tCO₂e. This represents a 7% decrease from last year, which is encouraging given a post-pandemic rebound was expected. The main reasons for this decrease are the decarbonisation of the electricity grid¹, a reduction in natural gas and gas oil consumption, and a reduction in landfilled waste compared to last year.
- 4.4 The breakdown of Council emissions per sources is shown in Figure 1. Emissions from buildings make up the majority (68%) of the Council’s total emissions.

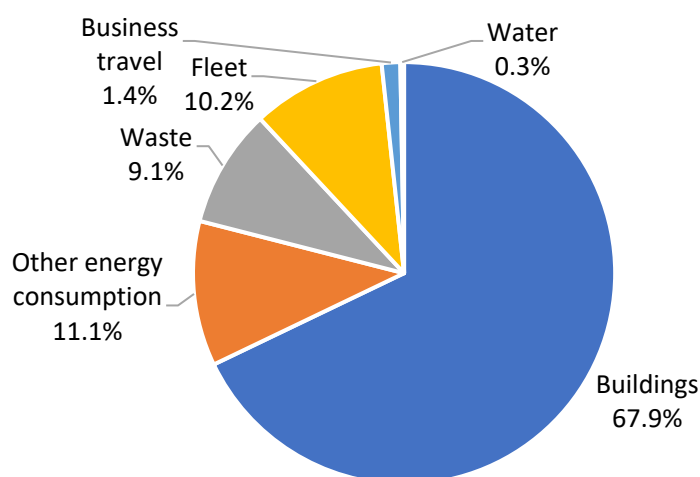


Figure 1: Breakdown of City of Edinburgh Council's emission sources in 2022/23

- 4.5 Key points relating to this year’s emissions inventory can be found in Appendix 1.
- 4.6 Questions 3e to 3j of Appendix 2 relate to carbon reduction projects implemented by the Council and by Edinburgh Leisure.

Part 4: Climate Change Adaptation

- 4.7 Part 4 of the PBCCD Report covers the Council’s climate change adaptation activity. The Council is also a lead partner in Edinburgh Adapts, a citywide partnership which is working to mainstream climate change adaptation across the city. A climate risk and cost analysis assessment for Edinburgh was completed in

¹ Decarbonising the grid means decreasing the emissions per unit of electricity generated (how many kilograms of CO₂ are emitted for every kWh of electricity produced). The electricity grid will decarbonise over time due to the UK generating more and more energy from renewables and at the same time closing coal power plants.

2022. The outcomes from this are being used to develop a long-term Climate Ready Edinburgh plan which will be brought to the next Policy and Sustainability Committee.

- 4.8 The PBCCD return reports a large increase in adaptation activity across the Council, with climate risk and adaptation embedded across a range of Council services, polices and plans. Key adaptation measures can be found in Appendix 1 and 2.

Part 5: Procurement Actions and Achievements

- 4.9 Part 5 of the PBCCD Report covers the Council's sustainable procurement activity. Commercial and Procurement Services continue to ensure that sustainability is firmly embedded in procurement policies and contract activity.
- 4.10 The Council reviewed and updated its five-year [Sustainable Procurement Strategy](#) in September 2023. Climate change reporting obligations are now included in the Annual Procurement Report. The Council applied climate related criteria to all construction projects in the last year and procurement activity is contributing to the Council's compliance with climate change duties in relation to construction, employment, school building and retrofitting, housing, public and active transport, and waste activities.

Climate awards

- 4.11 The Council has participated in the Carbon Disclosure Project (CDP)² on behalf of the city since 2020. CDP is the largest climate change focused data collection and assessment programme in the world. This questionnaire includes both Council and city-wide climate action. Edinburgh has received the CDP A-list status in 2021 and 2022; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency. 2023 results are anticipated in November.
- 4.12 The Council signed up to the Global Covenant of Mayors (GCoM)³ initiative in 2011 and to the Mayors Adapt initiative in 2015. Since 2016, both initiatives have merged within the Covenant of Mayors for Climate and Energy, a global coalition of city leaders addressing climate change by pledging to cut emissions and prepare for the impacts of climate change. For four years in succession (2020 to 2023), Edinburgh has been awarded with the maximum of six badges recognising its climate mitigation and adaptation efforts.

5. Next Steps

- 5.1 The Council's emissions will continue to be reported annually through the PBCCD statutory return.

² <https://www.cdp.net/en/cities>

³ <https://www.globalcovenantofmayors.org/>

- 5.2 The Council will continue to report annually through the Carbon Disclosure Project (CDP) in July/August.

6. Financial impact

- 6.1 There are no financial impacts arising from this report as it provides an update on the progress made by the Council on meeting our statutory Public Bodies Climate Change Duties under the Climate Change (Scotland) Act 2009.

7. Equality and Poverty Impact

- 7.1 Given that this report is retrospective, there are no direct equalities or poverty impacts.

8. Climate and Nature Emergency Implications

- 8.1 This progress report is aligned with the Climate and Nature Emergencies as it reports on emission savings and climate change adaptation which includes nature projects.
- 8.2 More detailed action on tackling the Nature Emergency is outlined in other plans as outlined in Appendix 3 of the [Nature Emergency Committee report \(22 August 2023\)](#).

9. Risk, policy, compliance, governance and community impact

- 9.1 This report is focussed on corporate activity, rather than city-wide projects (such as housing or transport projects). As such, community impacts are expected to be minimal but positive. For example, any energy efficiency improvement to the Council estate will benefit users (including schools), and any replacement of diesel vehicles with electric alternatives will improve public health.
- 9.2 There are no direct risks associated with this progress report. Some of the major actions of the plan (e.g. deep retrofit of Council buildings) will have their own separate risk registers.

10. Background reading/external references

- 10.1 [Public Bodies Climate Change Duties Report 2021/22](#).
- 10.2 [Public Bodies Climate Change Duties Report 2020/21](#)
- 10.3 [Public Bodies Climate Change Duties Report 2019/20](#)
- 10.4 [Public Bodies Climate Change Duties Report 2018/19](#)

Policy and Sustainability Committee – 24 October 2023

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- 10.5 [Council Emissions Reduction Plan – November 2021](#)
- 10.6 [Council Emissions Reduction Plan – First progress report – November 2022](#)
- 10.7 [Edinburgh CDP return – 2021 and 2022](#)

11. Appendices

Appendix 1 - Key facts and figures from the 2022/23 PBCCD return

Appendix 2 – Public Bodies Climate Change Duties Summary Report 2022/23

Appendix 1 - Key facts and figures from the 2022/23 PBCCD return

The Council has a statutory duty to report annually on compliance with the Climate Change (Scotland) Act 2009 Public Bodies Climate Change Duties (PBCCD). The below provides a summary of key facts and figures from the financial year April 2022 – March 2023.

Part three of the report covers the Council and Edinburgh Leisure's emissions. Emissions data from Edinburgh Trams and Capital City Partnership are also included as part of the overall emissions totals data. Other ALEOs are excluded because they are not 100% owned by the Council.

More details on historic emissions and trends can be found in the CERP 2023 Progress report.

Buildings

1. Buildings' emissions reduced by 30% between 2016/17 and 2022/23, largely due to the decarbonization of the electricity grid. Buildings' emissions have decreased by 6% compared to the previous year, mostly due to a decrease in natural gas (-6%), and gas oil consumption (-68%). Electricity consumption in buildings has increased by 3%, while street lighting consumption has fallen by 13% thanks to the completion of the upgrade programme. The greening of the grid has resulted in the emission factor for electricity reducing by 9% between 21/22 and 22/23. Overall, electricity-related emissions have decreased by 6%.
2. Total gas consumption has decreased by 6% in 2022/23. Both electricity and gas figures include Edinburgh Leisure run properties.
3. This is the seventh year of Edinburgh Community Solar Cooperative (ECSC) solar panels being operational on Council and Edinburgh Leisure buildings. The amount of renewable energy generated by solar PV panels and consumed on site during the year was 1.81 million kWh, an 18% increase from last year. New solar panels were installed on Bangholm Outdoor Centre during the last financial year.

Fleet

4. Fleet emissions have remained stable compared to last year (-0.6%). Diesel and gasoil consumption has increased in 2021/22 and 2022/23 with the service recovering to normal activity but remains 5% below pre-pandemic levels.

Waste

5. Total waste emissions were 18% lower than last year. This is primarily due to a 9% decrease in total tonnages, particularly a 33% drop in landfilled tonnages. Commercial and industrial waste tonnages are not collected by the Council and thus not included in the Council's emissions inventory.
6. Anaerobic digestion of food waste collected by the Council has generated 3,917 MWh of electricity in 2022/23. 67,607 MWh of electricity were exported to the grid through the incineration of the residual waste collected by the Council in the

Millerhill Energy from Waste plant. The overall electricity generated from the Council's food waste and residual waste is enough to cover the annual electricity needs of almost 25,000 average UK households.

Business travel

7. Business travel emissions have increased by 11% compared to last financial year but remain well below pre-pandemic levels (-56 % compared to 2019/20) and represent only 1% of the Council's overall carbon footprint. This is mainly due to a 18% increase in grey fleet mileage claims. Emissions from train and air travel continue to gradually increase since the 2020 drop and have more than doubled compared to 2021/22, reaching 36 tCO_{2e} in 2022/23. There is a real challenge ahead to curb this trend and ensure that business travel emissions do not gradually rise to pre-pandemic levels.

Water

8. Carbon emissions associated with water amount to 173 tonnes of CO_{2e}, which is less than 1% of the Council's total emissions inventory. There has been a 13% increase in water consumption compared to the previous year, mainly due to a very large increase (+73%) in Edinburgh Leisure buildings. Several factors can explain this higher water usage: maintenance done on several swimming pools which meant that they were drained and refilled, few leaks on some of the golf courses and a complete lifting of covid restrictions (water consumption is only 19% higher than 2019/20 levels). In 2021, the Sustainable Scotland Network decided to use the emission factor produced by Scottish Water rather than the UK-wide water industry, which is higher. Scottish Water emission factor has been updated this year and is lower than last year so water-related emissions have decreased by 3% despite the increase in consumption.

Key adaptation measures in 2022/23

9. Embedding of adaptation into planning policy and processes including [City Plan 2030](#) which sets out new policies to support climate resilient place-based approaches to development and infrastructure, including through utilising green and blue infrastructure to reduce flood risk, improve air and water quality and enhance biodiversity.
10. Delivery of a long term and sustainable approach to water management including by reducing flood risk and tackling drought in the city, co-ordinated by the Edinburgh and Lothians Sustainable Drainage Partnership, comprising the Council and two neighbouring local authorities, SEPA and Scottish Water.
11. Delivery of green infrastructure and nature-based solutions to climate-related impacts, including through the development of [Edinburgh's Green Blue Network](#), [Edinburgh Nature Network](#) and [One Million Tree City initiative](#).
12. Integration of climate change risks and adaptation responses into Edinburgh's [Biodiversity Action Plan](#).

13. Work to identify risks and protect Edinburgh's World Heritage Site, historic buildings and coastal communities, including through the proposed development of a coastal park as part of the [Granton Waterfront Masterplan](#).
14. Integration of adaptation into Council and citywide resilience planning processes including severe weather

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Recommended Reporting: Reporting on Wider Influence

RECOMMENDED – WIDER INFLUENCE

OTHER NOTABLE REPORTABLE ACTIVITY

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PART 1: PROFILE OF REPORTING BODY

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

1(b) Type of body
Local Government

1(c) Highest number of full-time equivalent staff in the body during the report year
15,756

1(d) Metrics used by the body			
Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.			
Metric	Unit	Value	Comments
Population size served	population	526,470	NRS for 21/22 reporting https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2021

1(e) Overall budget of the body	
Specify approximate £/annum for the report year.	
Budget	Budget Comments
£1,206,000,000	This is net of fees and charges for services provided.

1(f) Report year	
Report Year	Report Year Comments
2022/23 Financial (April to March)	

1(g) Context
Provide a summary of the body's nature and functions that are relevant to climate change reporting.
The City of Edinburgh Council is the unitary local government authority for the city and as such is responsible for providing a range of public services, including education, health and social care, planning, housing, roads and transport, street lighting and Council house stair lighting, economic development, parks and greenspaces, biodiversity, environmental protection, waste management, and cultural and leisure services. The Council manages an operational estate of more than 600 buildings (this

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excludes investment buildings i.e. those owned by the Council and operated as shops, pubs etc as these premises are not used for the discharge of public duties but includes PPP/DBFM school buildings). The different sources of emissions for the Council are detailed in the Council's Emissions Reduction Plan (CERP).

The City of Edinburgh Council collates and includes data from its Arm's Length External Organisation (ALEO), Edinburgh Leisure, as part of its reporting duty. This includes consumption and CO2e emissions data from Edinburgh's Leisure's operating estate, transport and recycling activities.

The City Council declared a climate emergency in 2019 and a nature emergency in 2023 and has committed to achieving net zero emissions by 2030. The Council provides the leadership for the Net Zero Edinburgh Leadership Board and has a key leadership role in the Edinburgh Adapts partnership and development of Edinburgh's next climate change adaptation plan, Climate Ready Edinburgh.

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PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

2(a) How is climate change governed in the body?

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements.

The City of Edinburgh Council declared a climate emergency in February 2019 and a nature emergency in 2023 and set a new target in May 2019 for the city to be net-zero by 2030. To achieve this target and adapt the city to the impacts of climate change, a 2030 Climate Strategy and Implementation Plan was approved in November 2021. The Strategy contains Council and citywide governance and reporting structures and strategic actions to achieve the 2030 net zero target and adapt the city.

A Council Emissions Reduction Plan (CERP) was approved in November 2021 focusing on Council corporate emissions, outlining a phased action plan for reducing these emissions. A CERP Board was established in 2022 to provide strategic leadership and operational accountability for delivery of the Council's organisational emissions target of net zero by 2030. It is chaired by the Service Director for Sustainable Development and includes Council's key service areas for each of the strands of the plan (Buildings, Fleet, Waste, Human Resources and Procurement).

The Council's Policy and Sustainability Committee provides political oversight and scrutiny of progress towards the Council and city targets. A Sustainability and Climate and Nature Emergency All Party Oversight Group (APOG), comprising the Convener of the Policy and Sustainability Committee and an elected member from each of the other political groups, provides a mechanism for Elected Members to engage with the sustainability programme.

A Sustainability Programme Board co-ordinates action across the Council, drives programme implementation, provides officer and elected member leadership and oversight for delivery of council actions that contribute to the implementation of the 2030 Climate Strategy. The Sustainability Programme Board is chaired by the Council's Executive Director of Place as Senior Responsible Officer for Sustainability and includes Heads of Service for the Council's key service areas, including planning, operational services, sustainable development including strategic asset planning, estates, construction and regeneration, housing and homelessness, procurement, finance, education and corporate function.

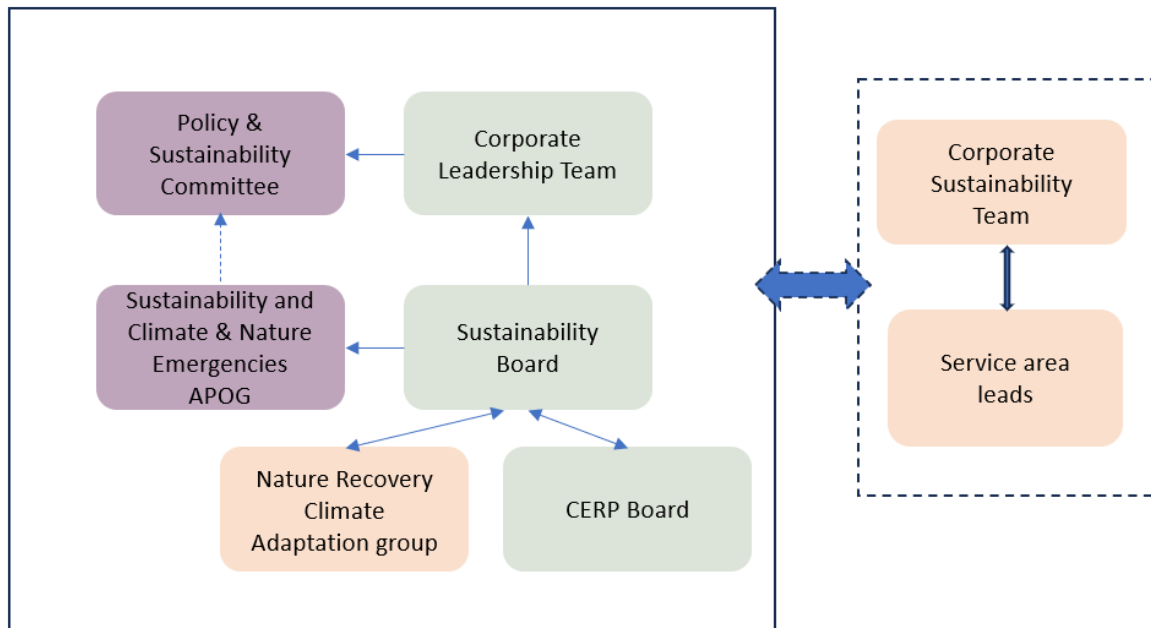
Edinburgh's Net Zero Edinburgh Leadership Board (NZELB) was established from the 2030 Climate Strategy for the city. The board's role is to bring city partners together to provide city wide leadership in creating a green, clean and sustainable future for

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the city and develop a green infrastructure investment plan for the city. The Board members are the Council, the University of Edinburgh, the NHS, SP Energy Networks, Scottish Gas, Scottish Water and the Chamber of Commerce. The wider city partnerships on Transport infrastructure; City Heat and Energy Efficiency; Adaptation and a Just Economic Transition have been established and are each led by one of the board member organisations.

The Council refreshed its Business Plan in 2023 with "Becoming a net zero city" remaining as one of its three core priorities, alongside ending poverty and creating good places to live and work.

A summary of the internal climate governance structure is shown below.



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2(b) How is climate change action managed and embedded by the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body (JPEG, PNG, PNG, PDF, DOC)

The Corporate Sustainability Team in the Corporate Services Directorate lead on the corporate response to carbon mitigation, climate change adaptation and sustainability initiatives, including the development of corporate strategies, action plans and engagement activities. The Director for Place is the Council's Senior Responsible Officer for Sustainability and leads at strategic level on Council services relating to housing, energy and water management, waste services, transport, planning, and parks. Sustainability is being embedded across the city through major programmes such as the Council's City Mobility Plan, City Centre Transformation Programme and the development of the Council's new local development plan, City Plan 2030. The Director of Corporate Services is responsible for procurement, asset management and ICT. The Executive Director for Education & Children's Services is responsible for ensuring youth engagement and embedding sustainability within the schools' curriculum. A Sustainability Programme Board co-ordinates action across the Council, drives programme implementation and provides officer oversight of actions arising out of the Sustainability Programme including climate related action that may be governed by other dedicated structures. The Programme Board oversees the Council commitments within the citywide 2030 Climate Strategy on behalf of the Council, with scrutiny of progress being the responsibility of the Council's Policy and Sustainability Committee.

A dedicated Council's Emissions Reduction Plan (CERP) Programme Board has been set up which reports to the sustainability board as needed. The Sustainable Development director is senior responsible officer for the plan and chair of the board. The board is attended by all service area leads covering the different areas of the CERP, which ensures ownership and oversight of the actions.

Edinburgh Partnership Board oversees implementation of Edinburgh's 2030 Climate Strategy and the Net Zero Edinburgh Leadership Board (NZELB) leads the collaborative development and investment plans for strategic city infrastructure in line with Edinburgh's net zero target by 2030.

The board brings city partners together to:

- Provide city wide leadership in creating a green, clean and sustainable future for the city
- Oversee, agree and drive delivery of four thematic workstreams (Adaptation; City Heat and Energy Efficiency; Transport Infrastructure and Just Economic Transition)
- Develop a green infrastructure investment plan for the city underpinned by climate justice principles

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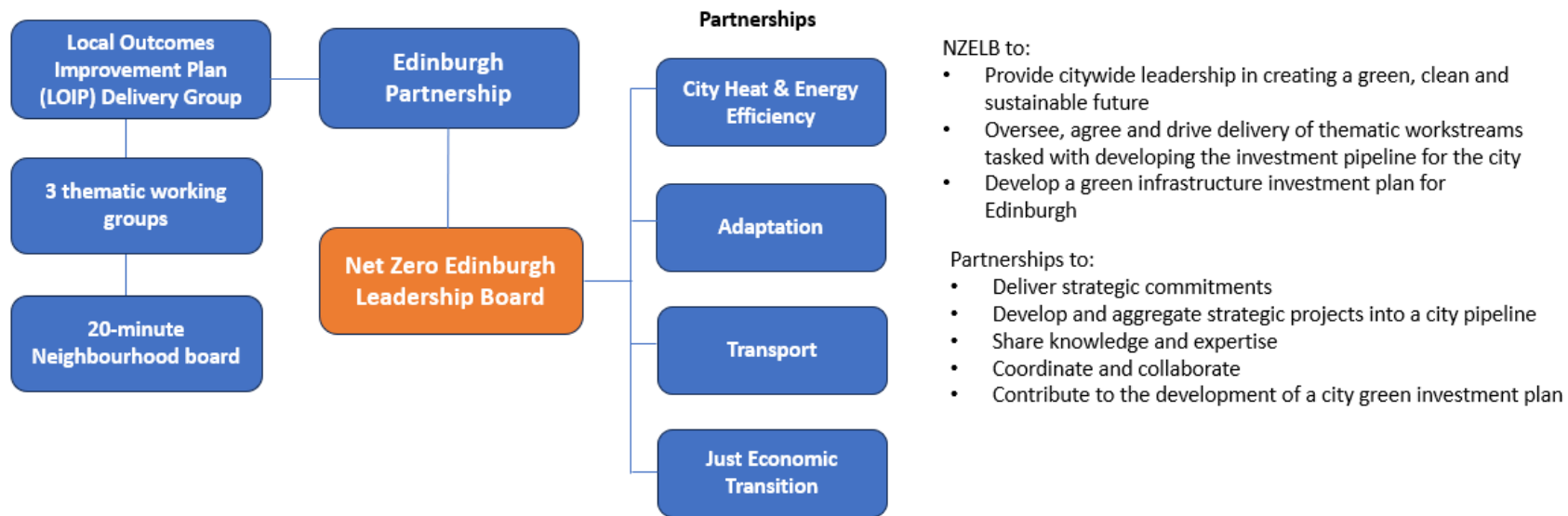
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The Council's Executive Director of Place chairs the board and core partner organisations include public sector organisations in the city with significant control over public buildings and homes (NHS, the City of Edinburgh Council, Edinburgh universities and colleges), the private sector utility companies investing significantly in the infrastructure of the city (SP Energy Networks, Scottish Gas Network, Scottish Water) as well as the Edinburgh Chamber for Commerce representing business, employment and economic interests.

The NZELB is accountable to the Edinburgh Partnership Board and comprises senior officers with the authority to commit their organisation (subject to their own governance arrangements) to the investment proposals considered. More information on the NZELB can be found at: <https://www.edinburgh.gov.uk/climate-2/climate-action-edinburgh/3?documentId=13259&categoryId=20311>

More information on Edinburgh's climate governance framework can be found in the 2030 Climate Strategy, page 25 ("How we take decisions together")

Climate Strategy Governance and Partnership Working



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The figure above represents governance and delivery arrangements to support the city to deliver the 2030 Climate Strategy. It shows the four NZELB workstreams that will drive activity across priority areas. Behavioural change and citizen engagement activity is coordinated by the Policy and Insight and Communications sections in the Council’s Corporate Services Directorate.

The Council is a co-sponsor of the Edinburgh Climate Commission. The Commission is independent of the Council and seeks to convene, challenge and catalyse climate action across the city with volunteer membership from key sectors relevant to climate change. The Commission was established prior to the publication of a climate strategy and the supporting delivery infrastructure. It is currently reviewing its role and focus in supporting the city to transition.

2(c) Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Objective	Doc Name
<p>The Edinburgh 2050 City Vision sets out a long-term vision for the future of Edinburgh and has been developed following the broadest citizen engagement ever undertaken by the Council. The 2050 City Vision values – fair (inclusive, affordable, connected), thriving (green, clean, sustainable), welcoming (happy, healthy, safe) and pioneering (culture, data, business) – reflect a positive ambition based on citizens’ aspirations for the city. The City Vision consultation found that what residents consider most important is for Edinburgh to be clean, green, sustainable and litter-free. People want to live in a city where they know the air is clean and that there are plenty of green spaces for them to enjoy.</p> <p>Committing to carbon neutrality is one way in which organisations can embed the 2050 Edinburgh City Vision principles into their work and play their part in making Edinburgh the place our citizens want it to be in 2050. The Council is working with wider city partners to create a coalition of communities across city stakeholders committed to delivering on the city vision principles and supporting one another in embedding these within their own strategies and values. The 2050 City Vision has informed the development of the 2030 Climate Strategy for the city.</p>	<p>2050 Edinburgh City Vision</p>
<p>The 2030 Climate Strategy: Delivering a Net Zero, Climate Ready Edinburgh sets a vision for creating a city where:</p> <ul style="list-style-type: none"> • People live in neighbourhoods with easy access to greenspaces and local services reducing the need to travel. • Homes are well-insulated, energy efficient and heated and powered by low-cost, renewable energy. 	<p>2030 Climate Strategy: Delivering a</p>

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<ul style="list-style-type: none"> • More people work from home or in local hubs more of the time. • The city has a network of safe and attractive active travel routes, and an integrated world-class sustainable public transport system, which is affordable for everyone. • Most citizens find they no longer need a car, and a network of car clubs and electric vehicle charging hubs is available to support those who do • The city centre is re-imagined as a place for people walking, cycling and wheeling, with excellent public transport accessibility and with the needs of the most vulnerable fully catered for. • Edinburgh is a hub for net zero innovation, with a new breed of sustainable local businesses creating local jobs and skills development opportunities. • Our city is cleaner, healthier and greener, with natural habitats helping to protect the city from flooding and other climate change impacts. <p>The strategy lays out how, as a city, we will enable, support and deliver action to meet our net zero ambition. It's aimed predominantly at partners within the city who have:</p> <ul style="list-style-type: none"> • a duty to transition to net zero. • a significant city emissions footprint. • the power and budgets to make impactful change. <p>The strategy also speaks to citizens, communities and the wider business community who collectively could have the greatest impact of all.</p>	<p>Net Zero, Climate Ready Edinburgh</p>
<p>Covering the period 2023-2027, the Council Business Plan focuses on the three core priorities of creating good places to live and work in Edinburgh, ending poverty by 2030 and delivering a net zero city by 2030, as well as ensuring well-being and equalities are enhanced for all. These three priorities are interlinked and interdependent. They connect all the major strategies and Council policies agreed in the past few years, through the shared goals and commitments of the Edinburgh Partnership and towards our long-term ambitions for Edinburgh to be a fair, welcoming, pioneering, and thriving city, as expressed by the 2050 Edinburgh City Vision. To meet these priorities, the Business Plan identifies outcomes, objectives and actions.</p> <p>The actions will make sure that people:</p> <ul style="list-style-type: none"> • can access fair work and the support they need to prevent and stay out of poverty and homelessness • can access public services locally and digitally, in ways that meet their needs and expectations, contributing to a greener net zero city 	<p>Council Business Plan: Our Future Council Our Future City</p>

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- have decent, energy-efficient, climate proofed homes they can afford to live in
 - can use decarbonised public transport and active travel as the first choice to get round the city
 - are supported to attain and achieve positive destinations, with a particular focus on people in poverty.
- They will also make sure Edinburgh
- is a climate adapted city, with biodiverse green spaces, and cheaper, cleaner networks for energy use
 - has a stronger, greener, fairer economy while remaining a world leading cultural capital
 - is a cleaner, better maintained city that we can all be proud.

Climate related actions in the Plan include:

A Cleaner, better maintained city

- Delivering improvements in waste collection and recycling

Greener Net Zero City

- Improving access to and co-location of services by embedding the 20- minute neighbourhood approach in all council building and public realm projects
- Delivering Council led infrastructure investments, policies and strategies that enable Edinburgh’s transition to a net zero city

Decent, Energy Efficient, climate proofed homes

- Continuing to invest in ensuring that all Council owned homes will be brought up to climate-ready and modern standard so that all our tenants have a warm, safe, and secure home

Decarbonised public transport and active travel

- Delivering agreed investment increases in active travel, street design, road safety, and local mobility systems in alignment with City Mobility Plan commitments and related action plans.
- Working in partnership with local bus companies to agree plans for the decarbonisation of the bus infrastructure and improve Edinburgh’s public transport offer in alignment with City Mobility Plan commitments and emerging Public Transport Action Plan
- Completing the Trams to Newhaven project and developing plans for further expansion of the network in alignment with City Mobility Plan commitments.
- Delivering the approved Low Emission Zone scheme
- Increasing the number of publicly accessible Electric Vehicle chargers and continue to invest in the transition of the Council fleet

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2(d) Does the body have a climate change plan or strategy?
If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.
<p>2030 Climate Strategy: Delivering a Net Zero, Climate Ready Edinburgh https://www.edinburgh.gov.uk/downloads/download/15068/2030-climate-strategy</p> <p>Council Emissions Reduction Plan https://democracy.edinburgh.gov.uk/documents/s40805/Item%207.3%20-%20Council%20Emissions%20Reduction%20Plan%20-%20Final%20Version.pdf</p> <p>Resilient Edinburgh Climate Change Adaptation Framework 2015-2020; adopted October 2014; http://www.edinburgh.gov.uk/downloads/download/1256/resilient_edinburgh</p> <p>Edinburgh Adapts Climate Change Adaptation Action Plan 2016-2020; adopted August 2016 http://www.edinburgh.gov.uk/downloads/file/8506/edinburgh_adapts_climate_change_action_plan_2016-2020</p> <p>Edinburgh Adapts Our Vision 2016-2050 http://www.edinburgh.gov.uk/downloads/file/8507/edinburgh_adapts_our_vision_2016-2050</p>

2(e) Does the body have any plans or strategies covering the following areas that include climate change?			
Topic Area	Name of Document and Link	Time Period Covered	Comments
Adaptation	Resilient Edinburgh Climate Change Adaptation Framework	2014 - 2020	High level strategic actions have been identified through the Council's 2030 Climate Strategy. A climate change risk and adaptation assessment for the city has been completed. These and partner inputs are informing the development of a new Climate Ready Edinburgh Plan for 2023-2030. The 2020 plan remains 'live' in the interim, with ongoing actions and actions continuing. These will be included in the new 2023-30 plan as appropriate. A new draft Climate Ready Edinburgh Plan will be brought to Policy and Sustainability Committee in December 2023 for approval.
	Edinburgh Adapts Our Vision 2016-2050	2016 - 2020	
	Edinburgh Adapts Climate Change Action Plan 2016-2020	2016 - 2020	

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Business travel	Business Travel and Accommodation Guidance	Published August 2018 / Revised in 2022	<p>The Council's Business Travel and Accommodation Guidance recognises that there is a need to travel to carry out Council business but states that travel outside the UK should on principle only be taken in exceptional circumstances. Carbon impact is currently considered as part of an overall cost benefit assessment. Within this process, the Council must be clear; that the business travel is necessary; the type of transport used is the most efficient; and an attempt has been made to minimise the environmental impact. The guidance further states that the Council will always seek to make sustainable transport choices by prioritising low emission modes of transport.</p> <p>The guidance was reviewed in 2022 to reflect the Council's net zero ambition. The bike mileage rate has been increased from 25p to 45p/mile to match the car mileage rate to incentivise low carbon business travel; and the approach to air travel has been strengthened. "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."</p>
Staff Travel	Active Travel Action Plan 2030 (ATAP)	2030	The ATAP is the delivery plan, setting out a programme of work to radically improve walking, wheeling and cycling in Edinburgh over the next decade. This includes a series of specific schemes and programmes integrating infrastructure and behaviour change measures, contributing to a city that is safer, healthier and more sustainable. An Active Travel Investment Programme sets

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			<p>out a programme of work to achieve the objectives of the ATAP.</p> <p>As an employer the Council has a bike to work scheme, with the cap raised to enable purchase of e-bikes. The cap was raised again in 2023 to enable the purchase of e-cargo bikes (up to £5,000) and provide more options for colleagues.</p> <p>The Council has invested over £60k in active travel facilities, such as showers, lockers and cycle parking in Council buildings and supported a number of cycle initiatives including bike breakfasts. The Council encourages partners to undertake similar measures and work to increase uptake of the Cycle Friendly Employer awards among local businesses.</p> <p>A Travel Plan Officer was appointed in 2021 to engage with and promote more sustainable ways of travel among Council staff. A new Sustainable Colleague Travel Plan is being developed and will be published in 2023.</p>
Energy efficiency	<p>Energy Management Policy for Operational Buildings</p> <p>Corporate Property Strategy</p>	<p>2013 onwards. Reviewed in 2020.</p> <p>Approved in 2023</p>	<p>The Council was awarded certification to the energy management standard ISO50001 in November 2019. This provides a framework through which objectives are set and performance reviewed including the improvement of energy efficiency. The policy is applicable to all the Council's operational buildings and activities and outlines three core aims. These are: a) minimising energy use with focus given to building better, improving the Council's estate and generating renewable power on site, b) managing energy usage through monitoring, investigation and control, and c) promoting energy management</p>

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			<p>including informing partners of energy use and promoting activities and best practice.</p> <p>The Corporate Property Strategy, approved in August 2023, sets out the strategic themes that will be followed when implementing changes to the Council’s operational property estate, including delivering and maintaining net zero properties. The aim is to deliver a smaller, more efficient, affordable, and accessible estate that contributes to the net zero goal. It outlines an approach that will help place the Council on the journey to net zero.</p> <p>Passivhaus standard is the default standard on all new builds across the operational estate. For existing buildings, the Council will roll out a Passivhaus EnerPHit-informed approach focussing on reduction of thermal demand through improving building fabric. Interventions will prioritise reducing energy consumption by targeting issues such as insulation, air leakage, ventilation and glazing (a fabric first approach) in addition to the traditional objectives such as improving condition. To optimise the level of intervention and approach, buildings will be analysed on an individual basis.</p>
Fleet transport	<p>Electric Vehicle Action Plan</p> <p>Fleet Renewal Programme</p>	Approved Dec 2017	<p>Sets out the Council’s approach to the development of Electric Vehicles. The Council’s target is to electrify 100% of its internal fleet.</p> <p>A Fleet Upgrade report is due to be considered by the Council Finance and Resources Committee in October 2023. The report seeks approval to replace the current aged fleet to ensure that the Council has a fleet that is fit for purpose, contributes towards carbon reductions and</p>

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			improved air quality, has the level of reliability and flexibility required and is more cost efficient without comprising health and safety.
Information and communication technology	Digital and Smart City Strategy	2020-2023	Sets out the Council’s approach to the provision of services for a modern, efficient local authority operating in the digital age and enabling Edinburgh to become a Smart City. The Strategy supports the aims of the Council’s Vision and Business Plan in delivering a sustainable future and reducing resource use.
Renewable energy	Council Emissions Reduction Plan (CERP)	2021 - 2030	The CERP focuses on the Council’s key corporate emissions sources (energy in buildings, waste, fleet and travel) and has set a target of expanding the Council’s solar PV capacity by 4MW by 2030. This involves the installation of solar PV on all appropriate new build Council properties and on existing buildings as part of suitable roof replacement works.
Sustainable/renewable heat	Council Emissions Reduction Plan (CERP)	2021 - 2030	The CERP commits to ensuring all Council new builds use alternatives to gas boilers for heat and are built to Certified Passivhaus Standard. Assessing the options for delivering low carbon heat will be central to the future strategy for Council buildings, involving either local plant and/or connection to heat networks. Low carbon heat will be adopted as the default option for new builds and for replacement works. The feasibility of localised heat networks for operational buildings will be examined where they offer the potential to deliver efficiencies on individual plant replacement.

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			A draft Local Heat and Energy Efficiency Strategy will be brought to Policy & Sustainability Committee in December 2023.
Waste management	Waste and Recycling Strategy	2010 - 2025	The Strategy aims to: <ul style="list-style-type: none"> • promote waste reduction and reuse • change behaviour and attitudes in Edinburgh • reduce the amount of waste being sent to landfill • complement the Scottish Government’s waste plan work in partnership with the community sector and other organisations
Water and sewerage	Vision for Water Management in the City of Edinburgh Sustainable Rainwater Guidance	Adopted November 2020 Published 2021	Delivery of a long term and sustainable approach to water management is being co-ordinated by the Edinburgh and Lothians Strategic Drainage Partnership (ELSDP) comprising the Council, SEPA and Scottish Water. The vision explains in detail the Council’s approach to developing a long-term and sustainable approach to river, coastal and storm water management across the city, whilst also outlining the potential consequences of failing to ensure that suitable measures are taken to try and effectively manage the anticipated increases in rainfall during the next decade. This earned the report’s main author the Susdrain 2021 Suds champion award. Sustainable Rainwater Guidance and factsheets for Edinburgh were completed in autumn 2021, covering principles of rainwater management, SUDs design, Suds trees and raingardens. Further work on maintenance and how to undertake adaptation within the historic core of Edinburgh and in areas with airport restrictions is underway. The guidance provides consistent guidance for any new developments across the council and city for

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			adapting to climate change with respect to water and with biodiversity benefits.
Land Use	Local Development Plan Edinburgh Design Guidance (EDG) City Plan 2030	<p>LDP published 2016</p> <p>EDG reviewed 2020</p> <p>Proposed City Plan 2030 published September 2021. Final plan due to be adopted in late 2023, subject to Scottish Government approval</p>	<p>The LDP has specific measures dealing with climate change, aiming to promote development in sustainable locations and enhance the city’s green network by encouraging land management practices which capture, store and retain carbon, and prevent and manage flood risk.</p> <p>The EDG supports the Local Development Plan. It was reviewed in 2020.</p> <p>The Council has prepared Edinburgh’s proposed new local development plan called ‘City Plan 2030’. It sets out ways to address the changes required to support climate change mitigation and adaptation, including improvements and changes made to planning policies and supplementary guidance. A Strategic Flood Risk Assessment for the city was undertaken as part of the preparation of the plan. The proposed plan was submitted to Scottish Government for examination on Friday 9 December 2022.</p>
Other (state topic area covered in comments)	Edinburgh City Centre Transformation Programme	<p>Approved September 2019</p>	<p>Place-based strategy to improve the public realm and transform Edinburgh’s city centre into a pedestrian and cycling friendly zone, well connected by public transport and reduced car traffic. Across the whole of the city centre it aims to deliver</p> <ul style="list-style-type: none"> • a walkable city centre with a pedestrian priority zone and a network of connected, high-quality, car-free streets • high-quality streets and public spaces

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			<ul style="list-style-type: none"> • a connected network across the city centre of new segregated and safe cycle routes including the provision of a new walking and cycling bridge connecting the Old Town and the New Town • improved public transport journey times, a free city centre hopper bus and public transport interchanges making it easier to switch between rail, bus, tram, taxi, bike and walking routes • an accessible city centre where people of all ages and abilities can explore with lifts, shop mobility and better signage • reallocation of space by significantly reducing on-street parking, giving greater priority given to residents and blue badge parking. <p>This transformation aligns with the Council’s Low Emission Zone, City Mobility Plan and City Plan 2030.</p>
Other (state topic area covered in comments)	City Mobility Plan 2021 - 2030	2021-2030	Ten year mobility and transport strategy (approved February 2021) that aims to decarbonise Edinburgh’s transport system by 2030 through transforming the way people, goods and services travel around the city. An implementation plan sets out the key actions to achieve the 2030 target.
Other (state topic area covered in comments)	Edinburgh Biodiversity Action Plan 2012-2027	2012-2027	<p>This is the sixth edition of the plan. It includes actions on carbon sequestration and adaptation. A Vision for a Nature Positive Edinburgh to 2050 has been developed as part of the Plan.</p> <p>The Council signed the Edinburgh Declaration which recognises the essential role of local and regional governments in delivery of biodiversity outcomes which help to meet global targets.</p>

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Other (state topic area covered in comments)	Thriving Greenspaces Vision and Strategy	Approved March 2023	The Strategy represents a ‘step-change’ in developing, enhancing and managing Edinburgh’s parks and green spaces. Detailed delivery and financial plans to support delivery of the strategy are being developed, with the intention being to submit these associated plans for approval to Council Committee before the end of 2023. Adaptation measures within the strategy include the development of Edinburgh’s Nature Network which maps a range of priority habitats and ecosystem services and identifies actions to create and connect green and blue spaces with a view to enhancing these habitats and ecosystems to the benefit of people and nature. Additional funding has been received to further develop the ENN and to pilot its implementation in Leith, one of the ENN priority areas. This phase of the project started in December 2022 and will run for 18 months
Other (state topic area covered in comments)	20-Minute Neighbourhood Strategy: Living Well Locally	Approved June 2021 Refreshed August 2023	Place-based strategy to develop ways for Edinburgh residents to meet their daily needs within 20 minutes of their homes by walking, using public transport, wheeling or cycling. This is a new approach for the Capital and the aim is to deliver more sustainable places, improve public services, and build on what is already a powerful sense of local community across Edinburgh.
Other (state topic area covered in comments)	Growing Locally, Edinburgh’s first food growing strategy	2021-26	Growing Locally is Edinburgh’s first food growing strategy. It has three main aims

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		<ol style="list-style-type: none"> 1. To grow more food in Edinburgh 2. Encourage people to buy and eat more locally grown food 3. Improve awareness of and engagement in sustainable food across the city <p>Edinburgh also endorsed the Plant-Based Treaty in January 2023, the first capital city in Europe to do so. This is a global initiative calling for negotiation on the development of a Plant-Based Treaty by national governments as a companion to the UN Paris Climate Agreement. In short, this is a public acknowledgement that food systems are a key driver of the climate crisis. An action plan is in development to support the endorsement of the treaty and identify further actions to increase provision of plant-based food in the city. It will be brought to the Council Policy and Sustainability Committee in January 2024</p>
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<p>2(f) What are the body’s top 5 priorities for climate change governance, management and strategy for the year ahead?</p>
<p>Provide a brief summary of the body’s areas and activities of focus for the year ahead.</p>
<ol style="list-style-type: none"> 1. Deliver the next phase of Edinburgh Adapts through undertaking consultation on a draft Climate Ready Edinburgh adaptation plan that addresses the climate change risks and impacts identified by the updated citywide climate change risk assessment and incorporating the high-level strategic adaptation priorities set out in Edinburgh's 2030 Climate Strategy. 2. Develop a citywide programme/pipeline of green investment proposals and a heat and energy masterplan through the Edinburgh Net Zero Leadership Board, progressing business cases for a low carbon heat work in the south east of the city and for the Granton Waterfront regeneration project. 3. Start retrofitting works using an EnerPHit-informed approach for first 2 buildings of the Council operational estate.

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4. Deliver agreed investment increases in active travel, street design and local mobility systems in alignment with City Mobility Plan commitments and related action plans.
5. Support the development of community initiatives including a community led climate hub, participatory budgeting projects and wider community participation to support a climate justice approach

While focussing on the above five priorities, the Council will continue to mainstream sustainability into all the Council's services, functions and activities through delivery of the Council's new Business Plan, ensuring a just transition that also promotes well-being.

2(g) Has the body used the Climate Change Assessment Tool(a) or equivalent tool to self-assess its capability / performance?

If yes, please provide details of the key findings and resultant action taken.

The Council's performance has been assessed externally by the following organisations. Since the climate emergency declaration in 2019 the Council has:

- achieved CDP A list status in 2021 and 2022. This is the highest global rating for climate action worldwide
- gained the maximum of six badges by the Covenant of Mayors for Climate and Energy in 2020, 2021 and 2022 – in recognition of Edinburgh's climate mitigation and adaptation efforts
- been ranked among the top three councils in the UK in 2022, and 1st in Scotland, by the Council Climate Plan Scorecard project for the quality of Edinburgh's Climate Strategy
- achieved Silver Sustainable Food City Status in 2022, in recognition of our pioneering work to promote healthy and sustainable food
- received the Susdrain 2021 Suds champion award for A Vision for Water Management in the City of Edinburgh. The vision explains in detail the Council's approach to developing a long-term and sustainable approach to river, coastal and storm water management across the city.

2(h) Supporting information and best practice

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Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

By declaring a Climate Emergency in 2019, a nature emergency in 2023 and setting a target for the city to become net zero by 2030, Edinburgh's Climate Strategy has embedded sustainability and climate change throughout the Council's strategic and operational functions and created citywide governance arrangements and actions to achieve this net zero target and increase action to halt biodiversity loss in the city. This includes through the establishment of the Net Zero Edinburgh Leadership Board and its partnership worksteams and the Edinburgh Climate Compact which aims to encourage leading businesses and employers in the city to take action.

A budget allocation of around £214,300 is being spent on existing climate projects across the Council family to be delivered by the end of March 2024. The spend will include key projects such as the:

- Continuation of the Net Zero Communities Pilot
- Supporting the Edinburgh Voluntary Organisations Council (EVOG) in delivering the community climate forum
- Development of low carbon heat options for West Edinburgh development areas
- Delivery of key studies including an economic assessment of adapting Edinburgh to the impacts of climate change vs business as usual

Edinburgh's Biodiversity Action Plan 2022-2027 and developing Vision for Nature have a stronger focus on responding to the nature emergency including through actions to halt biodiversity loss in the city by 2030 and support the recovery of nature by 2045, the creation of an Edinburgh Nature Network, the first local authority area in Scotland to do so, and a commitment to protect 30% of Edinburgh's land and coastal habitats by 2030 (the 30x30 target).

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PART 3: EMISSIONS, TARGETS AND PROJECTS

3a Emissions from start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year							
Reference Year	Year	Scope 1	Scope 2	Scope 3	Total	Units	Scope1
Year 1 carbon footprint	2005/06				192,911	tCO2e	This baseline was chosen following Carbon Trust Standard accreditation.
Year 2 carbon footprint	2006/07				0	tCO2e	
Year 3 carbon footprint	2007/08				0	tCO2e	
Year 4 carbon footprint	2008/09				0	tCO2e	
Year 5 carbon footprint	2009/10				0	tCO2e	
Year 6 carbon footprint	2010/11				171,568	tCO2e	
Year 7 carbon footprint	2012/13				165,454	tCO2e	
Year 8 carbon footprint	2013/14	35,794	56,859	40,077	132,730	tCO2e	First year of using the RES Carbon Footprinting Tool & Project (CFPR) Tool
Year 9 carbon footprint	2014/15	40,624	64,158	39,283	144,065	tCO2e	Used the CFPR tool
Year 10 carbon footprint	2015/16	40,285	50,973	58,611	149,869	tCO2e	Used the CFPR tool
Year 11 carbon footprint	2016/17	39,405	44,587	55,413	139,405	tCO2e	Used the CFPR tool
Year 12 carbon footprint	2017/18	40,067	38,054	73,221	151,342	tCO2e	Used the CFPR tool
Year 13 carbon footprint	2018/19	38,971	29,094	52,816	120,881	tCO2e	Used the CFPR tool
Year 14 carbon footprint	2019/20	41,687	25,075	10,664	77,426	tCO2e	Used the CFPR tool
Year 15 carbon footprint	2020/21	37,623	19,619	8,404	65,647	tCO2e	Used the CFPR tool
Year 16 carbon footprint	2021/22	35,001	16,730	13,797	65,527	tCO2e	Used the CFPR tool
Year 17 carbon footprint	2022/23	35,449	17,431	8,172	61,051	tCO2e	

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3b Breakdown of emissions sources								
Emission Type	Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO₂e)	Comments
Electricity	Electricity: UK	Scope 2	90,137,789	kWh	0.19338	kg CO ₂ e/ kWh	17430.85	Council and Edinburgh Leisure Buildings
Electricity	Transmission and distribution - Electricity: UK	Scope 3	90,137,789	kWh	0.01769	kg CO ₂ e/ kWh	1594.54	Council and Edinburgh Leisure Buildings
Fuels	Natural gas	Scope 1	157,669,156	kWh	0.18254	kg CO ₂ e/ kWh	28780.93	Council and Edinburgh Leisure Buildings
Water	Water supply	Scope 3	632,449	cubic metres	0.10000	kg CO ₂ e/ cubic metres	63.24	Council and Edinburgh Leisure Buildings
Water	Water treatment	Scope 3	577,516	cubic metres	0.19000	kg CO ₂ e/ cubic metres	109.73	Council and Edinburgh Leisure Buildings
Fuels	LPG	Scope 1	1,037,388	kWh	0.21449	kg CO ₂ e/ kWh	222.51	Council and Edinburgh Leisure Buildings
Fuels	Diesel (average biofuel blend)	Scope 1	2,409,193	litres	2.55784	kg CO ₂ e/ litres	6162.33	Council Fleet vehicles and Edinburgh Leisure vehicles
Fuels	Petrol (average biofuel blend)	Scope 1	41,378	litres	2.16185	kg CO ₂ e/ litres	89.45	This is Council Fleet vehicles
Fuels	Gas oil	Scope 1	752,491	kWh	0.25679	kg CO ₂ e/ kWh	193.23	Council and Edinburgh Leisure Buildings
Waste	Household/Municipal / Domestic waste - Landfill	Scope 3	4,056	tonnes	446.20411	kg CO ₂ e/ tonnes	1809.80	All Council waste sent to landfill – includes household waste & waste from council buildings. Council waste now being

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								diverted from landfill to Millerhill waste to heat and waste to energy reprocessing Plant.
Waste	Plastics: average plastic rigid - Recycled	Scope 3	50,636	tonnes	21.28019	kg CO2e/tonnes	1077.54	"Mixed Recycling" All Council and Edinburgh Leisure collected waste that is recycled excluding food waste and garden waste Note: UK Emission factors for mixed waste recycling are no longer published.
Waste	Household/Municipal / Domestic waste - Combustion	Scope 3	112,355	tonnes	21.28019	kg CO2e/tonnes	2390.94	Total unrecycled waste sent for reprocessing into refused derived fuel and residual waste which was previously landfilled but now sent for energy recovery at FCC Millerhill
Waste	Organic: food and drink waste - Anaerobic digestion	Scope 3	9,828	tonnes	8.91058	kg CO2e/tonnes	87.57	
Waste	Organic: garden waste - Composting	Scope 3	19,438	tonnes	8.91058	kg CO2e/tonnes	173.20	
Transport - car	Average car - Unknown	Scope 3	2,946,802	km	0.17067	kg CO2e/km	502.93	This reflects travel by staff using their own vehicles
Transport - public	Black cab	Scope 3	1,065,785	km	0.30624	kg CO2e/km	326.39	These are not Council owned vehicles

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Transport - public	National rail	Scope 3	200,662	passenger.km	0.03549	kg CO2e/passenger.km	7.12	Information is provided by Council travel provider
Transport - public	Flights - Domestic, to/from UK - Average passenger	Scope 3	28,434	passenger.km	0.24587	kg CO2e/passenger.km	6.99	Council Business flights - UK domestic
Transport - public	Flights - Short-haul, to/from UK - Economy class	Scope 3	106,390	passenger.km	0.15102	kg CO2e/passenger.km	16.07	Council Business flights - Europe
Transport - public	Flights - Short-haul, to/from UK - Business class	Scope 3	7,294	passenger.km	0.22652	kg CO2e/passenger.km	1.65	Council Business flights - Europe
Transport - public	Flights - Long-haul, to/from UK - Economy class	Scope 3	17,204	passenger.km	0.14787	kg CO2e/passenger.km	2.54	Council Business flights - International
Transport - public	Flights - Long-haul, to/from UK - Premium economy class	Scope 3	8,172	passenger.km	0.23659	kg CO2e/passenger.km	1.93	Council Business flights - International

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3c Generation, consumption and export of renewable energy					
Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.					
Technology	Renewable Electricity		Renewable Heat		Comments
	Total consumed by the organisation (kWh)	Total exported (kWh)	Total consumed by the organisation (kWh)	Total exported (kWh)	
Solar PV	1,814,796	444,935	0	0	kWh reflects energy generated onsite, used onsite and exported to the grid

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Solar thermal			387,851	0	kWh reflects energy generated onsite and subsequently used onsite (Royal Commonwealth Pool)
Biogas CHP	2,029,792				Electricity generated from CHP on Edinburgh Leisure sites
Energy from Waste		67,607,000			Energy from Waste. Electricity generated through incineration of residual waste at FCC Millerhill EFW plant (pro-rata based on Edinburgh waste tonnages only)
Anaerobic digestion	391,718	3,525,466			Electricity generated through anaerobic digestion of food waste (data from Biogen). Total consumed is based on the assumption that around 10% of the electricity is parasitic (i.e. used to power the site itself). The total exported is the difference between the total generation and the assumed on-site consumption.

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3d Targets

List all of the body's targets of relevance to its climate change duties. Where applicable, targets for reducing indirect emissions of greenhouse gases, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and heat targets should be included. Where applicable, you should also provide the body's target for achieving zero direct emissions of greenhouse gases, or such other targets that demonstrate how the body is contributing to Scotland achieving its emissions reduction targets

Name of Target	Type of Target	Target	Units	Boundary/ scope of Target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Progress against target	Comments
Corporate net zero target.	absolute	Net Zero emissions	tCO2e reduction	All emissions	2005/06	192,911	tCO2e	2030/2031	68%	Scope of target: CEC's full carbon footprint as disclosed in question 3b Note: The CERP introduces carbon budgets for the Council to measure progress. These correspond to the total emissions

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										that can be emitted in a three-year period and are based on a linear reduction pathway from 2019/20. The 3 years cumulated carbon budget (2020/21 to 2022/23) has been exceeded by 2,671 tonnes of CO ₂ e.
Waste	Percentage	Achieve a 45% recycling rate by 2022/23	%	Waste emissions	2019/20	39.6%	%	2022/23	40.7%	A recycling target of 45% had been set for 2022/23. The recycling rate was 40.7% in 2022/23, lower than last year. Collected waste tonnages were lower than the previous year across all streams, but with recycling tonnages reducing more than residual tonnages. This means the 45% target for 22/23 has not been achieved. This may be due to the industrial dispute in August 2022 as well as changes in consumption habits post-covid. The on-going roll out of the Communal Bin Review project aims to improve recycling rates further. No new quantified target has been set for the time being, given the quickly evolving legislative waste landscape (Deposit Return Scheme, Extended Producer Responsibility etc.). Currently the new objective is to increase performance.

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City-wide net zero target	absolute	Net Zero emissions	tCO2e reduction	Other (please specify in comments)	2018/19	2,427,000	tCO2e	2030/31	14%	<p>The 14% progress corresponds to progress made between the baseline (2018/19) and 2020/21 data.</p> <p>The scope of the target and the monitoring approach are detailed in this committee report : https://democracy.edinburgh.gov.uk/documents/s33245/Item%207.8%20-%202030%20City%20Target%20Monitoring%20Approach.pdf</p> <p>Latest update report on city wide emissions is available here: https://democracy.edinburgh.gov.uk/documents/s51043/7.5%20City%202030%20Net%20Zero%20Target%20Annual%20Report.pdf</p>
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3da How will the body align its spending plans and use of resources to contribute to reducing emissions and delivering its emission reduction targets?

Provide any relevant supporting information

Planning for a green recovery and the Council net zero target have been embedded in the new Council business plan published in February 2021 and revised in March 2023. Climate action is at the heart of this plan, with “Becoming a sustainable and net zero city” being one of the three core priorities. This has had an impact on operational and financial proposals that form the basis of implementing this plan.

A) Sustainable Capital Budget Strategy

The was approved at Finance & Resources Committee on 7 February 2023.

For the first time this year, after a trial in 2022, a new methodology developed by the Institute for Climate Economics (I4CE) has been used to better understand how spending plans are aligned with the Council’s net zero ambition. The process adopts a simple taxonomy to analyse local authority expenditure identified as having impacts that are: very favourable; favourable under conditions; neutral or unfavourable with respect to potential greenhouse gas emissions. The methodology helps to ensure both consistency and objectivity in the assessments. This high-level and qualitative assessment provides a simple yet powerful insight into the budget and helps better

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understanding of the impact of expenditure on targets to inform budget decisions. The key findings of this analysis were included in the Committee report to Finance & Resources Committee.

b) Integrated Impact Assessments

The City of Edinburgh Council use Integrated Impact Assessments (IIAs) to assess impacts on

- equality and human rights
- environment and climate change
- economy, including socio-economic disadvantage.

The Integrated Impact Assessment (IIA) process and guidance has been developed by the four local Lothian authorities and NHS Lothian. The IIA process is relevant for proposals for policies, strategies, provisions, criteria, functions, practices, budget setting and the assessment of potential savings and activities, including the delivery of services.

The IIA process includes an assessment of sustainability impacts and helps identifying whether a Strategic Environmental Assessment (SEA) is required.

This process ensures financial proposals are aligned with the Council's sustainability ambition. Each year IIAs are carried out for each relevant budget proposal which are published on the IIA directory. If it is decided that an IIA isn't required, heads of services prepare a justifying statement which is also published on the IIA directory. In addition to this, a cumulative IIA is carried out which is reported to the budget meeting. All IIA documents are publicly available on this link. <https://www.edinburgh.gov.uk/directory/10244/integrated-impact-assessments/category/10498>

c) Carbon Scenario Tool

A carbon scenario tool has been developed to support city-wide and Council-specific emissions footprinting, enabling tracking towards the Council's 2030 target. The tool will also support greater consideration of sustainability issues within key Council decisions by providing data on the carbon consequences of different proposed projects or programmes, and where possible, assessing their impact on other factors such as air quality - allowing for greater transparency and comparison between different options. It will be applied to major Council projects on a phased basis in future years.

d) Knowledge sharing

The Council is also contributing to the cross local authority task force focusing on developing guidance on Climate Change Impact Assessment frameworks.

3db How will the body publish, or otherwise make available, its progress towards achieving its emissions reduction targets?

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Provide any relevant supporting information

The Council's emissions are a key performance indicator for the Council and are included in the **Council Annual performance report** <https://democracy.edinburgh.gov.uk/documents/s60140/7.8%20Annual%20Performance%20Report%202022-23.pdf>

The Council reports transparently on progress towards achieving its city-wide and organisational emissions reduction targets.

a) Council emissions:

- The Public Bodies Climate Change Duties (PBCCD) report is always approved by the Council's Policy & Sustainability Committee before being submitted to the Scottish Government. Committee reports are publicly available.
- In addition to the PBCCD report, an annual progress report on the delivery of the Council Emissions Reduction Plan (CERP) is brought to the Policy and Sustainability Committee and therefore publicly available. The report includes progress in delivering actions set out in the plan, as well as an in-depth analysis of each of the key emission sources and their evolution over time (buildings, fleet, waste, business travel). The CERP was approved in November 2021 and the first progress report was published in November 2022. <https://democracy.edinburgh.gov.uk/documents/s40805/Item%207.3%20-%20Council%20Emissions%20Reduction%20Plan%20-%20Final%20Version.pdf> and <https://democracy.edinburgh.gov.uk/documents/s51042/7.4%20Council%20Emissions%20Reduction%20Plan%20-%20Annual%20Progress%20Report.pdf>
- Council emissions (as reported in this report) are also accessible on the Council website. New climate pages have been refreshed in 2022 and are available at <https://www.edinburgh.gov.uk/climate> . These include information on:
 - o Edinburgh's net zero target
 - o Adaptation
 - o Overview of climate action in Edinburgh
 - o 2030 climate strategy
 - o A page called "Tracking progress to Net zero" makes emissions data more accessible for the public and redirects to key relevant reports
- Climate pages have also been refreshed on the Council intranet to make information accessible to Council employees
- Council emissions are also reported through the Carbon Disclosure Project (CDP) since 2020. CDP is an international non-profit organisation for companies and cities' environmental reporting organisation. It is the largest climate change-focused data collection and assessment programme in the world. Participation is entirely voluntary, and disclosure is publicly available at: <https://www.cdp.net/en/responses/>

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b) City-wide emissions:

- City-wide emissions are publicly available through our CDP disclosure, which provides a very detailed overview of the city's action on climate. In 2021, Edinburgh was on the CDP Cities A-List in 2021 and 2022; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency.
- City-wide emissions are also accessible on the Council website and on the Council intranet.
- A new website has also been launched during COP26 in 2021. In addition to providing information on what the Council is doing to tackle climate change, the website also includes numerous resources and case studies from other organisations, as well as upcoming events. <https://netzeroedinburgh.org/>
- A dedicated report on city-wide emissions and progress made towards the 2030 net zero target is written every year and brought to the Council Policy and Sustainability Committee, detailing reasons for change. The latest report can be found here: <https://democracy.edinburgh.gov.uk/documents/s51043/7.5%20City%202030%20Net%20Zero%20Target%20Annual%20Report.pdf>

3e Estimated total annual carbon savings from all projects implemented by the body in the report year

Total	Emissions Source	Total estimated annual carbon savings (tCO ₂ e)	Comments
	Electricity	851	Street lighting energy consumption reduced by 1.7 MWh compared to 2021/22 due to the successful completion of the Council's LED street lighting replacement programme. This represents a reduction of 604 tCO ₂ e. This project has reduced street lighting energy consumption by approximately 60% compared to 2017/18 (more than the anticipated 52% reduction) and has seen CO ₂ emissions reduce by 78% (due to the greening of the grid, the electricity emission factor has decreased by 45% during the same period). The Council has also avoided energy consumption costs of almost £6.5m to the end of March 2023. This project has won the prestigious national "Energy Project of the Year – Public" award at the Energy Awards 2022. 173 tonnes of CO ₂ e were saved thanks to Air Handling Units and LED upgrades in Edinburgh Leisure buildings.

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			Another 74 tonnes of CO2e were saved thanks to solar panels on Castlebrae High School and Waverley Court as well as LED upgrades at City Chambers, Leith Walk PS, Niddrie Mills & St Francis Joint Campus, Portobello HS.
	Natural Gas	76	<p>Reducing the temperature set point in buildings from 19°C to 18°C should lead to a reduction of at least 0.5% in natural gas consumption, and a reduction in heating costs of between £100K to £150K. It is estimated that this could save 76 tonnes of CO2e annually. This is a conservative estimate which doesn't take into account the PPP estate.</p> <p>The Council is investing significantly in its property estate through its asset management works (AMW) programme. This includes work carried out for boiler, lightning, window and roof replacements and controls upgrades, particularly across the school estate. The Council's drive towards a Net Zero target by 2030 will have a significant impact on the strategic direction of the AMW programme and the Council's operational buildings portfolio. This means that the main driver behind the AMW Programme of managing the assets condition of operational buildings and the mitigation of asset risk will be augmented by the additional drivers of low carbon and energy efficiency. Where in the past Council buildings have been selected for inclusion in the programme based on an analysis of their asset condition/risk only, in the future buildings will be selected based not only on asset condition but also upon low carbon and energy efficiency considerations and their potential contribution to low carbon targets.</p> <p>The present AMW programme delivers lifecycle replacement elements (windows, roofs, building services etc.) to current statutory standards. The specifications and standards used are focused on minimum condition requirements and fall short of bringing the estate up to the necessary low energy standard to meet the Net Zero target. Future works delivered by the AMW programme will therefore need to be informed by the wider Net Zero agenda set by the Council. Source: https://democracy.edinburgh.gov.uk/documents/s48166/Item%207.12%20-%20EnerPhit%20Tranche%201%20Programme.pdf</p> <p>Projects completed in 2022-23 as part of the AMW programme that are expected to reduce natural gas consumption include : roofing upgrades in three schools, windows replacement in three buildings, the installation of an air source heat pump at Parsons Green PS, and a doors and</p>

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		<p>windows upgrade at Trinity PS. The first full year of CO2 savings for these projects is 2023/24 and this is included in question 3f.</p> <p>Active energy management of the Council’s operational estate is a key focus with a commitment for Council new builds to achieve Passivhaus standards and a Passivhaus Enerphit-informed approach to be rolled out focussing on reduction of thermal demand through improving building fabric for existing buildings.</p> <p>In 2022/23, a total of six schools had set up an Energy Sparks account (James Gillespie's, St Thomas of Aquin's, Currie, Wardie, Craigentiny , Cramond) sharing the schools' consumption data with the school community. Energy Sparks (https://energysparks.uk/) is a free online energy analysis tool and energy education programme specifically designed to help schools reduce electricity and gas usage through the analysis of smart meter data. Energy Sparks helps pupils and the wider school community to reduce their school’s carbon emissions and make a real contribution to addressing the 'climate emergency'. Using a school’s electricity, gas and solar data, Energy Sparks shows pupils, staff and volunteers how much energy the school is using each day. The online tool presents bespoke analysis of the energy data with suggestions of actions the school community could take to save energy, reduce energy bills and reduce the school’s carbon emissions. Pupils, staff and community volunteers can use this information to help the school to save energy and help protect the environment. Most schools participating with Energy Sparks can expect to achieve energy savings of around 10% in their first year of engagement with Energy Sparks, resulting in cost savings of at least £2,400 and 8 tonnes of CO2 based on an average 2 form entry primary school(https://energysparks.uk/) is a free online energy analysis tool and energy education programme specifically designed to help schools reduce electricity and gas usage through the analysis of smart meter data. Energy Sparks helps pupils and the wider school community to reduce their school’s carbon emissions and make a real contribution to addressing the 'climate emergency'. Using a school’s electricity, gas and solar data, Energy Sparks shows pupils, staff and volunteers how much energy the school is using each day. The online tool presents bespoke analysis of the energy data with suggestions of actions the school community could take to save energy, reduce energy bills and reduce the school’s carbon emissions. Pupils, staff and community volunteers can use this information to help the school to save energy and help protect the environment. Most schools participating with Energy Sparks can expect to achieve</p>
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			energy savings of around 10% in their first year of engagement with Energy Sparks, resulting in cost savings of at least £2,400 and 8 tonnes of CO2 based on an average 2 form entry primary school
	Waste		The Communal Bin Review project (https://www.edinburgh.gov.uk/bins-recycling/communal-bin-review/2) is underway with Phase 1 being finalised. The project will make it easier for residents to recycle by ensuring they have access to a full range of recycling bins and improved bin signage to make it easier to know what goes in each bin.
	Water and sewerage		The Council, Scottish Water and SEPA have developed a Water Management Vision to tackle flooding from all sources in the city. Delivery of this long term and sustainable approach to water management is being co-ordinated by the Edinburgh and Lothians Strategic Drainage Partnership. This will help reduce emissions through more efficient water management and reduced wastage.
	Green Infrastructure		The Council is undertaking a programme of work on green and blue infrastructure development and retrofit to enhance biodiversity, sequester carbon, improve air quality and adapt to the impacts of climate change. This includes through the development of a Thriving Greenspaces 2050 Vision and Strategy whose aims include helping to address the climate and biodiversity emergencies. The costs of developing the vision and strategy have been met so far from Future Parks Accelerator funding. A detailed financial plan is being developed to deliver the aims in the strategy. The Council and its partners are also working towards Edinburgh being a One Million Tree City by 2030.

3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year

Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

Project name	Funding source	First full year of CO2e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO2e/annum)	Estimated costs savings (£/annum)	Behaviour Change	Comments
Street lighting LED replacement programme		2022/23	estimated	£24.5m over 3 years			Grid Electricity (generation)	604			The budget for the street lighting LED replacement programme covers the full duration (3

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											years) and represents full costs including project management and the introduction of the new Content Management System. Carbon savings are directly dependent on the carbon intensity of the grid so these savings will decrease over time.
Route optimisation projects		2022/23	Estimated				Diesel (Litres)	190			Route Smart – route optimisation for communal waste collection (12 refuse collection vehicles) + Transport and logistics plan for minibuses (Council's Passenger Operations Service - 75 minibuses)
Roofing, doors and windows upgrades (AMW programme)		2023/24	Estimated				Natural Gas	36			AMW programme – projects completed in 2022/23

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Electric heating system upgrade and electrical improvements (AMW programme)		2023/24	Estimated				Grid Electricity (generation)	22			AMW programme – projects completed in 2022/23
Lighting upgrades	SALIX (+ part Capital funded project for Usher Hall)	2023/24	Estimated	£101,017			Grid Electricity (generation)	12			LED upgrades at Clovenstone PS, Ferniehill Young Persons Centre, Usher Hall
Solar PV projects		2023/24	Estimated				Grid Electricity (generation)	7			Solar PV project installed in 2022/23 (Bangholm outdoor centre)
Fleet electrification		2024/25					Diesel				Savings are subject to the quantity of new electric vehicles purchased – to be approved at Finance and Resources Committee in October 2023.
Edinburgh Leisure CHP and Air Handling Unit upgrade		2022/23	Estimated				Grid Electricity (generation)				Gracemount Leisure Centre (savings have not been estimated)
Awareness raising campaigns to encourage							Refuse Municipal /Commercial				Several campaigns delivered (food waste, fly tipping, 8 Communal Bin

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citizens to reduce, re-use and recycle							/Industrial to Combustion				Review project engagement events, online promotion of Reuse Map etc). Waste campaigns with focus on waste education and reuse now planned for FY23/24.
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3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year			
If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction.			
Emissions source	Total estimated annual emissions (tCO2e)	Increase or decrease in emissions	Comments
Estate changes	1,343	Increase	New supplies including new Meadowbank Sports Centre
Service provision			
Staff numbers			
Other (specify in comments)	1,755	Decrease	Electricity grid decarbonisation
Other (specify in comments)		Decrease	Measures have been implemented in the winter of 2022 to deliver immediate energy savings. One of the key saving measures was the optimisation of time schedules to ensure services efficiently match user requirements, as well as the standardisation of heating buildings temperature set points.

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead		
Source	Saving	Comments
Electricity	6	Electricity savings are expected thanks to lighting improvements and electrical upgrades as part of the AMW programme. This should save at least 4 tonnes of CO2e (conservative estimate based on the current work programme).

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		Another 2 tonnes of CO2e could be saved thanks to the LED upgrades at Grindlay Court (SALIX funding). Further savings should be achieved through traffic signals improvements, additional solar PV installations, and Edinburgh Leisure projects, but it was not possible to estimate savings at this stage.
Natural gas	49	40 tonnes of CO2e could be saved thanks to thermal improvements as part of the AMW programme (windows, roofs, doors improvements etc). This is a conservative estimate as some projects could not be quantified at this stage. Another 9 tonnes of CO2e could be saved thanks to pool cover replacements at Sciennes and Brunstane PS. The deep retrofit of two Council buildings (Brunstane PS and Liberton Nursery) will deliver additional natural gas savings.
Other heating fuels		Building Energy Management System (BEMS) upgrades will reduce natural gas and oil consumption at Lagganlia but the exact amount cannot be estimated at this stage.
Waste		The Communal Bin Review project (https://www.edinburgh.gov.uk/bins-recycling/communal-bin-review/2) is progressing and due to be completed by Summer 2024. The project will make it easier for residents to recycle by ensuring they have access to a full range of recycling bins and improved bin signage to make it easier to know what goes in each bin. Further awareness raising campaigns are planned for the year ahead, with a focus on food waste.
Water and sewerage		Delivery of a long term and sustainable approach to water management is being co-ordinated by the Edinburgh and Lothians Strategic Drainage Partnership including the development of a Water Management Vision for the city. This is helping to reduce emissions through more efficient water management and reduced wastage.
Travel		<p>Five electric refuse collection vehicles (fully funded by Zero Waste Scotland) have been added to the fleet in June 2023, while the Council continues to electrify the light vehicle fleet. At the time of writing, Fleet Services is looking to purchase new electric vehicles (vans in particular), subject to approval from Finance & Resources Committee in October 2023. The rest of the vehicles due to be purchased are large or specialist assets and will be replaced with diesel vehicles, as low-carbon alternatives are either not available or affordable. A new procurement framework for vehicles now offers a more straight-forward route to market which means new vehicles will be received more quickly. This will reduce fleet emissions.</p> <p>The Council business travel guidance has been strengthened to ensure staff minimise the use of air travel, particularly for domestic travel. A new form has been developed to provide greater transparency and scrutiny on international trips taken by officers and elected members. Completed forms are approved by the Policy & Sustainability Committee.</p> <p>Pilots are underway within various Council services to trial the use of cargo bikes to replace cars.</p> <p>The Council continues to roll out EV charging points across the city to support the adoption of electric vehicles.</p>

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3i Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the year ahead				
If the emissions are likely to increase or decrease due to any such factor in the year ahead, provide an estimate of the amount and direction.				
Total	Emissions Source	Total estimated annual carbon savings (tCO2e)	Increase or decrease in emissions	Comments
0.0	Estate changes		Decrease	The Corporate Property Strategy approved in August 2023 sets out the strategic themes that will be followed when implementing changes to the Council's operational property estate, including delivering and maintaining net zero properties. The aim is to deliver a smaller, more efficient, affordable, and accessible estate that contributes to the net zero goal. It outlines an approach that will help place the Council on the journey to net zero.
	Service provision			
	Staff numbers			
	Other (specify in comments)		Decrease	
	Other (specify in comments)		Decrease	Sustainable travel is promoted throughout the year with events and challenges such as the Cycle September or the Step Count challenge. Events have also focussed on raising awareness of the benefits of cargo bikes, with 22 colleagues having received training so far. The allowance of the cycle to work scheme has been increased in 2023 (up to £5,000) which will offer employees a wider choice for the purchase of bikes. All these initiatives could help reduce emissions associated with business travel.
	Other (specify in comments)	1,254	Increase	Electricity emission factors for 2023 have been published by the UK Government and show a 7% increase compared to the 2022 factor. This is because the UK used more natural gas to generate electricity in 2023 than in 2022. Many factors come into play, such as fluctuations in renewable energy generation due to weather conditions, or changes in the international energy

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				market which impacts on imports and exports. A downward trend from 2024 is expected. Assuming no change in electricity consumption from 2022/23 to 2023/24, electricity related emissions could increase by 1,254 tCO ₂ e.
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3j Total carbon reduction project savings since the start of the year which the body uses as a baseline for its carbon footprint	
If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").	
Total	Comments
	<p>Emissions savings from projects have not been recorded since the baseline year (2005/06). As such it is not possible to quantitatively total projects since this date.</p> <p>Overall emissions have decreased by 68% since 2005/06 (131,860 tonnes of CO₂e) but it is not possible to identify how much was saved thanks to projects, and how much was saved due to external factors such as the decarbonisation of the grid.</p> <p>A carbon scenario tool has been developed to support city-wide and Council-specific emissions footprinting, enabling tracking towards the Council's 2030 target with the first progress report against the new target published in April 2021. The tool will also support greater consideration of sustainability issues within key Council decisions by providing data on the carbon consequences of different proposed projects or programmes, and where possible, assessing their impact on other factors such as air quality - allowing for greater transparency and comparison between different options. It will be applied to major Council projects on a phased basis in future years.</p>

3k Supporting information and best practice
Provide any other relevant supporting information and any examples of best practice by the body in relation to its emissions, targets and projects.
<p>The Council led the development of a 2030 Climate Strategy for the city, which sets out a vision for a net zero, climate ready Edinburgh by 2030. To support this, the Council developed its first Council Emissions Reduction Plan (CERP) – setting out how the Council will reduce its emissions in support of becoming net zero by 2030. The CERP includes a carbon budget which will be monitored on an annual basis, supported by emissions reporting through the Public Bodies Climate Change Duties report. The CERP commits the Council to:</p>

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- Ensuring that all new council operational buildings are constructed to certified Passivhaus standard
- A £61m investment in the retrofit of 12 existing Council buildings so they can meet the highest energy efficiency standards
- A plan for electrifying all Council car and van fleets.
- An immediate improvement to school recycling facilities as well as a large-scale project to improve city wide communal bin infrastructure.
- Investing in a programme of staff training to develop climate knowledge and skills.

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

Data sharing: The Net Zero Edinburgh Leadership Board is laying the foundation for data sharing for citywide place-based infrastructure. The Board has undertaken extensive combined citywide data analysis mapping on heat and energy demand and supply, buildings, land ownership and investments, relevant transport infrastructure; areas vulnerable to climate change, as well as wider socioeconomic spatial data. This data has been interrogated to place level to identify local areas where collaborative infrastructure planning will yield the greatest opportunity and support the scale of transition required by net zero. Organisational budgets are now being combined to deliver:

- A single combined (partner shared evidence base) data map to underpin organisational operation and financial planning.
- A first opportunity appraisal at place level with a view to progressing deeper data analysis and targeted feasibility work at more 'places'. This includes identification of project pipelines, project readiness and a feasibility assessment of collaborative opportunities/options.

This work, supported by the pipeline development activity of the thematic partnerships will be further progressed into a Green Investment Prospectus and a green infrastructure investment plan.

Cultural sector and sustainability: A sustainability strategy for cultural venues, museums and galleries is being developed with an aim for the Council to become a leading example of sustainability within the Culture sector. The strategy will cover building efficiency, climate change adaptation, leadership, transport, circular economy, and education and engagement.

Learning for Sustainability:

Dedicated resources have been allocated within schools to drive forward the sustainability agenda. A designated lead in every school will have half a day a week to focus on the development of their school's action plan, as part of the school improvement process. A conference will be planned before Summer 2024 to present and share the schools' achievements.

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Climate change training: The in-house delivery of the climate change training continued in 2023, with the number of participants doubling between August 2022 (153) and August 2023 (381), and 20 new facilitators being trained to help with the delivery. Two workshops have also been delivered to senior managers and service directors (Corporate Leadership Team and Sustainability Board). A new sustainability e-learning module was also launched in 2023.

Reporting best practice: The Council participated in the Carbon Disclosure Project (CDP) for the first time in late 2020. The CDP is an international non-profit organisation for companies and cities' environmental reporting. It is the largest climate change focused data collection and assessment programme in the world. CDP evaluates the quality of the submission, benchmarks performance against other cities, and finds areas of opportunity for cities. In 2021 and 2022, Edinburgh was on CDP Cities A-List; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency. The Council signed up to the Global Covenant of Mayors (GCoM)¹ initiative in 2011 and to the Mayors Adapt initiative in 2015. Since 2016, both initiatives have merged within the Covenant of Mayors for Climate and Energy, which is a global coalition of city leaders addressing climate change by pledging to cut greenhouse gas emissions and prepare for the impacts of climate change. Submitting to CDP meets the reporting requirements for the Covenant of Mayors. In 2020, 2021 and 2022, three years in a row, Edinburgh has been awarded with the maximum of six badges recognising its climate mitigation and adaptation efforts. Edinburgh is one of 8 fully compliant local authorities in the UK (out of 63 UK LA who are GCoM members), and the only fully compliant local authority in Scotland (out of 10 who are GCoM members)

The City of Edinburgh has been ranked among the top three councils in the UK in 2022, and 1st in Scotland, by the Council Climate Plan Scorecard project for the quality of Edinburgh's Climate Strategy.

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PART 4: ADAPTATION

Assessing and managing risk

4(a) Has the body assessed current and future climate-related risks?

If yes, provide a reference or link to any such risk assessment(s).

Yes, an updated Climate Change Risk and Adaptation Assessment for Edinburgh was completed in 2022 which identified and updated the key risks and impacts to the city from climate change, incorporating previous work undertaken through the Resilient Edinburgh Climate Change Adaptation Framework and Edinburgh Adapts Climate Change Adaptation Plan 2016-2020 (Weblink: www.edinburgh.gov.uk/downloads/download/1256/edinburgh_adapts).

A citywide Strategic Flood Risk Assessment was undertaken as part of the development of Edinburgh's new Local Development Plan, City Plan 2030, with this informing opportunities to mitigate risks through green and blue network proposals. A climate change risk assessment of Edinburgh's World Heritage Site has been completed. Risks and impacts identified, and actions to alleviate are being incorporated into the upcoming Climate Ready Edinburgh Plan 2023-2030.

The Council's resilience risk register (which includes those risks related to climate change) is normally reviewed on a quarterly basis, aligned with the Council's risk strategy.

The Council works in partnership with neighbouring local authorities, SEPA and Scottish Water on delivery of the Local Flood Risk Management Plan (LFRMP) for the Forth Estuary Catchment, which outlines strategies and identifies areas potentially vulnerable to flooding (PVAs) from all sources and potential mitigation measures and actions. SEPA in collaboration with local authorities have introduced Objectives Target Areas (OTA's) which further identifies and reviews specific areas at flood risk within the PVA's. The Council completed flood studies to provide better knowledge and understanding of flood risk from watercourses throughout the city. In accordance with SEPA climate change guidance, the Council has raised the climate change allowance to 56% for peak river flow and 39% for peak rainfall intensity for all new planning applications to further future proof Edinburgh from flooding. Surface Water Management Plans identifying areas of the city at highest risk from this type of flooding are being completed.

The Council worked with the University of Glasgow's coastal research team to identify and raise awareness of the risks to Edinburgh's coast from climate change and developed scenarios to alleviate them. This has resulted in the proposed creation of a coastal park as part of the Granton Waterfront Masterplan to help manage the risks from sea level rise and coastal erosion in this area.

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4(b) What arrangements does the body have in place to manage climate-related risks?

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

Climate-related risks are currently being addressed through delivery of actions in the Edinburgh Adapts Action Plan, the 2030 Climate Strategy (approved November 2021) and internal action by the Council and partners. A long-term Climate Ready Edinburgh plan to 2030 is in development as the next phase of Edinburgh Adapts, informed by the outcomes from the citywide and Edinburgh's World Heritage risk assessments, the Edinburgh coastal work undertaken in collaboration with the University of Glasgow, adaptation actions in the 2030 Climate Strategy, as well as new actions being identified by the Council and partner organisations. These include cross-cutting actions that can be incorporated into other strategies and plans to raise awareness of the need to adapt, build capacity to assess risk and implement action.

The Council's Resilience service drives and manages the Council's Resilience Management Programme and is the focus for the Council's resilience activities. The Resilience service is responsible for ensuring the Council complies with its statutory emergency planning and business continuity obligations as stipulated by the Civil Contingencies Act 2004 and other relevant legislation; this work is carried out in conjunction with designated Resilience Coordinators and Resilience Specialists from each Council Directorate / key function together with stakeholders, other responders and partner organisations.

Edinburgh's Local Development Plan (LDP) aims to promote development in sustainable locations and enhance the city's green network by encouraging land management practices which capture, store and retain carbon, and prevent and manage flood risk. The Council's next local development plan, 'City Plan 2030', sets out new policies to support climate resilient place-based approaches to development and infrastructure, including utilising green and blue infrastructure to reduce flood risk, improve human health and water quality and enhance biodiversity. A Strategic Flood Risk Assessment was carried out as part of the development of City Plan 2030. The Edinburgh Design Guidance Planning policy (updated 2020) includes guidance on green and blue infrastructure requirements in new developments.

Delivery of a long term and sustainable approach to water management is being co-ordinated by the Edinburgh and Lothians Strategic Drainage Partnership, comprising the Council and two neighbouring local authorities, SEPA and Scottish Water. A Vision for Water Management identifies the risks and co-ordinates action to alleviate impacts from all sources of flooding. Sustainable Rainwater Guidance and factsheets for Edinburgh were completed in autumn 2021, covering principles of rainwater management, SuDS design, trees and raingardens. Further work on maintenance and how to undertake adaptation within the historic core of Edinburgh and in areas with airport restrictions is underway. The guidance provides consistent guidance for any new developments across the council and city for adapting to climate change with respect to water and with biodiversity benefits.

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The Council works in partnership with neighbouring local authorities, SEPA and Scottish Water on delivery of Cycle 2 of the Local Flood Risk Management Plan (LFRMP) for the Forth Estuary Catchment (2022-2028), which sets out how and when actions to reduce the impact of flooding in the Forth Estuary will be delivered. The Plan identifies where the risk of flooding and benefit of investment is greatest and says how and when actions will be delivered. This plan was published in 2023 and can be found at <https://www.edinburgh.gov.uk/downloads/file/32867/estuary-local-flood-risk-management-plan-2022-2028>. The final report of Phase 1 of the LFRMP 2016-2022 which details progress made in delivering the actions of the Cycle 1 plan is at: <https://www.edinburgh.gov.uk/downloads/file/32868/section-38-final-report-2016-2022>.

A Green Blue Network for Edinburgh is in development. A Strategic Framework has been developed, bringing together information from multiple sources on environmental blue-green assets, climate risks, active travel and social data to identify opportunities to integrate nature-based solutions throughout the city, in order to reduce urban heating, provide sustainable water management and create attractive environments to work and live. Opportunity areas have been identified including areas at catchment scale. The priority is to take forward key areas of the network incorporating the Council's 20-minute neighbourhood work. These areas include Craighleith and Inverleith, Morningside, Oxgangs and Leith. Feasibility studies and concept masterplans for these priority areas are underway.

A Thriving Greenspaces 30-year Vision and Strategy was approved by Council in March 2023. The strategy represents a 'step-change' in developing, enhancing and managing Edinburgh's parks and green spaces. Detailed delivery and financial plans to support delivery of the strategy are being developed, with the intention being to submit these associated plans for approval to Council Committee before the end of 2023. Adaptation measures within the strategy include the development of the Edinburgh Nature Network which maps a range of priority habitats and ecosystem services and identifies actions to create and connect green and blue spaces with a view to enhancing these habitats and ecosystems to the benefit of people and nature. Additional funding has been received to further develop the ENN and to pilot its implementation in Leith, one of the ENN priority areas. This phase of the project started in December 2022 and will run for 18 months. The ambition is to replicate successful elements of the Leith pilot and roll out implementation of ENN actions across Edinburgh. The ENN has also been embedded into the Green Blue Network project.

The Edinburgh Living Landscapes project was launched in November 2014. The initiative is led by the Council's Parks and Greenspace service in partnership with the Scottish Wildlife Trust, Royal Botanic Garden Edinburgh, Edinburgh and Lothian Greenspace Trust and Green Surge. It advocates the development of an ecosystem approach to the management of the Council's open space estate in order to realise the benefits to both biodiversity and public amenity. It aims to create resilient green networks to deliver a healthy, accessible and attractive environment.

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

Edinburgh's Local Biodiversity Action Plan for 2022-2027 includes an number of climate related risks and actions.

Taking action

4(c) What action has the body taken to adapt to climate change?

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action. The body may wish to make reference to the Scottish Climate Change Adaptation Programme (“the Programme”)

Climate-related risks are being addressed through delivery of actions in the Edinburgh Adapts Action Plan, the 2030 Climate Strategy (approved November 2021) and internal action by the Council and partners. Governance and oversight for adaptation in Edinburgh is through the Edinburgh Adapts partnership. The partnership comprises the Council, the city's further and higher education sector, Scottish Water (Chair) and SEPA, heritage organisations, NHS Lothian, greenspace and biodiversity groups, and Adaptation Scotland. The partnership reports to the Net Zero Edinburgh Leadership Board comprising the chairs of the key partnerships established through the 2030 Climate Strategy and other key stakeholders.

Externally, the Resilience Service represents the Council on the Multi-Agency Risk Group established by the Lothian and Borders Local Resilience Partnership, which feeds into the risk assessment processes of the East of Scotland Regional Resilience Partnership. The range of risks addressed by these partnerships includes extreme weather-related emergencies. Internally, the Resilience service chairs the Council Resilience Group that oversees the Council's Resilience Management Programme, which includes identifying and addressing risks through preparing and maintaining contingency measures to mitigate their effects. High-level risks are escalated within the Council, as appropriate.

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Edinburgh's current Local Development Plan (LDP) aims to promote development in sustainable locations and enhance the city's green network by encouraging land management practises which capture, store and retain carbon, and prevent and manage flood risk. This includes managing surface water drainage, treatment and flood risk through sustainable urban drainage, providing amenity and biodiversity benefits. The LDP does not prevent development in such locations but will require all proposals to consider and address any potential risk of flooding through flood risk assessments and surface water management plans. The LDP also states that flood risk from heavy, intense rainfall should be reduced by using above ground nature-based solutions such as SuDS and from water flowing over land during heavy rainfall should be avoided by the use of SuDS. All development requires a Surface Water Management plan. This includes an assessment of risk from overland flow which is to be addressed by the use of SuDS and attenuation on site up to the 1:200 plus 40% climate change allowance. Certain developments are required to be protected to 1:1000 plus 40% climate change allowance.

The Edinburgh Design Guidance raises awareness of climate change through promoting green infrastructure and sustainable building design and by giving advice and clear information to guide applicants towards a design process that fully incorporates sustainable flood risk management and SuDS from the outset. The review of the document in 2020 led a greater emphasis on climate change adaptation, SuDS and water management in development. Edinburgh's next LDP, City Plan 2030, sets out new policies to support climate resilient place-based approaches to development and infrastructure, including utilising green and blue infrastructure to reduce flood risk, improve air and water quality and enhance biodiversity.

Cycle 2 of the Local Flood Risk Management Plan (LFRMP) for the Forth Estuary Catchment (2022-2028) sets out how and when actions to reduce the impact of flooding in the Forth Estuary will be delivered. The final report of Cycle 1 of the LFRMP 2016-2022 detailing progress made so far can be found at <https://www.edinburgh.gov.uk/downloads/file/32868/section-38-final-report-2016-2022>. Edinburgh has Flood Prevention Schemes in place on the Braid Burn and Water of Leith, designed for a 1 in 200-year flood event including an allowance for climate change. Undeveloped areas fulfil an important flood function and should be allowed to flood to protect built-up areas from floodwater. These are shown on the LDP Proposals Map as areas of importance for flood management. An integrated catchment study for Edinburgh was completed and a Surface Water Management Plan for the city is in development. There are robust inspection regimes in place for watercourses, coastal defences and reservoirs. These inspections help inform and prioritise planned maintenance work. In the event of flooding the Council provides an emergency response and members of staff are on standby to co-ordinate activities. Action Packs have been prepared which detail where temporary defences should be deployed. Sandbags, pallet barriers and pumps are stored and are to be utilised in the event of flooding. A limited number of sandbags are stored at various fire stations throughout the City and these are available to the public.

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These above actions help achieve the SCCAP's outcomes 1, 2, 4 and 5 on community resilience, climate justice, supporting systems and natural environment.

The Council worked with the University of Glasgow's coastal research team on identifying and raising awareness of the risks to Edinburgh's coast from climate change and how to alleviate them. This has resulted in the proposed creation of a coastal park as part of the Granton Waterfront Masterplan to help manage the risks from sea level rise and coastal erosion. New modelling through Dynamic Coast 2 (DC2) has allowed pockets of Edinburgh to be modelled that show anticipated future erosion at Edinburgh's coast. Ongoing work to supplement DC2 results for defended/reclaimed land at Edinburgh's coast is ongoing.

Further action to help achieve SCCAP's outcome 5 includes the following. The Council is a signatory to the Central Scotland Green Network and works in partnership with neighbouring authorities and other stakeholders to support a range of projects. The Edinburgh Living Landscapes Programme involves naturalising areas of the Council's green estate utilising relaxed mowing regimes, planting sustainable shrubs and sowing a variety of floral meadows. As well as improving the visual and biodiversity amenity of these sites, these changes, specifically the less frequently cut relaxed grass areas, slow rainwater run-off and help lock-up carbon in soils, reducing CO2 release. It also means a reduction in operational fuel consumption and associated pollutants.

Edinburgh's Biodiversity Action Plan 2022-27 (EBAP) includes actions on adapting to climate change within site management, conservation and species action plans as appropriate, including ensuring appropriate emphasis is placed on the Firth of Forth Special Protection Area when dealing with conservation projects. This not only raises awareness but also involves risk assessment, adaptation measures and any carbon capture. The EBAP section on invasive species addresses habitat and genetic resilience and being 'plant smart' in terms of biosecurity and plant choice and source. The Council continues to work on management of INNS on its land. The Council signed the Edinburgh Declaration on Biodiversity in April 2021 which recognises the essential role of local and regional governments in delivery biodiversity outcomes which help to meet global targets. The Plan responds to the current targets and emerging commitments with a framework for action to create a nature positive city by 2030. The Plan will be revised at appropriate points during its five-year duration to ensure that the actions continue to respond to a rapidly changing context of policies, targets, funding, and to deliver the scale of change needed.

Edinburgh's One Million Tree programme aims to reach the target of one million trees in Edinburgh by 2030. This involves the planting of 250,000 new trees across the city. These additional trees will provide a nature-based solution to the impacts of climate change by improving air quality, cooling the urban environment, intercepting rainwater, and protecting and enhancing biodiversity. An Action Plan to implement this ambition is currently being finalised.

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Edinburgh's Thriving Greenspaces project is shaping an ambitious new vision for Edinburgh's natural environment through production of its 30-year strategy and action plan. The project aims to protect and enhance Edinburgh's green spaces so that they benefit people today and in the long-term. As part of this project, the Council, working with Scottish Wildlife Trust and other partners, developed the Edinburgh Nature Network (ENN). One of the aims of the ENN is to identify opportunities and interventions comprising nature-based solutions to enhance the habitat network in Edinburgh to allow species to migrate and adapt to climate change. The ENN has also mapped supply and demand of key ecosystem services within Edinburgh (e.g. pollution, flood regulation, air purification, health benefits etc.). This is helping to identify opportunities for green infrastructure with multiple benefits for both people and nature in the city.

Awareness raising of climate change adaptation has been done as part of engagement around the development of the 2030 Climate Strategy, the Edinburgh Talks Climate initiative (launched 2020), an internal carbon literacy programme for Council staff and councillors, and internal climate risk training workshops.

4(d) Where applicable, what contribution has the body made to helping deliver the Programme?

Provide any other relevant information

Delivery of Outcome 1: The Council provided funding for an updated climate change risk and adaptation assessment of the city to be undertaken. This assessed what the most up-to-date climate change predications (UKCP18) would mean for the city in terms of risks and impacts, and proposed options for adapting Edinburgh to these. This work is helping to inform the development of a Climate Ready Plan for the city, which is being developed by a strengthened citywide partnership.

Information and advice regarding flooding, severe weather and business continuity is published on the Council website. The Council participates in the preparation and monitoring of a Community Risk Register for the Lothian and Borders area.

The Council participates in the preparation and monitoring of a Community Risk Register for the Lothian and Borders area.

The Council is delivering the Local Development Plan Action Programme ([2023 version](#)) which sets out a number of green infrastructure actions which can help mitigate the impact of climate change. Projects completed or underway in 2022/23 include:

- Enhancement and extension of Dalry Community Park, creation of new parkland at Leith Western Harbour Centre Park (5.2ha), Leith Links Seaward extension (providing new allotments and open space), South East Wedge (45ha), Edinburgh's International Business Gateway development (24ha), Broomhills Park (3.1ha, including woodland planting) and Newmills (3.1ha)

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- Flood works at Niddrie Burn (re-alignment and restoration of 1800 linear metres of burn, landscaping, habitat creation and footpath)

Review, monitoring and evaluation

4(e) What arrangements does the body have in place to review current and future climate risks?

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

An updated Climate Change Risk and Adaptation Assessment for Edinburgh was completed in 2022. This risk assessment will be reviewed and updated on an ongoing basis as part of the ongoing work of the Edinburgh Adapts partnership.

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

Flood risk management planning is reviewed on a six year planning cycle. Cycle 2 of the Local Flood Risk Management Plan (LFRMP) runs from 2022-2028 and the final report of Cycle 1 (2016-2022) can be found at <https://www.edinburgh.gov.uk/downloads/file/32868/section-38-final-report-2016-2022>.

4(f) What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

An annual report was produced reporting progress on achievement of the actions in the Edinburgh Adapts Action Plan. A final summary of this was provided to the strengthened Edinburgh Adapts partnership, which are developing monitoring and evaluation measures as part of the development of Edinburgh's next adaptation plan, Climate Ready Edinburgh.

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The 2030 Climate Strategy operates as a live document that will be reviewed at key points. An annual report on progress will be considered by Council Committee. This will include reporting on progress on the adaptation actions within the Strategy.

As stated in 4(e), in terms of the Council's internal resilience arrangements, risk assessments are monitored and reviewed on a quarterly basis through the Council's risk processes and through the Council's contribution to the Lothian and Borders Local Resilience Partnership, risk assessment is a continual process. Current assessments are reviewed on an annual basis, as new information emerges or following any significant incident or exercise. The Resilience service regularly reviews the Council's Severe Weather Resilience Arrangements in conjunction with a range of specialist colleagues.

The Council's LDP Action Programme on progress on actions in Edinburgh's LDP is published on an annual basis. The reporting cycle for the Local Flood Risk Management Plan is 2-3 years from publication with a final report prepared at the end of the first planning cycle. Cycle 2 of the Local Flood Risk Management Plan (LFRMP) runs from 2022-2028 and the final report of phase 1 (2016-2022) can be found at <https://www.edinburgh.gov.uk/downloads/file/32868/section-38-final-report-2016-2022>.

Other Council plans and programmes with adaptation actions have their own monitoring and reporting cycles, and as much as possible, progress on relevant actions will be captured as part of the monitoring and evaluation arrangements to be established for the Climate Ready Edinburgh plan.

Future priorities for adaptation

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

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

1. Undertake consultation on the draft Climate Ready Edinburgh Plan and deliver a finalised approved Plan by mid 2024.
2. Work with partners on delivery of a regional climate risk assessment for the Edinburgh and South East Scotland City Region Deal area, following approval of each of the partner's funding contribution.
3. Deliver a Water Management Vision for Edinburgh identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding in the city.
4. Continue to deliver Edinburgh's Green Blue and Active Travel Network, which helps protect communities from climate change impacts, provide active travel routes, and protect and enhance the city's natural environment and biodiversity.

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5. Deliver nature-based solutions to the impacts of climate change through delivery of Edinburgh’s Green and Blue Network, Thriving Green Spaces Strategy, Biodiversity Action Plan, Nature Network, One Million Tree and Living Landscapes programmes.

Further information

4(h) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

Edinburgh’s Vision for Water Management, co-ordinated by the Edinburgh and Lothians Strategic Drainage Partnership (Council, SEPA and Scottish Water) provides a central, strategic and overarching approach for co-ordinating action to deal with the impacts from all sources of flooding in the city, assisted by guidance and factsheets covering principles of rainwater management. The guidance provides consistent guidance for any new developments across the council and city for adapting to climate change with respect to water and with biodiversity benefits.

The Partnership has prioritised the Craigleith catchment as an area of potential for implementation of mitigation measures to reduce flooding through sustainable drainage and is progressing a ‘rolling-wave’ programme of works, in conjunction with external partners and funders. The partnership working between the Council, Scottish Water and SEPA is exemplary, and has enabled some aspects of this project to progress to detailed design, with construction planned for 2024-25. Other aspects of the project are earlier in the planning stage with a view to delivery in future years.

Development of Edinburgh’s green blue network and nature network are leading the way in Scotland for tackling the impacts of climate change through green and blue infrastructure and nature based solutions. The modelling of climate impacts in the Nature Networks (urban heating and flooding) and other ecosystem services are at the leading edge of modelling practice for the natural environment, to link the nature and climate crises, and give us the basis to deliver real benefits for adaptation.

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PART 5: PROCUREMENT

5(a) How have procurement policies contributed to compliance with climate change duties?

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

Sustainable Procurement Strategy

The Council reviewed and updated its five year [Sustainable Procurement Strategy](#) (the Strategy) in September 2023 following the Council's updated Business Plan and the recently published Public Procurement Strategy for Scotland 23-28, the first national procurement strategy. The Strategy continues to place sustainability at the heart of the Council's procurement programme, to ensure that the Council's considerable spending power is used to promote those economic, environmental and social outcomes that enable the effective delivery of essential Council services and simultaneously assist the Council in addressing the challenges that the city is facing.

The Strategy has been further strengthened by the addition of further actions such as the use of Scottish Government Prioritisation tools and the requirement that suppliers provide carbon reduction plans in all key priority areas (see CERP Annual Progress report 2022). The Council supports the principles and implementation of Community Wealth Building as an inclusive approach to economic development. This commitment to developing Community Wealth Building approaches is incorporated as an action within the Edinburgh Economy Strategy, agreed in 2021, as well as the Council's new Business Plan. Key principles of Community Wealth Building where procurement has potential influence include a low carbon economy, the Council's commitment to Fair Work practices, the progressive procurement of goods and services and making financial power work for local places, supporting benefits through City Region Deal and other capacity building projects.

The Strategy aims to address the climate and nature crises and support the delivery of the Councils 2030 net zero target by working with Council officers and external partners to deliver opportunities that help address the climate and nature emergency and the circular economy agenda. This will be achieved through engaging with suppliers and experts to understand carbon-reducing actions that can be delivered in different contract sectors and building into specifications and ensuring that suppliers are committed and actively engaged in supporting a Just Transition to net zero by:

1. Seeking expert support such as from Zero Waste Scotland and in educating and awareness raising for Council staff involved in tendering and managing contracts Engaging with suppliers and experts to understand carbon reducing actions that can be delivered in different contract sectors and building into specifications and ensuring that suppliers are committed and actively engaged in supporting a Just Transition to net zero

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2. Actively consider the impacts of Climate Change, the nature emergency and related environmental considerations early in procurements and commissioning activity, and apply relevant criteria in all procurement processes, where relevant and proportionate to do so
3. Increasing whole-life costing approach to evaluation criteria and learn from others through best-practice forums
4. Considering potential for reuse, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste
5. Adopting industry standards to ensure consistency in approach with the market and clear measurement tools understood by all
6. Ensuring the procurement team have undertaken up to date carbon literacy training and full opportunity of climate specific learning events

The Council's procurement activities are included at the Council Carbon Emissions Reduction Programme Board which reports to the Sustainability Programme Board, chaired by the Executive Director of Place and engagement with the Council sustainability team is ongoing to support shared knowledge and insights on outcomes to support net zero targets

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

Sustainable Procurement Policy

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

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The Policy has 4 main Outcomes

Outcome 1: the social and economic benefits from our procurement are maximised

Outcome 2: the environmental impacts are minimised and the environmental benefits maximised from our procurement

Outcome 3: Edinburgh has a more sustainable supply chain.

Outcome 4: sustainable procurement is embedded within the Council

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

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

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

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

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

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

- A procurement pipeline prioritisation was supported by Zero Waste Scotland to help ensure a focus on the contracts that will have the greatest impact and support strategic planning to deliver as 'speedy as possible transition' to net zero and a circular economy for relevant tenders.

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- Climate criteria was applied to all construction projects
- Climate reporting requirements are aligned to the Scottish Government Policy Note [SPPN 3/2022](#) to support public procurement authorities to use procurement in addressing the climate emergency.
- Climate Change Plans are being requested as standard from suppliers where the frameworks or contracts are identified as priority or relevant and bidders are being asked to note sources of emissions to help them consider how they can reduce scope 1,2 and 3 emission reductions
- The Council Commercial and Procurement Service (CPS) is represented on cross sector Climate and Procurement Forum, supported by Scottish Government, as Scottish local authority representative, with information cascaded to the wider CPS team and other colleagues.
- The Council engages with suppliers and experts to understand carbon-reducing actions that can be delivered
- CPS staff have undertaken carbon literacy training, through Scottish Government sustainable procurement toolkit and Council internal Climate Fresk training.
- A new member of staff with a Diploma in Sustainable Development has been recruited to the Engagement team
- The Council continues to adopt a whole-life costing approach to evaluation criteria whenever possible
- Whole life cost is considered early at the time of strategy development, with evaluation focused on a balanced cost, quality and sustainability threshold, and embedded in the Council's procurement procedures. There is also continual monitoring on the use of whole-life costing within our tender approach, with Best Practice shared and recorded for future reference.
- The Council routinely considers the potential for reuse, repair and recycling of goods and materials to prevent waste
- It is a standard approach in Council capital projects where there is an element of refurbishment (e.g. JGHS Darroch School Refurbishment) that tender evaluation includes an assessment on how the contractors would reuse, repair and recycle existing material.
- The Council adopts industry standards to ensure consistency in approach with the market
- It is established in the Council's procurement procedures that suitable standards and certifications are sought in tender exercises.
- New schools are to be built to passivhaus standard, e.g. Currie High School,
- The Roads and Transport Infrastructure Construction Framework tender had specific emphasis on a reduction of vehicle and plant emissions, efficient use of energy, use of low energy, biodegradable or recycled products, minimisation of waste and sustainable use of materials specific to the industry.
- Construction projects such as those at Ratho, Deanbank and Kirkliston had requirements focussed on energy efficiency and local conditions which considered noise and dust impact on local neighbourhoods

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- Road Resurfacing at Crammond Brig set a benchmark for sustainable road construction practices and reducing environmental impact. The lower temperature production used resulted in decreased energy consumption and greenhouse gas emissions. A zero-waste approach was adopted where every tonne of road planings removed from the site, was sent back to Duntilland Quarry to be reused in this, and future projects
- Environment Management Systems supported by ISO 14001 or equivalent are becoming standard with contractors as well as application of the Considerate Contractor Scheme.
- Hybrid generators or identifying mains electricity source during contracting works is used to cut emissions, and landfill waste reduction is a key target with contractor diversion rates of between 90-99% being achieved through recycling and/or reuse of materials
- Specific key projects aimed specifically at supporting the Council net zero targets included the second phase of the Supply and Installation of Electric Vehicle Charging Infrastructure aimed at supporting the growing number of electric vehicles operating in the City, the purchase of five Electric Refuse Vehicles and the Supply of Trees contracts to support the 'Million Tree City' project
- The delivery of Community Benefits supports the 'Million Tree City' projects and other Council nature initiatives such as urban gardening projects and working with schools

5(c) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

Miscellaneous

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

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In addition to contracting activity, the Council has taken steps to actively enhance its engagement with its suppliers and the market more generally, including introducing a monthly virtual engagement session aimed at supporting new businesses to find out more about opportunities for working with the Council, launching a new quarterly Supplier Newsletter and working with City Region Deal colleagues to present and exhibit at a recent virtual 'Meet the Buyer' event. This engagement has been supported via the city's Business Gateway, and additional engagement with the Chamber of Commerce, Developing the Young Workforce, the Federation of Small Businesses and social enterprises. The Council holds supplier engagement sessions and encourages its main contractors to do the same using this engagement to make potential local suppliers aware of opportunities and the Council's strategic outcomes, including its net zero targets.

The Council is committed to growing its local supply chains, which will further assist in mitigating the carbon impact of its purchasing activity and the delivery of a net zero economy. The Local Government Benchmarking Framework figures for 2021/22 recorded the Council's 36.8% percentage of procurement spend with local enterprises as being the third highest of similar size Councils, well above the Scottish average of 29.9%. The comparative figures for 2022/23 are not yet available.

The Council Housing Service's net zero design guide has been used for new home developments, including at Western Villages Granton and Silverlea. The Design Guide was refreshed in November 2020 and sets a high standard in quality design, placemaking and sustainability. The design approach to homes follows fabric first principles supplemented by the provision of renewable heat and onsite renewable electricity. In addition, KPI targets for all Housing construction projects adhere to guidance set by Zero Waste Scotland in relation to targeting on site levels of waste.

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PART 6: VALIDATION AND DECLARATION

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

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

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

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

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

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RECOMMENDED – WIDER INFLUENCE

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

Sector	2009	2010	2011	2012	2013	2014	2015	2015	2017	2018	2019	2020	2021	Units	Comments
Total Emissions	3,489.5	3,603.5	3,267.7	3,419.2	3,253.8	2,815.6	2,824.1	2,619.4	2,517.0	2,458.5	2,354.1	1,993.6	2,235.6	ktCO ₂ e	
Industry	240.9	258.8	232.0	244.3	235.2	193.8	195.7	165.3	176.3	233.5	236.7	199.0	212.8	ktCO ₂ e	
Commercial	783.7	812.8	730.2	788.0	744.9	563.3	554.2	483.7	395.6	260.2	229.5	177.4	222.1	ktCO ₂ e	
Public Sector	273.4	294.9	266.5	284.8	280.3	223.1	228.8	198.3	228.0	277.3	242.3	213.3	240.5	ktCO ₂ e	
Domestic	1,071.2	1,137.9	1,006.1	1,094.3	1,053.8	891.9	881.1	805.2	782.5	751.4	747.5	702.9	739.9	ktCO ₂ e	
Transport total	846.9	817.1	782.3	758.2	746.2	740.2	752.0	764.2	744.7	715.9	696.0	533.4	640.5	ktCO ₂ e	
Per Capita	7.5	7.7	6.8	7.1	6.7	5.7	5.7	5.2	5.0	4.8	4.5	3.8	4.2	tCO ₂ e	
Waste	165.8	177.1	146.8	146.9	91.7	100.3	109.6	98.7	85.5	111.4	93.3	61.2	73.1	ktCO ₂ e	
Agriculture	37.8	36.0	36.2	36.4	34.1	35.4	37.0	34.9	34.4	37.9	36.9	35.6	36.6	ktCO ₂ e	
LULUCF Net	69.7	68.8	67.5	66.2	67.6	67.7	65.7	69.1	70.1	70.8	71.9	70.9	70.1	ktCO ₂ e	

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Emissions															
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Q2a – Targets									
Please detail your wider influence targets									
Sector	Description	Type of Target (units)	Baseline value	Start year	Target saving	Target / End Year	Saving in latest year measured	Latest Year Measured	Comments
Citywide	In 2019 Council agreed to set a citywide target of achieving net zero carbon emissions by 2030.	Absolute (TCO2e)	2,427,000	2018/19	0.0	2030/31	7.4%	2020/21	The 7.4% progress corresponds to progress made between the baseline (2018/19) and 2019/20 data. The scope of the target and the monitoring approach are detailed in this committee report : https://democracy.edinburgh.gov.uk/documents/s33245/Item%207.8%20-%202030%20City%20Target%20Monitoring%20Approach.pdf
Waste	City recycling target	Percentage	39.6%	2019/20	45%	2022/23	42.7%	2021/22	A new recycling target of 45% has been set for 2022/23. Modelling work will be undertaken before the end of the financial year 2022/23 by Eunomia on behalf of Zero Waste Scotland to analyse the impact of the Deposit Return Scheme which will be introduced in Autumn 2023 and how waste services could change to adapt to this. The study will model the impact on kerbside collection first. It is anticipated the Council recycling rate will reduce as drinks containers will be collected separately through the DRS, and

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									outcomes of the modelling work will inform the development of a new longer-term target.
Transport	Car KM Travelled				30%	2030			The Council has approved a target of reducing kilometres travelled by car by Edinburgh residents by 30% over the next decade . This is higher than the Scottish Government's 20% target, reflecting our bold net zero by 2030 aspirations, which will play a big part in reaching the national goal to achieve net zero by 2045.

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

The City of Edinburgh Council declared a climate emergency in February 2019 and set a new target for the city to achieve net zero carbon emissions by 2030. The net zero target covers the city of Edinburgh (territorial boundary). A high-level strategy for achieving the net zero target and adapting Edinburgh to the impacts of climate change was approved in November 2021. The 2030 Climate Strategy: Delivering a Net Zero, Climate Ready Edinburgh sets out high level priorities and actions on: home and buildings energy efficiency; heat and energy generation; accelerating the decarbonisation of transport: climate resilience and accelerating adaptation; citizen empowerment, behaviour change and community activism; supporting business transition and the green economy; and developing a citywide programme/pipeline of green investment proposals. An implementation plan supports the Strategy, detailing deliverables, milestones, timescales, resources and an approach to measuring outcomes and impact.

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

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

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

As outlined in question 4 below, the City of Edinburgh Council is using its influencing role through the establishment of strategic partnerships such as the Net Zero Edinburgh Leadership Board, or the sponsor of the Edinburgh Community Climate Forum to help empower citizens, encourage behaviour change and community activism on climate action.

The Council has also joined a number of climate coalitions to drive the global sustainability agenda.

- signed up to the national Civic Charter on Climate by Scotland's Climate Assembly in 2021
- joined the Cities Race to Zero which is a global campaign to win leadership and support from businesses, cities, regions, investors for a healthy, resilient, zero carbon recovery that prevents future threats, creates decent jobs, and unlocks inclusive, sustainable growth
- joined Cities Race to Resilience which is the sister campaign to Race to Zero and helps cities prepare for and adapt to the unavoidable impacts of climate change
- signed up to the Edinburgh Declaration committing to halt biodiversity loss
- signed up to UK100 Net Zero Pledge.

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The Leader of the Council has been selected through a highly competitive process to attend UK100's Climate Leadership Academy in Autumn 2022. It will provide a unique coaching opportunity for councillors to develop their policy skills, knowledge and confidence.

Q3) Policies and Actions to Reduce Emissions

Sector	Start year for policy / action implementation	Year that the policy / action will be fully implemented	Annual CO2 saving once fully implemented (tCO2)	Latest Year measured	Saving in latest year measured (tCO2)	Status	Metric / indicators for monitoring progress	Delivery Role	Has ISM or equivalent behaviour change tool been used?	Please give further details of this behaviour change activity	Value of Investment (£)	Ongoing Costs (£/ year)	Primary Funding Source for Implementation of Policy / Action	Comments
All sectors	2019	2030				In implementation	Outcomes in relation to well-being, climate change resilience, live-ability & economic growth	Direct Delivery	No					Edinburgh's City Centre Transformation programme aiming to prioritise movement on foot, bike and public transport in the city centre and to adapt public spaces to better support urban life and a thriving economy,

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															conserve the city's unique heritage and improve access and opportunity for all.
Transport	2021	2030				In Implementation	Citywide transport emissions (in development)	Direct Delivery	No						City Mobility Plan provides a strategic framework for the safe and effective movement of people and goods around Edinburgh, focusing on mobility's role in maintaining Edinburgh as a vibrant, attractive city while addressing the environmental and health impacts associated with travel.

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Energy	2023	2050	25,000			Budget secured	CO2 and energy reductions	Direct Delivery	No		£9m			Energy efficiency/ retrofit measures addressing the Council's owned housing stock (approx. 20,000 homes)
Buildings, infrastructure	2022													The Local Development Plan sets out locations for new homes and businesses, protect places of value, and ensure essentials for a good quality of life are in place.
Energy	2023						Indicators yet to be defined		No					Edinburgh South-East Heat network (preparation of a business case in support of the delivery of

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														a heat network
Energy	2024													Local Heat and Energy Efficiency Strategy
Energy	2023	2048				Proposed	Indicators yet to be defined		No					City Heat and Energy Masterplan which will lay the foundations for change by understanding energy demand across the city and setting progressive planning policies that support change.
Transport	2019	2023				In Implementation	Passenger numbers	Direct Delivery	No		£207m			Trams to Newhaven connecting Leith and Newhaven to city centre.
Transport	2019/20	2025/26				In Implementation	Indicators yet to be defined	Direct Delivery	No		£824m			Active Travel Investment Programme which will include major

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Partnership working	<p>The Net Zero Edinburgh Leadership Board provides citywide leadership on implementation of the 2030 Climate Strategy through:</p> <ul style="list-style-type: none"> • Providing Citywide leadership in creating a green, clean and sustainable future for Edinburgh • Providing oversight and driving delivery of the Strategy's four thematic workstreams (Adaptation, City Heat and Energy Efficiency, Transport Infrastructure and Just Economic Transition) • Developing a Green Infrastructure Investment Plan for the city 	Lead		Utility companies (SP Energy Networks, Scottish Gas Network)	The City of Edinburgh Council, NHS Lothian, Edinburgh's universities and college, Scottish Water, Edinburgh Chamber of Commerce			Lead and participating partners, outputs and outcomes will be agreed as part of the strategy's implementation
Partnership working	<p>The Council engaged with Adaptation Scotland to develop its climate risk and vulnerability assessment, which is now completed. They have provided time, staff and resources as well as advice and support to develop Edinburgh's adaptation partnership and first action plan, as well as helping implementation of these actions.</p>	Lead		Atkins	Adaptation Scotland		Climate risk and vulnerability assessment	

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Partnership working	<p>During COP26, the City of Edinburgh Council co-created with EVOC and Our Future Edinburgh an independent Edinburgh Community Climate Forum. (https://www.ourfutureedinburgh.org/community-climate-forum/)</p> <p>The Forum is sponsored by the Council and delivered independently by EVOC and Our Future Edinburgh. EVOC helps to support, develop and promote the interests and work of voluntary and community organisations in Edinburgh.</p>	Supporting	EVOC			EVOC, Our Future Edinburgh	Through the Forum, citizens will be involved in decisions about the targeting, scope and speed of large-scale change and the ask of citizens to support changes which protect the city for future generations.	
Partnership working	<p>A new project to help Edinburgh's SMEs participate in the just transition to a net zero carbon economy, and support innovate decarbonisation projects in the City is being launched by Edinburgh Chamber of Commerce.</p> <p>Supported by City of Edinburgh Council through the UK Shared Prosperity Fund, the Net Zero Edinburgh project will run over three years until end of March 2025.</p> <p>Businesses taking part in the project will enjoy a range of</p>	Sponsoring	Chamber of Commerce					More information: https://www.edinburghchamber.co.uk/new-project-will-see-chamber-pioneer-net-zero-sme-support/

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	free support including informative events, training workshops, 1-2-1 and group mentoring and access to toolkits and resources. There will also be limited spaces available for a cohort of companies who will receive tailored support to plan, write and deliver their own net zero plan.							
Partnership working	The Council is working in partnership with Edinburgh Chamber of Commerce and Zero Waste Scotland on delivery of a programme of support on “Circular Edinburgh” to over 200 businesses to embed general sustainability best practice e.g. recycling of waste to create new products, reframing products into services to encourage repair over replace	Partnership working			Edinburgh Chamber of Commerce and Zero Waste Scotland			The Council is also participating in the Scottish Business Sustainability Partnership forum where various business support organisations with sustainability related services (Business Gateway, SEPA, ZWS, EST, SE) meet to network and discuss best practice. The outcome has been the creation of a formal inter-organisational sustainability referral scheme
Capacity building	Scottish Water, Scottish Government, SEPA and local authorities across the Lothians region have	Participant				Scottish Water, Scottish Govern		

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	<p>launched a new partnership to enhance water management. Partners will work together to find innovative and effective ways to tackle rainwater management, flooding, flood risk and growth that will impact the areas infrastructure and plan for future growth and changes in climate that impact on how the area's waste water and surface water is processed.</p> <p>https://www.scottishwater.co.uk/about-us/news-and-views/201218-edinburgh-water-management-partnership</p>					ment, SEPA		
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OTHER NOTABLE REPORTABLE ACTIVITY

Q5) Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below.				
Key Action Type	Key Action Description	Organisation's Project Role	Impacts	Comments
Food and Drink	Edible Edinburgh is a cross-sectoral citywide partnership working to make Edinburgh a sustainable food city. It aims to inspire and motivate everyone in the city to work together to build new approaches to food. The partnership plays an important role in developing a sustainable food system in Edinburgh, campaigning for change and informing policy. The partnership's working groups focus on health, sustainability, food growing and the local food economy. It is building a network of those working or	The Council chairs the partnership and provides the secretariat for it.	Edinburgh was one of just two Scottish cities to achieve Sustainable Food Places Silver accreditation in June 2022. Edible Edinburgh helped develop and is helping implement Edinburgh's first Food Growing Strategy, Growing Locally and engages with businesses across the city on sustainable food.	Edible Edinburgh is developing its second Sustainable City Food Plan and works to promote healthy, sustainable food. Edinburgh endorsed the Plant-Based Treaty in January 2023, the first capital city in Europe to do so. This is a global initiative calling for

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	<p>interested in sustainable food across the city, that includes growers, businesses and consumers.</p>			<p>negotiation on the development of a Plant-Based Treaty by national governments as a companion to the UN Paris Climate Agreement. In short, this is a public acknowledgement that food systems are a key driver of the climate crisis.</p> <p>An action plan is in development to support the endorsement of the treaty and identify further actions to increase provision of plant-based food in the city. It will be brought to the Council Policy and Sustainability Committee in January 2024.</p>
<p>Biodiversity</p>	<p>The Edinburgh Biodiversity Partnership is a citywide partnership working to protect and enhance biodiversity and habitats across Edinburgh. The breadth of groups represented include Council departments, government agencies, national and local environmental charities, volunteer conservation bodies and community groups.</p>	<p>The Council is a lead member of the partnership and provides the secretariat.</p>	<p>Sixth edition of the Edinburgh Biodiversity Action Plan (2022-2027) continues work to make Edinburgh a greener city with more opportunities for wildlife, enabling people to engage with nature. The Plan aims to raise awareness of the rich biodiversity in Edinburgh, encourage partners and others to take positive action to protect and enhance the city's natural environment, provide co-ordination and communication between partners and others to further conservation action and influence other plans, policies and strategies relating to Edinburgh. It incorporates actions to sequester carbon and adapt to the impacts of climate change. The Council signed the Edinburgh Declaration which recognises the essential role of local and regional</p>	<p>Fulfils Council statutory obligation on how it is fulfilling its biodiversity duty and is contributing to meeting national biodiversity targets.</p> <p>The Council declared a nature emergency in 2023.</p>

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			governments in delivery of biodiversity outcomes which help meet global targets. Edinburgh's Nature Network is the first to be developed in Scotland. ENN is a long-term strategic approach to manage, restore and enhance the urban landscape in Edinburgh. It highlights opportunities to take action across the city, using natural solutions to address the threats of biodiversity loss and climate change.	
Water	An Edinburgh and Lothians Drainage Partnership was established in October 2018 comprising Scottish Water, Scottish Government, SEPA and local authorities across the region. The Partnership seeks to develop a co-ordinated and transformative approach across Edinburgh and the Lothians to drainage, water management and flooding issues with a strong focus on water management using above-ground drainage infrastructure (or Sustainable Drainage Systems; SuDS), increasing biodiversity, creating great places and supporting a climate-resilient city region.	The Council is a lead member of the partnership.	Section 7 Legal Agreement with Scottish Water was adopted on 27 February 2020. A Water Management Vision for Edinburgh has been developed (November 2020). The vision aims to develop a long-term and sustainable approach to river, coastal and storm water management across Edinburgh and its environs. This will involve all stakeholders and address the flooding and water quality risks associated with our changing climate as a result of changes in rainfall and sea level rise. Implementation of the strategy will be through the Edinburgh and Lothians Strategic Drainage Partnership. This partnership links the Council to adjacent councils for a more strategic approach to water management.	
Procurement	The Council is a member of the Scottish Government Procurement and Climate Change Forum whose aim is to work towards the Scottish Government's commitment to mobilise the £11 billion of annual public procurement to support our climate emergency response. This includes consulting on legislation to require public bodies to set out how they will meet climate change and circular economy obligations and to identify and/or commission targeted activities or work streams which will help influence and empower our buyer, supplier and key stakeholder communities.	Participant	Embedding of circular economy principles in Council practices. Information cascaded to the Council's wider Commercial and Procurement Service and to colleagues across the Council.	The Council has also been working closely with the Scottish Government's Sustainability Team and Zero Waste Scotland to look at embedding the circular economy in Council practices.

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<p>Other (please specify in comments)</p>	<p>Creative Carbon Scotland coordinates data gathering and feedback on carbon emissions reporting and carbon management planning for cultural organisations Regularly Funded by Creative Scotland (RFOs) and organisations which receive cultural funding from the City of Edinburgh Council.</p>	<p>Supporting</p>	<p>Creative Scotland Regularly Funded Organisations have reported progress on reducing their carbon emissions since April 2015. Each year the report covers activities which took place during the previous year 1 April to 31 March.</p>	<p>Cultural organisations taking part in this initiative include African Connections, Artlink Edinburgh and the Lothians, Capital Theatres, , Dance Base Ltd, Edinburgh Art Festival, Edinburgh Festival Fringe Society Ltd, Edinburgh International Festival Society, Edinburgh Performing Arts Development, Edinburgh Printmakers Ltd, Edinburgh Science Ltd, Edinburgh Sculpture Workshop Ltd, Edinburgh World City of Literature Trust (Edinburgh UNESCO City of Literature Trust), Festivals Edinburgh Ltd, Imagine, Lung Ha Theatre Company Ltd, North Edinburgh Arts, Scottish Book Trust, Scottish Chamber Orchestra Ltd, Scottish Poetry Library, Stills: Centre for Photography , The Edinburgh International Book Festival Ltd, The Queen's Hall (Edinburgh) Ltd, The Royal Lyceum Theatre Company Ltd,</p>
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				Traditional Arts and Culture Scotland, and Traverse Theatre (Scotland) Ltd
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Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Adult Support and Protection and Social Work & Social Care Inspections Improvement Plan: Progress Report

Executive/routine
Wards

1. Recommendations

- 1.1 Note the progress reported in improving Adult Support Protection, Social Work and Social Care in relation to the Year One objectives set out in the improvement plan.
- 1.2 Note that this is the first quarter progress report in relation to the 3-year Service improvement plan and as such, deals with the fundamental building blocks of improvement that will underpin further service development ahead.
- 1.3 Note that this report will be presented to Edinburgh Integration Joint Board Performance and Delivery Committee on 29 November 2023.

Mike Massaro-Mallinson

Interim Chief Officer

Edinburgh Health and Social Care Partnership

Email: mike.massaro-mallinson@nhslothian.scot.nhs.uk

Adult Support and Protection and Social Work & Social Care Inspections Improvement Plan: Progress Report

2. Executive Summary

2.1 The purpose of this report is to inform the Policy and Sustainability Committee of the progress made since the publication of the Joint Inspection of Adult Support and Protection and the Inspection of Social Work and Social Care and the implementation of the subsequent improvement plan.

3. Background

3.1 A Joint Inspection of Adult Support and Protection practice in Edinburgh was carried out in the last quarter of 2022 and a full report was published on 14 February 2023.

3.2 A further inspection of adult social work and social care in Edinburgh was undertaken with the report on this inspection published 21 March 2023.

3.3 On 13 June 2023 the Edinburgh Integration Joint Board approved a detailed 3 year-Improvement plan response to both Inspections.

4. Main report

4.1 The first year of the Improvement Plan seeks to build on the strengths identified by the Inspection reports and focusses on the priorities outlines in the plan approved by the EIJB:

	Priority	Related High Level Actions
i)	Early intervention, prevention and demand management	<ul style="list-style-type: none">• Draft and consult on a prevention strategy.• Improve access for people at the point of contact through a focus on Social Care Direct. Ensure people at risk of harm are identified with the right action taken quickly.
ii)	Reducing waiting lists and improving access to services	<ul style="list-style-type: none">• Increase capacity through an agency Social Work team to undertake reviews of people in receipt of services to ensure needs are being met.• Develop trajectory to demonstrate tangible and quantifiable improvement for waiting lists to be brought in line with national averages as priority.

iii)	Best use of resources to meet demand and improved structure.	<ul style="list-style-type: none"> • Undertake strategic commissioning exercise to ensure that the IJB has a clear understanding of bed based services (including dementia, nursing, intermediate care) to meet people’s needs • Undertake strategic commissioning exercise to ensure that the IJB has a clear understanding of service need for people with mental health problems. • Continue with One Edinburgh programme, increasing capacity for people requiring a package of care to live at home independently. • Implement a revised, strengthened professional line management structure that achieves more benefit from integration and ensures resources are directed at the priorities being identified in response to the inspection findings.
iv)	Basic and key processes	<ul style="list-style-type: none"> • Introduce new ASP Investigation processes with specific chronologies and risk assessment. • Roll out one assessment tool that ensures consistent approach across the city. • Replace SWIFT with a system that improves processes and creates service capacity, efficiency and safety.
v)	Workforce – recruitment, retention and governance	<ul style="list-style-type: none"> • Increase work on advert and recruitment through more innovative routes. • Progress incentives and recruitment on a higher salary scale with HR for experienced Social Workers.
vi)	Governance, including professional supervision, manager oversight and quality assurance.	<ul style="list-style-type: none"> • Induction of Principal Social Work Officer. • Implement Quality Assurance audit for effective manager oversight and supervision recording. • launch of Quality Assurance Practice framework with monthly learning from practice audits.

4.2 The year one improvements addresses the root causes of the weaknesses exposed by both inspections by strengthening the fundamental building blocks of good social work and adult protection practice. The plan seeks to bring about a culture change in both operational practices and strategic commissioning, all of which are being progressed at pace and in the face of rising demand and the need to deliver Mid Term Financial Efficiency Savings (MTFS).

4.3 We recognise that the service had become too reliant on waiting lists as a way of managing demand for both assessments and adult support and protection investigations. The medium-term aim is to drastically reduce waiting lists, with a view that we can eradicate them altogether in the future.

4.4 We will achieve this by establishing a strengths based approach (SBA) to all interactions with the public at all entry points, particularly at the Front Door, that will focus on the outcomes that people want to achieve.

Achievements so far

- 4.5 Progress summary against the Year One priorities is outlined below. Detailed progress can be found in Appendix 2. This outlines the lead SROs who are working on the timescales and status of each area as part of the new governance arrangements.
- 4.6 Many of the actions have been agreed by the EIJB and are being delivered by the Partnership on behalf of Council.
- 4.7 A cautious judgement has been provided at the end of each priority in terms of the current trajectory of the progress and outlook for the year ahead. However, this is an early indication and will be reviewed regularly by the Project groups and SROs in due course.

(i) Early intervention, prevention and demand management

- 4.8 We have started the work on a Prevention and Early Intervention model for EHSCP at the Front Door (Social Care Direct), in close collaboration with Children's, Housing services and other partners to develop a prevention model.
- 4.9 The service has begun delivering information advice and guidance (IAG), enabling people to retain choice and control for managing their own care and support needs more proactively by engaging informal support from their social network, local community, voluntary sector and universal services. By doing this we are reducing and delaying the need for long term care in one locality and we are working to extend to all localities. This has been focussed on the North East locality and evidence shows that this has reduced the number of referrals being passed to the Locality Screening Hub by 62% and in the process of being rolled out to all areas.
- 4.10 The Partnership has been practising the Three Conversations (3Cs) model in assessment and support planning. It provides a person-centred and strengths based approach for individuals to access the most appropriate support through discussion with the person. The 3Cs approach demonstrates better use of community resources whilst reducing the burden on the Purchasing budget. This approach is likely to reduce waiting times for social work by increasing use of third sector resources.

Summary

- 4.11 We are at the beginning of constructing an enabling and preventative model of adult health and social care from a wide range of support that are already available to people in the locally community, with a strong commitment from staff and partner organisations.

Progress trajectory/outlook

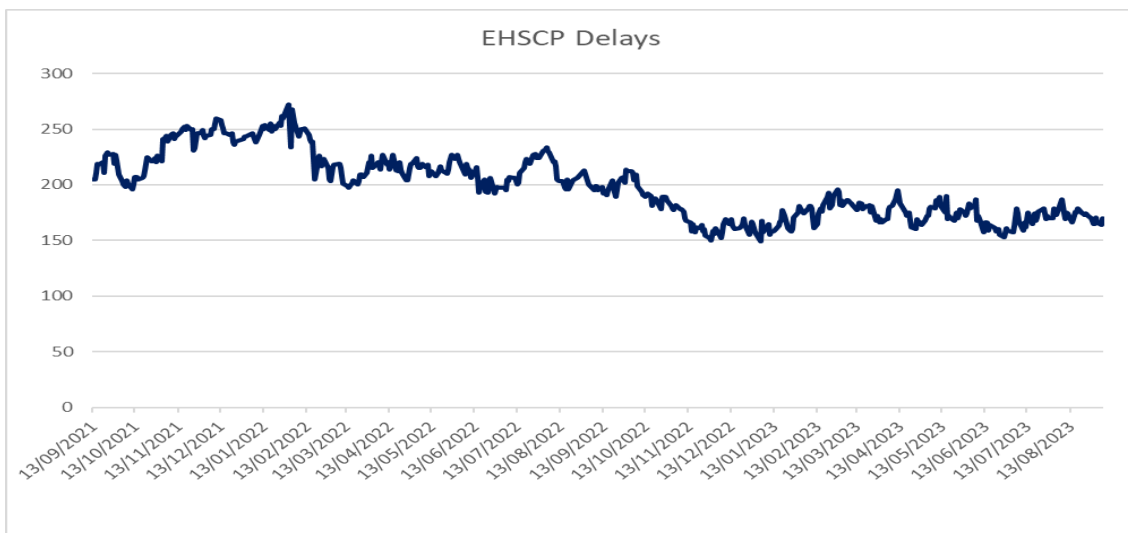
RED – Little/No progress and confidence in delivery is very low	AMBER – Some progress and confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/benefits	BLUE – completed
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Key remedial actions

- 4.12 A number of meetings with staff groups and 3rd sector forums are taking place following two wider co-production stakeholder sessions in June and October, including a development session with the EIJB Strategic Planning Committee on 11 October 2023. This is with the intention of having an early intervention and prevention strategy approved by March 2024.
- 4.13 The Partnership is preparing to lead on the Pathfinder role for the Scottish Government's policy on "Getting it Right for Everyone" (GIRFE) by establishing a strong multi-agency collaboration for prevention and early intervention.

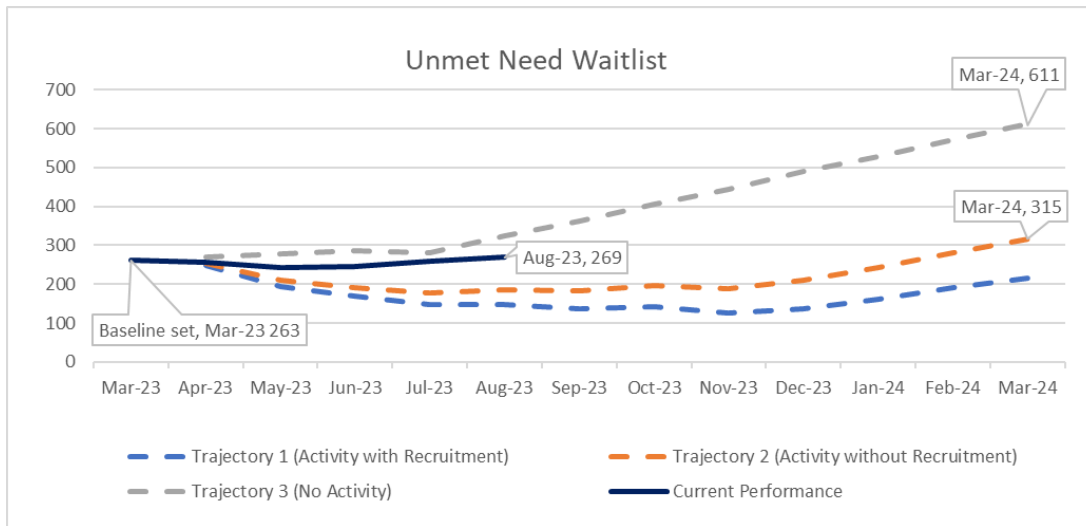
(ii) Reducing waiting lists and improving access to services

- 4.14 Delays have remained relatively steady with a downward trajectory, as shown in the figures below. There are 171 delays as of 31 August 2023. Although delays remain at a high level, they are consistently lower than those seen at this time last year. Overall there has been a 20% decrease on the figure seen at end of August 2022, with average number of Package of Care ranging between 24-37 and that for assessments between 23-35.

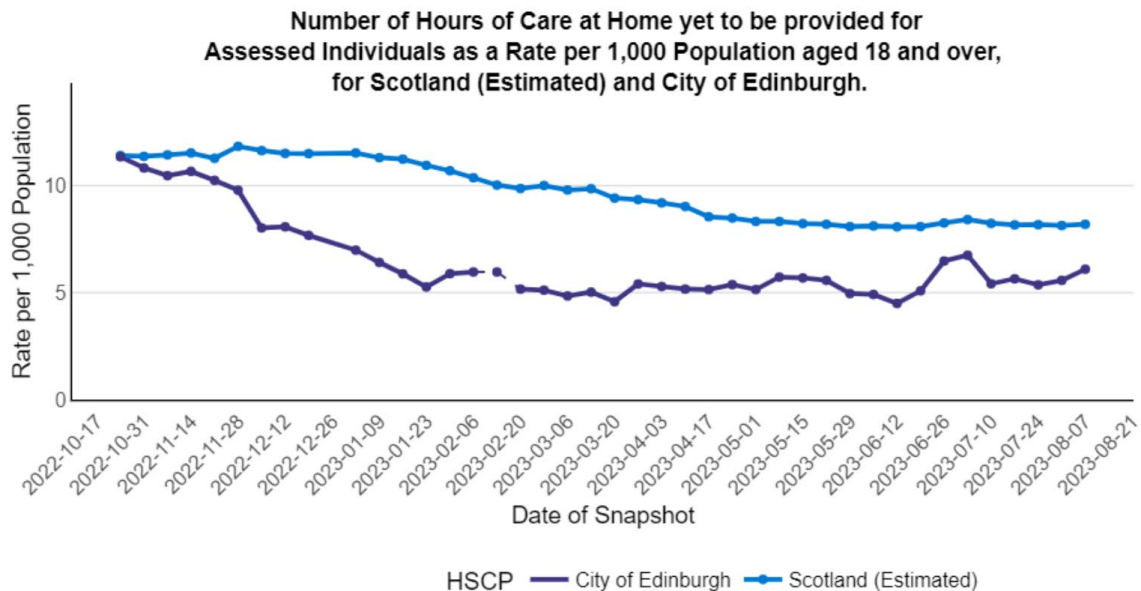


People waiting for a package of care

- 4.15 The number of people waiting on a package of care has been relatively steady since April this year. There were 269 people waiting for a PoC as at August 2023, which is a 57% decrease at this time last year. There has also been a 69% reduction from the peak of the waitlist in January 2022 (880 on 24/1/22).
- 4.16 We are currently above two of our trajectories for unmet need, further work is underway to understand the variance from the expected trajectory. This is most likely to be the results of a combination of factors, including seasonal fluctuation and short term instability in the market with some providers undergoing Large Scale Investigations (LSI), fewer new providers and the subsequent pressure on the remainder of providers. The upwards trend towards the end of the year in our trajectories reflects the impact of clearing the backlog of assessments, resulting in increased demand for packages of care.



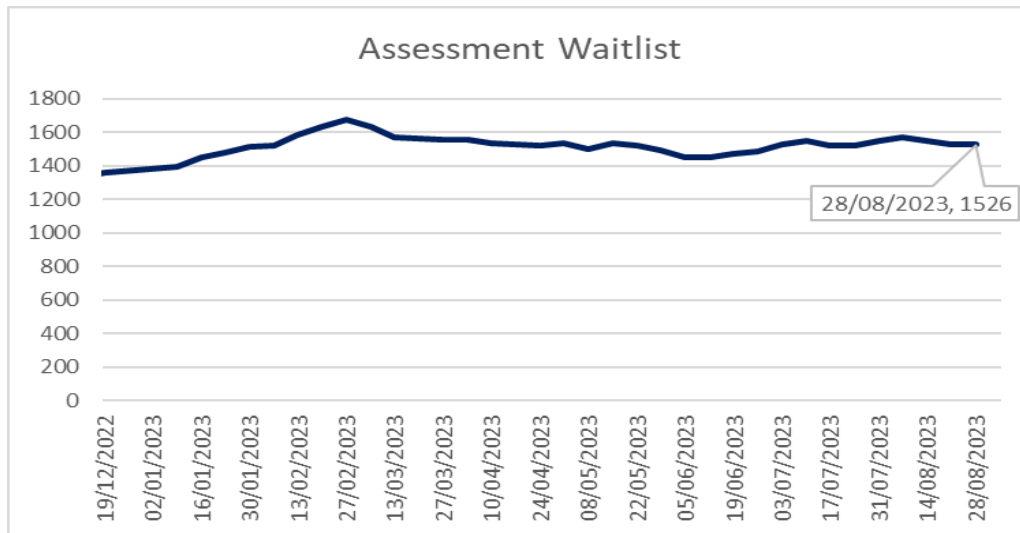
4.17 The Partnership has seen a slight increase in the Number of Hours of Care at Home yet to be provided but has remained below the national figure.



People waiting for an assessment of social care

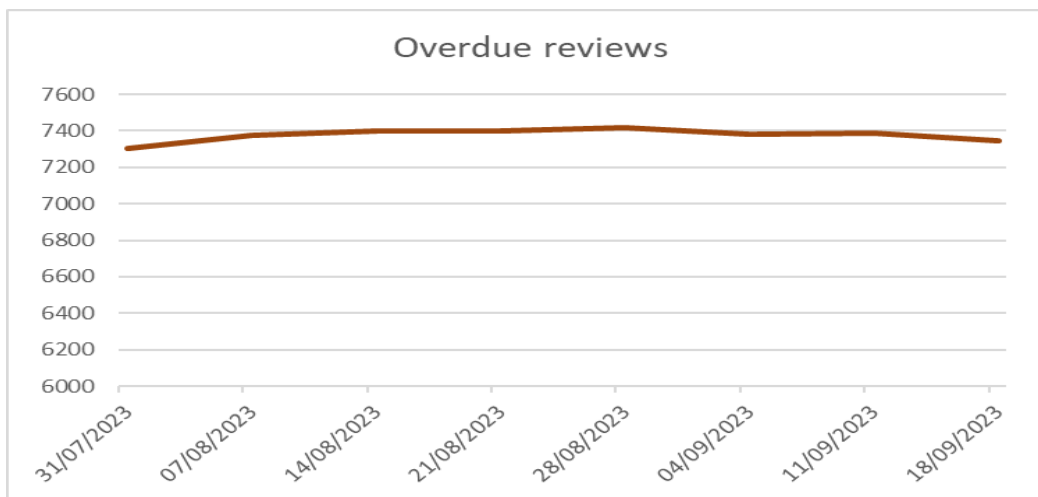
4.18 The assessment waitlist has also seen an overall reduction to 1,526 in August. Due to a data quality exercise and revised process/codes for waitlist data, the Partnership has limited historical data for the social care assessment waitlist to allow analysis, however the waitlist has seen a 6% reduction from March-August 2023.

4.19 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 Public Health Scotland, which accounts for approximately 50% of the total figure for EHSCP.



Outstanding reviews

4.20 We continue to have a significantly high number of reviews to be undertaken, with approximately 7,418 reviews recorded in our system in August 2023. However, there are data quality issues that we are working to resolve urgently.



Summary

4.21 Holding steady and achieving some reduction in our waiting lists represents a marked improvement on our performance from last year, however, there is much more to be done to achieve our ambition to eradicate waiting lists altogether.

Progress trajectory/outlook

RED – Little/No progress and confidence in delivery is very low	AMBER – Some progress and confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/ benefits	BLUE – completed
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Key remedial actions

4.22 We are implementing a robust hypothesis driven discharge planning approach with daily reflection on operational initiatives that have worked and those that did not and both feeding into a weekly systemic review of delays and waiting lists.

4.23 We have commissioned a review team to undertake the backlog of reviews since September and we are currently analysing data from the first weeks of operation, and we can see a slight reduction in our overdue reviews list.

Adult Support Protection (ASP)

4.24 The ASP Inspection Improvement Plan is an iterative process. Some significant progress has been made in advancing a number of the priority areas for improvement. Over the course of recent months, the appointment of an Adult Protection Lead Officer, Director of Public Protection for NHS Lothian and Principal Social Work Officer within the Partnership has given the opportunity for a review of the ASP Improvement Plan. The current emphasis remains on delivering the priority actions identified within the first year. Appendix 1 gives an overview of the key areas and progress achieved to date.

4.25 Following further investigation, the Principal Social Work Officer has identified potential data quality issues in our ASP data and remedial actions are being taken to resolve these.

4.26 A significant number of cases taken through ASP procedures are remaining open to formal measures and there has been marked increase in ASP case conferences over a four year period. The Principal Social Work Officer is actively working to reduce this and increase system capacity and has also established a weekly ASP Oversight Group to monitor system pressures and a weekly Social Work Supportive Leadership Forum to help increase confidence in decision making.

4.27 The ASP procedures are being reviewed to have multi-agency approach and are being revised through the Adult Protection Committee. The ASP Improvement plan (Appendix 1) has been updated to reflect the actions that have already been taken to ensure that the anticipated outcomes can be monitored and measured through audit.

4.28 The service has established renewed processes have been designed and implemented from June 2023, which addresses 3-point criteria for Adult Protection, risk assessments, as well as chronologies.

4.29 The ASP Key Performance Indicators have been reviewed and will be reported monthly by managers to Adult Protection Committee (APC).

4.30 An audit of ASP procedures and outcomes for a small sample of 50 cases has been completed and its findings have been fed back to the teams and workers involved. Result showed that:

4.30.1 68% were screened with 24hrs.

4.30.2 Over half of people had regular contact with staff.

4.30.3 58% had the 3-point criteria clearly documented as part of the Duty to Inquire.

4.31 Furthermore, the ASP Senior Practitioners are developing training on investigative interviewing technique to support investigators.

Summary

- 4.32 We have made some significant changes to the processes and protocols for managing adult protection, which will mean that staff can progress work much more easily than before, however we have a long way to go to shift staff behaviour and culture and improve practice.

Progress trajectory/outlook

RED – Little/No progress and confidence in delivery is very low	AMBER – Some progress and confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/ benefits	BLUE – completed
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(iii) Best use of resources to meet demand and improved structure

- 4.33 A Lead Commissioner was appointed in August and started to work on analysing demand and cost of residential and care at home; trends in waiting-times for service, including people in hospital. The team is beginning to identify early opportunities to manage cost while maintaining quality, with further work planned on fee rates, reducing large packages of care, self-directed support, pathways for supporting adults and older people care home availability and others.
- 4.34 Commissioning Plans are being developed which set out a number of medium and longer-term actions that will enable more people to live and be supported at home and in community settings, with human rights being embedded in our practice and service delivery. Adult mental health bed capacity required over the winter has been estimated and a more detailed longer-term planning is underway.
- 4.35 A new Care at Home contract framework approved by the EIJB on 21 September 2023 and recruitment of brokers has started. A separate paper on care at home is being presented to this Committee meeting.
- 4.36 A project plan outlining a revised management structure for adult health and social care has been developed, which will ensure clarity on lines of accountability and governance.

Summary

- 4.37 Commissioning remains under-developed in Edinburgh and this presents a significant risk to the Partnership.

Progress trajectory/outlook

RED – Little/No progress and confidence in delivery is very low	AMBER – Some progress and confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/ benefits	BLUE – completed
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Key remedial actions

- 4.38 We have instigated a Financial Huddle in each locality and managers are scrutinising every package of care costing above £250 per week and a High Cost

Review whereby senior managers doing the same for all costs above £1500 per week, both achieving some reduction in expenditure.

4.39 Whilst Edinburgh has a large, capable care at home market with well-developed plans to sustain it with a new Framework, technology, purchasing systems and practice, it is recognised that further development of other commissioning approach is required. Through the new Older People’s Pathway programme, we are developing improved pathways and more residential care for people who live with dementia or need nursing care. Through this work we are currently forecasting demand and capacity before engaging the market, developing pathways and commissioning intentions.

(iv) Basic and Key Processes

4.40 We recognise that essential processes, workflows, policies and procedures that underpin assessment, reviews and adult protection practice had fallen into disrepair which made it difficult for staff to follow optimum pathways for formulating plans and securing outcomes with service users.

4.41 Newly appointed Principal Social Worker Officer (PSW) and Chief Allied Health Professional will input into expansion of the 3Cs model and associated staff guidance.

4.42 The replacement of the Council’s database (SWIFT) business case has been approved and CLT hold the overall accountability and governance for the project. The detailed project plan and the cost savings expected are all in development.

4.43 Work is underway, reviewing other policies and procedures. An updated Direct Payment policy and procedure is also at this Policy and Sustainability Committee for approval.

Summary

4.44 The service has improved some of the fundamental processes particularly for handling adult protection and reviews in order to ensure that these are progressed with confidence and ease. However, there is a lot more work to be done here to achieve measurable improvement in the standards of care and support offered by the Partnership.

Progress trajectory/outlook

RED – Little/No progress and confidence in delivery is very low	AMBER – Some progress and confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/ benefits	BLUE – completed
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Key remedial action

4.45 The Principal Social Work Officer (PSW) will be overseeing the implementation, monitoring and auditing of the new workflows to ensure that they are used appropriately to evidence the quantity and quality of care and support being planned and delivered.

(v) Workforce – recruitment, retention and governance

- 4.46 The EHSCP Executive Management Team has introduced new governance arrangements to support oversight and delivery of the workforce development that is required, by establishing a monthly Workforce Board. This started in August 2023, chaired by Chief Officer with a clear purpose of overseeing the effective implementation and delivery of the EIJB’s Workforce Strategy: “Working Together”.
- 4.47 A senior responsible officer has been appointed to engage staff from across the Partnership to develop the implementation of the workforce strategy. The immediate work plan for the Workforce Board includes capacity building and workforce planning; access to data and data cleansing; learning and development needs and our approach to supplementary staffing.
- 4.48 The service is collaborating with Children’s Services to host and attend Recruitment Events. A city-wide advert for all partnership Social Work vacancies in progress.

Summary

- 4.49 The Partnership’s strength is that we have a highly committed workforce with a relatively low staff turnover rate. Between June and August vacancies in locality assessment and care management teams reduced from 47.5 WTE to 42.2 WTE. 19.5 agency staff were recruited to fill some of these vacancies. Altogether 7 Social Workers, 1 Senior Occupational Therapist, 1 Occupational Therapists and 2 Community Care Assistants started employment in September. In October we are onboarding the following staff: 6 Social Workers, 1.5 Senior Occupational Therapist, 1 Occupational Therapist and 1 Community Care Assistant, 2 Senior Social Workers and 4 Mental Health Officers.
- 4.50 However, workforce development and demand and capacity estimates are severely limited by data quality on budgeted staffing establishments for the council, which is being worked on at pace.

Progress trajectory/outlook

RED – Little/No progress and confidence in delivery is very low	AMBER – Some progress and confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/ benefits	BLUE – completed
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Key remedial actions

- 4.51 All teams are using iMatter, staff survey results, to respond to issues raised by staff including greater visibility of senior managers and Speak Up sessions in each locality in order to boost staff morale and resilience.
- 4.52 The service is taking a proactive step to co-ordinate and bolster our approach to maximising recruitment of all grades of staff.

(vi) Governance, including professional supervision, manager oversight and quality assurance

- 4.53 The Principal Social Work Officer (PSW) has been appointed and has engaged a variety of staff groups across all localities to assess and understand fully the current state of social work functioning in terms of assessment, reviews, adult protection, mental health officer role and Social Work governance arrangements.
- 4.54 An Adult Social Work Governance and Leadership Group has been established with a remit to consider a range of social work performance, quality and compliance measures. Two sub-groups are being established: i) Social Work Workforce/Learning & Development & ii) Policy consultation and implementation. This will give focus and strength to the overall leadership of social work within the Partnership and support wider partnership forums such as the Workforce Board and Clinical Care Governance Group. The focus is on enabling operational teams to have the capacity to implement identified improvements.
- 4.55 A Quality Assurance framework is in development, by bringing together our practice standards and audit arrangements. We expect this to be completed in the next quarter. Monthly learning sessions will follow audit reports. The appointment of the Chief Allied Health Professional has helped this development.
- 4.56 Managers are being supported to identify poor practice through regular audits and address them constructively with staff in supervision and through access to training.

Summary

- 4.57 We have made a strong start in addressing gaps in fundamental standards in social work practice and a complementary staffing structure is in development. It will take time to get them embedded into our operations.

Progress trajectory/outlook

RED – Little/No progress and confidence in delivery is very low	AMBER – Some progress and confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/benefits	BLUE – completed
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5. Reporting and Governance

- 5.1 With Social Work Services delegated to the Edinburgh Health and Social Care Partnership, the Edinburgh Integration Joint Board are accountable for the implementation of the improvement plan. It is being reported to the Policy and Sustainability Committee in order to meet Edinburgh Council's statutory duty to monitor service improvement required by the Inspection report. This report will also be presented to the EIJB Performance and Delivery Committee on 29 November.
- 5.2 At the Governance, Risk and Best Value (GRBV) Committee 1 August 2023, a report was received on the Edinburgh Health and Social Care Partnership Assurance Statement for 2022/23. Committee agreed not to fully accept the

assurance statement as being fully accurate as it did not fully reflect the current position of the Edinburgh Health and Social Care Partnership. The Interim Chief Officer was requested to include a response to the issues raised by the GRBV Committee in the upcoming Improvement Plan report to the Policy and Sustainability.

- 5.3 While it is not possible to amend the assurance statement for 2022/2023, action has been taken to ensure that there is improved governance of the controls outlined in the assurance statement. A new Health and Social Care Partnership governance structure has since been implemented that has a stronger focus on priorities, accountability, improved transparency of, and involvement in, decision making, managing change and the workforce. Details of the revised governance structure were presented to the EIJB on 29 August 2023 and were well received. These arrangements will be reviewed once the new Chief Officer is in post.
- 5.4 Escalation of risk is now included within the improvement plan report (appendix 2) and is included as a standing agenda item within the Oversight Group. The Partnership risk register is being updated to reflect risks and mitigating actions identified in the improvement plan. It is believed that between the new governance arrangements, the revised reporting in addition to the planned embedding of the Partnership's risk management framework, evidence to support assurance levels being provided to Committee will be significantly strengthened.

6. Next Steps

- 6.1 Present this report to the IJB Performance and Delivery Committee in November.
- 6.2 To continue to progress implementation in all areas and to review progress in Quarter 2.
- 6.3 Monthly progress on the Improvement Plans will be monitored through the Change Board, Workforce Board and Social Work and Social Care Improvement Plan Oversight Group. These Groups are part of the new governance arrangements that have been implemented within the Edinburgh Health and Social Care Partnership (EHSCP) to ensure effective decision-making, robust oversight of progress and clarity of accountability.
- 6.4 EHSCP Executive Management Team will continue to oversee the operational delivery of the Improvement Plans.

7. Financial impact

- 7.1 There are strong links between the improvement plan and the Medium-Term Financial Strategy. Many of the workstreams will deliver across our three change objectives: improving lives in Edinburgh, improving services and improving costs. However it should also be noted that there are also potential additional costs associated with clearing the assessment waiting list. At the time of writing the Edinburgh Integration Joint Board's financial plan remains unbalanced. In line with the integration scheme officers are developing a financial recovery plan. The

actions included in this recovery plan will be at odds with the aspirations set out in the improvement plan. As such, it brings severe risk of jeopardising achievements to date as well as future developments.

8. Equality and Poverty Impact

- 8.1 A detailed Integrated Impact Assessment of the Inspection Improvement plan is included in Appendix 3.

9. Climate and Nature Emergency Implications

- 9.1 There are no direct climate and nature emergency implications arising from the content of this report.
- 9.2 There are no direct environmental impacts arising from the content of this report.

10. Risk, policy, compliance, governance and community impact

- 10.1 The failure to implement this improvement plan will mean that the Council and the Partnership will be at risk of not meeting their statutory duties. We aim to mitigate this risk through implementing the improvement plan in full, working collaboratively across the Council and the wider health and social care system.
- 10.2 As outlined in section 7.1 above, the development of a financial recovery plan for 2023/24 will materially jeopardise the Partnership's ability to deliver the improvement plan. It will also result in poorer outcomes for vulnerable people and their carers and service performance will deteriorate. Partnership and Council Officers continue to work together to identify short, medium and long term solutions. However, if funding cannot be sourced to meet the deficit for 2023/4, it will not be possible to mitigate many risks associated with the savings being proposed.
- 10.3 The Oversight Group continue to review resources and staffing required to implement this plan. Appointment of the Principal Social Work Officer and Chief Allied Health Professional has provided additional leadership, and maximisation of existing resources within the Partnership and the Council remain priority. As there remains a risk that there is not sufficient staffing capacity to implement the improvements, there will be active monitoring of capacity requirements and escalation where identified.
- 10.4 There remain high levels of vacancies which are impacting on staff's ability, physically and mentally, to engage fully in improvement activity. Resource capacity management to deliver improvement will be a standing agenda item on the Oversight Group.

11. Background reading/external references

- 11.1 [Joint Inspection of Adult Support and Protection, City of Edinburgh](#)
- 11.2 [Inspection of Adult Social Work and Social Care Services in Edinburgh](#)

11.3 [3 year-Improvement plan](#)

12. Appendices

Appendix 1: Update on Year One Priorities for the Adult Support and Protection Improvement Plan.

Appendix 2: Update on the Year One High Level Actions for the Social Work and Social Care Improvement Plan.

Appendix 3: Integrated Impact Assessment of the Inspection Improvement Plan.

Appendix 1: Update on Year One Priorities for the Adult Support and Protection (ASP) Improvement Plan.

RAG status

RED – Little/No progress and confidence in delivery is very low	AMBER – Slow progress but confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/ benefits	Blue - completed
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Target completion date for the Year One Priorities for the ASP is end of March 2024.

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	Priority	Related High Level Actions	Governance	Update on progress	Outcomes and KPIs
1	The partnership should improve the quality of chronologies and risk assessments for adults at risk of harm. All adults at risk of harm who require a chronology and a risk assessment should have one.	<ul style="list-style-type: none"> Review Chronology and Risk Assessment templates Provide staff enhanced staff training on risk assessments and chronologies 	<p>Adult Support and Protection (ASP) Inspection Improvement Plan Oversight Group</p> <p>Adult Support and Protection (ASP) Quality Assurance (QA) sub-committee</p>	<ul style="list-style-type: none"> The partnership has produced clear guidance on the quality of chronologies and risk assessments for adults at risk of harm. New Duty to Inquire (DTI) with investigatory powers implemented 12 June and contain risk assessment, management oversight and chronology. This new ASP Investigation template has specific chronologies and risk assessment fields. The ASP Investigation needs to be authorised by a Senior on completion, which will ensure the chronology and risk assessment are present and of a required standard. Audit programme will evaluate impact on number of cases with such evidence. Building on the briefing sessions regarding chronologies in Duty to Inquire and investigations further comprehensive training on chronologies is currently being developed by ASP senior practitioners in line with the Multi Agency Pan Lothian Chronology improvement work. Linked with establishment of Adult Protection Committee Learning & Development subgroup. Meeting to 	The partnership carries out a prompt adult protection investigation for all adults at risk of harm who require one to a required standard.

	Priority	Related High Level Actions	Governance	Update on progress	Outcomes and KPIs
		<ul style="list-style-type: none"> Specific chronology audit for assurance. 	<p>ASP Inspection Improvement Plan Oversight Group</p> <p>ASP QA sub-committee</p>	<p>reconvene subgroup August 2023. The priority of this group will be to roll out chronologies and risk assessments training.</p> <ul style="list-style-type: none"> Audit template to be developed in light of revised chronology template now in place 	<p>Evidence available to demonstrate that chronologies and risk assessments are of a high quality.</p>
2	The partnership should carry out a prompt adult protection investigation for all adults at risk of harm who require one.	<ul style="list-style-type: none"> Ensure that initial referral discussion, safety planning and timescales for investigation are discussed and recorded. Key Performance Indicators (KPI) Data to be improved to monitor timescales and timely responses for adults. 	<p>ASP Inspection Improvement Plan Oversight Group</p> <p>ASP QA sub-committee</p>	<ul style="list-style-type: none"> There is a new ASP Investigation questionnaire which has specific fields for who has been interviewed. The ASP Investigation needs to be authorised by a Senior on completion, which will ensure relevant people are interviewed and to a required standard. ASP Senior Practitioners are developing training on investigative interviewing techniques. Adult Protection Case Conferences out of timescale need authorisation by Chief Social Work Officer (CSWO). 	<p>Reduce potential risk to adults by reducing time between ASP processes where possible.</p>
		<ul style="list-style-type: none"> Ensure ASP DTI referrals are prioritised with a prompt ASP Investigations that meets agreed standards. 	<p>ASP Inspection Improvement Plan Oversight Group</p> <p>ASP QA sub-committee</p>	<ul style="list-style-type: none"> There is a new ASP Investigation questionnaire which has specific fields for who has been interviewed. The ASP Investigation needs to be authorised by a Senior on completion, which will ensure relevant people are interviewed and to a required standard. Review of KPIs and monthly data reports by managers and Adult Protection Committee (APC). 	<p>ASP referrals are screened within 24hrs of receipt.</p>

	Priority	Related High Level Actions	Governance	Update on progress	Outcomes and KPIs
		<ul style="list-style-type: none"> Review and reissue guidance on the standard for ASP investigations incorporating revised National Codes of Practice 	<p>ASP Inspection Improvement Plan Oversight Group</p> <p>Adult Protection Committee</p>	<ul style="list-style-type: none"> ASP Senior Practitioners are developing training on investigative interviewing techniques Revised ASP Procedures in draft-format. These will be multi-disciplinary and endorsed by the Adult Protection Case Conference (APCC). 	<p>Multi-agency Procedures that include guidance within revised Codes of Practice.</p>
		<ul style="list-style-type: none"> Review and renew training regarding ASP investigations. 	<p>ASP Inspection Improvement Plan Oversight Group</p> <p>Adult Protection Committee</p>	<ul style="list-style-type: none"> Revised ASP Procedures in draft-format. These will be multi-disciplinary and endorsed by the APCC. Training for new and existing Council Officers to include updated guidance. 	<p>All council Officers to be confident and competent in applying revised multi-agency procedures.</p>
		<ul style="list-style-type: none"> Audit for assurance. KPI data to be reviewed to monitor progress. 	<p>ASP QA sub-committee</p> <p>Adult Protection Committee</p>	<ul style="list-style-type: none"> Report to be provided to Adult Protection Committee. 	<p>Evidence that investigations are conducted when there should be one.</p>
3	The partnership should take steps to improve the quality of adult protection case conferences. It had undertaken improvements by creating additional posts for minute takers.	<ul style="list-style-type: none"> Review number of case conferences and those with a minute. 	<p>ASP Inspection Improvement Plan Oversight Group</p> <p>ASP QA sub-committee</p>	<ul style="list-style-type: none"> A decision has been taken on the standard and consistent approach to minutes and planning from case conferences. A standardised minute template has been developed. 	<p>Case conferences all have a minute that is produced after them.</p> <p>Where possible this is completed by a member of Business Support.</p>

	Priority	Related High Level Actions	Governance	Update on progress	Outcomes and KPIs
	It was too early to tell the impact of this.	<ul style="list-style-type: none"> Review existing number of minute takers in Business Support. 	ASP Inspection Improvement Plan Oversight Group	<ul style="list-style-type: none"> Business Support have increased number of minute takers through Scottish Government monies. Number is not sufficient to keep with demand. Ongoing review into recruitment and retention of minute takers. 	Increased number of APCCs with minute taker from business support.
		<ul style="list-style-type: none"> Report to APC on quarterly basis the number of APCs minutes and by whom. 	Adult Protection Committee	<ul style="list-style-type: none"> Report to next Adult Protection Committee. 	Monitor number of APCs without a minute taker.
		<ul style="list-style-type: none"> Audit the quality of minutes. 	ASP QA sub-committee	<ul style="list-style-type: none"> Audit program started in July, which will provide quality assurance regarding conference minutes. 	Evidence that regarding the quality of case conferences.
	<ul style="list-style-type: none"> Develop the quality of APCCs. 	ASP Inspection Improvement Plan Oversight Group	<ul style="list-style-type: none"> Guidance for APC Chairs and minute takers has been developed and circulated for consultation. Implementation of guidance in Oct 2023. 	Increased confidence and competence of those undertaking APCs.	
4	Social work leaders should work to increase the service's capacity to carry out adult support and protection work promptly, effectively and efficiently.	<ul style="list-style-type: none"> Ensure that ASP processes and systems and managed effectively and efficiently to ensure staffing capacity is maximised. Reduce the number of APCC reviews which is disproportionately 	<p>ASP Inspection Improvement Plan Oversight Group</p> <p>Adult Protection Committee</p>	<ul style="list-style-type: none"> ASP Operational Oversight Group established to monitor weekly system pressures. SW Collaborative Leadership forum established to support confidence and decisiveness in decision making. Additional ASP senior pracs recruited to provide additional capacity and support to manage ASP activity. 	<p>Increased system capacity to manage ASP activity.</p> <p>APCC activity in line with national average.</p>

	Priority	Related High Level Actions	Governance	Update on progress	Outcomes and KPIs
		<p>high in City of Edinburgh Council.</p> <ul style="list-style-type: none"> Increased support of ASP activity. 			
5	The partnership's strategic leaders should ensure there is consistent, competent, effective adult support and protection practice that keeps adults at risk of harm safe and delivers improvements to their health and wellbeing.	<ul style="list-style-type: none"> Review existing practice standards. Audit for assurance against practice standards. Development of multi-agency ASP procedures. 	<p>Adult Protection Committee ASP Inspection Improvement Plan Oversight Group</p>	<ul style="list-style-type: none"> New DTI with investigatory powers implemented 12 June and contains risk assessment, management oversight and chronology. Draft Practice standards in development with social work practice leads across all four localities. Full quality assurance framework in development. This will include Practice audits, Dip sampling regarding decision making and self-evaluation. Audit for assurance against practice standards. The Audit programme to evaluate ASP practice has started in July. Case recording procedure currently being written, which will provide guidance regarding management oversight and improved recording of supervision. Revised statutory social work supervision procedure has been developed in working groups and will be rolled out in August. Draft multi-agency ASP procedures. 	<p>Ensure that practice standards outline and make explicit issues of consistency, competence, and effectiveness for risk of harm and improving health and wellbeing.</p>
6	The partnership should prioritise recommencement of multi-agency audits of adult support and protection records, quality assurance, and	<ul style="list-style-type: none"> Development of multi-agency programme of audit activity 	<p>Adult Protection Committee ASP Inspection Improvement Plan Oversight Group</p>	<ul style="list-style-type: none"> Reinstatement of multi-agency audit programme has been agreed via the Adult Protection Committee. The Care Inspectorate file reading tool will be used to audit and provide quality assurance. Practice auditing has now resumed, and a quality assurance framework is being developed. The Interagency Referral Discussion (IRD) review group continues to review ASP IRD quality and is looking at multi-agency decision making. 	

	Priority	Related High Level Actions	Governance	Update on progress	Outcomes and KPIs
	self-evaluation activities for adult support and protection.		ASP QA sub-committee		
7	The adult protection committee should ensure it has direct representation from adults at risk of harm and their unpaid carers. Thus, it would benefit from their lived experience of adult support and protection.	<ul style="list-style-type: none"> Ensure service user and unpaid carer representation within APC and associated structures 	<p>Adult Protection Committee</p> <p>ASP Inspection Improvement Plan Oversight Group</p>	<ul style="list-style-type: none"> Commitment to hold a discussion on progressing this improvement priority at Adult Protection Committee. Once Committee decision is being made improvement plan will be updated accordingly. 	Clear position regarding service user and unpaid carer representation within Adult Protection Committee.

Appendix 2: Update on the Year One High Level Actions for the Social Work and Social Care Improvement Plan.

RAG status

RED – Little/No progress and confidence in delivery is very low	AMBER – Slow progress but confidence in the delivery remains high	GREEN – on track and expected to deliver outputs/ benefits	BLUE - completed
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	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
1	Early intervention, prevention and demand management	Draft and consult on a prevention and early intervention strategy. SRO: Linda Irvine Fitzpatrick	Change Board	<p>Early Intervention and Prevention:</p> <ul style="list-style-type: none"> Stakeholder events held on 23 June and 10 October Horizon scanning session with Strategic Planning committee on 11 October. Various focused sessions with staff teams and fora. <p>Demand Management:</p> <ul style="list-style-type: none"> With Children and Families to host and attend Recruitment Events. City-wide advert for all partnership Social Work vacancies in progress. Agreement with HR to fast-track graduate social workers, supported by Practice Educators in their first year. 	Staff and citizens time to engage with coproduction of draft strategy.	<p>No of people engaging with co-production events.</p> <p>Co-Stakeholder report produced by 17 October.</p> <p>Draft strategy for formal consultation produced by 1 November.</p>		March 2024

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
				<ul style="list-style-type: none"> First cohort of 16 student social workers started with the partnership in August. 				
		<p>Improve access for people at the point of contact through a focus on Social Care Direct. Ensure people at risk of harm are identified with the right action taken quickly.</p> <p>Lead: Nikki Conway</p>	Social Work and Social Care Improvement Plan Oversight Group	<ul style="list-style-type: none"> An early-intervention approach has been delivered through a 'test of change' (ToC) which saw additional resource at the first point of contact with Social Care Direct. This has been focussed on the North East locality and evidence shows that this has reduced the number of referrals being passed to the North East for screening. An immediate and longer-term plan to implement the model in all four localities is currently being developed. 	Currently unclear what level of service the team could provide to the whole city within current staffing levels.	62% fewer people being sent to the Locality Screening Hub.		<p>ToC in NE from 17 Apr-28 Jul 2023.</p> <p>Phase 2 of testing to include the roll out to the other localities from 16 Oct 23 with all localities being included in this phase by the end of Dec 23. The roll out will only include DTI without investigatory powers and brand new work.</p>
2	Reducing waiting lists and improving access to services	Increase capacity through an agency Social Work team to undertake assessments and reviews of people in receipt of	Change Board	<ul style="list-style-type: none"> The temporary team consisting of agency staff to undertake reviews and assessments has been approved, and whilst recruitment into posts has commenced by the agency this has been slower than expected. The team includes 	Slower than expected recruitment and some IT issues have slowed progress. IT issues required escalation within CEC.	Ensure that EHSCP meets its obligations to review the needs of individuals and services provided to them.		September 2024

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
		<p>services to ensure needs are being met.</p> <p>SRO: Nikki Conway</p>		<p>and is being led by a Team/Project Manager who is a qualified social worker with considerable experience of undertaking similar projects elsewhere. A senior social worker and a senior occupational therapist are in post and a further senior social worker is due to start before the end of the September.</p> <ul style="list-style-type: none"> The project team have identified an initial cohort of service users across a spectrum of cases requiring a review. The team will undertake reviews/ assessments using a strengths-based approach with a focus on ensuring right sizing of any care and support provision that promotes independence. In each review, the team will be considering both the quality of service delivery and any identified risks to individuals. Weekly meetings between EHSCP and the team are 		<p>Reduce the number of people waiting for reviews and assessments.</p> <p>Ensure the appropriate and proportionate use of all available resources to meet needs of individuals including 3rd sector organisations.</p> <p>Ensure that services are deployed to meet the needs of those in greatest need.</p> <p>Ensure that costed services are being utilised to best effect.</p>		

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
				ensuring close oversight of performance and learning.				
		<p>Develop trajectory to demonstrate tangible and quantifiable improvement for waiting lists to be brought in line with national averages as priority.</p> <p>Lead: Susan Macmillan</p>	Social Work and Social Care Improvement Plan Oversight Group	<ul style="list-style-type: none"> Trajectories are now in place and approved by the Whole System Delivery Oversight Board for delayed discharges, unmet need for packages of care at home and the assessment waitlist. 	<p>The delays trajectory includes the interim placements continuing beyond October 2023 but these have since been closed.</p> <p>We are experiencing challenges with capacity for packages of care at home with our external providers, which is putting pressure on our ability to reduce the unmet need waitlist.</p>	<p>Delayed discharges – 133 by 31 March 2024.</p> <p>Unmet need for packages of care at home – 215 by 31 March 2024.</p> <p>Assessment waitlist – 927 by 31 March 2024.</p>		Completed, trajectory now in place.
3	Best use of resources to meet demand and improved structure.	Undertake strategic commissioning exercise to ensure that the IJB has a clear understanding of bed based services	Change Board	<ul style="list-style-type: none"> Lead Commissioner started 31 August. In September so far: analysis of demand and cost of residential and care at home; trends in waiting-times for service, including people in hospital. 	<p>Capacity:</p> <ul style="list-style-type: none"> Commercial market management capability is limited. Strong employment and transient 	<p>Spending on care services move towards budget.</p> <p>Capacity is aligned to demand; waiting times for care</p>		March 2024

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
		<p>(including dementia, nursing, intermediate care) to meet people's needs.</p> <p>SRO: James Cuthbert</p>		<ul style="list-style-type: none"> • Early opportunities to manage cost while maintaining quality: <ul style="list-style-type: none"> – negotiate fee rates in 8th and 9th decile nearer to standard rates, – with reviewing teams, taper intensive packages for people leaving hospital by active review after discharge, – estimate costs and benefits, plan reviews. • For October, with commissioners and programme lead <ul style="list-style-type: none"> – Begin reviews. – Analyse demand and cost for self-directed support and other budget blocks. – Find causes of scarcity, plan practical remedial measures. – With NHS Lothian's bed-modelling programme, estimate medium- and long-term demand in residential care; prepare capacity plan. – Develop the Older People's pathway for 	<ul style="list-style-type: none"> – care workforce inhibits investment in training and development. – Tight capital and high land values limit opportunities for new building-based services, care home and supported accommodation in particular. – Sustainability: where is the balance of affordability, capacity and quality. – Flexibility: plans must create confidence while accommodating change, locally and nationally. 	<p>services stabilise and then decline.</p> <p>No adverse effect safety and quality. Measured improvement in priority areas of this Plan.</p>		

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
				<p>residential care, including internal services, Intermediate Care and HBCCC.</p> <ul style="list-style-type: none"> - Create list of short/medium term commissioning intentions to shape market. - Understand where new entrants to the market are needed. • In the Winter and Spring <ul style="list-style-type: none"> - Meet people who use services and care providers. - Work with commissioners on social care general strategy and plan, aligned to MTFS. - Align medium- and long-term commissioning plans to the Strategy. - Agree plans for future frameworks and blocks. • All interim block placement admissions ceased 1st September and all remaining people have been assessed. Work on flow needed to move away from interim use. 				

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
		<p>Undertake strategic commissioning exercise to ensure that the IJB has a clear understanding of service need for people with severe and enduring mental health problems.</p> <p>SRO: Linda Irvine-Fitzpatrick</p>	<p>Change Board</p>	<ul style="list-style-type: none"> • Programme is in early scoping stages. • Work underway to identify key workstreams and governance approach. • Data from recent Day of Care audit analysis informing further grip and control actions (until April 2024) for bed requirements. • New Era Cultural Change programme launched – 50 stakeholders participate in half day workshop; series of follow-on activities will commence in October 2023. • Health Improvement Scotland's Reducing Reliance on Acute inpatient care qualitative study which focussed on clinician's decision making process for admission published 3rd Sept and disseminated. • Paper completed for PSOB which sets out existing bed capacity and recommended configuration in the short-term (April 2024). • Commissioning Plan being developed which will detail a number of medium and 	<p>Increased acuity of people being managed in community settings.</p> <p>Demand for admissions higher than hospital capacity.</p> <p>Increased length of stay in acute admission wards.</p> <p>Lack of 24.7 supported accommodation in community settings.</p> <p>Legal implications of Human Rights Legislation.</p>	<p>Short term solution to manage current demand on inpatient resources was agreed on 22nd September 2023 with agreed KPIs to monitor impact.</p> <p>Commissioning Plan to be considered by appropriate governance groups throughout October 2023.</p> <p>New Era Cultural Change Programme schedule confirmed by 3rd September 2023.</p>		<p>March 2024</p>

Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
			longer term actions that will enable more people to live and be supported in community settings, ensure that our hospital resources are used for maximum therapeutic gain and human rights are embedded in our practice and service delivery.				
	Continue with One Edinburgh programme, increasing capacity for people requiring a package of care to live at home independently. SRO: Deborah Mackle	Change Board	<ul style="list-style-type: none"> • Totalmobile: stabilised in NW and successful roll-out at SW, preparations underway for SE/NE/ONS, with a slightly adjusted plan to meet ONS needs. • Internal Redesign/External Commissioning: Development sessions held with IJB (20th June; 26th July). Submitting for approval Sept IJB. Coproduction with providers will be planned once outcome agreed. Finance lead updating savings target associated with reablement. • C@H brokerage: Successfully recruited 2 out of 4 brokerage officer posts and readvertised to fill final 2 brokerage officer posts. 	Delayed start to research with Heriot Watt Uni.	<p>Total mobile- on track to go live in remaining localities 10 October.</p> <p>Internal redesign – Paper approved at IJB on 21 September, implementation and transition planning underway.</p> <p>Brokerage – 2 staff commence 10 October, 1 other person appointed with a potential start date of</p>		<p>Totalmobile - Phase 1 initial implementation complete by end of December 2023. Additional work happening in the staged transition to BAU into 2024.</p> <p>Target completion date to be confirmed for Internal Redesign/ External Commissioning and C@H brokerage.</p>

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
						November and 1 remaining vacancy.		
		<p>Implement a revised, strengthened professional line management structure that achieves more benefit from integration and ensures resources are directed at the priorities being identified in response to the inspection findings.</p> <p>SRO: David Small</p>	Workforce Board	<ul style="list-style-type: none"> • SRO has been appointed for the Restructure Project with Project Team established. • The team developed project plan and supporting documents to take the work forward. • Engagement with Senior Managers is taking place to inform revised structure. • The draft structure for both operational and professional lines will be ready for engagement in mid-Autumn. • Recent appointments of PSWO, Chief AHP, Clinical Nurse Managers will be integrated into the structure with clear professional lines to appropriate staff. 	<p>Complex project in a tight timescale. Risk that consecutive stages (engagement and consultation) may extend completion past end December 2023. This is being addressed by the project team and mitigation will be developed.</p>	Operational structure with clear lines of responsibility and strong professional lines.		Recruitment to commence by end of Dec 2023.
4	Basic and key processes	Introduce new ASP Investigation processes with specific chronologies and risk assessment.	Social Work and Social Care Improvement Plan Oversight Group	<ul style="list-style-type: none"> • New process designed and implemented by 12 June 2023. New process addresses 3-point criteria for ASP, risk assessment, as well as chronologies. 	Evaluation of the new process is required, to ensure the process is working as planned. Audit of the new process	Performance data reporting will now identify the two stages to our Duty to Inquire.		Completed

Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
	Lead: Matt Kennedy			will support the evaluation.			
	Roll out one assessment tool that ensures consistent approach across the city. Lead: Nikki Conway	Social Work and Social Care Improvement Plan Oversight Group	<ul style="list-style-type: none"> Staff consulted of the rollout of 3C's assessment tool. Roll out plan developed to deliver training on both the 3Cs approach and the assessment template. Newly appointed professional Social Work and AHP leads to input into expansion of the 3Cs model and associated staff guidance. 	<p>Risk that additional L&D resource may not be provided to facilitate rollout of 3C's training.</p> <p>Risk that implementation requires revision prior to approval.</p> <p>Risk that contracts of current interim staff may not be extended.</p>	<p>All assessment and care management team are using the assessment tool.</p> <p>Consistent approach to assessment process.</p> <p>Greater emphasis on early intervention and preventative approach that signposts more people to community services. Fewer people requiring statutory services.</p>		March 2024
	Replace SWIFT with a system that improves processes and	Change Board	<ul style="list-style-type: none"> SWIFT replacement has been agreed by CLT and the overall governance of the project sits within CEC. CGI 	The vendor process has identified that a WTE would be	Not applicable as still at vendor stage as part of		CLT to approve chosen vendor in Nov 23.

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
		creates service capacity, efficiency and safety. SRO: Anna Duff		are leading the project with input from EHSCP, Justice and Children’s services. <ul style="list-style-type: none"> In planning for migration to a new system, data quality issues within EHSCP need to be addressed. Paper going to CLT to request decisions to support this activity. In medium term, work needs to focus on EHSCP aligning the project with other SRO’s projects to ensure we can specify our business requirements on a new system e.g. 3 Conversations. 	recommended to support this workstream – This needs to be identified. Key issues identified around data quality on SWIFT system and lack of resource in plan to adequately address.	SWIFT Board project plan. 20,000 records to be cleansed. Plan being formulated to CLT.		Records target date Jan 24.
5	Workforce – recruitment, retention and governance	Increase work on advert and recruitment through more innovative routes. Lead: Nikki Conway	Workforce Board	<ul style="list-style-type: none"> Collaboration with Children and Families to host and attend Recruitment Events. City-wide advert for all partnership Social Work vacancies in place. Improvements achieved in timescales for recruitment and onboarding of new staff. Agreement with HR to fast-track graduate social workers, supported by Practice Educators in their first year. Cohort of 16 student social workers started with the 	Reporting not available on success of recruitment activity.	Reduce the length of time vacancies are unfilled. Reduce the time to hire.		Continuous action.

	Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
				partnership in August supported by new Student Hub.				
		Progress incentives and recruitment on a higher salary scale with HR for experienced Social Workers SRO: Rose Howley	Workforce Board	Work completed with HR to reflect the salary scale within the job advert which we will review in relation to recruiting adult social work and social care staff.	Agency use is still high at the moment which we want to address. Vacancy rates across EHSC remain variable.	Reducing % of agency use and reducing % of vacancy rates.		Continuous action.
6	Governance, including professional supervision, manager oversight and quality assurance.	Induction of Principal Social Work Officer. Lead: Nikki Conway	Social Work and Social Care Improvement Plan Oversight Group	<ul style="list-style-type: none"> Commenced on July 31st. Core induction complete. Developing understanding of a range of operational and professional social work challenges. PSWO is a member of ELT, Change Board and Workforce Board. PSWO has become involved in key areas of improvement including delivery of ASP, MHO service and Social Work governance arrangements. Introduction of ASP Operational Oversight Group and Supportive SW Leadership Group. 	Scale and scope of improvement work required. Established practice takes time to adjust and embed.	Increased focus on Social Work practice and Social Work leadership. Analysis of causes of ASP system pressures.		Completed, PSWO now in post.

Priority	Related High Level Actions	Governance	Update on progress	Issues, challenges, risks	Outcomes and KPIs	RAG	Target completion date
	<p>Implement Quality Assurance audit for effective manager oversight and supervision recording.</p> <p>Lead: Matt Kennedy/Keith Dyer</p>	Social Work and Social Care Improvement Plan Oversight Group	<ul style="list-style-type: none"> A broader ASP audit programme has been initiated, reviewing 50 cases every second month. The audit reviews social work practice, including manager oversight and supervision recording. 	<p>Our work on practice standards has not kept pace with our audit programme, so many audits are still highlighting a lack of supervision recording in people's case notes.</p>	<p>Improved recording: evidenced through audit findings, analysed after each audit cycle, and reported to service managers.</p>		Completed
	<p>Launch of Quality Assurance Practice framework with monthly learning from practice audits.</p> <p>Lead: Matt Kennedy/Keith Dyer</p>	Social Work and Social Care Improvement Plan Oversight Group	<ul style="list-style-type: none"> As noted above, the monthly programme has shifted to a second month approach due to both auditing capacity, as well as the need for operational teams to have capacity to implement audit identified improvements. The practice framework is in development, building on existing practice standards. Monthly learning will follow audit reporting being established. An Inspection Oversight Group is taking forward the work identified within the ASP improvement plan. 	<p>Audit issues, aside from capacity relate to AIS and the poor quality of reporting that this system provides against the sample criteria.</p> <p>Linked to this is the legacy that AIS has never been able to report accurately on all of the previous standards.</p>	<p>Improved practice and compliance with practice framework identified through audits; improvement in average ratings across all areas of audit over time.</p>		March 2024

Appendix 3: Integrated Impact Assessment – Summary Report

Each of the numbered sections below must be completed.
Please state if the IIA is interim or final.

Interim report	<input checked="" type="checkbox"/>	Final report	<input type="checkbox"/>
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 (Tick as appropriate)

1. Title of proposal

Inspection Improvement Plans

2. What will change as a result of this proposal?

Following the Adult Support and Protection inspection (published 14 Feb 23) and the inspection of Adult Social Work and Social Care (published 21 March 23), EHSCP developed improvement plans to prioritise key actions to deliver good quality social work and social care services to keep people safe from harm. In June 2023, a report was submitted to the EIJB which cross-referenced the two improvement plans and identified Year 1 priorities.

These Year 1 priorities focused predominantly on Adult Support and Protection and included high-level actions relating to early intervention, prevention and demand management, reducing waiting lists and improving access to services, best use of resources to meet demand and improved structure, basic and key processes, workforce development and governance. Key actions included:

- Improving access at point of contact with a focus on Social Care Direct
- Increase capacity through the use of an agency social work team to reduce the backlog of reviews
- Undertake strategic commissioning exercises for bed based services and mental health services to ensure clear understanding of service need
- Increase capacity within care at home via the One Edinburgh programme
- Implement a revised and strengthened professional line management structure
- Introduce new ASP processes, an assessment tool and a new case management system to replace Swift
- Increase use of innovative routes to recruitment and incentives for key staff groups
- Implement Quality Assurance measures

3. Briefly describe public involvement in this proposal to date and planned

No public involvement is planned.

4. Is the proposal considered strategic under the Fairer Scotland Duty?

The Fairer Scotland Duty places a legal responsibility on particular public bodies in Scotland to actively consider how they can reduce inequalities of outcome caused by socioeconomic disadvantage. None of the workstreams within the Improvement Plan negatively impact the Fairer Scotland Duty, and this proposal is not considered strategic under the terms of the duty.

5. Date of IIA


12 and 20 July 2023


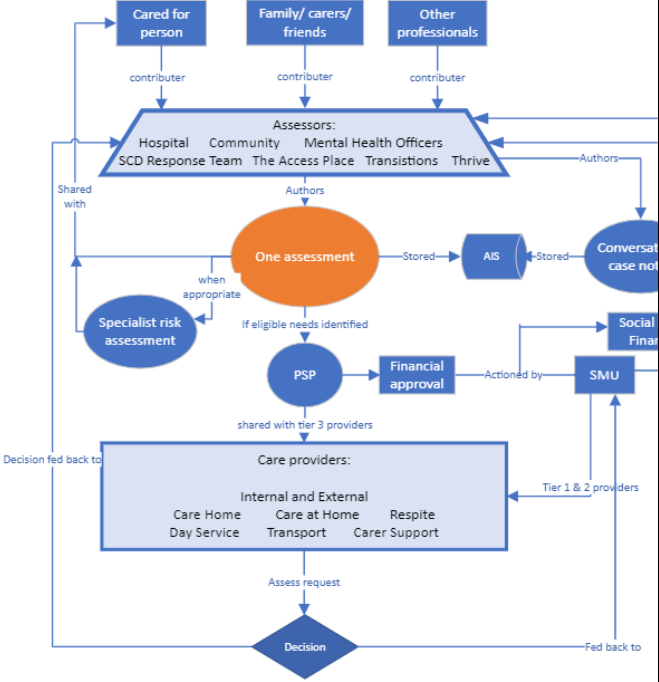
6. Who was present at the IIA? Identify facilitator, lead officer, report writer and any employee representative present and main stakeholder (e.g. Council, NHS)





Name	Job Title	Date of IIA training
Mike Massaro-Mallinson	Interim Chief Officer	
Nikki Conway	South East Locality Manager	
Deborah Mackle	South West Locality Manager	
Anna Duff	North West Locality Manager	
Janne Solpark	3C Practice Lead	
Bridie Ashrowan	Chief Executive, EVOG	
Jessica Haenow	Lead Officer, Edinburgh Adult Protection Committee	
Kirsty Dewar	Cluster Manager, NE	
Susan McMillan	Performance and Evaluation Manager	
Siobhan Murtagh	Senior HR Consultant	
Fiona Steiner	Access and Emergency Social Care Manager	
Catherine Mathieson	Cluster Manager	
Helen FitzGerald	Staffside rep, NHS	
Kirsten Hey	TU rep, CEC	
Sarah Hayden	SE Business Manager	
Rose Howley	Children Services Senior Manager	
Pete Pawson	Interim Programme Director	March 2023
Christine Farquhar	EIJB Service User Representative	
Rhiannon Virgo	Project Manager (Facilitator)	Feb 2020
Gosia Szymczak	Project Manager (Scribe)	Feb 2020


7. Evidence available at the time of the IIA

* Documents embedded within the table below are available on request.

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Data on populations in need:	<p>Joint Strategic needs Assessment City of Edinburgh HSCP (2020)</p> <p>Edinburgh HSCP Joint Strategic Needs Assessment: Health and Care Needs of People from Minority Ethnic Communities (April 2018)</p> <p>Edinburgh Integration Joint Board Strategic Plan (2019-2022)</p> <p>Cultural Curiosity Survey 26 May 23 – Edinburgh Children’s Partnership Board</p> <p>Joint inspection of Adult Support and Protection (Feb 2023) Inspection of Adult Social Work and Social</p>	<p>Provides current and projected data on the wider population in the City of Edinburgh (<u>Population and demographics - Edinburgh Health & Social Care Partnership (edinburghhsc.scot)</u>)</p> <p>Provides an understanding of what contributes to poor health and wellbeing and the barriers and challenges to seeking and obtaining support (many being interrelated).</p> <p>Actions highlighted as needed to address these include:</p> <ul style="list-style-type: none"> • Staff training including cultural sensitivity • Recognition of the role of the Third Sector • Effective community engagement • Developing effective approaches to prevention including overcoming isolation. <p>https://www.edinburghhsc.scot/wp-content/uploads/2020/03/JSNA-Health-Needs-of-Minority-Ethnic-Communities-Edinburgh-April-2018.pdf</p> <p>Details the Strategic direction of the EHSCP https://www.edinburghhsc.scot/wp-content/uploads/2020/01/Strategic-Plan-2019-2022-1.pdf</p> <div style="text-align: center;">  <p>Cultural Curiosity Survey- Presentation :</p> </div> <p>Shows activities that each organisation is undertaking to better understand and support diversity across the city.</p> <p>Provides some intelligence on the level of unmet need: https://www.careinspectorate.com/images/documents/6974/Edinburgh%20adult%20support%20and%20protection%20report.pdf</p> <p>Provides some intelligence on the level of unmet need:</p>

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
	<p>3 Conversations dashboard</p> <p>Carers Survey</p> <p>Assessment process graphic</p>	<p>The 3 Conversations dashboard (July 23) sets out details of people supported through a 3C approach, including average wait times, length of conversations and numbers of people supported without the need for statutory services.</p> <p> 3Cs Dashboard - v10.8 - NEW - WE_Jul</p> <p>Vocal Carers Survey https://www.vocal.org.uk/carer-support/information-resources/vocal-carer-surveys/</p> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>Legislation: Adult Social Work SDS Act Adult Support and Protection Mental Welfare Commission</p> <p>CEC Strategic Priorities: 20 minute neighbourhood Poverty Commission Our Behaviours</p> <p>EHSCP Strategic Priorities: 3 Conversations Thrive GIRFE</p> </div> 
<p>Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation.</p>	<p><i>Joint Strategic needs Assessment City of Edinburgh HSCP (2020)</i></p>	<p>Provides current and projected data on the demographics within Edinburgh</p>

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Data on equality outcomes	SDS Uptake	Snapshot of SDS uptake as at 19 May 23 shows the client group and ethnicity of those receiving service.  SDS uptake 19 May 2023.xlsx
Research/lit erature evidence	Iriss – Doing social work and social care differently publication	Doing social work and social care differently Iriss Local Government Benchmarking Framework 2021/22. Local Government Benchmarking
Public/patient/client experience information	ASP Joint Inspection, Feb 2023 Home care survey	https://www.careinspectorate.com/images/documents/6974/Edinburgh%20adult%20support%20and%20protection%20report.pdf Satisfaction with home care services - 2022  Home Care Survey - Citywide Results (July) All registered services will have service user feedback, including Home Care and Day Care inspection, which is available on the Care Inspectorate website. SW complaints team. Poverty Commission https://edinburghpovertycommission.org.uk/ Carer's Joint Strategic Needs Assessment, July 2023  Carers JNSA - July 2023 - EMT.docx
Evidence of inclusive engagement of people who use the service and		Satisfaction with home care services - 2022  Home Care Survey - Citywide Results (July)

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		<p>Inspection of adult social work and social care services: the City of Edinburgh Inspection of adult social work and social care services March 2023</p> <p>Joint inspection of adult support and protection: City of Edinburgh Partnership, February 2023 https://www.careinspectorate.com/images/documents/6974/Edinburgh%20adult%20support%20and%20protection%20report.pdf</p> <p>Practice standards</p>  <p>Locality Practice Standards V6.docx</p>
Additional evidence required		

8. In summary, what impacts were identified and which groups will they affect?

Equality, Health and Wellbeing and Human Rights	Affected populations
<p>Positive:</p> <ul style="list-style-type: none"> • The commissioning exercises for bed based and mental health services will benefit people seeking to access those services, and their families and carers, by ensuring that the services are right-sized for the population of Edinburgh. • Commissioning will also identify areas that require additional resource infrastructure • Reduction in the backlog of people awaiting review will benefit individuals by ensuring that the support they are receiving is appropriate for their needs, enhances their strengths and utilises their assets. It will also ensure that resources are allocated more fairly as consistency is enhanced, and it will link people into local services. • Using a consistent, 3C approach to reviews will lead to more consistency in practice meaning people have a similar experience regardless of where they live. 	<p>All adults accessing services, including older adults, people of middle years, young adults, adults with physical or learning disabilities, long-term conditions, mental health issues or sensory loss.</p> <p>Carers and families</p> <p>People in different geographical communities</p>

Equality, Health and Wellbeing and Human Rights	Affected populations
<ul style="list-style-type: none"> • Improvements to the Front Door will ensure that people receive tailored support more quickly, and improve access to community services, self-management and early intervention • Increasing focus on preventative work and early intervention (eg One Edinburgh, reablement, Telecare) – will help people to remain more independent for longer, and will reduce pressure on services as fewer people tip into crisis as a result of delays • Better commissioning around physical disabilities, will lead to a wider choice of carers and services. • A decrease in staff turnover as a result of the retention measures will improve relationships between service users and staff • Improving ASP processes will streamline current recording and ensure that all legal requirements are met while maintaining a person-centred approach • Improving assessment processes will encourage the use of multi-disciplinary assessments where appropriate, which will benefit people in complex situations with multiple professions involved • Replacing Swift will ensure that data trends can be monitored and targeted actions can be developed more accurately • Replacing Swift will also improve speed of recording and reduce time spent on data processing activity • Initiatives relating to recruitment and retention will increase the workforce, which will reduce pressure on existing staff. Improving lines of accountability through the structure redesign workstream will improve professional supervision across all staff groups. • The focus on MH services will demystify and streamline support available for adults of all ages, including young adults and adults of working age. 	<p>Adults with incapacity</p> <p>Adults with protected characteristics</p> <p>Staff</p> <p>Staff</p> <p>Young adults, people of working age</p>
<p>Negative</p> <ul style="list-style-type: none"> • Increasing reviews may increase uncertainty and stress if packages of support change as a result. This will be mitigated by all assessments and reviews being carried out in a person-centred, asset-based way to build on a person’s strengths and interests, and by clear communication. 	<p>All adults accessing services, including older adults, people of middle years, young adults, adults with physical or learning disabilities, long-term conditions,</p>

Equality, Health and Wellbeing and Human Rights	Affected populations
<ul style="list-style-type: none"> • Potential increase in complaints if people are dissatisfied with changes to support plans. There may be a perception of loss if non-traditional support (eg telecare, community resources) is offered rather than a package of care. This will be mitigated by all assessments and reviews being carried out in a person-centred, asset-based way to build on a person's strengths and interests, and by clear communication. • People from minority ethnic backgrounds already experiences issues in accessing assessments, any change could result in more access difficulties. The Front Door redesign workstream will ensure mitigations are included in their recommendations, potentially via advocacy and translation services. • People living on their own may be more likely to be more adversely affected by changes to services, i.e. through social isolation. This will be mitigated by strengthening our early intervention and prevention offer by linking people to local resources within their own community • Staff may feel more scrutinised by structural changes or threatened by agency staff. This will be mitigated by developing appropriate comms and engagement to enable staff to share their views and to understand drivers behind changes to structures or use of agency teams. • The implementation of a new case management system (replacement of Swift) will require all staff to adapt to and become familiar with the new system. This may particularly affect part-time or shift workers as they have less opportunity to practice new processes, and fewer opportunities to access support. This will be mitigated by rigorous user acceptance testing during the implementation of the new system, and appropriate training provision. 	<p>mental health issues or sensory loss.</p> <p>Carers and families</p> <p>Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers)</p> <p>People living alone</p> <p>Staff, particularly part-time or shift workers</p>

Environment and Sustainability including climate change emissions and impacts	Affected populations
<p>Positive</p> <ul style="list-style-type: none"> • Increased use of local options may reduce emissions 	<p>All</p>
<p>Negative</p> <ul style="list-style-type: none"> • None identified 	

Economic	Affected populations
<p>Positive</p> <ul style="list-style-type: none"> • Increased access to services as waiting lists are cleared • Increased use of local community resources • Upskilling staff through increased focus on training in new technology and techniques (telecare, reablement) • Commissioning could result in widening the range of providers we work with, which will benefit businesses operating within Edinburgh 	<p>All adults accessing services, including older adults, people of middle years, young adults, adults with physical or learning disabilities, long-term conditions and sensory loss.</p> <p>Carers</p> <p>Business community</p> <p>Staff</p>
<p>Negative</p> <ul style="list-style-type: none"> • There is a potential that if formal support is reduced, this may result in carers providing more care, which could have a financial impact. However, as existing criteria for support will be applied, this is likely to be very small numbers, and will be mitigated by sensitive, holistic reviews which consider the impact on carers as well as the person supported. 	<p>Carers</p>

9. Is any part of this policy/ service to be carried out wholly or partly by contractors and if so how will equality, human rights including children’s rights, environmental and sustainability issues be addressed?

Services associated with this proposal will be provided across CEC, NHS Lothian, voluntary and/or private sector organisations, most of which are commissioned or purchased by the Partnership. All equality, human rights, environmental and sustainability issues are covered by the Contractual or Framework Agreements, good practice guidance or the contracted terms and conditions. Where it is required continued oversight, monitoring and assured sustainability will be provided by the Partnership. Where children/ young people are within scope, they too will be covered as above.

10. Consider how you will communicate information about this policy/ service change to children and young people and those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.

All communications plans/ strategies will be compliant with;

- UK Government guidance on Accessible Communication formats (2021); and

- The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.

Consideration will also be given to the use of different mediums and channels for sharing information.

A full communications plan will be developed as part of the implementation process. Further information on the EHSCP Communications and Engagements policies can be found by contacting our Comms team at ehscp.communications@edinburgh.gov.uk

- 11. Is the plan, programme, strategy or policy likely to result in significant environmental effects, either positive or negative? If yes, it is likely that a Strategic Environmental Assessment (SEA) will be required and the impacts identified in the IIA should be included in this. See section 2.10 in the Guidance for further information.**

No

- 12. Additional Information and Evidence Required**

None

- 13. Specific to this IIA only, what recommended actions have been, or will be, undertaken and by when? (these should be drawn from 7 – 11 above) Please complete:**

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and job title)	Deadline for progressing	Review date
6-monthly review of IIA to ensure any additional impacts are identified	Mike Massaro-Mallinson, Head of Operations		January 2024
Consider setting up a focus group for specific feedback from people with lived experience. Include representation from The Promise champions board.	Nikki Conway, SE Locality Manager		
Link with Homelessness services to ensure that the improvement plans do not adversely affect people experiencing homelessness	Nikki Conway, SE Locality Manager		

- 14. Are there any negative impacts in section 8 for which there are no identified mitigating actions?**

Mitigating actions have been identified for all negative impacts.

15. How will you monitor how this proposal affects different groups, including people with protected characteristics?

This proposal will continue to be reviewed with ongoing consideration to any impacts that arise.

16. Sign off by Head of Service

Name

Brickchand Ramruttun

Date

29 September 2023

17. Publication

Completed and signed IIAs should be sent to: integratedimpactassessments@edinburgh.gov.uk to be published on the Council website www.edinburgh.gov.uk/impactassessments

Edinburgh Integration Joint Board/Health and Social Care
sarah.bryson@edinburgh.gov.uk to be published at www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/

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Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Forth Green Freeport – Outline Business Case

Executive/routine
Wards

Executive
13 – Leith

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 Notes the overall progress in establishing the proposed Forth Green Freeport (FGF), with operational commencement expected in spring 2024;
 - 1.1.2 Notes the forthcoming request for Elected Member representation on the FGF Governance Board;
 - 1.1.3 Agrees to support the submission of the Outline Business Case (OBC) based on the parameters set out in this report and the Executive Summary (Appendix 1), subject to the full OBC being circulated to all Committee members prior to submission to ensure compliance with the terms of this report; and
 - 1.1.4 Notes that a summary of the Full Business Case is planned to be presented to Committee in early 2024.

Paul Lawrence

Executive Director of Place

Contact: Elin Williamson, Head of Business Growth and Inclusion

E-mail: elin.williamson@edinburgh.gov.uk | Tel: 0751 348 4817

Forth Green Freeport – Outline Business Case

2. Executive Summary

- 2.1 This report provides an update on progress in relation to the establishment of the Forth Green Freeport and summarises the Outline Business Case for agreement by Committee prior to submission to the United Kingdom (UK) and Scottish Governments.

3. Background

- 3.1 The [Scottish Green Freeport prospectus](#) was published on 25 March 2022, confirming the UK and Scottish Governments' intention to establish two Green Freeports in Scotland and stipulating that these should contribute to four key policy objectives:
- 3.1.1 Promoting regeneration and high-quality job creation (the lead policy objective);
 - 3.1.2 Promoting decarbonisation and a just transition to a net zero economy;
 - 3.1.3 Establishing hubs for global trade and investment; and
 - 3.1.4 Fostering an innovative environment.
- 3.2 Following the Council's agreement to support a bid for a Forth Green Freeport (FGF) on [15 December 2022](#), the UK and Scottish Governments announced jointly, on 13 January 2023, that the FGF had been shortlisted as one of the two Green Freeports in Scotland, the other being the Inverness and Cromarty Firth Green Freeport.
- 3.3 Both freeports are now required to submit an Outline Business Case (OBC) and a Full Business Case (FBC) to the UK and Scottish Governments, prior to full designation as Green Freeports.
- 3.4 The Council agreed in their meeting on 15 December 2022 that summary reports of the OBC and FBC would be submitted to Policy and Sustainability Committee for approval, prior to submission to the UK and Scottish Governments.

- 3.5 Updates have been provided to the cross party elected member sounding board and requests for information on specific aspects have been responded to. This report provides a formal update on progress in relation to the establishment of the FGF.

4. Main report

- 4.1 The OBC is following the HM Treasury Green Book five case method / model, the five cases being Strategic, Economic, Management, Financial and Commercial. An Executive Summary of the OBC can be found in Appendix 1.
- 4.2 The OBC does not significantly deviate from the initial bid proposal previously reported to Elected Members and has been updated through stakeholder briefing sessions.
- 4.3 One key difference is that the former tax site of Leith and customs site of Burntisland have now been combined into one 'Mid-Forth' tax site. This is to better utilise the whole area in developing the renewables hub, particularly with regard to developing floating wind-farm capability.
- 4.4 KPMG, who have been appointed to analyse data for the Economic and Financial Cases, have indicated that, for both cases, there is little difference between the OBC assessment and the initial bid assumptions, except the investment figure projection is now £8.4bn gross added GVA (which is slightly higher than previously expected). Employment forecasts remain in line with the bid proposal with an anticipated 11,143 direct gross jobs being created in the three tax sites, 4,735 of these estimated to be from operations in the Mid-Forth tax site.
- 4.5 These jobs will be of good quality, well-paying, and will support a Just Transition. Analysis of the direct jobs that will be created shows that the wages are likely to be significantly higher than the median wage of each authority area. For Edinburgh, this is estimated at 7% higher.

Governance

- 4.6 Five workstreams have been established, to progress key topics feeding into the OBC:
- 4.6.1 Trade and Investment;
 - 4.6.2 Infrastructure, Communities and Placemaking;
 - 4.6.3 Innovation;
 - 4.6.4 Fair Work and Skills; and
 - 4.6.5 Promoting Decarbonisation and Net Zero.
- 4.7 In addition, a sixth workstream was formed, to focus on communication and engagement.

- 4.8 Each workstream reports into a Steering Group, which in turn reports to an Interim Governance Board, with senior representation from all consortia partners. The Interim Governance Board is chaired on a temporary basis by Charles Hammond, Chief Executive Officer (CEO) of Forth Ports, and recruitment is ongoing for a permanent Chair. Once in place, the Interim Board will move into its permanent state (the FGF Board) with invitations issued to the three Local Authorities, the four largest landowners and to the Accountable Body to nominate a Board Member each.
- 4.9 At the same time, the workstreams will move into their permanent state as sub-committees of the FGF Board. There will be an opportunity for the sub-boards to be represented on the full FGF Board and, in recognition of the importance of the ‘effective voice’ element of the Fair Work First principles, a Trade Union/employee representative will be invited to join the FGF Board.
- 4.10 Concurrently, an Operating Company (OpCo) will be established to run the day-to-day management of the FGF, and any activities delegated to it by the FGF Board. The sub-boards will be supporting the CEO/Managing Director of the OpCo in providing specialist oversight and advice in the day to day running and management of FGF activities.

Investment Principles

- 4.11 As a new global hub for trade and investment, it is estimated that the FGF will leverage over £8bn of public and private investment over a 10-year period, with planned activities aligned with regional, Scottish Government and UK Government policies.
- 4.12 All investors in the FGF Tax Sites will be assessed for suitability against a set of Investment Principles and will be required to demonstrate how their activities align with the strategic objectives of the FGF, as well as the two Governments’ official Green Freeport objectives and the wider economic development and place-making policies and strategies set out by the three Local Authorities (Falkirk, Fife and the City of Edinburgh). Alignment with the Investment Principles will include:
- 4.12.1 Investors being obligated to confirm that they have decarbonisation plans in place and will be required to sign up to the FGF Fair Work Charter (an earlier draft of which was presented to Housing, Homelessness and Fair Work Committee on [8 August 2023](#)). Employers will be required to continuously uphold the values of the Charter and to perform annual self-assessments against the Charter to ensure continuous compliance;
- 4.12.2 Establishment of a dedicated skills fund¹ to ensure that local people can gain the necessary skills to access jobs created – this will be established via employer contributions but will be open for match funding from Local

¹ The detailed Skills Plan and detail around the Skills Fund and its utilisation will be developed as part of the FBC

Authorities, who could opt to invest some of the retained Non-Domestic Rates (NDR) in this; and

4.12.3 In addition to investors undertaking these obligations and being required to show adherence with the strategic objectives, they will need to be operating within one of the priority sectors² for the FGF; show additionality in terms of net new jobs, investment and accelerated growth; and meet at least one additional key criteria (such as being directly engaged in international trade (where proximity to a port and maritime connectivity is essential) or facilitating international trade through their wider supply chain, creating additional or enhanced supply chain opportunities or supporting decarbonisation, the development of renewable energy sources and infrastructure).

4.13 One of the key areas of responsibility for the FGF Board will be to oversee investors' agreements and continued compliance with the agreed Investment Principles. Agreement of potential investors must be a unanimous decision by the whole FGF Board. Furthermore, ongoing reviews of investors are undertaken and if there is an indication that an existing investor is not compliant with the Investment Principles, any FGF Board member can request that an investigation into the investor is undertaken.

4.14 Disclosure provisions in the tenant undertakings and any land sale agreements would obligate the investor to annually make known to the tax site landowner any reliefs they have claimed. If an investor is found to be in breach of their undertakings under the Investment Principles, a sum equivalent to the reliefs granted will require to be paid by the investor, or alternative arrangements implemented, between the tax site landowner and the investor to deliver compensatory benefits for the communities of the FGF.

4.15 In addition, Local Authorities will always have the ability to withhold NDR relief, should they deem an investor as non-compliant with the requirements of the relief scheme.

Non-Domestic Rates

4.16 In the Green Freeport prospectus, it was confirmed that Local Authorities will retain all uplift in NDR, above an agreed baseline, for a period of 25 years. The expectation is that this will pay for capital infrastructure in each Local Authority's travel-to-work area and be in line with the Green Freeport objectives, ultimately leading to economic growth.

4.17 A proportion of the retained NDR will be required to meet the running costs incurred by the Accountable Body (Falkirk Council) and operational costs of the OpCo. These costs are currently estimated to be in the region of £800,000 p.a.. Each

² Priority sectors being manufacturing and processing, logistics and warehousing, shipbuilding and repair, chemicals, biofuels and alternative fuels, innovation activities including research and development, creative industries, construction.

Local Authority will contribute 1/3 of the total cost (currently estimated to be £80,000 per Local Authority), with the landowners of the tax sites contributing 2/3.

- 4.18 It is also proposed that the Council utilises some of the retained NDR to establish a “Place Based Economic Investment Fund”. This would be used to create community benefits in the form of infrastructure investment. A framework to govern this will be developed and shared with Committee following approval of the final business case.
- 4.19 The FGF Board may make proposals and recommendations for the use of any remaining retained NDR, but it is recognised that this is for each Local Authority to ultimately determine the best use of any NDR uplift in their area.

Planning

- 4.20 One of the levers that can be utilised as part of the wider Green Freeport policy is the use of an enhanced planning protocol. Planning remains a statutory responsibility of the relevant Local Authority and there is no ability for FGF to circumvent the powers and duties of the respective planning authorities, nor their existing processes.
- 4.21 It is not proposed to pursue the Simplified Planning Zones and processing agreements, Masterplan Consent Areas or other mechanisms set out in the Green Freeport Prospectus. However, Green Freeport status will support the preparation of a collaboration framework, under which all agencies involved can work together to ensure effective coordination of planning and regulatory regimes in the context of developments within the FGF.

Customs

- 4.22 Green Freeport unique customs benefits and special procedures have been [outlined by HMRC](#). This confers the ability for authorised businesses within customs sites to defer payment of duties on goods imported for storage and/or processing until the goods are then declared for home use in the UK, at which time they will have the choice to pay duties on the imported goods either before or after processing. Authorised businesses may also be able to take advantage of measures such as customs duty exemption on goods imported and then re-exported from a customs site and suspension of import VAT on goods entering the customs site.
- 4.23 The use of Green Freeport customs special procedures is available to new or existing businesses within the FGF outer boundary, and it is particularly expected to support Small and Medium sized Enterprises (SMEs) who have not previously had the resource or expertise to utilise customs special procedures.
- 4.24 This will boost sustainable international trade from existing clusters, building upon where outer boundary partners have existing strengths serving the domestic market, parlaying these into exports by using Green Freeport customs benefits to make it easier and cheaper for them to export.

5. Next Steps

- 5.1 The finalised OBC will be circulated to Committee Members as soon as possible and if there is any variance from what is set out in this report, it will be highlighted.
- 5.2 Following this, and if Committee agree the recommendations of this report, the OBC will be submitted to the UK and Scottish Governments in mid-November 2023.
- 5.3 Officers will continue to work with the FGF partners on the FBC, with an aim to submit a summary to Committee in early 2024 and to the UK and Scottish Governments for approval shortly thereafter.
- 5.4 It is currently expected that the proposed FGF will become operational in spring 2024.
- 5.5 Once the FGF is operational, it is recommended that an annual report is submitted to Governance, Risk and Best Value Committee, outlining the activities undertaken, the investors who have established themselves within the area. The report will also include an officer assessment of the efficiency and efficacy of the operation.

6. Financial impact

- 6.1 As part of the financial case for the OBC, calculations have been made of the likely levels of retained NDR and when these may transpire. It is estimated that, over the 25 years, the Council may see up to £197m in retained rates, with the initial income starting at approximately £200,000 in the financial year 2025/26 and steadily increasing, before plateauing at approximately £27m p.a. in 2031/32.
- 6.2 It is important to note that these are forecasts and that actual income will depend on a number of variables outwith the Council's control (for example the poundage, voids, valuations, and statutory relief).
- 6.3 As noted in paragraphs 4.17 and 4.18, a proportion of the NDR revenue retained will be required to meet the Council's commitments in respect of FGF. This includes the Council's share of the running costs for the Accountable Body and OpCo. The current outlined FGF budget³ indicates that the Council will be requested to pay £80,000 p.a. over at least 10 years, starting in 2024/25. The Council will also be requested to utilise some of the retained NDR to create a Place Based Economic Investment Fund. This is expected to be in place from financial year 2027/28.
- 6.4 The remainder of the retained NDR is for the Council to determine how to invest, with the proviso that it must be within the wider travel-to-work area and it must be in line with the Green Freeport objectives, as set out by the UK and Scottish Governments.

³ A final budget will be developed as part of the FBC and will require to be agreed on by the FGF Board.
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- 6.5 The Scottish Government have confirmed that the retained NDR is in addition to the General Revenue Grant and is not subject to the standard rates pooling arrangements.
- 6.6 There will be a financial contribution of £57,500 to the Council in 2023/24, from the FGF Resource funding, towards officer time working on the development of the OBC and FBC.

7. Equality and Poverty Impact

- 7.1 FGF sites are located in areas of persistent economic deprivation. The rich manufacturing and engineering past of the proposed tax sites played a large role in the industrial development of Scotland, however; post-war de-industrialisation triggered a loss of historic industries resulting in multi-generational unemployment within these communities. The FGF aims to deliver lasting regeneration to the deprived areas around the designated tax and customs sites by creating jobs, the majority of which will be high skilled, high paid jobs in Scotland and the rest of the UK.
- 7.2 FGF will prioritise the inclusion of protected groups in contributing to, and benefiting from, the investments secured by Green Freeport levers. Industries targeted for investment in Scotland's Green Freeport policy have historically had relatively lower rates of representation of people with protected characteristics. Without action, the direct jobs created by Green Freeport levers would likely create disproportionately more jobs for male employees (77%) and create disproportionately fewer jobs for young people (8%), and people with disabilities (12%).
- 7.3 Proactive efforts from the FGF to correct this imbalance will include:
- 7.3.1 Age - Skills investment will be accessible to people of all working age groups. Young people will benefit from partners' commitments to schools' outreach, apprenticeships, scholarships, and bursaries. Older populations will benefit from in-work up-skilling investments in virtual reality (VR) and simulation technology.
 - 7.3.2 Disability - Inclusive hiring practices, together with access to funding for skills bursaries will encourage open access to employment for people with disabilities.
 - 7.3.3 Gender – Targeted access to funding for skills bursaries and training opportunities for women.
- 7.4 The FGF Board will set quantitative 'Social Impact Key Performance Indicators', to track impacts against the protected characteristics. Adoption of a clear inclusive hiring policy for all businesses operating in the FGF will expand opportunities, enhance quality of work and reduce stigma in the communities around the Forth Estuary.

- 7.5 In developing the OBC, partners have been aware of concerns of displacement of jobs from other areas, opportunities for local job seekers, benefits for communities and social impact. The FGF will have a wide range of measures including effective governance and public sector scrutiny to ensure positivity on such matters.

8. Climate and Nature Emergency Implications

- 8.1 The FGF provides a significant opportunity to advance and accelerate the transition to Net Zero whilst supporting a Just Transition in the designated FGF Tax and Customs sites. It closely aligns with the aims of the Edinburgh and South-East Scotland (ESES) City Region Deal and ESES Regional Prosperity Framework as well as other national investment programmes. Working closely with neighbouring authorities in Falkirk and Fife as well as key industrial partners, the FGF partners can take steps to preserve an industrial base in Scotland which is focused on bringing forward high-quality jobs, economic growth and greater emphasis on Net Zero technologies that will meet the challenges of the climate emergency.
- 8.2 Carbon intensive productions are on the decline. Replacing and transforming these industries offers the opportunity to ensure that the existing industrial complexes along the Forth Estuary remain viable and that there are high paid jobs, and skills development and training opportunities available for local people. The FGF provides some of the tools to incentivise industries to embrace this transformation and will advance the city's capabilities to bring forward investment in the renewables sector and advance Scotland's journey towards Net Zero by 2045 whilst supporting a Just Transition.
- 8.3 The FGF proposals will support the reduction of carbon emissions in the local areas, including the creation of renewable energy capabilities at Leith, Rosyth, and Burntisland, with significant expressions of interest in offshore wind manufacturing on these sites already.
- 8.4 All investors must produce a decarbonisation plan, showing a path to Net Zero by at least 2045, and any projects brought forward will be required to report on carbon savings over the lifetime of the project, completing a carbon whole lifecycle assessment.
- 8.5 As a significant proportion of tax site activities will be related to renewable energy supply chain manufacturing, it is important that the FGF upholds principles of the circular economy framework for offshore wind. The FGF looks to continuously monitor progress and implement steps towards a more advanced circular economy system across all manufacturing hubs as innovation develops.
- 8.6 The FGF will seek to develop a Circular Economy Strategy and assess opportunities to implement circular economy principles. This strategy will seek to embed the following goals outlined in the [United Nations Sustainable Development Goal 12](#) as a benchmark:

- 8.6.1 By 2030, achieve the sustainable management and efficient use of natural resources.
- 8.6.2 By 2030, reduce waste generation through prevention, reduction, recycling, and reuse.
- 8.6.3 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- 8.6.4 Promote public procurement practices that are sustainable, in accordance with national policies and priorities
- 8.7 By implementing a strategy that aligns with these objectives at Grangemouth, Leith, Rosyth, and Burntisland, FGFP will adopt a holistic life-cycle approach to minimise waste and optimise resource efficiency.
- 8.8 In addition to the above, a key area of focus will be on the creation of a Place Based Economic Investment Fund, enabling investment in local communities in the FGF areas, supporting climate justice and improving town centres and local areas for residents, supporting efforts to tackle both climate and nature emergencies.
- 8.9 Whilst the FGF Board is ultimately responsible as part of monitoring compliance with the Investment Principles, the FGF Innovation and Net Zero sub-committee will have oversight in ensuring climate mitigation and adaptation is embedded into the delivery plans, ensuring both climate and nature emergencies are key factors in decision-making and governance arrangements.
- 8.10 The FGF represents an opportunity to support communities and deliver climate adapted sites, supporting future resilience to those most likely to be susceptible to the impacts of climate change.

9. Risk, policy, compliance, governance and community impact

- 9.1 The following table is a summary of initial risks that have been identified for the FGF generally. These are incorporated in more detail within the OBC and will be rigorously evaluated as part of the FBC process.

Risk	Profile	Mitigation
There is a risk that jobs created will be low wage jobs such as warehousing	Low	The Fair Work and Skills sub-committee will engage with employers to ensure that the jobs created will both be high quality and available to local people. The Investment Principles set out conditionality that any investor looking to receive tax incentives must commit to the Fair Work Charter and the equalities principles therein. In addition, there will be a skills fund created to support upskilling and new entrants, which all investors must contribute to.
There is a risk there will be	Medium	In setting out the activities and industry requirements for the FGF there is a focus on industries in transition that need a

displacement of industry from other areas of the UK		particular set of circumstances to bring forward the technological advancements to take the country towards Net Zero. The range of private sector partners and interested investors include companies that are looking to work with the Chemical Industries to develop new energy sources and decrease dependency on carbon intensive energy, companies that are looking to develop offshore wind that need the deep water of the Forth and the onshore land availability to create and transport large structures. It is unlikely that these companies or industries would find these specific conditions outside the FGF area.
There is a risk that local residents will be impacted by the increase in activity around the Port and will lose green space	Medium	The Tax Areas are wholly enclosed by the current port and industrial complex, which means that no green space will be used in its development. The FGF aims to positively impact on the communities adjacent to the ports, by bringing forward lower carbon manufacturing processes, local jobs and funds for infrastructure improvements. The FGF Board will have Council as well as private sector representation to ensure that community interests are upheld.
There is a risk that climate mitigation and adaptation measures fail to be fully embedded in FGF activities.	Low	Governance structures will enable and ensure the climate and nature emergencies are a key consideration when developing any proposals

9.2 In addition to general risks, such as those outlined above, it is acknowledged that there are some public concerns that Green Freeports can have a number of undesirable consequences, such as national security, criminal activities and employment / work practices. Rigorous safeguards have been put in place across the wider partnership to mitigate any such concerns and the governance arrangements and transparency of operations, with three local authorities, UK and Scottish Government and highly reputable and established private sector partners involved, means there is a commitment and an in-built wide range of mechanisms to ensure these undesirable aspects do not materialise.

10. Background reading/external references

10.1 [Green Freeports in Scotland: Bidding Prospectus \(delivered in partnership by the Scottish Government and the UK Government\)](#)

- 10.2 [“Green/Freeport bid for Edinburgh and South East Scotland”](#) – report to the Edinburgh and South East Scotland City Region Deal Joint Committee (24 June 2022)
- 10.3 [“Forth Green Freeport”](#) – report to the Policy and Sustainability Committee (17 November 2022)
- 10.4 [“Forth Green Freeport”](#) – report to City of Edinburgh Council (15 December 2022)
- 10.5 [“Fair Work, Gig Economy and Living Hours City – progress update”](#) – report to Housing, Homelessness and Fair Work Committee (8 August 2023)

11. Appendices

- 11.1 Appendix 1: Forth Green Freeport Outline Business Case summary



Executive Summary

Introduction

The Forth Green Freeport (FGF) was shortlisted by the Scottish and UK Governments on 13th January 2023, following a competitive bid process to identify potential Green Freeports in Scotland. A consortium of private and public sector partners is now working alongside both Governments to develop the Outline Business Case (OBC) and Full Business Case (FBC). At the same time, the consortium is establishing its governance arrangements and as part of this process is recruiting an independent Chair of the FGF Board. This Executive Summary is for the benefit of key stakeholders, to inform them of the contents of the OBC to be submitted for consideration and endorsement by the UK and Scottish Governments by the 17th of November 2023. The FGF tax sites will become designated on the approval of the OBC this will be followed by the FBC which on approval will unlock the availability of the seed funding.

Why Forth Green Freeport?

The FGF consortium partners are Forth Ports, INEOS, Babcock International, Scarborough Muir Group, CalaChem, the Ministry of Defence, Edinburgh Airport, Falkirk Council, City of Edinburgh Council and Fife Council.

The consortium's vision for the FGF highlights the critical importance of reducing industrial carbon emissions in the Forth estuary. Using Green Freeport status, it will support the right investments into the estuary to address the 2045 net zero target whilst contributing to the economy of Scotland. The positive ambition is to deliver a just transition for Scotland's industrial heartland, through a green reindustrialised future. The Forth corridor is already a physical asset – one of scale and with businesses of international acclaim and is a corridor that can influence and lead – through sustainable reindustrialisation and transformational growth. The FGF brings forward 552 hectares of industrial land that will be developed to provide the necessary infrastructure to attract investment.

Green Freeport status attracts a range of tax and customs incentives, access to other levers, such as planning support, marketing and promotion support, collaboration with government

agencies, access to up to £25m of seed funding, and locally retained non-domestic rates for reinvestment. The toolkit of levers is on offer to Green Freeports to create a more attractive ecosystem for future inward investment and trade opportunities, thus encouraging new or additional industrial activity to the identified tax sites at Grangemouth, Rosyth, Mid-Forth (Leith to Burntisland) and the proposed market led customs site at Edinburgh Airport.

The FGF aims to attract investment and economic growth in key sectors including green technologies, renewable energy and alternative fuels, low carbon logistics, and advanced manufacturing. This will make a significant contribution to the re-industrialisation of Scotland. An economic impact assessment, prepared by KPMG, has projected that the FGF will drive up to £6bn of private and public investment over a 10-year period, delivering gross value added of estimated £4.2bn and creating up to 50,000 jobs (gross).

The FGF is the right public intervention, given the geography of the Forth Estuary and the partners involved. It is poised to deliver sustainable inclusive growth across Central Scotland and beyond. The Forth estuary is uniquely placed to drive Scotland's decarbonisation aided by our globally recognised business base and our ability to harness the Edinburgh and South-East Scotland City Deal economic investment commitments alongside those of the Falkirk Growth Deal.

Governance

The OBC has been developed by a Steering Group, overseeing six working groups all leading on specific topics, including Infrastructure, Placemaking and Communities; Fair Work and Skills; Innovation; Net Zero; Trade and Investment; and Communications and Engagement.

An Interim Governance Board is in place to scrutinise and provide leadership during this interim set up phase.

Moving forward, the Steering Group will be disbanded and replaced by an operating company and a full Forth Green Freeport Board (FGFB) will be established, comprising up to nine members. FGFB Members are drawn from public and private partners and will be led by an independent Chair. To enable delivery, the FGFB will establish a range of sub-committees with a broader membership to guide and coordinate activity against distinct topics. The FGFB, once established, will discuss additional representation and invite other suitable members to the Board e.g., a Trade Union or other worker representative, as well as other key people from the sub-committees.

Proposed membership of the FGFB is as follows:

- One seat for an independent voting Chair
- Four seats for the largest tax site landowners: Forth Ports, INEOS, Scarborough Muir Group, Babcock International
- Three seats for local government representatives: Falkirk Council, Fife Council, City of Edinburgh Council
- One seat for the Accountable Body (Falkirk Council). This is in addition to the seat for the local government representative.

The sub-committees will be:

- Infrastructure, Placemaking and Communities
- Fair Work and Skills
- Innovation and Net Zero
- Trade and Investment
- Communications and Engagement

The roles and responsibilities of the FGFB and its sub-committees will include:

- Strategic Leadership
- Investment promotion and marketing
- Overseeing delivery, including implementing policy levers
- Risk management
- Foster innovation
- Monitoring & Evaluation and reporting to UK and Scottish Governments
- Promoting, setting, and monitoring security standards
- Promoting and monitoring compliance with environmental standards
- Promotion of skills and Fair Work

All FGFB Members will undertake an induction and governance training and will be required to adhere to the seven principles of public life – the ‘Nolan Principles’ in addition to the Ethical Standards in Public Life etc. (Scotland) Act 2000 and the UK Corporate Governance Code (2014). In practice, the Scottish Government publication ‘On Board’² published 2017 will be a guiding handbook against which specific FGF approaches will be developed.

The FGF is committed to promoting and celebrating diversity and inclusivity, and has produced a Diversity & Inclusivity Statement, complying with the public sector duties and will operate in line with the Equality Act 2010.

The FGFB will set up a company that can employ staff and enter contracts on behalf of the FGF. A core team of four full time staff, including a Chief Executive/Managing Director, will be recruited, who will be responsible for the day-to-day operations of the Green Freeport.

Falkirk Council - the Accountable Body

Falkirk Council is accountable for the management of the FGF public funds and responsible for any liabilities incurred in the use of these, some of which may be transferred to lead partners via partnership agreements. Whilst not confirmed at this stage, it is likely that as Accountable Body the Council will require to provide periodic monitoring and evaluation reports to the UK and Scottish Governments and provide support on a wide range of activities including those associated with the sub-committees.

Falkirk Council hosts a Programme Management Office (PMO) to manage these arrangements, with the Director of Place, Chief Governance Officer and Chief Finance Officer overseeing its duties.

Workstream - Trade and Investment

As a new global hub for trade and investment, it is estimated that the FGF will leverage over £6bn of public and private investment over a 10-year period, with planned activities aligned with regional, Scottish Government and UK Government policies.

FGF has developed a targeted trade and investment strategy focussed on developing an ecosystem to be at the forefront of building clusters in emerging clean industries. These include offshore wind, alternative fuels and carbon capture, and innovative chemicals. FGF will accelerate its expertise in shipbuilding and capitalise on the existing collaboration between industry and academia, delivering progress in advanced and modular energy component manufacturing and automation.

Major investments in new industries will attract Small and Medium sized Enterprise (SME) activity at zoned areas within FGF sites as well as the outer boundary. New investments will stimulate growth in trade, where plans for additional logistics and trade capacity is critical to ensure enough supply and the right infrastructure is in place to deliver the increased activity in existing and new industries.

The tax sites, customs sites, and seed capital projects complement one and other. Anchored by major companies and organisations along the Forth estuary, such as INEOS, Babcock International and Forth Ports, they complement the availability of under-developed land and fiscal benefits for investors. The benefits of clustering and collocation will help attract and accelerate investment and economic growth. These anchor institutions will create opportunities for synergies and collaboration for the market, particularly in the Green Energy sectors. They will create an industrial ecosystem and cluster by attracting different suppliers and service providers with secondary and tertiary supply chains. This will create new and added value for the FGF hinterland (outer boundary) areas which include North Edinburgh, Forth Valley, Mid-Fife and other parts of east central Scotland. In addition, the tax site of Mid-Forth uniquely includes space for Creative Industries linked to film and TV Industries to expand.

The travel to work area includes access to a large skilled labour pool and several internationally recognised universities, in addition to a strong regional network of further education providers. The strategic location along the Forth uniquely positions the FGF to be a central hub of net zero manufacturing capability along the UK's East coast with proximity to maritime installation sites on the East coast, and strategic links to other sites including Net Zero-focused Freeports in Teesside and the Humber, and links to Dundee and Aberdeen.

The Forth estuary is also home to UNESCO World Heritage Sites (within Edinburgh and the Forth Bridges), in addition to being a prospective multi-modal corridor, offering the opportunity for inter movement through increased export routes to Europe and beyond, and intra movement across Central Scotland and England.

By utilising the Green Freeport support available, FGF will deliver credible investors for large underdeveloped industrial sites at pace, with a natural focus on new investment in sectors with strong trade potential. The tax benefits available to investors at Grangemouth, Rosyth,

and Mid-Forth (Leith and Burntisland) tax sites, totalling 552 hectares, will be critical in securing additional inward investment.

Tax relief often influences international companies' decision-making by reducing costs, improving cash flows, and mitigating risk. These commitments from the UK and Scottish Governments will signal a supportive business environment and continued public sector support to promote economic growth. The Economic Case outlines that tax benefits are typically worth over 10% of a typical FGF private capital investment representing a significant determinant of investment viability, if applied.

The use of Green Freeport customs special procedures is available to new or existing businesses within the FGF outer boundary and it is expected to support, in particular, SMEs who have not previously had the resource or expertise to utilise customs special procedures historically. This will boost sustainable international trade from existing clusters, building upon where outer boundary partners have existing strengths serving the domestic market, parlaying these into exports, by using Green Freeport customs benefits to make it easier and cheaper for them to export.

Investors in the Green Freeport tax sites will be assessed for suitability against a set of Investment Principles. Within the Investment Principles, a process and accompanying guidance is set out to support landowners, local authorities, the FGF Company and FGFB to make an assessment to ensure that all future businesses looking to locate in one of the tax sites are aligned to the strategic objectives of the FGF. It will also ensure adherence to the two Governments' official Green Freeport objectives, such as the need for fair work and just transition and reassure investors that, if compliant, they will be able to access the relevant tax benefits. The FGF Chief Executive/Managing Director will have delegated authority from the FGFB and be responsible for confirming the outcome of such assessments and will inform the FGFB, Accountable Body and relevant Local Authority during the various stages of the assessment process. The FGFB will be ultimately responsible for holding landowners to account in terms of delivery of the proposed Green Freeport plans.

Existing/new parties located in the outer boundary or new investors to FGF who are interested in using Green Freeport customs special procedures and becoming a customs site operator (CSO) will also be required to adhere to a FGF CSO policy and work with HMRC to ensure the required security measures and accreditations are in place before they can access the Green Freeport customs benefits.

The influence of these tax and customs benefits available to potential investors will be reinforced by the trade and investment support provided as part of the Green Freeport. Effective marketing campaigns and a cohesive brand will raise awareness around the Forth's unique value proposition, including our skilled workforce, engineering expertise, and strategic location in the heart of Scotland.

The lead generation strategy will include detailed targeting and identification of target businesses/sectors; value proposition and collateral development (e.g., promotional website, pitchbooks); active lead generation (e.g., events/engagement activities); onboarding; and aftercare.

FGF will work closely with local authority, Scottish Development International (SDI) and Department for Business and Trade (DBT) partners and other organisations involved with trade and investment, such as Chambers of Commerce. This will ensure the most efficient use of resource and a collaborative approach to promotional activities and enquiry handling.

A trade and investment manager will oversee FGF trade and investment activity. The Trade and Investment Strategy, which has been coproduced by landowners and local authorities' economic development teams, is intended to compliment and not duplicate the mechanisms already in place by other public and private sector partners. Landowners retain the right to handle the commercial negotiations with an investor but will be supported through the onboarding process by partners as appropriate.

Ongoing engagement with trade and investment stakeholders will be formally undertaken through the trade and investment sub-committee.

Green Freeport status is already attracting significant expressions of interest from investors, including for sites which have been vacant and actively marketed for more than 10 years. Without the activities of the Green Freeport, these sites will struggle to compete with other areas worldwide that offer more attractive incentives and better promote their unique selling points. The FGF landowners are also managing proactive enquiries from businesses looking to set up as a CSO.

Planning

Planning lies within the statutory responsibilities of the local authority and the FGF does not look to circumvent the process and authority of the respective planning committees. However, there is a desire to work more collaboratively to promote better understanding and collaboration between all the partners involved, not only planning authorities but other regulatory bodies.

The planning authorities of City of Edinburgh Council, Falkirk Council and Fife Council are key consortium partners of FGF and existing good working relationships between the local authorities, landowners and developers are already supporting swift decision making. A dedicated regulatory and land use planning sub-group has been established, currently comprising private sector landowners and key local authority planning colleagues. The planning group are working closely together with the Scottish Government Depute Chief Planner (PARD) and colleagues including key agencies to put in place a framework which will support the consenting process for FGF development, including confirming shared objectives, discussing and developing future working protocols, scoping out issues and risks, and agreeing the way forward in terms of deploying the various tools and mechanisms which will promote streamlined land use and regulatory consenting.

Other regulatory regimes such as licensing and environmental health will also be subject to regular liaison to ensure compliance requirements are effectively implemented.

Early discussions have taken place with the (Key Agencies Group) KAG and the Scottish Environment Protection Agency (SEPA) Grangemouth Regulatory Hub, who have responded

positively, and work is in hand to identify those consultees who will have the most critical role in advising on planning and other consenting matters. It is intended that the FGF key consultees group will:

- Be partners to any protocol which is developed around consenting and be involved in ongoing monitoring of the effectiveness of the protocol.
- Assist in scoping out, highlighting and prioritising key strategic and site level issues/constraints/risks (potentially through a joint scoping workshop) as they arise and work together to share solutions.
- Contribute to information sharing.
- Highlight infrastructure dependencies, and where appropriate, potential synergies in consenting across FGF sites.

Security and Illicit Activity

The FGP commits that the FGFB will honour the obligations set out in the OECD Code of Conduct for Clean Free Trade Zones and the UK's Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 and will ensure this commitment extends to FGF CSOs through relevant contractual arrangements.

A Security Working Group (SWG) will include security managers of the relevant FGF sites and relevant stakeholders, including enforcement bodies (e.g. Police Scotland, HMRC, Border Force, Department for Transport, etc.). Market surveillance bodies (e.g. Trading Standards, Environmental Health) and others will be invited as required.

Individual CSOs and businesses locating within tax sites will remain responsible for implementing security arrangements and liable for any breaches. Every FGF business will have a reporting mechanism into the SWG, and they are expected to report any significant security breaches and illicit activity.

The SWG will conduct an annual review of FGF CSOs to ensure the certification remains valid and up to date.

Workstream - Infrastructure Communities and Placemaking

Development Proposals using Seed Capital

The FGF tax sites have undeveloped land which have hosted heavy industry in the past, such as petrochemicals, wharfage, and shipbuilding. In addition, some of the identified tax sites are constrained by inconsistent or insufficient utility services, including inconsistent grid network capacity to accommodate future inward investment requirements, limited access to sustainable freight transport connectivity options and existing digital connectivity that is unable to accommodate future expected technological requirements such as the area wide need for 5G.

To resolve constraints like these, the UK Government is making up to £25m of Seed Capital available, which the private sector partners have matched with up to £31m, representing an immediate investment in the region of £56m.

In developing these initial investment proposals, consideration has been given to economic public policy objectives as set out by the three FGF local authority partners and the FGF vision. Prioritisation of seed funding projects recognises the role of the Edinburgh and South-East Scotland City Deal and the Falkirk Growth Deal, ensuring close alignment with economic development objectives and proposed place-based regeneration activity.

Seed capital projects have been prioritised by a working group led by the three local authorities, and with a list of guiding principles with proposals grouped and assessed as follows:

- Enabling Transition to Net Zero
- Regional Infrastructure
- Building Resilient and Sustainable Places
- Driving Sustainable Economic Growth
- Locational Benefits or Site-Specific Need

Assessment and prioritisation was undertaken on this basis and in line with application of the Scottish Government Investment Hierarchy approach. Ten seed capital projects have been identified in the OBC as priority for investment:

- Land preparation at Port of Leith to unlock 30 acres of land for renewable energy technology manufacturing facility specialising in offshore wind.
- Rosyth Integrated Energy System – to deliver a decarbonised estate at the Rosyth Dockyard and the surrounding investable land using a combination of renewable technologies.
- Port of Grangemouth utility capacity – to provide upgrades to utility capacity enabling expansion of the dock side services and improve investment potential.
- Grangemouth low carbon hydrogen production land preparation to enable significant switch to hydrogen production and decarbonise on site energy needs.
- Rosyth Arrol Gibb Innovation Campus (AGIC) Skills and Innovation Centre to improve and accelerate the re-skilling, upskilling and capability of local underemployed workforce to fill jobs created by Green Freeport and delivering an improved location for innovation clustering via innovation infrastructure development and wrap around support.
- Rosyth Dockyard railway restart – to enable more efficient rail movements into, around and from the Rosyth area by re-introducing a live railhead into Rosyth Dockyard to support freight logistics, reducing carbon footprint of the road network.
- Land remediation at South Bridge Street, Grangemouth – to deliver an investable site to meet demand for low carbon HGV refuelling and inward investment proposals close to the dock entrance.
- Land remediation at Wholeflats, Grangemouth – preparation of sites for a biotechnology and carbon utilisation centre in Grangemouth.
- South Shore Road - Grangemouth Road access improvements to Grangemouth Dock

- FGF wide utility constraints study – a Green Freeports wide constraints assessment to provide a data set of constraints for future development and to assist the phasing of Green Freeport programming.

Use of Retained Non-Domestic Rates

The three local authorities will benefit from retaining the uplifts in non-domestic rates (NDR) from new business attracted to the tax sites for a period of 25 years. This is additional to the NDR already being paid by businesses in the area covered by the FGF (which are not retained locally). The expectation from the UK and Scottish Governments, as set out in the Green Freeport Prospectus, is that this income from NDR will support new or enhanced economic capital infrastructure that leads to additional regional and local prosperity through economic growth.

A proportion of the retained NDR will be required for the running costs of the Accountable Body (Falkirk Council) and operational costs of the FGF Company, including staff who will conduct the day-to-day operational management of the FGF itself. The landowners of tax sites will also contribute to the costs through a contribution charge based on a flat rate applied on a hectare basis. It is estimated that the Accountable Body and Company costs will be in the region of £800K per annum.

It is further proposed that some of the retained NDR will be ringfenced to create community benefits in the form of infrastructure investment. The FGF Infrastructure, Communities and Placemaking group has developed a prospective model for deployment of such a fund which will include participation of port adjacent communities or those directly influenced by the new economic growth to occur. Currently, this is likely to be the communities of Grangemouth, Leith, Rosyth and Burntisland and will be facilitated using a Place Based Infrastructure Investment Framework approach. All new investment in community infrastructure and place-making will require to be linked to clear economic regeneration outcomes and shared economic prosperity objectives – these will be agreed in advance with representatives and stakeholders and overseen by respective Local Authorities and partners.

The balance of the retained NDR will be for each Local Authority to agree the use for – it has been confirmed that the money can be used for projects within the wider Travel to Work Area of the FGF. Projects will require to fit with the UK and Scottish Government's Green Freeport Objectives and can include things like transport infrastructure, town centre initiatives and investment in skills. They will be required to fit with local Council economic and infrastructure development goals and it is recognised that they will depend on the very differing needs of the Green Freeport localities. Led by Council Officers, the potential projects will be developed with partners represented on the FGF sub-committees and will be presented to each Council for consideration and approval.

Placemaking and Communities

The FGF bid (2022) recognised that the port adjacent communities of Grangemouth, Rosyth, Burntisland and North Edinburgh face stronger burdens from the proximity of industry and that levels of deprivation indicate that these communities do not always benefit in proportion to the wealth created in their locality. The FGF aims to redress this through a number of initiatives, including the detailed Fair Work and Skills Plan and by setting up a Place Based Economic Investment Fund. Specifically, as FGF levers increase investment in the area, the Fund would look to create community benefits directly from the wealth created in the form of infrastructure investment in town centres, transport networks and community spaces. A framework will be developed in conjunction with the FGFB, and other stakeholders including local authorities to govern this and apportion spend where economic outcomes and shared prosperity objectives are clear.

Workstream - Innovation

“Fostering an innovative environment” is integral to the delivery of all FGF objectives with the “Green Freeport” designation providing critical value in creating focus and investment.

Innovation focus will be *vertical* i.e., improvement of processes, services and products and *horizontal* i.e., the effective transfer of knowledge/technology (from innovation) from one sector to another.

FGF will focus on innovation within seven areas of focus:

- Advanced materials and manufacturing (inc. large scale manufacturing)
- Energy and environmental technologies
- Data driven and digital technologies
- Electronics, quantum, photonics
- Bioscience / bio economy
- Robotics, AI and smart systems
- Maritime technology

Building on existing innovation activity and assets, e.g. FASTBLADE project at Rosyth, INEOS and Petroineos at Grangemouth (who, as part of the Acorn project, plan to capture and store up to one million tonnes of CO₂ by 2027), planned FGF innovation infrastructure developments, e.g. AGIC, will act as an attractor to businesses who are innovators and applying innovation across their business.

FGF innovation projects will deliver a wide range of benefits for businesses within the FGF area through private and public sectors and academia research and development (R&D) investment. The innovative environment fostered from innovators collaborating in new ways and through providing physical and virtual spaces to develop and trial innovative ideas and technologies, will help accelerate commercialisation of R&D and spin out start-ups. In addition, the innovation developed and applied across the FGF territory will also have wider benefits e.g. creating new markets for technologies and UK products and services and the

productivity improvements this drives within our key sectors, through jobs, skills development and investment secured across the FGF area and beyond.

Workstream - Fair Work and Skills

The FGF will deliver lasting regeneration to the deprived areas around the designated tax and customs sites by creating up to 50,000 gross jobs locally and nationally, the majority of which will be high skilled, high paid jobs in comparison to Scotland and the rest of the UK.

The Investment Principles have been developed to ensure fiscal support goes to investors that will support Green Freeport objectives, including skills development and Fair Work First, and a FGF Fair Work Charter has been developed based on the principles of the Scottish Government's Fair Work First guidance and the Fair Work Convention.

Embedding Fair Work practices, prioritising the rights, wages, and working conditions of employees and fostering an environment of respect, equality, and collaboration within the FGF holds significant implications for both economic and societal well-being. Complying with the Fair Work Charter will therefore be a pre-requisite for all prospective investors to receive Green Freeport incentives.

Employers in the FGF will be required to commit to upholding the values of the Charter and to perform annual self-assessments against the Charter to ensure continuous compliance. In addition to this, in recognition of the importance of the 'effective voice' element there will be employee and/or Trade Union representatives on the FGF skills and fair work sub-committee.

It is also recognised that, in addition to the workforce development commitment that individual employers make, there is a wider workforce development opportunity across the FGF area and tax site operators will deploy a Skills Fund to nurture the skills for tomorrow, using our knowledge of today. As part of the FBC development, a detailed study is therefore taking place to assess the supply and demand side of the jobs which will be created in and around the FGF area – establishing when, where and what types of roles and skills will be required; allowing partners and education providers, including higher and further education, to put appropriate mechanisms in place to ensure demand can be met by relevant workforce training and development.

Commercial activity on FGF sites will generate additional revenues for investors, some of which will be required to be re-invested into supporting this development of the skills landscape. It is envisaged that up to £2.1m of the additional revenues will be invested in a Skills Fund over five years, with potential for it to be matched and/or enhanced with public sector funding and continued investment from the private sector over the longer term. The fund will provide direct support to institutions to deliver skills training for local workers, tailored to Green Freeport needs.

A comprehensive skills strategy and skills fund initiative will be developed at FBC stage to complement tax and customs site/s investment planning. Both will seek to support greater alignment of economic infrastructure with skills, the needs of the labour market and the wider spatial and social agendas.

Workstream – Promoting Decarbonisation and Net Zero

All investors in the FGF will be obliged to confirm that they have decarbonisation plans in place. The FGF is a major step in Scotland's journey to net zero. Co-ordination by the landowners and Local Authority partners will promote decarbonisation by delivering a renewables manufacturing hub spanning across the Forth and by fuel-switching to decarbonise existing industry.

The tax and customs benefits at Mid-Forth will enable the site to be developed as a turbine marshalling and integration facility. This site could support the delivery of approximately one gigawatt (GW) of offshore wind every year. This represents a sizeable contribution to Scotland's deployment targets at potentially half the expected run rate from the early 2030s. It will also enable improved cross Forth logistics and shipping movements or related marine activity supporting associated complimentary development and economic investment along the Fife Forth coast; particularly at Energy Park Fife Methil, Kirkcaldy harbour and Inverkeithing Bay. The Mid Fife supply chain is also expected to benefit with up to an estimated 600 companies (Fife Business Base 2022) having improved access to contract opportunities and the investment in labour market/s or workforce skills.

Seed capital investment will remediate the land necessary for a new blue hydrogen production plant in Grangemouth. The carbon capture and storage technology used in this production can be leveraged by Grangemouth's industrial plants to reduce carbon emissions. The resulting hydrogen could also be used as a fuel for nearby industrial processes, including the INEOS refinery – Scotland's single largest industrial emitter.

This twin-track approach to decarbonisation will lead to synergies between the Green Freeport investments. Co-locating offshore wind and hydrogen projects will allow infrastructure and resources to be shared, such as transportation networks, utilities, and our skilled workforce. It will also enhance the Forth's reputation as a leader in clean energy and sustainability. This can attract more investment to the area, further supporting the growth of clean energy industries.

Conclusion

The FGF OBC has an estimated date for submission in mid-November 2023 and with the FBC following on into the Spring of 2024.

The strong partnership and shared vision will seek to deliver significant investment estimated at over £6bn gross value add in the area along with approximately 50,000 gross jobs locally and nationally. The FGF intends to have the highest level of integrity and transparency in its operation, and these will be enforced through robust Fair Work and Investment Principles alongside a firm commitment to Net Zero and to the communities adjacent to the FGF locations.

Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Sponsorship of non-UK nationals

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that, going forward, the Council agrees to sponsor eligible job applicants or existing colleagues that are subject to immigration control who meet the Skilled Worker Visa criteria set out by the UK Government in line with the guidance at sections 3.22 to 3.24 below. Given the nature of immigration policy in the UK and the fact that it can change frequently along with the costs involved in sponsorship, this recommendation should be kept under review and may be subject to change.
- 1.2 It is recommended that guidance will be developed on the Council's approach to sponsorship and this this will be reviewed annually, or sooner where there are material changes issued by UK Visas and Immigration (UKVI).
- 1.3 Members are also asked to note that internal resource will be reviewed to ensure that this is adequate to ensure compliance with the organisations sponsor licence and that appropriate support is available to support colleagues and line managers dealing with sponsorship under the Skilled Worker Route.

Dr Deborah Smart

Executive Director of Corporate Services

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Sponsorship of non-UK nationals

2. Executive Summary

- 2.1 Historically, the Council has supported sponsorship applications from colleagues and job applicants where they meet the criteria set out by the UK Government and do not have access to another type of visa or have exhausted all other visa routes.
- 2.2 In 2021 the UK Government introduced a Skilled Worker Visa (to replace the previous Tier 2 Visa). As a result, if a non-British or non-Irish national has an eligible skilled job offer from a Home Office approved employer, they can usually apply for Skilled Worker Visa and become sponsored by the employer (subject to certain additional criteria as outlined in Appendix 1). If successful, sponsorship allows skilled workers to come to the UK to work for their sponsor and live for an extended period. This route can usually lead to settlement in the UK after five years' continuous lawful residence in the UK (subject to some additional criteria including but not limited to passing a life in the UK test and still being required for the role the individual is sponsored to do etc).
- 2.3 This report recommends a new approach to sponsoring non-British and non-Irish Nationals in line with the guidance at sections 3.22 to 3.24, and answers the motion from Councillor Miller, which was approved at Council on 31 August 2023.

3. Background

- 3.1 On 31 August 2023 Council agreed a motion from Councillor Miller which requested a report to this Committee containing the following information:
- Detailed information on the number of Council employees by visa status, noting any gaps or uncertainty in our information.
 - Details of any current support and/or signposting provided to our employees regarding visas, and consideration of how support might be provided to any employee concerned about visa related issues.
 - Noting the challenging recruitment environment, in particular within the care sector, consideration of options and approaches towards international recruitment and visa sponsorship.
 - In relation to private sector providers commissioned by the Council, a summary of their visa sponsorship policies and any conditions or standards set by the Council regarding their support or treatment of employees with visas.

4. Main report

Current position

- 4.1 CEC is authorised by the Home Office to sponsor eligible individuals under the Skilled Worker route. This authorisation is known as having a “sponsor licence”. Holding a sponsor licence places a responsibility on the Council to act in accordance with the UK’s immigration laws and all parts of the Home Office’s Guidance for Sponsors (including certain record keeping and reporting obligations). The Council is required to assign a Certificate of Sponsorship (COS) to each non-UK national that it sponsors.
- 4.2 There are several conditions set by the UK Government which an individual must meet to qualify for a Skilled Worker Visa, and these are detailed in Appendix 1.
- 4.3 Currently the Council only agrees to support an application for a Skilled Worker Visa if the individual meets the conditions set by the UK Government and is unable to obtain a visa through other means, for example student visa, graduate visa, or dependant visa. The primary reason that many colleagues seek sponsorship from the Council when they have an alternative visa route available to them is that time spent in the UK under a Skilled Worker Visa counts towards indefinite leave to remain / settlement whereas some other visa routes (such as Student Visas and Graduate Route visas) usually do not.
- 4.4 Historically the number of colleagues sponsored by the Council through the Skilled Worker Visa route has been minimal. However, enquiries to HR relating to sponsorship (and questions regarding other visas) have increased significantly since the start of 2023.
- 4.5 The recent increase in enquiries can be attributed to several factors including:
- The introduction of the Skilled Worker Visa in 2021 (including the abolition of the resident labour market test and the inclusion of a much broader range of jobs which are suitable for sponsorship);
 - The impact of Brexit (for EU nationals coming to the UK for the first time, entering and working in the UK has become more difficult since 1st January 2021, as they are now subject to the same rules as third-country nationals);
 - Colleagues who hold student visas now seeking sponsorship from the Council rather than obtaining a graduate visa. A number of graduate route visas have started to expire from the summer of 2023 onwards (as this visa route opened in the summer of 2021);
 - On 22 May 2023, approximately 145 Four Seasons Health Care employees transferred to the Council under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) to provide services at Castlegreen and North Merchiston Care Homes. This included 18 colleagues who were already sponsored by the outgoing service provider and a further 24 who have student or dependent visas and have requested that the Council to sponsor them.
- 4.6 Across the Council there are 391 colleagues on various types of visas (with 12 currently sponsored under the Skilled Worker route by the Council), a breakdown is included in Appendix 2.

Guidance for colleagues

- 4.7 At present, there is no formal Council guidance available for colleagues or managers on the process for sponsorship and/or the circumstances in which the Council are willing to sponsor. Accordingly, HR colleagues support managers and colleagues as and when queries arise. However, this is a complex and frequently evolving area and it's considered that the development of guidance on the Council's approach to sponsorship would be of significant assistance for those involved in the process (see recommendation 1.2 above) and lead to increased consistency in approach across the Council.
- 4.8 If Committee agrees to the new approach to those seeking sponsorship (see recommendation 1.1 above) it is noted that the volume of work associated with the following is likely to further increase: (1) ensuring that the Council is compliant with its obligations under its sponsor licence (including but not limited to adding care homes or other places of work for sponsored skilled workers of the Council on to the sponsor licence and keeping this updated), (2) assigning and managing Certificates of Sponsorship and (3) responding to queries connected with skilled worker sponsorship from colleagues, managers and job applicants. It should be noted that this advice should not extend to providing immigration advice given the regulation of such advice.
- 4.9 Failure(s) to adhere to the Council's compliance responsibilities as a sponsor could, in the most serious circumstances lead to the Council's sponsorship licence being revoked. This would present a significant risk for the organisation both reputationally and in respect of recruitment and retention.
- 4.10 HR and Legal teams will review current service provision in terms of adequacy and expertise.

Benchmarking

- 4.11 As requested, a survey was sent to care homes currently contracted to provide services on behalf of the Council. There were seven responses with two care home service providers confirming they hold a sponsor licence. The remaining five care home service providers do not hold a sponsor licence (71%) and would therefore not be able to recruit anyone requiring a sponsorship for a Skilled Worker Visa unless they were to apply for one. It would be done to individual organisations to consider their position in applying for a sponsor licence including consideration of all risks and compliance requirements.
- 4.12 At the same time a survey was sent to local authorities across Scotland, 19 replies were received, with 12 (63%) confirming they have a sponsor licence. The remaining seven (37%) local authorities do not currently hold a sponsor licence and would therefore not be able to recruit anyone requiring a sponsorship for a Skilled Worker Visa without applying for one.
- 4.13 It should be noted that as part of the refresh of the People Strategy and Workforce Plan for 2024-2027 consideration will be given to recruitment and retention, including international recruitment.

Cost of sponsorship

- 4.14 There are costs associated with sponsoring employees to both the organisation and individuals themselves. If the recommendation is adopted, the Council will only pay for the organisation's fees in relation to sponsorship. Individuals will be expected to fund their own visa costs and those of their family members.
- 4.15 In terms of the fees that must be paid by the sponsor, these are (i) the fee to assign a COS; and (ii) the Immigration Skills Charge. The fee to assign a Certificate of Sponsorship to a migrant worker under the Skilled Worker route is a payment of £199 (rising to £239 from 4 October 2023) for each COS (in most cases an employer obtains an initial COS for 3 years and then obtains another for a 2 year extension, so £478 in total). The reason for this is to avoid the employee having to pay 5 years' worth of Health Surcharge and larger visa fees upfront. In addition, if the Immigration Skills Charge is also applicable, CEC will be required to pay £1,000 per annum per individual for the duration of the visa (which is payable upfront).
- 4.16 Individuals being sponsored to switch directly from a Student visa (before its expiry) to a Skilled Worker visa and also working in certain listed job codes do not attract an Immigration Skills Charge which can be a cost saving to the organisation.
- 4.17 A summary of the typical costs for the Council and individuals are included in Appendix 3 by way of example. However, costs for individuals may vary significantly based on their role and their own family circumstances. Employees or job applicants should seek independent advice if required.

Proposed approach

- 4.18 Before determining the preferred approach officers considered alternative options with a view to potentially reducing the sponsorship costs to the organisation.
- 4.19 One option was to limit the number of individuals the Council sponsor each year. However, it was noted that this approach could lead to disparity in treatment once quotas were reached. In addition, this could create a risk of an allegation discriminatory treatment unless such decisions could be objectively justified.
- 4.20 Another option would be to maintain the status quo (i.e. only offer sponsorship to employees once they had exhausted other visa routes). However, it was noted that, assuming a colleague remained in the Council's employment, in the case of an individual switching from a Student visa to Skilled Worker, this approach would lead to the Council paying a higher amount for sponsorship in the longer term. Example: If a colleague on a *student visa* moves straight to a *skilled worker visa*, the cost to the Council could be as little as £199 (rising to £239 from 4 October 2023) to sponsor them for up to five years (although the fees would be higher if 2 COS were assigned over the 5-year period).

Currently we'd ask the colleague to obtain a graduate visa and there would be no charge to the Council for the first two years. However, in subsequent years it would potentially cost the Council £1,199 (including the Certificate of Sponsorship fee and the Immigration Skills Charge) for the first year and thereafter £1,000 per annum (in relation to the Immigration Skills Charge only). In reality, it is likely to be more cost

effective to sponsor someone for at least a 2 or 3 year period initially (as this will reduce the time involved for the Council and costs for the employee in extending the visa annually). Sponsorship will be provided up to the point where individuals are eligible to apply for Indefinite leave to remain – where this is not progressed then individuals will need to outline reasons for this and consideration of next steps will be on a case by case basis.

- 4.21 For those who have temporary visas which permit them to work in the UK (for example, Graduate route, Youth Mobility or those under the Ukrainian visa schemes), the Council considers that while there is no cost saving to sponsor such eligible individuals when requested, there may still be a benefit to the Council in doing so, as it will provide the individuals with the ability to accrue leave for the purposes of indefinite leave to remain. This is likely to be attractive to employees and mean that they may be more likely to remain in employment with the Council longer term, rather than leaving to work for another employer. This may help the Council attract and retain key staff.
- 4.22 Considering the potential financial costs, along with the current challenges in the recruitment market it is recommended that the Council now agrees to sponsor eligible job applicants or colleagues who meet the Skilled Worker Visa criteria set out by the UK Government. This is always subject to any budgetary constraints and the Council having the ability to review its approach and ensure that this is aligned to its People Strategy and Workforce Plan.
- 4.23 It is noted that the key benefits of this approach are:
- It demonstrates a commitment to the Council's Diversity and Inclusion strategy and in particular the ambition to attract and retain a diverse workforce.
 - After 5 years of sponsorship, employees (in most cases) will be eligible to settle in the UK. The settlement process will be quicker for employees if they are sponsored immediately rather than if they are required to exhaust other visa options first. It is understood that this is attractive for employees and could make it easier to attract and retain staff in areas of the organisation that are experiencing recruitment difficulties.
 - In the longer term, there may be cost savings to the organisation (in comparison with requiring employees to exhaust other visas before offering sponsorship). This is because the Council may benefit from the Immigration Skills Charge exemption when an individual switches directly from a Student visa to a Skilled Worker visa.
- 4.24 If recommendation 1.1 is agreed, then it is proposed that it's embedded into workforce planning which forms part of the 2024- 2027 People Strategy and associated Workforce Plan. Updates on the People Strategy will be provided regularly to this Committee over the next three years.

5. Next Steps

- 5.1 Develop sponsorship guidance for CEC.
- 5.2 Those eligible colleagues currently seeking sponsorship from the Council in line with the commitments above will be supported with immediate effect.

- 5.3 Review of internal resource to be undertaken to ensure compliance as sponsor and adequate support for colleagues and managers.
- 5.4 Regular review of the guidance and consideration of wider international recruitment strategy as part of the 2024 – 2027 People Strategy and Workforce Plan.

6. Financial impact

- 6.1 The costs of sponsoring colleagues will require to be contained within current departmental budgets. The amount spent on sponsorship will be reported to Finance and Resources Committee as part of the annual workforce update.

7. Equality and Poverty Impact

- 7.1 One of the key pillars within the Diversity and Inclusion strategy is a commitment to attract and retain a diverse workforce through our approach to talent and resourcing. Ensuring that all colleagues (current and future) who are eligible for sponsorship will be supported by the organisation would be another step to achieving this aim.

8. Climate and Nature Emergency Implications

- 8.1 None identified.

9. Risk, policy, compliance, governance and community impact

- 9.1 The Council has currently flagged recruiting and retaining a skilled workforce as a risk in it's risk register. If the recommended approach is approved this will potentially reduce the risk of turnover as those seeking sponsorship will remain the with the Council rather than choosing to work for another employer.

10. Background reading/external references

- 10.1 [UK visa sponsorship for employers.](#)
- 10.2 [Diversity and Inclusion Strategy and Plan.](#)
- 10.3 [People Strategy 2021 – 2023 and 2024 – 2027 update.](#)

11. Appendices

- Appendix 1 - Skilled Worker Visa Requirements
- Appendix 2 - Number and type of visas for current Council colleagues
- Appendix 3 – Typical costs of sponsorship

***Skilled Worker Visa Requirements**

- **Points-based System:** The visa operates on a points-based system. To qualify for a Skilled Worker Visa, applicants must score a minimum number of points based on various criteria, including job offer, skill level, English language proficiency, and salary.
- **Job Offer Requirement:** To be eligible for a Skilled Worker Visa, applicants need a valid job offer from a UK employer that holds a sponsor license. The job must meet specific skill level and salary requirements.
- **Skills and Salary Threshold:** Applicants must have a job offer that meets the minimum skill level (RQF Level 3 or above) and salary threshold, which may vary depending on the occupation and location.
- **English Language Proficiency:** Applicants must demonstrate their English language proficiency by passing an approved English language test, having being taught a bachelors degree to higher in English or providing evidence of an exemption.
- **Maintenance Funds:** Applicants may need to show that they have enough funds to support themselves (and any family members) upon arrival in the UK if it's not already covered by their employer.
- **Dependants:** Successful Skilled Worker Visa applicants can usually bring their dependents (spouse/partner and children under 18) to the UK. Relevant supporting documents must also usually be submitted.
- **Individuals must also meet the general suitability requirements and must not have recently received a scholarship from a government or international scholarship agency, a criminal record or an adverse immigration history.**
- **Individuals travelling from certain countries must also usually have a TB test undertaken at an approved centre before making an application.**

*Based on information from the UK Government website

Number and type of visas for current Council colleagues

Visa Type	Colleagues
*not specified	215
Dependant	47
Student	44
Spouse/Partner	34
Ukraine scheme	13
Skilled worker	12
Graduate	10
Refugee	7
Family member	5
Youth Mobility	4
Total	391

* Electronic Right to Work Documentation from the UK Government does not always state the type of Visa someone has, just any restrictions.

Typical costs of a 5-year Skilled Worker Visa

Example costs to the organisation

Based on a colleague requiring a five-year Skilled Worker Visa before obtaining indefinite leave to remain.

*Student Visa moving to Skilled Worker Visa – one off payment £199 (rising to **£239** from 4 October 2023).

Student Visa moving to Graduate Visa – No cost to the Council. The Graduate Visa usually lasts two years (but can be up to three if they have a PhD) but does not count towards indefinite leave to remain. Upon expiry of their Graduate Visa, colleagues are likely to move onto a Skilled Worker Visa.

*Graduate Visa to Skilled Worker Visa - The total cost for a five year visa would be £5,199 (rising to **£5,239** from 4 October 2023). It is recommended that the minimum visa we apply for initially is 2 or 3 years (if the Council does this annually, it becomes less cost effective as the COS fee will need to be paid for annually at the point of each extension and the individual will incur a new visa fee annually).

*Dependent Visa to Skilled Worker Visa - The total cost for five years would be £5,199 (rising to **£5,239** from 4 October 2023). It is recommended that the minimum visa we apply for initially is 2 or 3 years (if the Council does this annually, it becomes less cost effective as the COS fee will need to be paid for annually at the point of each extension and the individual will incur a new visa fee annually).

It is therefore more cost effective in the long term for the Council to sponsor colleagues upon expiry of a Student Visa rather than a graduate visa.

Example costs to individual

Based on a colleague with no dependants requiring a five-year Skilled Worker Visa before obtaining indefinite leave to remain.

*Skilled Worker Visa application cost - from £284 to £1,500 per person depending on individual circumstances and length of visa (additional fees also payable on extension).

**Skilled Worker Visa NHS surcharge - £624 per person per annum

*Graduate Student Visa application cost - £822 per person

**Graduate Student Visa NHS surcharge - £624 per person per annum

*Costs from 4th October 2023

**Costs will increase to £1,035 per person per year at a date yet to be confirmed by the UK Government (but expected to be Autumn 2024). Please note this doesn't apply to those on the Health and Care Visa.

Policy and Sustainability Committee

10.00am, Tuesday, 24th October 2023

Diversity and Inclusion Strategy Update

Executive/routine
Wards

1. Recommendations

- 1.1 Committee are asked to review the update and approve the proposed action plan for 2023-2024.
- 1.2 This report should be read in conjunction with our updated Policy Statement on Equal Pay and the Pay Gap Report 2023.

Deborah Smart

Executive Director of Corporate Services

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Equality, Diversity and Inclusion Update

2. Executive Summary

- 2.1 This report meets our commitment to provide an annual update on progress with the Diversity and Inclusion Strategy and associated Action Plan, as agreed when the Strategy was approved in 2019.
- 2.2 As we have matured our approach to equalities, diversity and inclusion, we have widened our engagement with external and internal subject matter experts endeavouring to progress work which has a positive impact across all protected characteristics wherever possible. This report highlights examples of this during 2022/23 and shows the Council's commitment to continue, broaden and build on this approach. Joining the Stonewall Diversity Champions programme and pursuing Disability Confident Leader status are examples of expertise that will help us to prioritise our actions.
- 2.3 We continue to see measurable progress with our external benchmarking for the fourth year in a row.

3. Background

- 3.1 The Council's Diversity and Inclusion Strategy was developed and agreed by the D&I Focus Group and approved at Policy and Sustainability Committee on 1st October 2019. Annual action plans and progress up-dates have been provided on 6th October 2020, 5th October 2021 and 1st November 2022.
- 3.2 This report (and appendices) refers to activity undertaken in year three of a four year cycle and includes a proposed action plan for year four.
- 3.3 The Diversity and Inclusion Strategy and ongoing priorities, including strategic themes, will be reviewed in 2024 to ensure alignment with the refreshed People Strategy for 2024-2027.

4. Main report

- 4.1 The Diversity and Inclusion Strategy sets out our aspirations as a Council to develop an inclusive workplace culture. Three strategic themes inform the focus of our work in this area:

Developing Our Understanding - how our workforce profile reflects the wider community, actions to strengthen our evidence base for decision-making, including deepening our understanding of the lived experience of colleagues

Creating an inclusive culture – where all colleagues feel welcome, valued and respected and where managers and colleagues have the skills, knowledge and understanding to play their part in creating an inclusive workplace for all

Attracting and retaining a diverse workforce – by becoming an employer of choice, identifying and addressing bias and barriers to inclusive recruitment and progression.

4.2 Looking Back on 2022/23

4.2.1 A summary of progress against key deliverables set out in our action plan for 2022-2023 can be found at Appendix 1. Some highlights of work undertaken this year are provided below.

4.2.2 We continue to encourage all colleagues to update their equalities data to ensure a solid basis for decision-making and figures continue to increase positively. Whilst we have made steady progress in this area, we are clear that more work is required to encourage colleagues to disclose, particularly in relation to sharing their information on religion and belief, transgender status and sexual orientation which remain too low to draw accurate statistical inferences. We have a 100% completion rate for all new appointments via Talentlink as the data is requested during the recruitment process. Candidates are offered an option of ‘prefer not to say’. Our disclosure rates reflect ‘prefer not to say’ as disclosed information.

Protected Characteristic	Disclosure Rates		
	Nov-20	Aug-23	Variance
Disability	77.4%	82.2%	4.8%
Marital Status*	79.1%	55.5%	-23.6%
Race	79.5%	82.8%	3.3%
Sex	100.0%	100.0%	0.0%
Gender reassignment	2.4%	30.2%	27.8%
Sexual orientation	11.0%	34.2%	23.2%
Religion or belief	8.9%	35.2%	26.3%
Age	100.0%	100%	0.0%
Carer status	0.0%	27.3%	27.3%

* when we moved to the Scottish Census question set, there was no category to map across data from 'single' people so there was a significant drop in the data we hold as a result

4.2.3 Our reverse mentoring programme started in June 2022 and will conclude in December 2023. The first phase of the programme focussed on establishing the reverse mentor/reverse mentee relationships and building trust. In March 2023 additional support sessions were provided to help deepen the conversations and take them onto unfamiliar ground. Different conversations that are less superficial, seek out and embrace discomfort and use emotion

and humanity. The peer support sessions have been designed to further empower the reverse mentors to challenge the mentees by rejecting and reversing the deficit model, disrupting the normal power dynamic and embracing and capitalising on their status as experts through lived and living experience. For reverse mentees reflective practice sessions were designed to encourage them to further enhance their cultural humility by creating the opportunity for them to see different things and see things differently. Over the remaining 3 months of the programme the mentoring pairs will work together to agree on actions to be taken forward and ultimately to inform an anti-racist culture action plan.

4.2.4 Each year we undertake external benchmarking using the Employers Network for Equalities and Inclusion tool TIDE which measures progress against 8 key areas:

- your workforce
- strategy and plan
- leadership and accountability
- attraction and recruitment
- training and development
- other employment practices
- communications and engagement
- procurement

Appendix 2 shows continuous progress with TIDE results for 2020, 2021, 2022 and 2023.

4.2.5 As the lead authority for the Society of Personnel and Development Scotland (SPDS) equalities portfolio, we have undertaken collaborative work with members to develop a consistent approach to the collection, recording and reporting of pay gap data for all Scottish local authorities. Research and benchmarking activity confirmed that there were significant inconsistencies including roles and payments in scope as well as snapshot data dates. A full proposal is due at SPDS Executive in November 2023 for approval with a suggested implementation date of April 2025.

4.3 How our work is influenced and developed

4.3.1 Our plan is informed by extensive engagement with internal and external stakeholders including trade unions, elected members, colleagues, specialist external organisations, local and national government bodies and colleague networks. Drawing on the lived experience of subject matter experts underpins our approach to EDI work.

4.3.2 Our colleague networks play a critical role in helping to shape our thinking and prioritise activity to support equalities-related work. This year we have undertaken an extensive engagement piece with all networks to identify what support measures would be of greatest benefit to them and have now allocated resource in the form of administrative support for network activity and a small budget allocation to help networks host events, bring in guest speakers etc. We also explored options for governance measures to ensure

clear lines of responsibility and signposted wellbeing support for network members. A priority focus for us in the new action plan will be to continue to support networks centrally and look at ways we can encourage active allyship as an additional support measure.

4.3.3 Supporting this work are 2 Working Groups. The Members Equalities Working Group, chaired by a member of the administration (presently Cllr Cameron), has representation from each of the five political groups and council officers with responsibility for equalities work. Its functions include providing strategic direction for the equalities agenda, agreeing high-level priorities and sharing progress on the implementation of the current Equalities Framework. A separate Officers Equalities Working Group, chaired by the Executive Director for Corporate Services, also meets to drive forward the equalities agenda, share insight into work taking place across all council services and to identify areas of potential collaboration and common interest. Representatives from this group contribute to the discussion at the Members Equalities Working Group.

4.3.4 There are several external drivers which also inform the specific actions included in our action plan. All proposed activity for 2023-2024 arises from one or more of the following:

- Preparation for Equally Safe at Work accreditation
- Pay Gap analysis
- Response to council motion on Islamophobia
- Scottish Government Anti-Racism Survey
- Stonewall membership
- ENEI TIDE results
- Pursuit of Disability Confident Leader status
- Ongoing D&I action plan priorities

4.4 Looking forward to 2023-2024

4.4.1 The proposed high-level action plan for 2023-2024 can be found at Appendix 3. Some examples of key priorities for the coming year are provided below.

4.4.2 Ensuring that all colleagues are supported to be at their best when at work is fundamental to creating an inclusive workplace culture. We have undertaken a review of our reasonable adjustments process and practice to identify areas for improvement and make recommendations about supporting colleagues with reasonable adjustments going forward. This is a key priority for us in the coming year and implementation of the changes to documentation, guidance and support for managers and colleagues will form a significant piece of work for 2023-2024. As well as ensuring we meet our legal obligations to provide reasonable adjustments where necessary, we plan to go further and consider how we can take a more flexible and supportive approach to meet the needs of all colleagues.

4.4.3 To reflect our aim of becoming a visibly more inclusive employer, we will review our end-to-end recruitment process for potential barriers to participation and apply an equalities lens throughout to identify, reduce and

remove opportunity for bias within the process. This will include analysis of recruitment data, revision of recruiting manager guidance on preparation for assessment and selection, and implementation of the guaranteed interview scheme for care experienced candidates.

- 4.4.4 In response to the Council Motion on 1 June 2023 in which it was agreed to review our Equality and Diversity training, learning, and development practice, a proposed Programme of Learning for 2023 to 2025 is provided in Appendix 4. This includes planned learning based on existing Council commitments, budget and identified priorities. It includes commitment to develop further learning opportunities through developing new partnerships and working with existing ones to deliver training to meet our EDI learning outcomes.
- 4.4.5 Analysis of pay gap data (on gender, race and disability) and engagement with key stakeholders has informed two specific priorities around attraction, recruitment and progression of colleagues. The presumption of full time working as a default position when advertising posts appears to present unintended barriers to progression and career development for particular groups such as colleagues with caring responsibilities, single parents, colleagues with a long-term health condition or disability and colleagues from a variety of ethnic backgrounds. We will explore options to extend part-time or otherwise flexible working arrangements across a wide range of posts and present proposals for approval to CLT. We will also explore options and present proposals on how to diversify the workforce at senior levels (Grade 9 or equivalent and above).

5. Next Steps

- 5.1 As this is the final year of a four-year cycle, we will continue to align our activity to the strategic themes described above.
- 5.2 As work progresses, we will review and reprioritise future activity in line with the revised and refreshed People Plan.
- 5.3 A progress report will be brought back to Policy and Sustainability Committee in 12 months.

6. Financial impact

- 6.1 None

7. Equality and Poverty Impact

- 7.1 This report should be read in conjunction with our updated Policy Statement on Equal Pay and the Pay Gap Report 2023 which is also being reported to Policy and Sustainability Committee in October 2023.
- 7.2 Insight from the associated Pay Gap Report was used to establish an evidence base in developing elements of the attached draft action plan and priority actions.

8. Climate and Nature Emergency Implications

8.1 None

9. Risk, policy, compliance, governance and community impact

9.1 In developing this report we have engaged with and reviewed best practice of external organisations and groups, including other Scottish local authorities, UK Government, Society of Personnel Development Scotland (SPDS), Close the Gap, Coalition for Racial Equality and Rights (CRER), Employers Network for Equalities and Inclusion (ENEI), Stonewall and Equalities and Human Rights Commission (EHRC).

10. Background reading/external references

Equally Safe At Work – overview of accreditation process.

D&I Strategy Update November 2022

10.3 D&I Strategy Update October 2021

10.4 D&I Strategy Update 2020

10.5 Diversity and Inclusion Strategy October 2019

11. Appendices

11.1 Review of 2022-2023 Action Plan

11.2 TIDE benchmarking results 2020-2024

11.3 Draft Action Plan 2023-2024

11.4 Equality Diversity and Inclusion – programme of learning 2023 to 2025

Review of Diversity and Inclusion Action Plan 2022-2023

STRATEGIC THEME 1 – DEVELOPING OUR UNDERSTANDING				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
1.1	Develop consistent approach to pay gap reporting	All local authorities adopt a consistent approach to pay gap reporting so that meaningful and robust comparisons can be made between data sets.	<ul style="list-style-type: none"> ensure alignment with Scottish Government (SG) plans engage key stakeholders via Society of Personnel & Development Scotland (SPDS) sub-group and COSLA finalise scope and approach actions reported under Fair Work Scotland action plan update Scottish Councils' Equality Network (SCEN) on progress final proposal returned to SPDS Executive 	<ul style="list-style-type: none"> SG consulted – no plans to make changes to current arrangements. Benchmarking exercise undertaken to establish current state – 50%+ LAs responded – clear divergence in approach Review of 'new regs' for adequacy Finalised scope and approach Consultation with Close the Gap to ensure alignment with their aims Engagement with Improvement Service to ensure alignment with requirements of LGBF. Final proposal to SPDS Executive for approval Implement for all councils with effect from April 2025
1.2	Detailed analysis of pay gap reporting statistics	We exceed our statutory duties, not only the reporting of the pay gaps for ethnicity and disability, but in providing robust analysis of pay gap data to inform where we direct our efforts in 2023-2024 action planning.	<ul style="list-style-type: none"> To take a more detailed look at the pay gap findings and possible drivers in relation to the ethnicity and disability pay gap. 	<ul style="list-style-type: none"> Analysis complete Data 'heatmap' developed to show where intersectionality is having greatest impact on the pay gap Data modelling and analysis undertaken to inform target

STRATEGIC THEME 1 – DEVELOPING OUR UNDERSTANDING				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
			<ul style="list-style-type: none"> To examine the impact of intersectionality on the headline pay gap figures 	<ul style="list-style-type: none"> areas for improvement in 23-24 action plan Full report to P&S
1.3	External benchmarking using ENEI TIDE tool	We build on and develop areas previously identified for improvement and provide external validation that this work is consolidating. We identify ongoing areas for improvement as part of our annual action plan cycle.	<ul style="list-style-type: none"> analyse and report findings build into ongoing action plan build narrative around realistic proposals for procurement in future benchmarking rounds 	<ul style="list-style-type: none"> More collaborative approach to self-assessment adopted for 2023 Self-evaluation complete Priority areas for 23-24 action plan identified and added to draft Continuous improvement evidenced
1.4	Compare our profile with the wider population	We identify to what extent our workforce profile reflects the demographics of the city of Edinburgh and use this data to inform priority areas to work on going forward.	<ul style="list-style-type: none"> review outputs from the Scottish Census and contrast with our findings explore with SPDS the options for inter-authority reporting on equalities profiles across other local authorities 	NA – outputs from Scottish Census delayed until early 2024 Moved to 23-24 action plan
1.5	Report to committee on Stonewall membership	We respond effectively to committee motion requesting CEC engage with Stonewall Equality Champions Programme and submit to the Workplace Equalities Index	<ul style="list-style-type: none"> reflect alignment with people strategy note resource and budget implications consider current benchmarking plans 	<ul style="list-style-type: none"> Report submitted Membership agreed Budget/ resource identified Contract with Stonewall in place and regular meetings established Setting up Stonewall project team underway Workplace Equalities Index open to submissions 5 Sept
1.6	Campaign to increase Equalities data completion rates	We build on good progress to date and work on areas of significant under-representation to increase reporting rates	Continue to use Inclusion Calendar dates to promote collection of equalities data and specifically target the following groups:	<ul style="list-style-type: none"> Colleagues with no data now showing in reports with overall figures Specific actions to target school-based colleagues on

STRATEGIC THEME 1 – DEVELOPING OUR UNDERSTANDING				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
			<ul style="list-style-type: none"> • groups with no work email address • groups with no data • under-represented groups 	in-service days to increase reporting <ul style="list-style-type: none"> • Reporting rates showing steady improvement for religion and belief, sexual orientation, transgender status.
1.7	Succession planning	We diversify the workforce profile at senior levels	<ul style="list-style-type: none"> • Develop appropriate routes and succession planning activity 	<ul style="list-style-type: none"> • Formed part of in-depth pay gap analysis and data modelling projections • Identified achievable positive impact on pay gap / s going forward • Intersectional impact also identified

STRATEGIC THEME 2 – CREATING AN INCLUSIVE CULTURE				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
2.1	Reverse mentoring	We promote inclusive leadership by deepening senior leader's understanding of the lived experience of colleagues from minority ethnic backgrounds.	<ul style="list-style-type: none"> • create a safe environment where mentees can learn and examine things from different perspective and mentors can confidently share their experiences • encourage senior leaders to act upon their learning 	<ul style="list-style-type: none"> • arranged and facilitated mid- and end-point reviews of the reverse mentoring programme • Engaged Stacey Johnson, who designed the reverse mentoring framework The ReMEDI Project, to provide peer support to Mentors and reflective practice for Mentees.
2.2	Inclusive language review	We ensure the language we are using in key EDI related documentation is inclusive, accessible and easily understood.	<ul style="list-style-type: none"> • Work with the Employers Network for Equality & Inclusion (ENEI), Concept Northern, and Inclusion Scotland to review policies and procedures for inclusive language 	<ul style="list-style-type: none"> • ENEI and Inclusion Scotland reviewed Recruitment and Selection Policy and associated Recruiting Manager Guidance and provided feedback on its suitability based on the subject matter expertise.
2.3	Training needs analysis	We are clear about the learning and development needs of colleagues and people managers and can use this information to devise a EDI learning plan	<ul style="list-style-type: none"> • outputs from reverse mentoring scheme • engagement with colleague networks • colleague feedback • existing knowledge 	<ul style="list-style-type: none"> • Findings from the reverse mentoring scheme and suggestion generated via ongoing engagement with colleague network leads helped to inform a draft EDI learning programme for 2023-2025. • Draft programme reflects actions identified in a motion to full council and places emphasis on the value of face-to-face (IRL and virtual) learning opportunities. • Draft programme presented to committee for approval
2.4	Procurement exercise	We provide introductory awareness raising materials, developed by subject matter experts and based on lived experience, are available for all colleagues to access.	<ul style="list-style-type: none"> • Source introductory on-line packages designed and developed by subject matter experts (race, disability, LGBT+ (lesbian, gay, bisexual, and transgender) and neurodiversity) 	<ul style="list-style-type: none"> • Research into best practice undertaken • Engagement sessions with SMEs • 'Quick quote' procurement exercise • Providers identified and specs finalised • x24 anti-racist sessions planned by service area • Initial meetings with appointed suppliers

			<ul style="list-style-type: none"> Roll out face to face race equality sessions for front-line staff 	
2.5	Continue with roll-out of Active Bystander	<p>We offer training to colleagues and leaders so they understand active bystander and the role active bystanders can play in supporting a supportive and successful workplace culture. Discuss a range of tools that support active bystander-ship</p>	<ul style="list-style-type: none"> Complete roll out in Place Directorate engage with Education and Children's Services, Health and Social Care, and Corporate Services to develop programme next level managers to Wider Leadership Team (WLT) 	<ul style="list-style-type: none"> Pilot roll out in Place Directorate complete – positive evaluation 6 sessions delivered to Customer team 35 sessions planned across all directorates starting early August 23 to Mar 24 Senior leader and elected member training offered as part of this roll out
2.6	Conscious Inclusion Hub	<p>Through a combination of online learning and Team discussions provide learning to all colleagues and leaders on how to create and sustain an inclusive working culture</p>	<ul style="list-style-type: none"> finalise all four themes agree timeline for delivery book WLT slots – intro session get materials on myLearning Hub target agreed groups track uptake and engagement and report findings 	<ul style="list-style-type: none"> Inclusive leaders learning for senior leaders has been developed User testing to complete in September 3 remaining themes still in progress and due to complete by Nov 2023
2.7	Developing inclusive leadership	<p>People leaders are clear what the expectations are of them in relation to equalities, diversity and inclusion and feel confident in their approach.</p>	<ul style="list-style-type: none"> review current leadership framework to incorporate an inclusive leadership approach and strengthen focus on equalities, diversity, and inclusion throughout ensure the leadership and behavioural frameworks and associated documentation reflect our D&I aspirations 	<ul style="list-style-type: none"> our leadership framework which sets out the expectations of our people leaders was reviewed, updated and communicated including ensuring an enhanced focus creating an inclusive environment where colleagues feel safe to raise issues. our new behaviours framework was launched and includes specific behavioural expectations of our leaders around respect, integrity and flexibility. a new leadership development assessment (360 approach) has been developed based on our behaviours and all members of our Senior

			<ul style="list-style-type: none"> • role modelling inclusive leadership 	Leadership teams have been offered the opportunity to participate and this process is now underway.
2.8	Reflect D&I in our purpose and behaviours	All materials relating to 'Our Behaviours' reflect our aspirations to become a truly inclusive workplace and indicate what steps colleagues and managers can take to move this forward	<ul style="list-style-type: none"> • ensure all associated guidance etc. reflects our D&I aspirations as an organisation 	<ul style="list-style-type: none"> • Our purpose and behaviours, which reflect our D & I aspirations were launched in April 2023 and we are working to reflect them in all that we do. In addition to our expectation of people leader, they are also already reflected in our code of conduct, our onboarding/induction process, our performance framework and will next be incorporated in recruitment process (planned for early 2024)
2.9	Measure impact	We have quantitative ways to measure the impact of our EDI actions	<ul style="list-style-type: none"> • review outputs from Culture Capture • devise mechanism to gather feedback from colleagues that will measure to what extent they feel 'included, respected, and listened to' 	<ul style="list-style-type: none"> • Culture capture survey developed and ready to share in order to establish a baseline

STRATEGIC THEME 3 – ATTRACTING AND RETAINING A DIVERSE WORKFORCE				
3.1	ACTION	AIM(S)	• AGREED ACTIVITY	• OUTCOMES ACHIEVED
3.2	Measure impact	We use research and benchmarking to inform how we improve and simplify our processes, information and guidance for managers and colleagues regarding reasonable adjustments	<ul style="list-style-type: none"> • Robust support package for people managers • develop a person-centred approach to reasonable adjustments • consider flexibility for all colleagues • review existing managers' toolkit and supporting documents, circulate for final comments (HR teams, SPARC (Supporting People's Abilities Regardless of Circumstance) network, Trade Unions) and publish • create a dedicated page on the Orb • provide training for people managers around disability awareness • provide training for people managers in approaching reasonable adjustments - including how to make an occupational referral and how to read the Occupational Health (OH) report • review quality of outputs from OH 	<ul style="list-style-type: none"> • Engaged with colleagues in FM/ strategic asset management to develop an updated and streamlined process for ordering equipment/furniture, including the introduction of an asset management list to track assets. • Obtained feedback from key stakeholders across a variety of teams with experience in subject. Identified areas for improvement. <ul style="list-style-type: none"> • Research and benchmarking undertaken around processes, structures and guidance available in other local authorities. •
3.3	Promote assistive technology	We have a clear understanding of what assistive technology is available, how to access it and people leaders can support colleagues through the process smoothly.	<ul style="list-style-type: none"> • review what's already available with no added costs • in partnership with Digital Services and CGI, develop a catalogue of assistive software available • in partnership with Procurement, develop a catalogue of specialist equipment available 	<ul style="list-style-type: none"> • Engagement with stakeholders in IT, FM and strategic asset management to identify areas of improvement within current processes. • Identified list of software most frequently requested as reasonable adjustments and undertook data protection assessments to get them added to approved packaged software list. • Agreed a process for security assessment of software in absence of procurement contract.

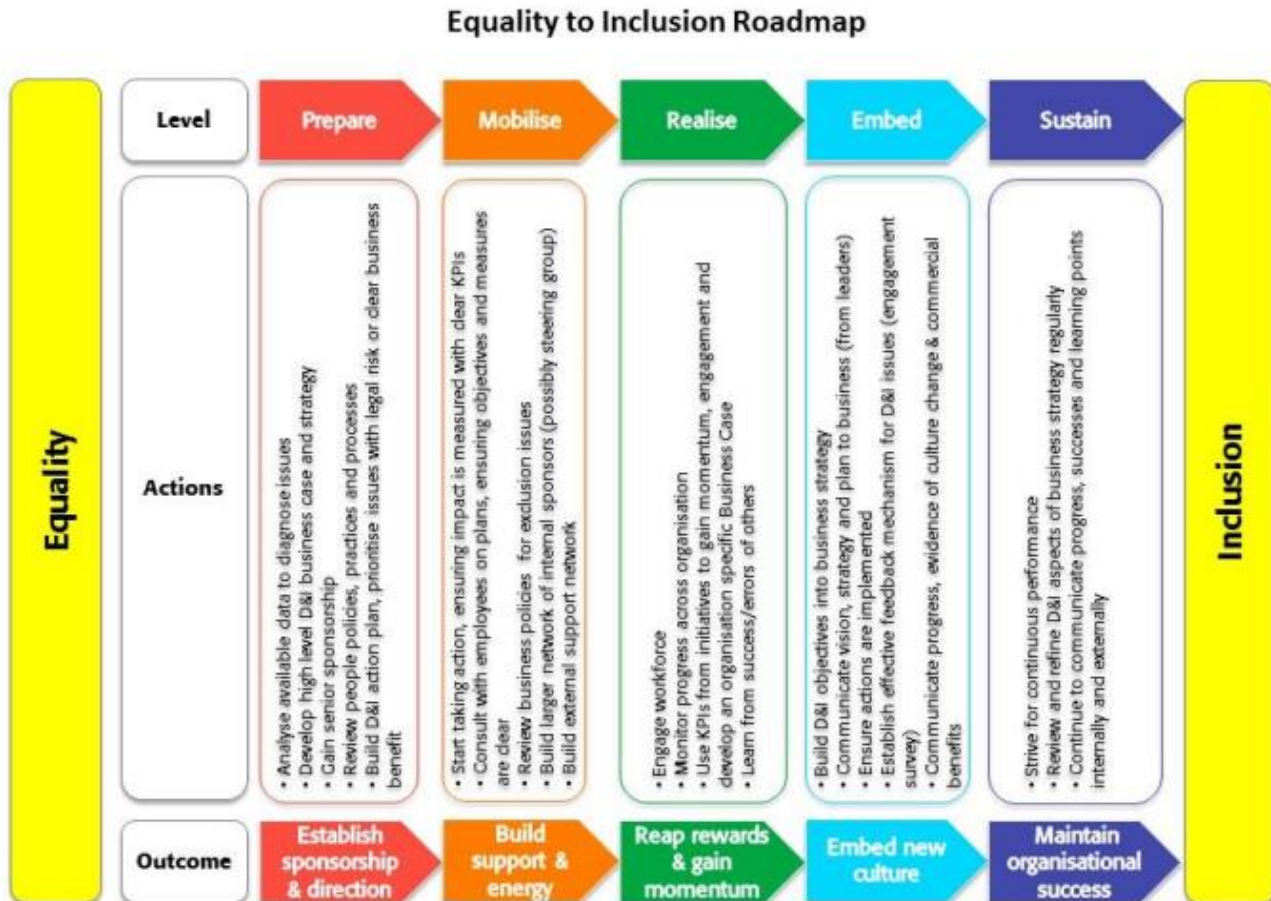
				<ul style="list-style-type: none"> • Worked with CGI to develop efficient approach to installation from simple change request. • Worked with colleagues in FM/strategic asset management to review and update process for ordering equipment/furniture.
3.4	Access to Work	Clear guidance is available to enable colleagues to access this support as required.	<ul style="list-style-type: none"> • actively promote scheme and support available through the Department for Work and Pensions (DWP) • develop guidance to support managers in applying for support from DWP • explore the potential for a central budget to support implementation of reasonable adjustments 	<ul style="list-style-type: none"> • Discussions held with colleagues in Finance on the viability of centralised budget.
3.5	Accessible and inclusive recruitment	Our approach to attraction and recruitment takes account of potential barriers and bias and actively addresses these throughout to ensure all potential candidates are able to be at their best.	<ul style="list-style-type: none"> • adopt and promote the social model of disability • take a strengths-based approach to supporting colleagues with a disability or long-term health condition • review our recruitment and selection policy and practices from the inclusiveness, accessibility, and equity angles 	<ul style="list-style-type: none"> • Analysed recruitment data to identify trends or areas of potential bias in selection process • Revamp our external 'Working for Us' webpage. • Developed recruitment videos to help attract a more diverse pool of candidates • Initial work on EVP complete • Further work to be progressed in 2023-2024 action plan • Adopting a strengths-based approach to supporting colleagues with a disability or LTHC at recruitment through review of reasonable adjustments arrangements
3.6	Positive Action	Recruiting managers are clear about what positive action measures are at their disposal and how to implement them.	<ul style="list-style-type: none"> • continue to promote positive action measures with colleagues in Education and Children's Services • use learning to promote positive action in other areas 	<ul style="list-style-type: none"> • Work to produce guidance on positive action suspended as guidance for local authorities in pipeline from Scottish Government

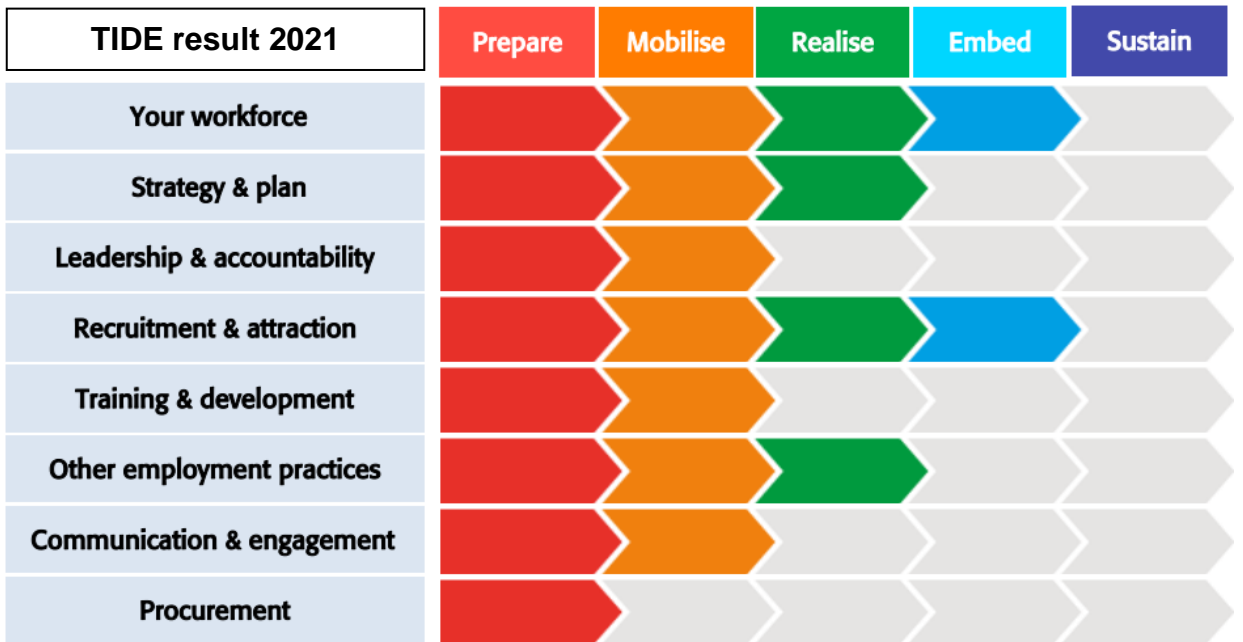
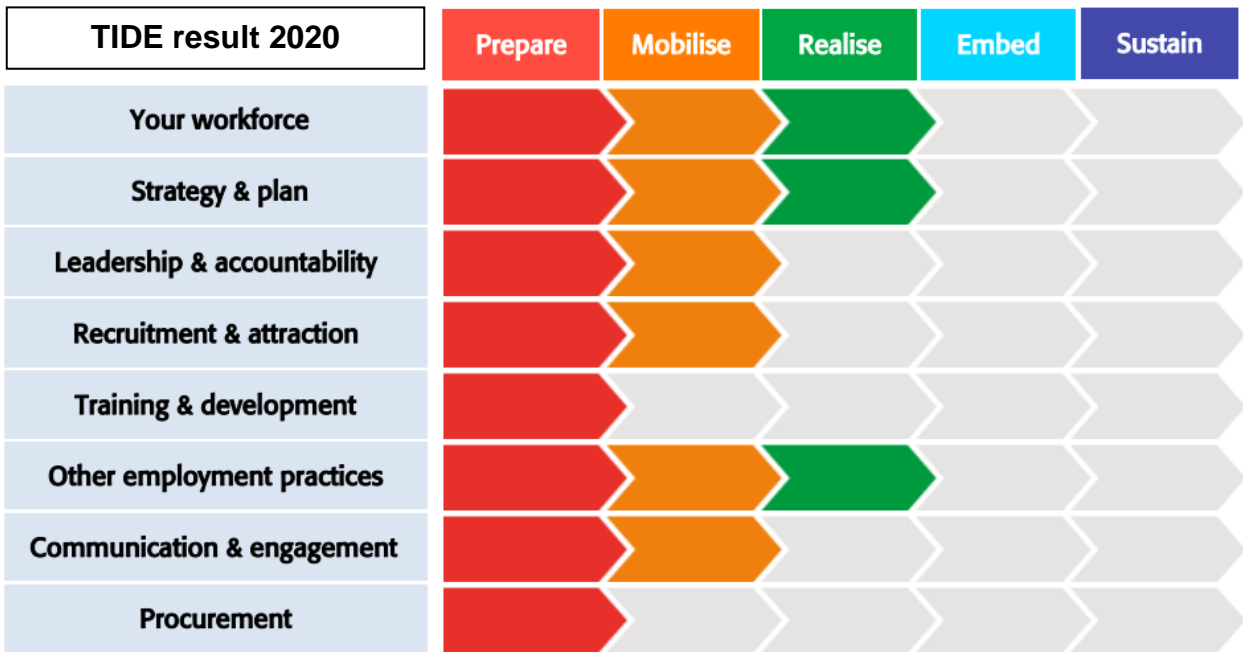
3.7	Consistent data collection and reporting	Work suspended due to move to new HR system	<ul style="list-style-type: none"> work with COSLA and Society of Personnel & Development Scotland (SPDS) to improve quality of data collection at point of application simplify and standardise recruitment 'stage' information to allow more accurate analysis work with recruiting managers to ensure a consistent approach to the use of Talentlink use improved data to target resource as appropriate 	<ul style="list-style-type: none"> Work suspended due to move to new HR system
3.8	Volunteer programme	Under-represented groups have an opportunity to experience the workplace in a volunteer capacity, supported by mentors who can provide support and encouragement to apply for posts as they are advertised.	<ul style="list-style-type: none"> evaluate success of volunteer programme in partnership with Edinburgh and Lothians Regional Equality Council (ELREC) and Education and Children's Services make recommendations on future targeted programmes to achieve similar outcomes 	<ul style="list-style-type: none"> Schools identified to participate Terms of engagement agreed, including mentoring arrangements On hold from ELREC side due to capacity Looking to restart when capacity available
3.9	Engaging under-represented communities	We have positive productive relationships with external subject-matter experts who can support us to improve our approach to attraction, recruitment and selection.	<ul style="list-style-type: none"> local radio, community hubs, and schools community leaders as influencers partnership working (ELREC, CEMVO (Council of Ethnic Minority Voluntary Organisations), Shakti and AMINA (Muslim Women's Resource Centre)) explore options with Moray House to develop a talent pipeline for areas of under-representation 	<ul style="list-style-type: none"> To be progressed in 2023-2024 plan
3.10	Data	We use data available to us to inform priority areas for improvement.	<ul style="list-style-type: none"> use recruitment data to inform which communities to target as a priority use exit interview data to identify any areas of potential concern and address as appropriate 	<ul style="list-style-type: none"> Recruitment data analysed Exit data to be reviewed – not currently providing the level of detail necessary Census data not yet available so will be progressed in 2023-2024 plan

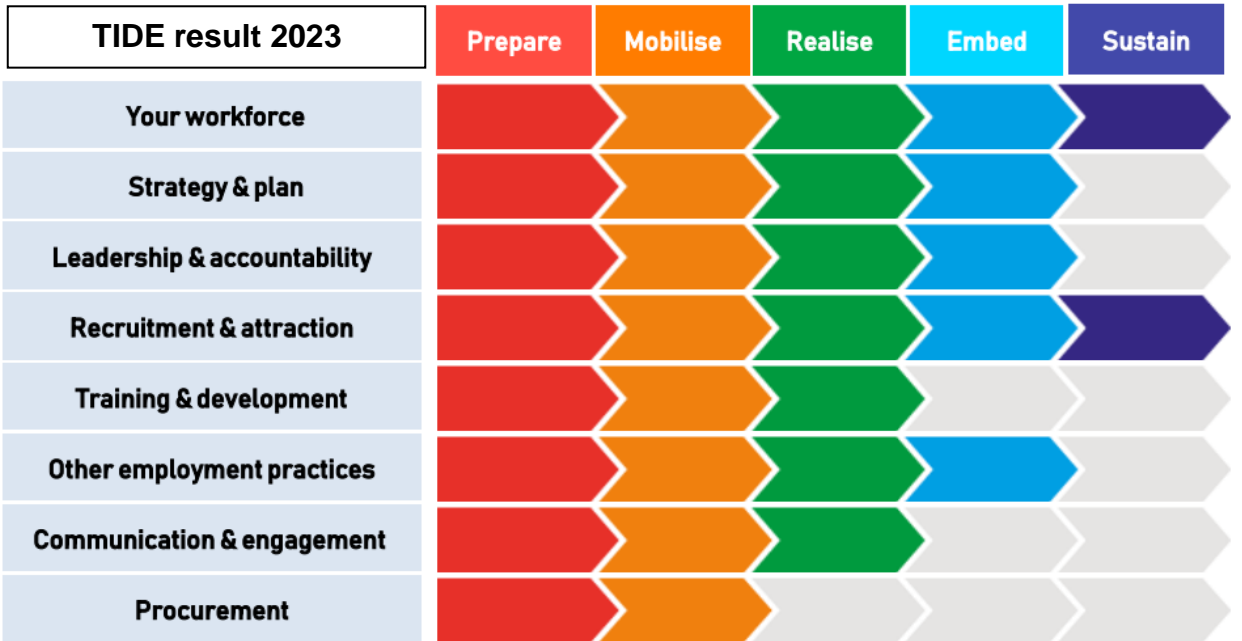
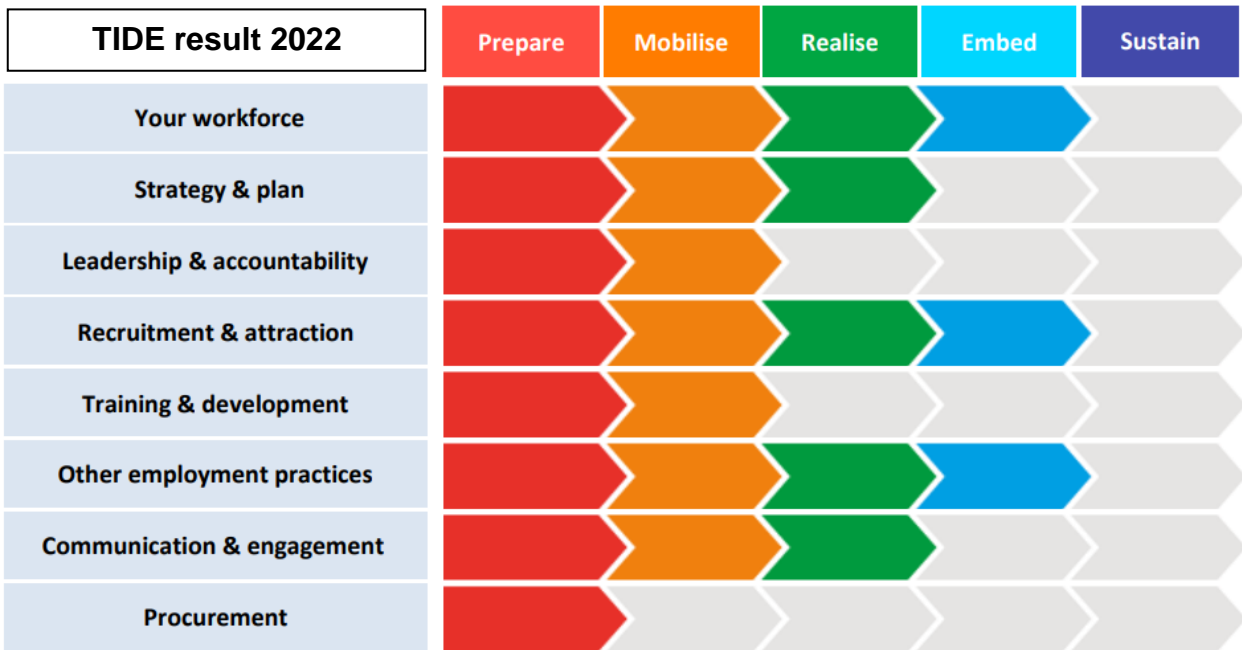
			<ul style="list-style-type: none">• use Census data to develop specific programme of work targeting recruitment of under-represented groups	
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TIDE Results 2020-2023

Each year we take part in TIDE, the Employers Network for Equality and Inclusion’s benchmarking tool for evaluating our performance in equality, diversity and inclusion. The report shows results across eight key areas, indicating at what stage in the roadmap we are currently located.









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Equalities, Diversity and Inclusion Action Plan

2023-2024

Strategic Themes and Intended Outcomes



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DEVELOPING OUR UNDERSTANDING

- Robust data sets provide an evidence base from which to prioritise interventions and resource, identify gaps in performance and drive measurable improvements.
- Data about key stages in the employee lifecycle are collated and analysed to deepen our understanding of the potential barriers faced by colleagues in the workplace.
- Understanding the lived experience of colleagues is central to our learning and development approach

CREATING AN INCLUSIVE CULTURE

- All colleagues feel valued, welcome and respected.
- Colleagues understand potential barriers to inclusion and the role they can play in reducing and removing these barriers.
- Leaders are clear about their responsibilities and set expectations of all colleagues through effective people leadership and an enabling policy framework

ATTRACTING AND RETAINING A DIVERSE WORKFORCE

- City of Edinburgh Council is an employer of choice for under-represented groups. Our commitment to equalities, and to creating an inclusive workplace is clear in our employer 'brand'.
- Our recruitment process is flexible, transparent and designed to attract a diverse candidate pool.
- We have a structured approach to progression and succession in place which is clearly understood, and which takes account of the equalities profile of our workforce

Developing Our Understanding



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Collecting the right data

Increase equalities data completion rates, particularly religion and belief, sexual orientation and transgender status.

Finalise colleague survey question set to ensure we are gathering robust baseline data from which to measure progress with EDI activity and begin roll out of data gathering

Create a system for the collection of information on flexible working requests

Identify a mechanism to record staff promotion outcomes disaggregated by equalities data profile

Explore ways to improve our understanding of intersectionality and its impact through the data we gather

Detailed Analysis

Lead SPDS Equalities Portfolio sub-group to implement a consistent approach to pay gap reporting across all Scottish local authorities

Analyse retention patterns for women in the workplace following maternity leave and the reasons for termination of employment to identify potential trends and constraints.

Analyse intersectional data on colleague experiences of VAW to help measure the effectiveness of the policy and practice being implemented as part of ESAW.

Review outputs from Scotland's Census, contrast with our equalities data and identify actions arising for 24-25 action plan

Measuring Success

Devise an EDI data dashboard to supplement annual reporting cycle to P&S Committee

Define clear outcomes and measurements for initiatives within the action plan (eg succession planning)

Evaluate and report on outputs from the reverse mentoring programme

Submit self-evaluation for Disability Confident Leader accreditation and implement recommendations as required

Ensure that we take account of the impact on care experienced individuals when undertaking the IIA for future action plans

Creating an inclusive culture



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Inclusive Leadership

Provide people leaders at all levels of the organisation with learning to include unconscious bias, inclusive recruitment and inclusive leadership

Develop and share proposals designed to increase the diversity of postholders at senior levels to reflect the demographic of the organisation.

Provide senior leaders with a programme of learning that enables them to develop an anti-discriminatory workplace culture.

Support CLT to develop an anti-racist culture action plan building on learning from the reverse mentoring programme

Learning and Development

Deepen understanding of equalities, diversity and inclusion in the workplace at all levels of the organisation through the delivery of the EDI learning plan 2023-2025

Provide e-learning pathways for all colleagues to deepen understanding (race, disability, LGBT+ and neurodiversity)

Develop and publish materials for MLH to raise awareness of Islamophobia and its links to racism

Promote understanding about colleagues' role in creating an anti-racist workplace and develop our approach to active allyship

Include ESAW e-learning module in induction materials for new line managers

Review current L&D opportunities for gender sensitivity in line with ESAW guidelines

Policy and Enablement

Participate in the UK Workplace Equality Index and work with Stonewall and STRIDE to build and implement an action plan informed by the Stonewall report

Review and refresh our D&I Strategy to reflect work undertaken to date, external drivers and updated People Strategy priorities

Review and update our Equality Policy and associated documents to reflect the requirements of ESAW accreditation

Explore options for VAW leave which extends beyond victim-survivors of domestic abuse to victim-survivors of all forms of VAW, including 'honour-based' violence.

Attracting and retaining a diverse workforce



Attraction and Engagement

Engage with under-represented groups to identify improvements in our approach to attraction, recruitment and progression

Review and improve candidate portal - provide more details on EDI – link to D&I homepage

Include the Working Families 'Happy to Talk Flexible' strapline in all job adverts

Produce detailed recruitment data which shows the stage at which candidates are screened out of the process

Undertake a minimum of one of the specified initiatives to address horizontal or vertical segregation as set out in ESAW guidelines

Inclusive Recruitment

Review end to end recruitment process for potential bias and seek feedback from candidates to identify remedial action

Produce guidance for recruiting managers on positive action measures

Implement changes to the reasonable adjustment process

Pilot software to support use of inclusive language in job adverts and person specs

Revisit Scottish Government's Minority Ethnic Recruitment Toolkit to identify any additional actions and link to EVP

Implement guaranteed interview scheme for care experienced candidates

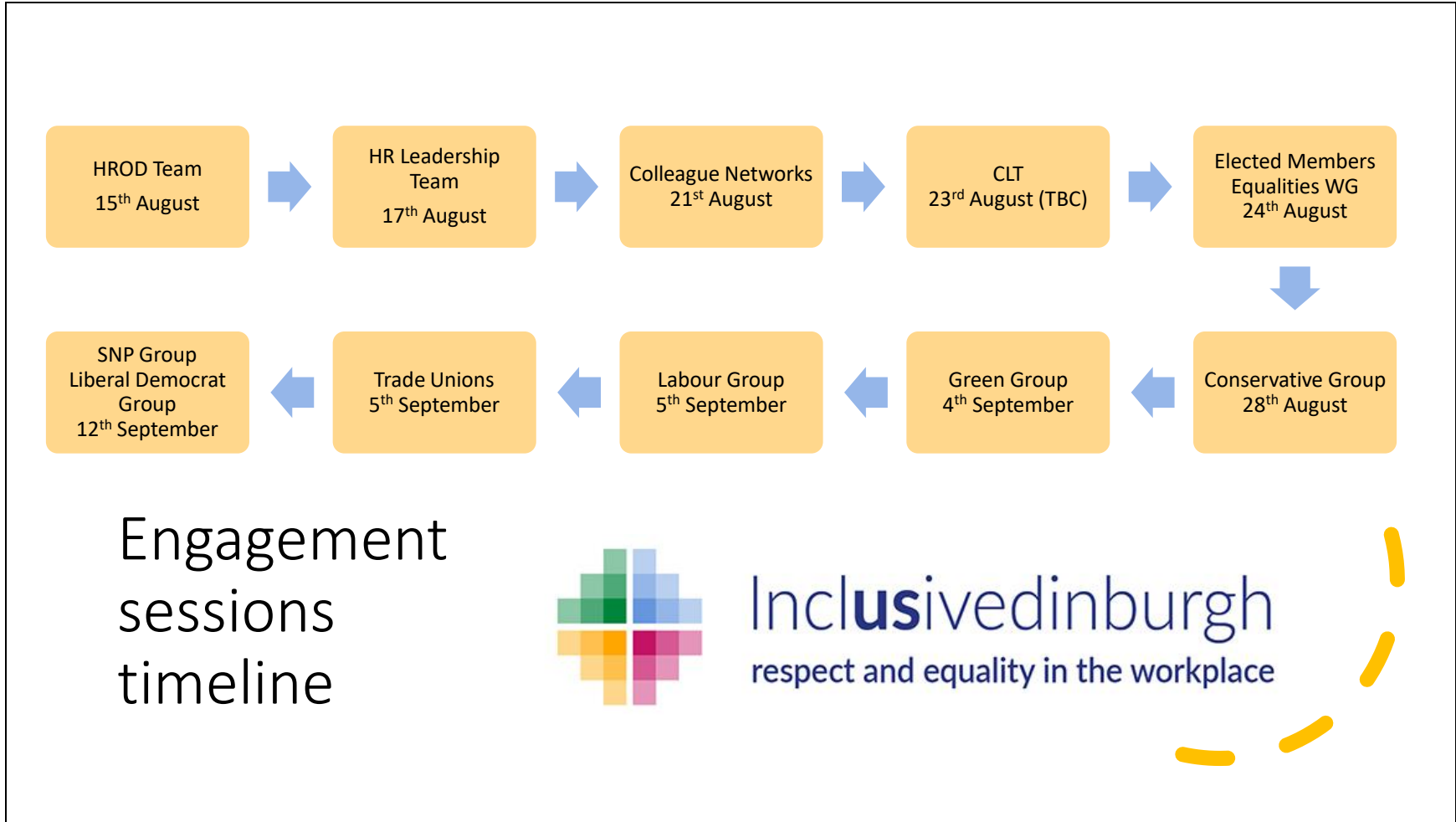
Progression, succession and retention

Develop a structured, EDI focused approach to succession planning to encourage diverse candidate pools and appointments

Devise a career progression approach that can be tailored to the needs of under-represented group and addresses potential barriers

Produce a comprehensive proposal for the promotion and support of part-time or flexible work options across all posts

Monitor and report on staff turnover by equalities data



Workforce Data

NB insufficient disclosure rates for reporting on religion and belief, transgender status and sexual orientation

Salary by age	>21	21-30	31-40	41-50	51-60	61-64	65>	Total
0-30K	92.8%	52.6%	47.0%	48.1%	54.6%	66.3%	68.7%	52.9%
30-40K	7.2%	24.4%	15.3%	14.0%	13.3%	11.0%	14.3%	15.3%
40-50K	0.0%	21.1%	30.0%	26.7%	22.9%	18.6%	14.3%	24.3%
50-60K	0.0%	1.6%	4.3%	5.2%	4.2%	2.9%	1.8%	3.8%
60-70K	0.0%	0.2%	2.8%	3.8%	2.7%	0.5%	0.8%	2.4%
70-80K	0.0%	0.0%	0.5%	1.4%	1.1%	0.2%	0.0%	0.7%
80-90K	0.0%	0.0%	0.1%	0.5%	0.7%	0.2%	0.1%	0.3%
90-100K	0.0%	0.0%	0.1%	0.2%	0.3%	0.1%	0.1%	0.1%
100K+	0.0%	0.0%	0.0%	0.1%	0.2%	0.1%	0.0%	0.1%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Workforce by age	%
>21	1.2%
21-30	14.8%
31-40	23.3%
41-50	24.2%
51-60	25.1%
61-64	7.2%
65>	4.1%
Total	100.00%

Salary by sex	Female	Male	Total
0-30K	53.5%	51.4%	52.9%
30-40K	13.9%	18.6%	15.3%
40-50K	25.2%	22.1%	24.3%
50-60K	3.8%	4.0%	3.8%
60-70K	2.4%	2.3%	2.4%
70-80K	0.7%	0.7%	0.7%
80-90K	0.3%	0.4%	0.3%
90-100K	0.1%	0.3%	0.1%
100K+	0.1%	0.2%	0.1%
Total	100.0%	100.0%	100.0%

Salary by...	BME	Disability	Part-time
0-30K	68.5%	56.1%	65.5%
30-40K	14.5%	14.6%	12.1%
40-50K	14.9%	23.9%	19.2%
50-60K	1.2%	3.5%	2.0%
60-70K	0.3%	1.9%	1.1%
70-80K	0.4%	0.0%	0.1%
80-90K	0.1%	0.0%	0.0%
90-100K	0.0%	0.0%	0.0%
100K+	0.1%	0.0%	0.0%
Total	100.00%	100.00%	100.00%



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Learning Framework



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City of Edinburgh Council

Equality Diversity and Inclusion – programme of learning 2023 to 2025



•EDINBURGH•
THE CITY OF EDINBURGH COUNCIL



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Background

This document sets out the desired learning outcomes of the ED&I programme of learning 2023 – 2025 covering essential and non-essential learning including:-

- Learning outcomes for all colleagues, people leaders and senior leaders
- Overview of our progress and activity to date
- Planned learning for 2023 to 2025 based on existing Council commitments and identified priorities
- Ongoing engagement of trade unions and colleague networks though the lifetime of the programme

Working with external organisations and partners including Stonewall and Close the Gap during 2023/24 will help inform additional learning in 2024/25 and beyond.

In addition, the intention is to develop new partnerships with third sector organisations and other partners to deliver additional training during 2024/25.

Learning content will be developed to promote a culture of inclusion where racism, sexism, islamophobia, anti-LGBTQ+ prejudice and ableism, including micro-aggressions, are understood and not tolerated.

Learning content will aspire to:-

- combine theory with skills-based learning
- relate to the vast variety of roles and services
- be adapted to different levels of EDI understanding and experience
- be person-centred, creative and include understanding of lived experience
- Include a mixture of in-person and elearning

Learning content for leaders will align with our programme of learning for People Leaders

Learning content will be developed specifically for Teachers and Head Teachers based on needs analysis.



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Learning Outcomes for all colleagues

- Gain an understanding of equality, diversity and inclusion and impact on colleagues and service users.
- Raise awareness of The Council Behaviours and explore how beliefs and attitudes influence behaviour.
- Gain knowledge of the nine protected characteristics covered by the Equality Act.
- Gain an awareness of employer and employee duties in relation to equality, diversity and inclusion
- Understand the different types of discrimination.
- Develop an understanding of the different lived experiences of colleagues with protected characteristics and how their own behaviours at work can help.
- Recognise the benefits of embracing difference.
- Gain an understanding of conscious and unconscious bias and how this affects each of us
- Recognise discriminatory behaviour and learn ways to positively address it
- Understand cultural competency and how to apply in day-to-day work, particularly for frontline colleagues



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Learning Outcomes for people leaders and senior leaders

People Leaders

- Gain confident understanding of their duties as a people leader in relation to equality, diversity and inclusion
- Build confidence to have conversations and understand the importance of language
- Understand The Council Behaviours and how their own beliefs, attitudes and behaviours influence the behaviours within their teams.
- Recognise non inclusive or discriminatory behaviours.
- Gain confidence to constructively challenge non-inclusive or discriminatory behaviours in ways that also promote tolerance and understanding of each other.

Senior Leaders

- Deepen understanding of the different lived experiences of colleagues with protected characteristics and how their own behaviours at work can help remove barriers and negative experiences
- Strengthen strategic understanding of how to create an anti-discriminatory workplace, take collective ownership, and create change – specifically action focused to create a workplace where racism, sexism, islamophobia, anti-LGBTQ+ prejudice and ableism is not tolerated.

**Equalities, Diversity & Inclusion
Colleagues**

- ✓ **Equality and Diversity**
 - ✓ **Achieving Equality and Diversity**
 - ✓ Cultural Competence & Conscious Inclusion
 - ✓ Active Bystander
 - ✓ **Bullying and Harassment**
 - ✓ Cultural Competence and Conscious Inclusion
 - ✓ Direct and Indirect Discrimination
 - ✓ The Human Library
 - ✓ Preventing and responding to bullying and prejudice-based incidents
 - ✓ Unconscious Bias
 - ✓ What Equality and Diversity Is and Why It Matters
 - ✓ Codeswitching
- Leaders**
- ✓ Inclusive Leadership
 - ✓ Reverse Mentoring Programme

**Racialised Minorities
Colleagues**

- ✓ Anti-Racist Practice & Unconscious Bias
- ✓ Leadership Seminar on Race Equality
- ✓ English as an Additional Language (EAL): An Introduction to Working with Bilingual and Minority Ethnic Learners
- ✓ EAL: Supporting New Arrivals in Primary and Secondary School
- ✓ Black History Resources – videos & articles
- ✓ The Windrush Generation: fighting to be British
- ✓ Racial Discrimination

v1.2

Our current EDI Learning 2022/23

**Sexual Orientation & Gender
Reassignment
Colleagues**

- ✓ Gender Identity
 - ✓ Definitions of LGBTQ+
 - ✓ LGBTQ+ Ally
 - ✓ What are Pronouns and Why Does it Matter
 - ✓ What is Pride
- Senior Leaders**
- ✓ Transgender Awareness

Disability

- ✓ Autism Awareness
- ✓ Neurodiversity
- ✓ Neurodiversity at Work



Planned EDI Learning for 2023 to 2025

Colleagues

- ✓ New EDI module for new starts & all colleagues every 2 years
- ✓ Conscious Inclusion Hub – combined e-resources and team discussions
 - D&I foundations
 - Inclusive behaviours
- ✓ Lived Experience eLearning
 - Race
 - Neurodiversity
 - LGBTQ+
 - Disability
- ✓ Bespoke learning for specific teams – Recruitment, Learning, Procurement
- ✓ Active bystander – in person

People Leaders

- ✓ Conscious Inclusion Hub – combined e-resources and senior team discussions
 - Improving inclusion (equipping leaders to use knowledge)
 - Inclusive leadership (applying knowledge to culture & leadership)
 - Inclusive recruitment & retention
- ✓ Active bystander for Leaders
- ✓ Guidance and Workshops on Reasonable Adjustments, Harassment etc in response to data insight

Senior Leaders

- ✓ Programme of facilitated learning to focus on how to create and sustain an anti-discriminatory workplace culture with specific focus on:-
 - gender equality
 - anti racist
 - anti-transphobic
 - anti-islamophobic
 - anti-homophobic
- ✓ Active bystander for Leaders



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Engagement of Trade Unions and Colleague Networks

- Trade Unions and Colleague Networks will have an opportunity to work with us to agree priorities
- Engagement with Trade Unions will include the TU Equalities Reps and will take place through the regular Trade Union Engagement Meetings
- Engagement with the Colleague Networks will take place through the Colleague Network Lead meetings.
- Colleague Networks are encouraged to participate in the procurement and development of learning content providing insight of their lived experience working in the Council

Policy and Sustainability Committee

10:00am, Tuesday, 24 October 2023

Pay gap report 2023

Executive/routine
Wards

Recommendations

- 1.1 The Policy and Sustainability Committee is recommended to review and note the content of the 2023 update on organisation gender, ethnicity and disability pay gaps, including the new suite of reporting for pay gap intersectionality.
- 1.2 It should be noted the 2023 reporting contains new insight not previously published in the public domain.
- 1.3 This report should be read in conjunction with our EDI strategy update (Equalities, Diversity, and Inclusion) which includes a review of the activities ongoing to reduce pay gaps across the organisation.
- 1.4 This report should also be read in conjunction with our updated policy statement on Equal Pay.

Deborah Smart

Executive Director of Corporate Services

Contact: Nareen Turnbull, Service Director, Human Resources

E-mail: Nareen.turnbull@edinburgh.gov.uk | Tel: 0131 469 5522

Pay gap report 2023

Executive Summary

- 2.1 The Council is bound by duties arising from the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to publish gender pay gap information every two years. This report fulfils our statutory requirement for reporting the gender pay gap in 2023.
- 2.2 This report also meets our commitment to report ethnicity and disability pay gaps on an annual basis.
- 2.3 In addition, this report meets the commitment made to Elected Members last Autumn to provide further analysis of pay gap intersectionality.
- 2.4 The insight in this report is based on HR and Payroll system data extracted on 31 March 2023.
- 2.5 Further information on the component parts of pay gap reporting is contained in **Appendix one**.
- 2.6 Key points to note from the 2023 report are (mean average pay gaps):
- The gender pay gap reduced to 2.4% (from 3.2%)
 - The ethnicity pay gap, excluding white minority populations, increased to 16.2% (from 15.2%)
 - The ethnicity pay gap, including white minority populations, is 11.4% (new reporting for 2023)
 - The disability pay gap increased to 8.7% (from 5.0%)
- 2.7 Changes since last year's report should be considered in the context of changes to disclosure rates, workforce profile, the scope of contracts and payments included in the analysis, and methodology.
- 2.8 We recognise that:
- In general, our workforce profile is not adequately reflected at senior levels of the organisation.
 - Women, minority ethnic colleagues, and disabled colleagues, are often concentrated in part-time roles; and part-time working tends to be concentrated in lower paid roles.

There is a lack of availability of part-time working opportunities at more senior levels of the organisation.

- 2.9 Longer-term, we want to focus on implementing strategic actions to improve our position in respect of:
- Representation in leadership roles and positions of influence
 - Availability of part-time roles at the senior level

Background

- 3.1 By examining the extent of pay gaps and understanding their underlying causes, we can identify areas for improvement and develop strategies and targeted initiatives to reduce pay gaps and address potential systemic bias or barriers that can occur and prevent pay equality.
- 3.2 In 2023, our reporting examines pay gap intersectionality to better understand the unique challenges faced by employees from diverse backgrounds.
- 3.3 This year's analysis includes updates to the scope of workforce groups and payments and establishes a refreshed baseline for pay gap reporting moving forward. We now include the casual and supply workforce and Allowances. It should be noted that casual and supply workers are engaged under different terms to those employed on a permanent or fixed-term basis. The scope of analysis is detailed in **Appendix two**.
- 3.4 We have reviewed and corrected a methodological discrepancy for the calculation of average pay values for the Learning and Teaching population, for improved robustness of outputs.
- 3.5 We have reviewed and improved our approach to ethnicity pay gap reporting in response to UK Government guidance published in April 2023.
- 3.6 We continue working to improve the quantity and quality of employee data held for protected characteristics and monitor changes to the workforce profile (see **Appendix three**). The workforce profile remained relatively unchanged over the last twelve months however there were some points of note:
- The minority ethnic workforce increased by 281 colleagues and the workforce profile increased from 4% to 5% – the increase was predominantly concentrated in LGE grades one to four and the L&T main teacher grade.
 - The declared disabled workforce increased by 128 colleagues – the increase was predominantly concentrated in LGE grades one to four, and we also saw a small reduction in the number of declared disabled employees in senior LGE grades.
- 3.7 A review of the effectiveness of the Public Sector Equality (PSED) in Scotland is currently underway. As part of the phased change programme, Regulation seven will be revised from 1 April 2025. From this date, public bodies will be required to

report on ethnicity and disability pay gaps, in addition to reporting their gender pay gap.

Main report

- 4.1 Detailed reporting of the gender, ethnicity, disability, and intersectionality pay gaps is available in the appendices of this report. The detailed reports provide the component parts of pay gap reporting required from a statutory perspective, including analysis of hourly rates, mean and median pay gaps, bonus analysis, and quartile analysis. In addition, the reports look at vertical and horizontal segregation of the workforce and explore the drivers of pay gaps and changes observed since 2022.

Gender pay gap 2023

- 4.2 Gender pay gap analysis compares the pay of women to that of men.
- 4.3 The mean gender pay gap reduced to 2.4% (from 3.2% in 2022). This means for every £1 earned by a man, a woman earns 98p.
- 4.4 The median gender pay gap reduced to 4.3% (from 6.9% in 2022). This means for every £1 earned by a man, a woman earns 96p.
- 4.5 **Appendix four** provides detailed analysis of the gender pay gap.

Ethnicity pay gap 2023 (i) –

Pay gap between minority ethnic colleagues and white colleagues

- 4.6 This ethnicity pay gap analysis compares the pay of minority ethnic colleagues (excluding white minorities) with that of white colleagues.
- 4.7 The mean pay gap for the minority ethnic group increased to 16.2% (from 15.2% in 2022). This means that for every £1 a white colleague earns, a minority ethnic colleague earns 84p.
- 4.8 The median pay gap for this group increased to 20.4% (from 15.9% in 2022). This means that for every £1 a white colleague earns, a colleague from the minority ethnic group earns 80p.

Ethnicity pay gap 2023 (ii) –

Pay gap between minority ethnic colleagues and white British colleagues

- 4.9 This ethnicity pay gap analysis compares the pay of minority ethnic colleagues (including white minorities and white non-British nationalities) with that of white British colleagues.

- 4.10 When including white minority populations with an ethnic background, the mean ethnicity pay gap is lower, at 11.4%. This means that for every £1 a white British colleague earns, a minority ethnic colleague earns 89p.
- 4.11 When including white minority populations with an ethnic background, the median ethnicity pay gap is also lower, at 16.2%. This means that for every £1 a white British colleague earns, a minority ethnic colleague earns 84p.
- 4.12 **Appendix five** provides detailed analysis of the ethnicity pay gap and explanation as to why the pay gap has increased since last year.

Disability pay gap 2023

- 4.12 The disability pay gap compares the pay gap between employees who identify as having a disability or long-term health condition (declared disabled), and those employees who do not (not disabled).
- 4.13 The mean average pay gap for declared disabled employees increased to 8.7% (from 5.0% in 2022). This means that for every £1 earned by an employee who is not disabled, a declared disabled employee earns 91p.
- 4.14 The median average pay gap for declared disabled employees increased to 7.6% (from 5.0% in 2022). This means that for every £1 earned by an employee who is not disabled, a declared disabled employee earns 92p.
- 4.15 **Appendix six** provides detailed analysis of the disability pay gap and explanation as to why the pay gap has increased since last year.

Intersectionality pay gap analysis 2023

- 4.16 Pay gap intersectionality refers to the overlapping effects and compounded disadvantages experienced by individuals who belong to multiple marginalised groups, resulting in even greater disparities in pay and earnings. It recognises that individuals face unique challenges and discrimination based on the intersection of their gender, race, ethnicity, disability, and other social identities.
- 4.17 We recognise that some pay gaps are larger than we'd like, and we've undertaken a range of scenario modelling to understand what it would take to close these gaps.
- 4.18 Highlights from the intersectionality pay gap analysis 2023 are (mean pay gaps reported):
- The pay gap between minority ethnic women (excluding white minorities) and white men is 18.9%;
 - The pay gap between minority ethnic women (including white minorities) and white British men is 14.4%;
 - The pay gap between declared disabled women and men who are not disabled is 10.4%;
 - The pay gap between part-time women and full-time men is 15.9%;
 - The pay gap between part-time minority ethnic women (excluding white minorities) and full-time white men is 29.3%;

- The pay gap between part-time minority ethnic women (including white minorities) and full-time white British men is 26.3%;
- The pay gap between part-time declared disabled women and full-time men who are not disabled is 23.7%.

- 4.19 **Appendix seven** provides detailed analysis of intersectionality pay gaps and this analysis has helped us to identify priority areas to target moving forward. More information is included in **Appendix ten**: What are we doing to close the pay gaps?
- 4.20 Pay gap benchmarking data is available in **Appendix eight**.
- 4.21 Pay gap trend data for the period 2018 to 2023 is available in **Appendix nine**. Note that we began reporting the pay gaps for ethnicity and disability from 2021.

Next Steps

- 5.1 We will continue to progress the activities identified in the EDI strategy and action plan.
- 5.2 We will refresh our People Strategy and Action Plan and will use evidence from pay gap analysis where relevant to inform the development of strategic actions.
- 5.2 We will provide the next pay gap update to Committee in October 2024.

Financial impact

- 6.1 None.

Equality and Poverty Impact

- 7.1 The Council is bound by duties arising from the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to publish. This report fulfils the public sector equality duty to publish gender pay gap information as laid out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, Regulation 7.
- 7.3 An update on EDI actions over the last year is also being reported at the Policy and Sustainability Committee in October 2023 and should be read in conjunction with this pay gap report.
- 7.3 Insight from this report was used to establish an evidence base in developing elements of our longer-term EDI strategy, and priority actions. The updated strategy will be published in 2024.

Climate and Nature Emergency Implications

- 8.1 None.

Risk, policy, compliance, governance and community impact

- 9.1 In developing this report we have engaged with and reviewed best practice of external organisations and groups, including other Scottish local authorities, UK Government, Society of Personnel Development Scotland (SPDS), Close the Gap, Equalities and Human Rights Commission (EHRC).
- 9.2 The information contained in this report fulfils our statutory obligation around gender pay gap reporting and local commitments in respect of ethnicity, disability and intersectionality pay gap reporting.
- 9.3 Whilst there are no specific risks arising from this pay gap report it should be noted that the new insight relating to intersectionality analysis will be published in the public domain for the first time this year.
- 9.4 The EDI strategy and action plan contains recommendations for strategic approaches to reduce pay gaps and documents the associated risks.

Background reading/external references

- Pay gap report 2022, Policy and Sustainability Committee, 1 November 2022:
<https://democracy.edinburgh.gov.uk/documents/s50210/7.2%20Pay%20Gap%20Update%202022.pdf>
- EDI strategy and action plan, Policy and Sustainability Committee, 24 October 2023.
- Equality and diversity framework 2021 to 2025:
<https://www.edinburgh.gov.uk/documents/equality-diversity-framework-2021-2025>
- Close the Gap:
<https://www.closethegap.org.uk/content/gap/>
<https://www.closethegap.org.uk/content/resources/Close-the-Gap-Response-to-Consultation-on-Increasing-Employment-of-Disabled-People.pdf>
- UK guidance gender pay gap analysis:
<https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers>
- UK guidance ethnicity pay gap analysis:
<https://www.gov.uk/government/publications/ethnicity-pay-reporting-guidance-for-employers>

Appendices

- Appendix one: Component parts of pay gap reporting
- Appendix two: Scope of pay gap analysis
- Appendix three: Workforce profile
- Appendix four: Gender Pay Gap report 2023
- Appendix five: Ethnicity Pay Gap report 2023
- Appendix six: Disability Pay Gap report 2023
- Appendix seven: Intersectionality pay gap analysis
- Appendix eight: Intersectionality analysis – average hourly pay data
- Appendix nine: Benchmarking data
- Appendix ten: What are we doing to close the pay gaps?
- Appendix eleven: Pay gap trends 2018 to 2023

Appendix one: Component parts of pay gap reporting

Pay gap analysis

A “pay gap” is not the same as “equal pay”. Equal pay is the equal payment of groups with different characteristics for undertaking the same work or equivalent jobs across the organisation. See our updated policy statement on Equal Pay that accompanies this report for further information on our commitment to equal pay.

Pay gap analysis shows the difference in average hourly rate between one group and another, for example women and men (the gender pay gap), minority ethnic and white or white British colleagues (the ethnicity pay gap) and declared disabled colleagues and colleagues who are not disabled (the disability pay gap).

Pay gap analysis is expressed as a percentage. A pay gap is calculated by working out the difference between the average hourly rate between one group and another. Pay gap analysis captures the mean average and median average hourly rates and resulting pay gaps.

Mean average hourly rate: The mean of a group of values is the sum of all values added together and divided by the number of values in the set.

Mean pay gap: The mean pay gap is a measure of the difference between one group’s mean hourly wage and another group’s mean hourly wage.

Median average hourly rate: The median of a group of values is calculated by ranking all values in order, from the highest to the lowest, and taking the value in the middle.

Median pay gap: The median pay gap is the difference between one group’s median hourly wage and another group’s median hourly wage.

Quartile analysis

A pay quartile represents a quarter, or 25%, of the workforce, ranked by pay. The pay quartiles are then broken down by protected characteristic. This is then compared in relation to the overall workforce profile.

Vertical segregation

Vertical segregation denotes the situation whereby opportunities for career progression for a particular protected characteristic are limited. Our data for vertical segregation looks at populations in the salary bandings of less than £20K, £20K to £29,999, £30K to £39,999, £40K to £49,999, £50K to £59,999, £60K to £69,999, £70K to £79,999, more than £80K.

Horizontal segregation

Horizontal (occupational) segregation occurs when one demographic group is over-represented or under-represented among different kinds of work or different types of jobs. Our data for horizontal segregation looks at populations in the following groups.

Business Support – example roles include Business Support Administrator, Transactions Administrator

Care – example roles include Social Care Worker, Social Care Assistant, Residential Care Officer

Catering, cleaning, and facilities management (FM) – example roles include Cleaning Operative, Cook, Facilities Technician

Frontline Public Services – example roles include Waste and Cleansing Operative

Leadership – example roles include Service Director, Head of Service, Service Manager, Head Teacher

Manager – example roles include Business Manager, Team Leader

Professional and Technical – example roles include Engineer, Housing Officer, Policy Adviser

School Support – example roles include Pupil Support Assistant, Early Years Practitioner, Early Years Officer

Teacher - example roles include School Teachers

Appendix two: Scope of pay gap analysis

Pay gap reporting includes analysis of all Council employees and workers on the following pay and grading structures.

1. Local Government Employees (LGE): Grades one to twelve, using national SJC pay structure, underpinned by Capital job evaluation scheme.
2. Learning and Teaching (L&T): Scottish Negotiating Committee for Teachers (SNCT) national grades/salaries, jobs sized in accordance with SNCT approach.
3. Chief Officers: Nationally agreed grading structure underpinned by Korn Ferry job evaluation scheme.

The scope of the organisation's pay gap analysis is as follows:

- Employee groups in scope: Local Government Employees, Learning and Teaching and Chief Officers
- Employee groups excluded: Agency
- Contracts in scope: Permanent, fixed term, temporary, apprentice, trainee, casual and supply
- Payments in scope: Basic pay, working time payments, allowances, contractual overtime
- Payments excluded: Salary sacrifice, claims-based overtime

This year's reporting reflects a total of 21,648 contracts in place at 31 March 2023, with a headcount of 19,627.

Appendix three: Workforce profile

Workforce profile – sex

Representation of women at the Council was broadly unchanged since last year. The 2023 report is based on 100% disclosure for sex.

2023: Female 71%, male 29%

2022: Female 70%, male 30%

Workforce profile – ethnicity

The representation of minority ethnic groups increased by 1% over the last twelve months.

The 2023 report is based on 80% disclosure for “ethnic group” (excluding white minority groups) and 74% disclosure for “ethnic background” (including white minority groups). The two disclosure rates differ as some colleagues have only disclosed partial information.

We have followed the new [UK guidance](#) in relation to the ethnicity pay gap and the scope of groups analysed.

Disclosure – minority ethnic workforce (i) (excluding white minorities)

2023: Minority ethnic (excluding white minorities) 5%, white 75%, prefer not to say 3%, no information 16%

2022: Minority ethnic (excluding white minorities) 4%, white 77%, prefer not to say 3%, no information 16%

In the above:

- The minority ethnic group includes African groups, Asian groups, Caribbean or Black groups, mixed or multiple ethnic groups and other ethnic groups.
- The white group includes white colleagues of any ethnic background* or nationality.

*Examples include white Gypsy/Traveller, showman or showwoman and Roma.

Disclosure – minority ethnic workforce (ii) (including white minorities) (new data for 2023)

2023: Minority ethnic (including white minorities) 9%, white British 65%, prefer not to say 4%, no information 23%

In the above:

- The minority ethnic group includes any colleagues who have not identified as being white British.
- The white British group includes any colleagues who have identified as such.

Workforce profile – disability

The percentage representation of declared disabled colleagues was broadly unchanged since last year however we did see an increase of 128 colleagues in this group over the twelve months. The 2023 report is based on 77% disclosure for disability.

Policy and Sustainability Committee – 24 October 2023

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2023: Declared disabled 3%, not disabled 74%, prefer not to say 5%, no information 18%. Of those declared disabled 45% are limited a little, 55% are limited a lot.

2022: Declared disabled 3%, not disabled 76%, prefer not to say 5%, no information 17%. Of those declared disabled 35% are limited a little, 65% are limited a lot.

Workforce profile – part-time working

Representation of part-time colleagues was unchanged since last year. The 2023 report is based on 100% data completeness for contractual basis.

2023: Part-time workforce 52%, full-time workforce 48%. Part-time women 82%, part-time men 18%. Note figures are impacted by change to scope of workforce analysis in 2023 to include casual and supply contracts which are categorised as part-time for the purposes of analysis.

2022: Part-time workforce 42%, full-time workforce 58%. Part-time women 85%, part-time men 15%.

Figure 1: LGE part-time workforce by grade

Grade 1:	Part-time 92.5%,	Full-time 7.5%
Grade 2:	Part-time 97.1%,	Full-time 2.9%
Grade 3:	Part-time 80.3%,	Full-time 19.7%
Grade 4:	Part-time 40.6%,	Full-time 59.4%
Grade 5:	Part-time 42%,	Full-time 58%
Grade 6:	Part-time 26.1%,	Full-time 73.9%
Grade 7:	Part-time 27.7%,	Full-time 72.3%
Grade 8:	Part-time 23.8%,	Full-time 76.2%
Grade 9:	Part-time 15.3%,	Full-time 84.7%
Grade 10:	Part-time 4.5%,	Full-time 95.5%
Grade 11:	Part-time 5.1%,	Full-time 94.9%
Grade 12:	Part-time 0%,	Full-time 100%

Workforce profile – age

The age profile of the organisation was broadly unchanged since last year.

Figure 2: Workforce population by age banding 2023

Under 21 years:	Workforce 1%
21 to 29 years:	Workforce 12%
30 to 39 years:	Workforce 22%
40 to 49 years:	Workforce 25%
50 to 59 years:	Workforce 26%
60 to 64 years:	Workforce 10%
Over 65 years:	Workforce 4%

Figure3: Workforce population in over forty and under forty years age bandings

Under forty years of age:	Workforce 36%. Female 72%, male 28%.
Over forty years of age:	Workforce 64%. Female 70%, male 30%.

Appendix four: Gender pay gap report 2023

Background

Gender pay gap analysis compares the pay of women to that of men. Women, on average, continue to earn less than their male counterparts for comparable work across various professions and sectors.

Following current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women, and we are unable to report non-binary or other identities in this report. We recognise that gender is not a binary concept, and we support non-binary, and intersex colleagues alongside those who identify as male or female.

The gender pay gap is driven by a combination of complex factors that interact at various levels, including societal, organisational, and individual. Some key drivers that contribute to the national gender pay gap picture include:

- Occupational segregation
- Lack of representation in leadership
- Work-life balance and caregiving responsibilities
- Education and career choices
- Bias and discrimination
- Lack of transparency and pay equity practices

It is important to note that these factors interact and reinforce each other, creating a complex web of influences on the gender pay gap. Addressing the gender pay gap requires a comprehensive approach that involves:

- Challenging societal norms and biases
- Implementing equitable policies and practices within organisations
- Promoting inclusive leadership
- Providing support for work-life balance and career development opportunities

Why did the gender pay gap decrease this year?

We understand the reduction in the gender pay gap is primarily linked to the increased scope of contracts and payments included in this year's analysis, and adjustments to methodology.

Including the casual and supply workforce in our analysis increases the hourly rate for women, partly because we now include supply teachers who are predominantly women, and partly due to the impact of introducing more LGE men into the lower pay quartile.

In addition, we have reviewed and corrected a methodological discrepancy for the calculation of average pay values for the L&T population for improved robustness of outputs. This drives a higher rate of hourly pay for teachers, where roles are predominantly held by women.

Organisation gender pay gap

Mean average gender pay gap

- The mean gender pay gap reduced to 2.4% (from 3.2% in 2022).
- This means for every £1 earned by a man, a woman earns 98p.
- Average hourly rate women: £18.62
- Average hourly rate men: £19.07

Median average gender pay gap

- The median gender pay gap reduced to 4.3% (from 6.9% in 2022).
- This means for every £1 earned by a man, a woman earns 96p.
- Average hourly rate women: £15.46
- Average hourly rate men: £16.15

Bonus gender pay gap

No bonus schemes are in operation at City of Edinburgh Council. Our bonus gender pay gap is therefore 0%.

The mean pay gap between part-time employees and full-time employees is 19.1%; and the median pay gap is 27.5%. This means for every £1 earned by a full-time employee, a part-time employee earns 81p and 72p respectively.

The mean pay gap between full-time women and full-time men is -7.4%; and the median pay gap is -8.3%. This means for every £1 earned by a full-time man, a full-time woman earns £1.07 and £1.08 respectively. We understand this positive pay gap is driven by a greater proportion of full-time women in higher graded LGE roles. Currently 28% of full-time LGE women work in grades one to four, and 72% work in grades five to twelve. When we look at full-time LGE men, 37% work in grades one to four and 63% work in grades five to twelve.

The mean pay gap between part-time women and part-time men is 2.1%; the median pay gap is 8.7%. This means for every £1 earned by a part-time man, a part-time woman earns 98p and 93p respectively.

Analysis of the pay gap between part-time women and full-time men is explored in **Appendix seven**.

For the purposes of analysis employees with weekly contractual hours of 36 hours (LGE and Chief Officer) or 35 hours (L&T) are categorised as full-time. Contracts with lower weekly contractual hours than this and casual contracts are categorised as part-time.

The mean gender pay gap for Local Government Employees (LGEs) continued to narrow this year to 9.2% (from 9.8% in 2022). The mean gender pay gap for the Learning and Teaching (L&T) workforce continued to narrow this year to 1.3% (from 2.0% in 2022).

The mean gender pay gap for Chief Officers increased slightly this year to -0.3% (from -1.3% in 2022) however this still represents a positive pay gap, where women receive on average a higher rate of pay than men working at this level. In recent years we have

focused on driving greater diversity within the Chief Officer group through a more inclusive approach to recruitment.

Pay quartile analysis - sex

The workforce profile for sex isn't mirrored across all pay quartiles. In the quartile analysis we see an over-representation of women in the lower quartile (80%). Representation of women observed in the upper middle quartile (63%) is also inconsistent with the workforce profile. This higher concentration of women in the lowest paid quartile and a low representation of men in this quartile is a contributor to the organisation gender pay gap.

Figure 4: Pay quartile analysis - sex

Workforce profile:	Female 71%, Male 29%
Lower quartile:	Female 80%, Male 20%
Lower middle quartile:	Female 68%, Male 32%
Upper middle quartile:	Female 63%, Male 37%
Upper quartile:	Female 73%, Male 27%

Vertical segregation - sex

The workforce profile for sex isn't mirrored across all salary brackets. Analysis of vertical segregation shows higher concentrations of women in the less than £20K and £40K to £49,999 salary brackets, with significantly fewer women in the uppermost salary bracket. A higher concentration of women in the lower salary brackets and lower representation of men in these salary brackets contributes to the gender pay gap.

Figure 5: Vertical segregation analysis - sex

Workforce profile:	Female 71%, Male 29%
Salary range less than £20k:	Female 0%, Male 0%
Salary range £20K - £29,999:	Female 72.5%, Male 27.5%
Salary range £30k - £39,999:	Female 65.2%, Male 34.8%
Salary range £40k - £49,999:	Female 72.7%, Male 27.3%
Salary range £50k - £59,999:	Female 66.5%, Male 33.5%
Salary range £60k - £69,999:	Female 69.2%, Male 30.8%
Salary range £70k - £79,999:	Female 71.8%, Male 28.2%
Salary range more than £80k:	Female 40.2%, Male 59.8%

Horizontal segregation - sex

All roles in the organisation have been aligned to broad occupational groups. An overview of the scope of groups can be found in **Appendix one**. The workforce profile for sex isn't mirrored across all occupations.

Taking consideration of the workforce profile, horizontal segregation analysis helps to explain the reasons for the existing gender pay gap as there is a higher concentration of women in the care, school support and business support occupational groups which tend to be lower paid and part-time roles; in addition, there is under-representation of women working in professional or technical, manager or leadership roles which tend to attract a higher rate of pay.

Figure 6: Horizontal segregation analysis - sex

Workforce profile:	Female 71%, Male 29%
Business support group:	Female 77.9%, Male 22.1%
Care group:	Female 77.2%, Male 22.8%
Catering, cleaning, FM group:	Female 69.6%, Male 30.4%
Frontline public services group:	Female 29.4%, Male 70.6%
Leadership group:	Female 66.6%, Male 33.4%
Manager group:	Female 64.4%, Male 35.6%
Professional / Technical group:	Female 57.0%, Male 43.0%
School support group:	Female 90.9%, Male 9.1%
Teacher group:	Female 76.8%, Male 23.2%

Appendix five: Ethnicity pay gap report 2023

Background

Ethnicity pay gap analysis compares the pay of minority ethnic colleagues with that of white colleagues.

The ethnicity pay gap is driven by a range of interconnected factors that contribute to disparities in earnings among different ethnic groups. Some key drivers that contribute to the national ethnicity pay gap picture include:

- Occupational segregation
- Lack of representation in leadership positions
- Cultural factors and language proficiency
- Educational disparities
- Unequal access to opportunities and networks
- Discrimination and bias

Addressing the ethnicity pay gap, and creating more equitable and inclusive workplaces for individuals of all ethnic backgrounds, requires a multifaceted approach that includes:

- Promoting diversity and inclusion
- Challenging biases and discrimination
- Providing equal access to education and training
- Enhancing transparency in pay practices
- Implementing policies that support the advancement of ethnic minority individuals

Why did the ethnicity pay gap increase this year?

In understanding the ethnicity pay gap, it is essential to consider the minority ethnic representation of the organisation workforce profile. The minority ethnic population, excluding white colleagues with an ethnic background, increased from 4% to 5%, and the total colleagues in the group increased from 715 to 996. This trend is linked to increased disclosure across the existing workforce, increased numbers of minority ethnic colleagues joining the organisation, and the increased scope of analysis in 2023.

Whilst the increased representation is a positive trend, a deeper dive of workforce data shows increases in the minority ethnic workforce were concentrated at the lower end of the LGE and L&T pay and grading structures, and 74% of the increased population occupy part-time roles. Our understanding of the observed change to this pay gap relates to greater representation in lower paid roles (and no corresponding increased representation in senior roles) which dilutes the average hourly rate of pay for this workforce group.

Organisation ethnicity pay gap

We have reviewed and improved our approach to ethnicity pay gap analysis and reporting for 2023 in response to [guidance recently published by the UK Government](#). Using this approach, we can examine our ethnicity pay gap through different lenses to understand the position for different groups within this dataset. From this year we'll measure:

(i) The pay gap between minority ethnic colleagues* and white colleagues.

* Where white colleagues with an ethnic background and white non-British colleagues are included in the “white” group.

(ii) The pay gap between minority ethnic colleagues and white British colleagues.**

** Where white colleagues with an ethnic background and white non-British colleagues are included in the “minority ethnic” group.

In line with this methodology our reporting provides insight into the pay gap, quartile analysis and data on segregation using as per the scope outlined above.

Ethnicity pay gap analysis should be considered in the context of total disclosure (see **Appendix three**) and greater validity of outputs will be achieved as the level of data capture increases.

(i) The pay gap between minority ethnic colleagues and white colleagues

Mean ethnicity pay gap (excluding white minorities)

- The mean pay gap for the minority ethnic group increased to 16.2% (from 15.2% in 2022).
- This means that for every £1 a white colleague earns, a minority ethnic colleague earns 84p.
- Average hourly rate for minority ethnic employees: £16.06
- Average hourly rate for white employees: £19.16

Median ethnicity pay gap (excluding white minorities)

- The median average pay gap for this group increased to 20.4% (from 15.9% in 2022).
- This means that for every £1 a white colleagues earns, a colleague from the minority ethnic group earns 80p.
- Average hourly rate for minority ethnic employees: £13.61
- Average hourly rate for white employees: £17.09

No bonus schemes are in operation at City of Edinburgh Council therefore the ethnicity pay gap in respect of bonus is 0%.

The mean ethnicity pay gap for Local Government Employees (LGEs) increased to 9.5% (from 8.9% in 2022). The mean ethnicity pay gap for the Learning and Teaching (L&T) workforce increased to 9.6% (from 8.7% in 2022). We are not able to report the ethnicity pay gap for the Chief Officer group due to limited representation at this level.

Pay gaps can vary significantly among different ethnic groups in the UK and analysis of pay gaps between minority ethnic groups and the white population at the Council follow this trend. The variations observed are influenced by factors such as historical disadvantage, cultural biases, and varying access to opportunities. Disparities in

educational opportunities, attainment levels, and subject choices can impact the career paths and earning potential of individuals from different ethnic groups and backgrounds.

We need to be careful when considering the validity of data outputs for groups with small numbers. As per UK guidance, analysis for groups of fifty employees or less should be aggregated in published pay gap reporting. Ethnicity pay gap data reported in 2022 was published before the new guidance regarding groups of fifty or less was made available. Less than fifty colleagues at the Council are of Caribbean or Black ethnicity so this group has been aggregated into the “other ethnic group” category for reporting purposes. We recognise that studies consistently show that individuals of Caribbean or Black ethnicity face a higher pay gap compared to individuals from other ethnic backgrounds.

Figure 7: Mean pay gap by minority ethnic group (excluding white minorities)

Pay gap, Other ethnic group*:	15.9%
Pay gap, African ethnic group:	17.9%
Pay gap, Asian ethnic group:	19.2%
Pay gap, Mixed or multiple ethnic groups:	3.6%

*Includes those with Caribbean or Black ethnicity

Mixed or multiple ethnic groups often have a lower pay gap. Further research is required to gain a more comprehensive understanding of the pay gap for mixed or multiple ethnic groups, although this may be linked to higher-than-average levels of educational attainment within this group, allowing individuals to enter fields with better compensation and growth prospects.

(ii) The pay gap between minority ethnic colleagues and white British colleagues

Mean ethnicity pay gap (including white minorities)

- When including white minority populations with an ethnic background, the mean ethnicity pay gap is lower, at 11.4%.
- This means that for every £1 a white British colleague earns, a minority ethnic colleague earns 89p.
- Average hourly rate for minority ethnic employees: £17.11
- Average hourly rate for white British employees: £19.30

Median ethnicity pay gap (including white minorities)

- When including white minority populations with an ethnic background, the median ethnicity pay gap is also lower, at 16.2%.
- This means that for every £1 a white British colleague earns, a minority ethnic colleague earns 84p.
- Average hourly rate for minority ethnic employees: £14.38
- Average hourly rate for white British employees: £17.16

The mean ethnicity pay gap for Local Government Employees (LGEs) is lower (8.2%) than it is for the L&T group (9.7%). We are not able to report the ethnicity pay gap for the Chief Officer group due to a lack of representation at this level.

Again, analysis of pay gaps between minority ethnic groups and the white British population shows that gaps vary by group. In this analysis we see a significantly lower pay gap of 7.5% for the “other ethnic group”, when including white colleagues from a minority ethnic background. Pay gaps for other groups vary slightly to the outcomes observed when excluding white minority populations and this is due to a lower disclosure rate in respect of ethnic background.

Figure 8: Mean pay gap by minority ethnic group (including white minorities)

Pay gap, Other ethnic group*:	7.5%
Pay gap, African ethnic group:	18.5%
Pay gap, Asian ethnic group:	19.8%
Pay gap, Mixed or multiple ethnic groups:	4.3%

*Includes those with Caribbean or Black ethnicity and white minority populations

Pay quartile analysis - ethnicity

The workforce profile for ethnicity, excluding white minorities, isn’t mirrored across all pay quartiles. We see an increased representation of minority ethnic groups in the lower quartile (7%) and lower middle quartile (6%), since last year. There is limited representation of minority ethnic groups in the upper quartile (2%).

Figure 9: Pay quartile analysis – ethnicity (excluding white minorities)

Workforce profile:	Minority ethnic 5%, white 75%
Lower quartile:	Minority ethnic 7%, white 69%
Lower middle quartile:	Minority ethnic 6%, white 75%
Upper middle quartile:	Minority ethnic 4%, white 74%
Upper quartile:	Minority ethnic 2%, white 82%

The workforce profile for ethnicity, including white minorities, also isn’t distributed consistently across pay quartiles. We see greater representation of those with minority ethnic backgrounds in the lower quartile, and under-representation in the upper quartile. The lower middle quartile and upper middle quartile are broadly in line with the overall population of 9%.

Figure10: Pay quartile analysis – ethnicity (including white minorities)

Workforce profile:	Minority ethnic 9%, white British 67%
Lower quartile:	Minority ethnic 12%, white British 59%
Lower middle quartile:	Minority ethnic 9%, white British 68%
Upper middle quartile:	Minority ethnic 9%, white British 65%
Upper quartile:	Minority ethnic 6%, white British 75%

Vertical segregation – ethnicity

The organisation's minority ethnic population isn't mirrored proportionately across all salary brackets.

Analysis of vertical segregation, excluding white minorities, shows higher concentrations of minority ethnic colleagues in the £20K to £29,999 salary bracket, with less colleagues in the upper salary brackets, and no colleagues in the greater than £80K bracket.

Figure 11: Vertical segregation analysis - ethnicity (excluding white minorities)

Workforce profile:	Minority ethnic 5%, white 75%
Salary range less than £20k:	Minority ethnic 0%, white 0%
Salary range £20K - £29,999:	Minority ethnic 6.1%, white 72.4%
Salary range £30k - £39,999:	Minority ethnic 3.9%, white 73.7%
Salary range £40k - £49,999:	Minority ethnic 2.5%, white 79.2%
Salary range £50k - £59,999:	Minority ethnic 2.0%, white 83.3%
Salary range £60k - £69,999:	Minority ethnic 0.8%, white 88.0%
Salary range £70k - £79,999:	Minority ethnic 3.1%, white 83.2%
Salary range more than £80k:	Minority ethnic 0%, white 81.7%

When we include white minority populations in the analysis, we see slightly improved representation in the uppermost salary bandings.

Figure 12: Vertical segregation analysis - ethnicity (including white minorities)

Workforce profile:	Minority ethnic 9%, white British 67%
Salary range less than £20k:	Minority ethnic 0%, white British 0%
Salary range £20K - £29,999:	Minority ethnic 10.5%, white British 63.4%
Salary range £30k - £39,999:	Minority ethnic 8.6%, white British 65.0%
Salary range £40k - £49,999:	Minority ethnic 6.5%, white British 71.5%
Salary range £50k - £59,999:	Minority ethnic 5.9%, white British 76.7%
Salary range £60k - £69,999:	Minority ethnic 4.2%, white British 82.5%
Salary range £70k - £79,999:	Minority ethnic 4.6%, white British 80.2%
Salary range more than £80k:	Minority ethnic 1.2%, white British 80.5%

Horizontal segregation - ethnicity

The organisation's minority ethnic population isn't mirrored proportionately across all occupational groups. Analysis of horizontal segregation, excluding white minorities, shows higher concentrations of minority ethnic colleagues in the care, school support, business support, and catering, cleaning, and facilities management occupational groups, which tend to be lower paid and part-time roles. This analysis also demonstrates a lack of representation in leadership and manager roles.

Figure 13: Horizontal segregation analysis - ethnicity (excluding white minorities)

Workforce profile:	Minority ethnic 5%, white 75%
Business support group:	Minority ethnic 5.2%, white 81.1%
Care group:	Minority ethnic 7.5%, white 73.6%
Catering, cleaning, FM group:	Minority ethnic 7.1%, white 71.5%
Frontline public services group:	Minority ethnic 2.5%, white 72.6%
Leadership group:	Minority ethnic 0.9%, white 86.5%
Manager group:	Minority ethnic 3.1%, white 84.4%
Professional / Technical group:	Minority ethnic 4.3%, white 80.4%
School support group:	Minority ethnic 6.9%, white 71.5%
Teacher group:	Minority ethnic 3.0%, white 78.3%

When we include white minority populations in the analysis, we see slightly improved representation in the leadership group.

Figure 14: Horizontal segregation analysis - ethnicity (including white minorities)

Workforce profile:	Minority ethnic 9%, white British 67%
Business support group:	Minority ethnic 7.8%, white British 75.3%
Care group:	Minority ethnic 9.2%, white British 67.7%
Catering, cleaning, FM group:	Minority ethnic 11.8%, white British 63.3%
Frontline public services group:	Minority ethnic 5.4%, white British 64.8%
Leadership group:	Minority ethnic 3.4%, white British 82.4%
Manager group:	Minority ethnic 7.4%, white British 76.7%
Professional / Technical group:	Minority ethnic 8.8%, white British 72.1%
School support group:	Minority ethnic 12.4%, white British 61.2%
Teacher group:	Minority ethnic 8.1%, white British 68.6%

Appendix six: Disability pay gap report 2023

Background

The disability pay gap compares the pay gap between employees who identify as having a disability or long-term health condition, and those employees who do not.

Despite legal protections and efforts to promote more inclusive employment practices, disabled individuals continue to face significant disparities in pay and employment opportunities across the UK. Several factors contribute to the disability pay gap picture across the UK, including:

- Occupational segregation
- Limited employment opportunities
- Education and skills development
- Workplace discrimination
- Work limitations and productivity perceptions
- Underemployment and part-time work
- Social and systemic factors

Addressing the disability pay gap requires a comprehensive approach that encompasses:

- Equal employment opportunities
- Anti-discrimination policies
- Accessible workplaces
- Reasonable accommodations
- Inclusive hiring practices
- Targeted support for education and skills development

By promoting inclusivity and eliminating barriers, we can work towards reducing the disability pay gap and ensure fair compensation for individuals with disabilities.

Using the Government Statistical Service (GSS) harmonised definition of disability, 19% of people of working age were disabled in 2020. Women were more likely to be disabled than men, at 24% and 19%, respectively (Family Resources Survey). Three percent of our workforce identify as having a disability or long-term health condition. It should be recognised that some colleagues may not identify as being disabled, even if they fall within the legal definition of this.

Why did the disability pay gap increase this year?

In understanding the disability pay gap, it is essential to consider the representation of declared disabled colleagues in the organisation workforce profile. The declared disabled population, increased by 128 colleagues, and the total colleagues in the group increased from 517 to 645. This trend is linked to increased disclosure across the existing workforce, increased numbers of declared disabled colleagues joining the organisation, and the increased scope of analysis in 2023.

Whilst the increased representation is a positive trend, a deeper dive of workforce data shows increases in the declared disabled workforce were concentrated at the lower end of the LGE and L&T pay and grading structures and 70% of the increased population occupy part-time roles. Our understanding of the observed change to this pay gap relates to greater representation in lower paid roles (and no corresponding increased representation in senior roles) which dilutes the average hourly rate of pay for this workforce group.

Organisation disability pay gap

Mean disability pay gap

- The mean average pay gap for declared disabled employees increased to 8.7% (from 5.0% in 2022).
- This means that for every £1 earned by an employee who is not disabled, a declared disabled employee earns 91p.
- Average hourly rate for declared disabled employees: £17.35
- Average hourly rate for employees who are not disabled: £19.01

Median disability pay gap

- The median average pay gap for declared disabled employees increased to 7.6% (from 5.0% in 2022).
- This means that for every £1 earned by an employee who is not disabled, a declared disabled employee earns 92p.
- Average hourly rate for declared disabled employees: £15.36
- Average hourly rate for employees who are not disabled: £16.62

No bonus schemes are in operation at City of Edinburgh Council therefore the disability pay gap in respect of bonus is 0%.

The mean disability pay gap sits at -0.6% for LGEs and 7.4% for learning and teaching. This means there's a positive pay gap bias in favour of disabled colleagues for the LGE workforce. A deep dive of the data shows the majority of declared disabled colleagues work in LGE roles (83%). In the LGE workforce, declared disabled colleagues have an average hourly rate of £15.73 and this is £15.65 for colleagues who are not disabled. In the L&T workforce, declared disabled colleagues have an average hourly rate of £25.49 and this is £27.63 for colleagues who are not disabled.

Pay gap analysis for the Chief Official population is not possible due to a lack of representation at this level of the organisation.

A breakdown of pay gap by nature of disability shows that this varies between groups, with a wider gap observed for those identifying as disabled and "limited a little".

Mean disability pay gap “limited a little”

- Mean disability pay gap “limited a little”: 13.5%
- This means that for every £1 earned by an employee who is not disabled, a declared disabled employee who is “limited a little” earns 86p.
- Average hourly rate for declared disabled “limited a little”: £16.45
- Average hourly rate for employees who are not disabled £19.01

A smaller gap exists for the disabled and “limited a lot” group.

Mean disability pay gap “limited a lot”

- Mean disability pay gap “limited a lot”: 4.9%
- This means that for every £1 earned by an employee who is not disabled, a declared disabled employee who is “limited a lot” earns 95p.
- Average hourly rate for declared disabled “limited a lot”: £18.08
- Average hourly rate for employees who are not disabled: £19.01

Pay quartile analysis – disability

The proportion of disabled colleagues across the pay quartiles broadly mirrors the workforce profile however as is the case with other protected groups, representation is lacking in the upper quartile, which contributes to the disability pay gap.

Figure 15: Pay quartile analysis – disability

Workforce profile:	Declared disabled 3%, not disabled 75%
Lower quartile:	Declared disabled 3%, not disabled 72%
Lower middle quartile:	Declared disabled 3%, not disabled 75%
Upper middle quartile:	Declared disabled 3%, not disabled 71%
Upper quartile:	Declared disabled 2%, not disabled 80%

Vertical segregation – disability

The organisation’s declared disabled population isn’t mirrored proportionately across all salary brackets. Analysis of vertical segregation shows higher concentrations of disabled colleagues in the £30K to £39,999 and £20K to £29,999 salary brackets, with less representation in the upper salary brackets, and no representation in the upper salary brackets.

Figure 16: Vertical segregation analysis - disability

Workforce profile:	Declared disabled 3%, not disabled 75%
Salary range less than £20k:	Declared disabled 0%, not disabled 0%
Salary range £20K - £29,999:	Declared disabled 3.2%, not disabled 73.6%
Salary range £30k - £39,999:	Declared disabled 3.1%, not disabled 71.0%
Salary range £40k - £49,999:	Declared disabled 2.7%, not disabled 77.0%
Salary range £50k - £59,999:	Declared disabled 2.1%, not disabled 80.4%
Salary range £60k - £69,999:	Declared disabled 1.6%, not disabled 83.3%
Salary range £70k - £79,999:	Declared disabled 0%, not disabled 84.7%
Salary range more than £80k:	Declared disabled 0%, not disabled 79.3%

Horizontal segregation - disability

The organisation's declared disabled population isn't mirrored proportionately across all occupational groups. Analysis of horizontal segregation shows much higher concentrations of disabled colleagues in the business support and professional/technical occupational groups however there is limited representation in the leadership group.

Figure 17: Horizontal segregation analysis - disability

Workforce profile:	Declared disabled 3%, not disabled 75%
Business support group:	Declared disabled 6.9%, not disabled 76.3%
Care group:	Declared disabled 3.1%, not disabled 76.4%
Catering, cleaning, FM group:	Declared disabled 2.2%, not disabled 75.6%
Frontline public services group:	Declared disabled 3.1%, not disabled 70.4%
Leadership group:	Declared disabled 1.4%, not disabled 82.2%
Manager group:	Declared disabled 3.5%, not disabled 81.2%
Professional / Technical group:	Declared disabled 5.0%, not disabled 78.7%
School support group:	Declared disabled 2.8%, not disabled 74.0%
Teacher group:	Declared disabled 1.9%, not disabled 76.3%

Appendix seven: Intersectionality pay gap analysis

In line with our commitment to provide more detailed pay gap analysis in respect of intersectionality, this section of the report is new for 2023. For simplicity the analysis contained in this section of the report concentrates on mean average pay gaps.

Pay gap intersectionality refers to the overlapping effects and compounded disadvantages experienced by individuals who belong to multiple marginalised groups, resulting in even greater disparities in pay and earnings. It recognises that individuals face unique challenges and discrimination based on the intersection of their gender, race, ethnicity, disability, and other social identities. Some key aspects of pay gap intersectionality include:

- Amplified disadvantages
- Unique experiences and barriers
- Invisibility and underrepresentation
- Multiple layers of discrimination

Addressing pay gap intersectionality requires comprehensive solutions that acknowledge and address the unique challenges faced by individuals with intersecting marginalised identities. This involves implementing policies and practices that promote diversity, equity, and inclusion, providing targeted support and resources, and challenging biases and discrimination across all intersecting dimensions.

This suite of reporting forms the foundation for intersectionality analysis at the City of Edinburgh Council. We will build on this for the 2024 report.

We recognise that some pay gaps are larger than we'd like, and we've undertaken a range of scenario modelling to understand what it would take to close these gaps. Insight from this report was used to establish an evidence base in developing our updated EDI action plan, which should be read in conjunction with this pay gap report.

The report provides analysis where the total level of employee disclosure for a protected characteristic is above, or close to, 80%. Therefore, the reporting does not incorporate analysis on religion or belief, sexual orientation, gender reassignment, marital and civil partnership at present, and it does not currently provide analysis for pregnancy and maternity. As data capture improves, we intend to expand this suite of reporting.

As per national guidance for ethnicity pay gap reporting we have not included analysis for groups of less than fifty. We are therefore unable to provide analysis of the experience of minority ethnic declared disabled women in this report due to limited numbers.

Data on average rates of pay used in the intersectionality analysis is available in **Appendix eight**.

1. Intersectionality and gender (sex)

1.1 Women working on a part-time basis

This analysis compares the difference in pay between women working part-time hours and men working full-time hours.

At the Council 52% of colleagues work part-time hours and 48% work full-time hours. Of those working part time, 82% are women and 18% are men.

The mean gender pay gap for women working part-time hours reduced to 15.9% (from 19.7% in 2022).

Several factors contribute to lower earnings for part-time women compared to men working full-time. Part-time roles are more prevalent in care and education settings which generally offer lower compensation compared to full-time roles in other services. Occupational segregation limits women's access to higher-paying opportunities.

Part-time work can impact career advancement opportunities and women who choose to work part-time due to caregiving responsibilities, family commitments, and other personal reasons may experience slower career progression, fewer opportunities for progression, and limited access to higher-paid leadership positions.

When looking at grade by grade pay gaps for package pay, women tend to take home less package pay resulting from Working Time Payments as these payments are pro-rated for part-time roles (predominantly worked by women). This disparity in earnings is visible when we drill-down into the pay gaps for package pay by grade for LGEs, where the pay gap for Grade 3 women is 4.6% and the pay gap for Grade 5 women is 5.9%. When we analyse the pay gaps for basic pay only, the gap for Grade 3 is 0.1% and the gap for Grade 5 is 2.8%.

1.2 Women over forty years and under forty years

This analysis compares the difference in pay between:

1. Females over forty years with males over forty years
2. Females under forty years with males under forty years

The current workforce profile by sex and age is as follows:

- 36% of women are under forty years
 - 64% of women are over forty years
 - 34% of men are under forty years
 - 66% of men are over forty years
-
- The mean gender pay gap for women over forty years of age continued to narrow to 4.3% (from 5.3% in 2022).
 - There is a positive mean average pay gap for women under forty years of age. The pay gap for this group is -1.7% (from -1.7% in 2022).

This aspect of the gender pay gap highlights the unique challenges and factors that contribute to lower earnings for older women. Many older women have experienced career interruptions or reduced work hours due to caregiving responsibilities for children, aging parents, or family members with disabilities. These interruptions can result in fewer years of continuous work and limited opportunities for career advancement, leading to overall lower earnings.

Older women often face occupational segregation, with a higher representation in lower paying sectors and industries. Additionally, they may encounter barriers to promotion and career progression, such as biases, stereotypes, and limited access to leadership roles. This perpetuates the pay gap as women progress in their careers. Historically there has also been a perception that senior roles cannot be undertaken on a part-time or flexible basis and we have taken positive actions in this space to change this mindset.

2. Intersectionality and Ethnicity

2.1 Minority ethnic women

This insight reflects the intersection of gender and ethnicity, highlighting the specific challenges and factors that contribute to lower earnings for minority ethnic women, including:

- Occupational segregation
- Discrimination and bias in the workplace that undervalues their skills, qualifications, and contributions
- Underrepresentation in leadership roles and positions of influence
- Educational disparities, limited access to quality education, cultural biases and socioeconomic factors can impact their educational attainment and opportunities for skill development and higher earnings
- Language proficiency and cultural barriers

This analysis compares the difference in pay between:

1. Minority ethnic women (excluding white minorities) and white men.
 2. Minority ethnic women (including white minorities) and white British men.
- The mean gender pay gap between minority ethnic women (excluding white minorities) and white men is 18.9%.
 - The mean gender pay gap between minority ethnic women (including white minorities) and white British men is 14.4%.

This analysis highlights a disparity in earnings for minority ethnic women working at the organisation. The pay gap experienced by minority ethnic women in the organisation of 18.9% (and 14.4%) is significantly wider than that experienced by women in general, where the pay gap is 2.5%. The mean pay gap between white women and white men is 2.9%.

For comparison, the mean pay gap between minority ethnic men and white men is lower than that for minority ethnic women, at 14.7%. The mean pay gap between minority ethnic men and white British men is also lower, at 8.4%.

Analysis of pay gaps between different groups of minority ethnic women and white men shows that gaps vary by group (see **Figure 18**) with a much wider gap of 22.7% for women in the Asian ethnic group compared with 5.5% for women from mixed or multiple ethnic groups .

Again, analysis of mean pay gaps between different groups of minority ethnic women and white British men shows that gaps vary by group however there is a pronounced difference when white women from minority backgrounds are included in the “other ethnic group” category (see **Figure 19**).

Figure 18: Mean pay gap for minority ethnic women, by minority ethnic group (excluding white minorities)

Pay gap, Other ethnic group*:	17.8%
Pay gap, African ethnic group:	18.6%
Pay gap, Asian ethnic group:	22.7%
Pay gap, Mixed or multiple ethnic groups:	5.5%

*Excludes white minority populations, includes those with Caribbean or Black ethnicity

Figure 19: Mean pay gap for minority ethnic women, by minority ethnic group (including white minorities)

Pay gap, Other ethnic group**:	10.8%
Pay gap, African ethnic group:	19.0%
Pay gap, Asian ethnic group:	23.0%
Pay gap, Mixed or multiple ethnic groups:	5.9%

**Includes white minority populations, includes those with Caribbean or Black ethnicity

2.1 Part-time minority ethnic women

This analysis compares the difference in pay between:

1. Part-time minority ethnic women (excluding white minorities) and full-time white men.
 2. Part-time minority ethnic women (including white minorities) and full-time white British men.
- The mean gender pay gap between part-time minority ethnic women (excluding white minorities) and full-time white men is 29.3%.
 - The mean gender pay gap between part-time minority ethnic women (including white minorities) and full-time white British men is marginally lower at 26.8%.

The pay gap experienced by part-time minority ethnic women of 29.3% (and 26.8%) is almost double that of part-time women in general, where the observed pay gap is 15.9%.

For comparison, the mean pay gap between part-time minority ethnic and full-time white men is comparable to that of part-time minority ethnic women, at 32.2%. The pay gap between part-time minority ethnic men and full-time white British men is lower, at 23.7%.

2.2 Minority ethnic women over forty years and under forty years

This analysis compares the difference in pay between:

1. Minority ethnic women over forty years (excluding white minorities) and white men over forty years

2. Minority ethnic women under forty years (excluding white minorities) with white men under forty years

- The mean pay gap for minority ethnic women over forty years is 20.2%.
- The mean pay gap for minority ethnic women under forty years of age is lower at 16.1%.

This analysis demonstrates that the pay gap experienced by minority ethnic women in the over forty years age bracket (20.2%) is significantly higher than that of women in the over forty years age bracket in general, where the pay gap is 4.3%.

3. Intersectionality and Disability

3.1 Declared disabled women

This analysis compares the difference in pay between declared disabled females and that of men who don't identify as having a disability or long-term health condition.

- The mean pay gap for declared disabled women is 10.4%
- The mean pay gap for declared disabled women who are "limited a little" is 15.2%.
- The mean pay gap for declared disabled women who are "limited a lot" is 6.2%.

This analysis highlights a disparity in earnings for declared disabled women working at the organisation. The pay gap experienced by declared disabled women in the organisation of 10.4% is four times wider than that experienced by women in general, where the pay gap is 2.4%.

For comparison, we've analysed the pay gap between men who are not disabled and declared disabled men, and the resulting pay gaps are slightly higher than those observed for women. The mean pay gap for declared disabled men is 13.0%; 17.2% for declared disabled men who are limited a little; and 10.1% for declared disabled men who are limited a lot.

3.2 Part-time declared disabled women

This analysis compares the difference in pay between part-time women with a declared disability and full-time men who are not disabled. Currently 51% of disabled colleagues work on a part-time basis and 49% are full-time. The declared disabled part-time workforce is 78% female and 22% male.

The mean pay gap for part-time declared disabled women is 23.7%.

The pay gap experienced by part-time declared disabled women of 23.7% is wider than that of part-time women in general, where the observed pay gap is 15.9%, and it is slightly smaller than the pay gap experienced by part-time minority ethnic women.

For comparison, the pay gap for part-time declared disabled men is slightly higher at 26.4%.

3.3. Declared disabled women over forty years and under forty years

This analysis compares the difference in pay between:

1. Declared disabled women over forty years and men over forty years who are not disabled
 2. Declared disabled women under forty years and men under forty years who are not disabled
- The mean pay gap for declared disabled women over forty years of age is 12.0%.
 - The mean pay gap for declared disabled women under forty years of age is 6.6%.

This analysis demonstrates that the pay gap experienced by declared disabled women in the over forty years age bracket (12.0%) is more than double that of women in the over forty years age bracket in general, where the pay gap is 4.3%, and it is significantly lower than the gap experienced by minority ethnic women who are over 40 years (20.2%).

Appendix eight: Intersectionality analysis – average hourly pay data

1. Intersectionality and gender (sex)

1.1 Women working on a part-time basis

- Average hourly rate for part-time women: £16.80
- Average hourly rate for full-time men: £19.97

1.2 Women over forty years and under forty years

- Average hourly rate for women over forty years: £18.68
- Average hourly rate for men over forty years: £19.53
- Average hourly rate for women under forty years: £18.52
- Average hourly rate for men under forty years: £18.21

2. Intersectionality and Ethnicity

2.1 Minority ethnic women

- Average hourly rate for minority ethnic women (excluding white minorities): £15.86
- Average hourly rate for white men: £19.56
- Average hourly rate for minority ethnic women (including white minorities): £16.82
- Average hourly rate for white British men: £19.65

2.1 Part-time minority ethnic women

- Average hourly rate for part-time minority ethnic women (excluding white minorities): £14.39
- Average hourly rate for full-time white men: £20.35
- Average hourly rate for part-time minority ethnic women (including white minorities): £14.94
- Average hourly rate for full-time white British men: £20.41

2.2 Minority ethnic women over forty years and under forty years

- Average hourly rate for minority ethnic women over forty years: £15.91
- Average hourly rate for white men over forty years: £19.93
- Average hourly rate for minority ethnic women under forty years: £15.75
- Average hourly rate for white men under forty years: £18.78

3. Intersectionality and Disability

3.1 Declared disabled women

- Average hourly rate for declared disabled women: £17.51
- Average hourly rate for men who are not disabled: £19.54

3.2 Part-time declared disabled women

- Average hourly rate for part-time declared disabled women: £15.53
- Average hourly rate for full-time men who are not disabled: £20.35

3.3. Declared disabled women over forty years and under forty years

- Average hourly rate for declared disabled women over forty years: £17.56
- Average hourly rate for men over forty years who are not disabled: £19.95
- Average hourly rate for declared disabled women under forty years: £17.44
- Average hourly rate for men under forty years who are not disabled: £18.68

Appendix nine: Benchmarking data

Guidance issued by the UK government specifies that pay gap analysis for statutory purposes should examine gaps for package pay.

There are currently varying interpretations of Regulation 7 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In the absence of detailed guidance, Scottish Councils approach their gender pay gap analysis differently at present (with some reporting base pay only and others reporting package pay). Therefore, we are not currently able to compare our pay gap data with that of other local authorities.

The current Local Government Benchmarking Framework (LGBF) survey looks at pay gaps for base pay. The scope of this survey does not look at the pay gap for package pay.

We have engaged with Scottish Councils and other relevant stakeholders through the SPDS Equalities sub-group to develop a standardised and consistent approach for gender pay gap reporting for the 32 local authorities in Scotland. A formal proposal will be submitted to the SPDS Executive group for consideration later in 2023. If approved, this approach would be adopted in time for the 2025 reporting cycle and would enable robust comparison of pay gap data across Scottish Councils.

We've benchmarked our pay gap analysis in relation to wider national statistics. As we improve data completeness for disability and ethnicity, we'll be able to achieve greater validity of these pay gap outputs.

It should be noted that limited data exists in the wider domain around ethnicity, disability and in particular, intersectionality pay gaps.

- The organisation's mean gender pay gap of 2.4% is much lower than the Scottish national pay gap of 10.1% (Close the Gap) and the UK pay gap of 14.9% (Office of National Statistics)
- The organisation's mean ethnicity pay gap of 16.2% is higher than the Scottish national pay gap of 10.3% (Office of National Statistics)
- The organisation's mean disability pay gap of 8.7% is much lower than the Scottish national pay gap of 16.2% (Scottish Government) and the UK pay gap of 17.2% (Trades Union Congress)
- The organisation's mean pay gap for part-time women of 15.9% is much lower than the Scottish national pay gap of 27% (Close the Gap)
- The organisation's pay gap of 10.4% between declared disabled women and men who are not disabled is much lower than the Scottish national pay gap of 22% (Close the Gap)

Appendix ten: What are we doing to close the pay gaps?

This section provides a broad overview of strategy and key priorities to support the reduction of gender, ethnicity and disability pay gaps at our organisation, over the longer term. Our strategy aligns to the key themes of developing our understanding, creating an inclusive culture, and attracting and retaining a diverse workforce.

A full report on EDI related activity over the past twelve months is also being reported to this committee, where more detail is available. We intend to publish our new EDI strategy and action plan in October 2024 following publication of our new People Strategy.

Robust data provides an evidence base on which to prioritise interventions and resources, identify gaps in performance, drive measurable improvements. Quantitative and qualitative data also allows us to measure the success of our interventions.

We continue to work closely with external organisations and other Scottish Councils in relation to strategy, best practice, and opportunities to reduce our pay gaps, and to ensure that our organisation creates a diverse, fair, and inclusive workplace.

We are working together with other Scottish Councils through the SPDS Equalities sub-group to develop a consistent approach to pay gap analysis across Scotland that will allow us to establish a true understanding of our pay gap position, relative to others. A proposal will be submitted to the SPDS Executive group later this year with a view to adopting this standardised approach from March 2025.

Currently, there is no requirement for organisations to report their ethnicity and disability pay gaps. We aim to better understand our position for ethnicity, disability and intersectionality pay gaps as more data becomes available in the public domain.

We will continue to undertake initiatives to improve our level of data capture in respect of employee protected characteristics, encouraging colleagues to identify rather than record “prefer not to say”, and working towards improved disclosure over the longer term to increase the validity of pay gap analysis. We aim to expand our pay gap reporting for additional protected characteristics as disclosure for these groups improves.

In the context of protected characteristics, we aim to develop our understanding further by embedding data processes to allow accurate analysis of, and identify potential trends and constraints connected to, for example flexible working requests, promotion, retention patterns for women following maternity leave and reasons for termination of employment.

During the last twelve months we have modelled a range of different scenarios and pay gap projections in relation to changes to our workforce profile to develop our understanding.

We recognise that:

- In general, our workforce profile is not adequately reflected at senior levels of the organisation.
- Women, minority ethnic colleagues, and disabled colleagues, are often concentrated in part-time roles; and part-time working tends to be concentrated in lower paid roles.

- There is a lack of availability of part-time working opportunities at more senior levels of the organisation.

The lack of part-time roles in the leadership and management space poses a challenge in creating opportunities to attract and retain a diverse workforce, and in changing the picture of occupational segregation at the organisation.

Longer-term, we want to focus on implementing strategic actions to improve our position in respect of:

- Representation in leadership roles and positions of influence
- Availability of part-time roles at the senior level

Over the longer term we aim to have representation at the senior level that reflects our workforce profile.

Key to this will be:

- Exploring the potential to introduce more part-time and flexible working opportunities at management and leadership levels of the organisation.
- Engaging with under-represented groups to understand barriers and improve our recruitment approach and attraction.
- Further learning and guidance on positive action measures for recruiting managers.
- Developing a structured approach to career progression and succession planning in the context of equalities, diversity, and inclusion.

Appendix eleven: Pay gap trends 2018 to 2023

Mean gender pay gap

2023	2.4%
2022	3.2%
2021	3.8%
2020	4.1%
2019	4.7%
2018	4.8%

Mean ethnicity pay gap

2023	16.2% excluding white minorities, 11.4% including white minorities
2022	15.2% excluding white minorities
2021	14.1% excluding white minorities

Mean disability pay gap

2023	8.7%
2022	5.0%
2021	7.0%

Policy and Sustainability Committee

10:00am, Tuesday, 24 October 2023

Policy Statement on Equal Pay

Executive/routine
Wards

Recommendations

- 1.1 The Policy and Sustainability Committee is recommended to note and approve the updated Policy Statement on Equal Pay.
- 1.2 This Policy Statement should be read in conjunction with our EDI strategy update (Equalities, Diversity, and Inclusion) and pay gap 2023 report, also being reported at this Committee.

Deborah Smart

Executive Director of Corporate Services

Contact: Nareen Owens, Head of Human Resources

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Policy Statement on Equal Pay

Executive Summary

- 2.1 The Council is currently bound by duties arising from the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to publish a Policy Statement on Equal Pay every four years.
- 2.2 At the City of Edinburgh Council we aim to ensure a fair, open, and transparent approach to the determination of pay and conditions of employment which does not unlawfully discriminate, and is free from bias, across all protected characteristics.
- 2.3 We are committed to the principle of equal pay, and we believe that all employees should receive equal pay for the same or broadly similar work, for work rated as equivalent, or for work of equal value. Monitoring of our equal pay position for workforce groups is contained within this report.
- 2.4 We are committed to reducing occupational segregation across our workforce (where an occupation is dominated by a group that shares a protected characteristic). We aim to ensure that all protected characteristics are represented at all levels of the workforce and in all areas of work.
- 2.5 Monitoring of our position in respect of occupational segregation and vertical segregation by sex, ethnicity and disability status is contained within this report in **Figures one to six**.
- 2.6 We also aim to have a workforce that is representative of the wider Edinburgh community.

Background

- 3.1 We last published our Policy Statement on Equal Pay in 2019. As part of our ongoing commitment to the general equality duty, we have updated our Policy Statement on Equal Pay to align with the EDI (Equalities, Diversity, and Inclusion) strategy and action plan and pay gap reporting in 2023.
- 3.2 The analysis contained in this report is based on data extracted from the HR and Payroll system on 31 March 2023, and reflects the permanent and temporary workforce, excluding casual and supply workers and agency workers.

What is equal pay?

- 3.3 For clarity, readers should be aware that “equal pay” is different to “pay gap” analysis. Equal pay refers to the equal payment of different groups for undertaking the same work, for example women and men. At our organisation, the base pay for roles is determined through a job evaluation or job sizing methodology. Equal pay is analysed on a grade-by-

grade basis to ensure that all employees are paid equally for doing equivalent jobs across the organisation.

What is a pay gap?

- 3.4 Pay gap analysis shows the difference in average hourly rate between one group and another, for example women and men. The pay gap is presented as a headline percentage figure which reflects the organisation level position.
- 3.5 We are working to increase the scope of equal pay audits to incorporate further protected groups. Analysis and trends for these groups will be monitored on an ongoing basis.

Main report

- 4.1 The updated Policy Statement on Equal Pay is contained in **Appendix One**.
- 4.2 The Policy Statement lays out our approach to maintaining equal pay across the organisation, and how this will be monitored, evaluated, and reviewed.
- 4.3 The Policy Statement has been reviewed and refreshed and includes the following update:
 - We will ensure that independent checks are undertaken on the application of job evaluation scorings for any bias based on protected characteristics.
 - We commit to a regular schedule for independent checks and these will be carried out on a four-year cycle, or more frequently, in response to significant organisational change programmes.

Next Steps

- 5.1 The Policy Statement on Equal Pay will be published on the Council website in October 2023.
- 5.2 We will continue to progress the activities and monitoring as outlined in the updated Policy Statement on Equal Pay.
- 5.3 The Policy Statement on Equal Pay will be reviewed and published every four years unless there are changes to legislation within this period.

Financial impact

- 6.1 We will ensure that adequate HR resource is funded to meet the commitments laid out in the Policy Statement on Equal Pay.
- 6.2 We will ensure that adequate funding is available to take forward specific activities relating to equal pay.

Equality and Poverty Impact

- 7.1 The updated Policy Statement on Equal Pay meets our obligation under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to publish a Policy Statement on Equal Pay every four years.

- 7.2 The Policy Statement outlines our commitment to support equal pay and a culture where there is no unfair discrimination, nor unjust or unlawful practices that impact on pay equality.
- 7.3 All employees of the Council are covered by the content of the Policy Statement on Equal Pay.
- 7.4 An Integrated Impact Assessment (IIA) has been completed for this Policy Statement.
- 7.5 We will continue to work in partnership with the recognised Trades Unions and engage with external organisations on best practice to eliminate unfair or unlawful practices that impact on pay and take appropriate remedial actions where necessary.

Climate and Nature Emergency Implications

- 8.1 None.

Risk, policy, compliance, governance and community impact

- 9.1 This Policy Statement has been drafted in line with guidance and best practice from the Equalities and Human Rights Commission (EHRC) and the Society of Personnel Development Scotland Executive (SPDS) group.
- 9.2 The Policy Statement lays out how we will continue to minimise risk in the space of equal pay and how the equal pay position will be monitored on an ongoing basis.
- 9.3 The Policy and Sustainability Committee is recommended to note and approve the updated Policy Statement on Equal Pay.
- 9.4 This Policy Statement should be read in conjunction with our EDI strategy update, and pay gap 2023 report, also being reported at this Committee.

Background reading/external references

- Policy Statement on Equal Pay 2019, Policy and Sustainability Committee, 07 March 2019: https://democracy.edinburgh.gov.uk/Data/Finance%20and%20Resources%20Committee/20190307/Agenda/item_711_-_policy_statement_on_equal_paypdf.pdf
- Equalities and Human Rights Commission: <https://www.equalityhumanrights.com/en/our-work/equal-pay#:~:text=equal%20pay%20matters-.What%20is%20equal%20pay%3F,equal%20pay%20in%20your%20organisation.>
- EDI strategy and action plan, Policy and Sustainability Committee, 24 October 2023.
- Equality and diversity framework 2021 to 2025: <https://www.edinburgh.gov.uk/documents/equality-diversity-framework-2021-2025>
- Pay gap report 2023, Policy and Sustainability Committee, 24 October 2023.

Appendices

Appendix one: Policy Statement on Equal Pay

Appendix two: Progress update on occupational segregation and vertical segregation

Policy and Sustainability Committee – 24 October 2023

Appendix one: Policy Statement on Equal Pay

1. Policy Statement

- 1.1 This Policy Statement, together with our Equality and Diversity policy set out our key commitments to our workforce:
- to recognise, respect and value the diversity of our workforce as an asset and key resources in enhancing and maximising performance to effectively meet the diverse needs of our service users; and
 - to eliminate discrimination and encourage a culture that values and promotes equality and diversity across the organisation.
- 1.2 Fundamental to these commitments is the need to support equal pay and a culture where there is no unfair discrimination, nor unjust or unlawful practices that impact on pay equality by:
- rewarding fairly the skills and experiences of all employees;
 - working in partnership with trade unions to ensure pay is monitored regularly and employees have confidence in our processes to ensure there is no bias;
 - operating pay and reward systems which are transparent, based on objective criteria and free from bias.
- 1.3 We are also mindful of the need to monitor the effect of other relevant employment policies and practices to ensure that they do not adversely impact on equality in terms of access to pay and benefits, selection for employment, promotion, training, and other developmental opportunities. Integrated Impact Assessments including the equalities impact of change will be carried out and published on new or revised policies and practices.
- 1.4 By tackling the potential sources of pay discrimination and advancing equality in the workplace, our commitment is not just because it is the law, but because it aligns with our Behaviours and commitment to Fair Work, increases employee engagement and improves colleagues' lives and wellbeing. It supports the attraction and retention of the best people, dedicated to delivering the Council's strategic objectives through their daily work.
- 1.5 Nareen Owens, Service Director – Human Resources is responsible for implementation of this policy statement.

2. Purpose

- 2.1 The purpose of this policy statement is to set out our approach to ensuring that our pay systems in the Council continue to be fair and equitable. We want our employees to have confidence in our systems and processes for eliminating bias.

3. Scope

- 3.1 All employees of the Council are covered by the content of this policy statement. There are four discrete employee groups whose pay and conditions of employment are negotiated nationally and supplemented, where appropriate, by local collective agreements.

The national negotiating bodies are:

- Scottish Joint Council for Local Government Employees;
- Scottish Joint Council for Craft Operatives;
- Scottish Negotiating Committee for Teachers; and

- Joint Negotiating Committee for Chief Officers of Local Authorities (Scotland).

The Council has three separate grading structures:

- Local Government (including Craft) – Grades 1 to 12 underpinned by job evaluation using the Capital Job Evaluation Scheme
- Teachers – Jobs sized in accordance with SNCT
- Chief Officers – Nationally agreed grading structure underpinned by Hay/Korn Ferry job evaluation

4. What we will do

We will:

- 4.1 Continue to use a robust framework for job evaluation which allows an objective and reliable measure of the size and relative worth of each job. The framework is underpinned by equal opportunities practice ensuring that there is no bias related to any of the protected characteristics.
- 4.2 Ensure that those involved in carrying out job evaluation or job sizing are appropriately trained.
- 4.3 Independently check the application of job evaluation scorings for any bias based on protected characteristics. These checks will be carried out on a four-year cycle, or more frequently, in response to significant organisational change programmes.
- 4.4 Allow employees to appeal against job evaluation outcomes.
- 4.5 Maintain an HR framework that supports flexible and agile ways of working including the design of jobs and work.
- 4.6 Conduct regular Equal Pay audits in line with EHRC guidance to identify pay gaps by grade, assessing and reviewing the findings and acting where necessary.
- 4.7 Continue to monitor and act where necessary, regarding:
 - pay gaps for gender (sex), ethnicity, and disability
 - occupational segregation
- 4.8 Continue to work to improve data collection of equalities data for employees and applicants, to help us identify equality issues and act where required.
- 4.9 Continue to work in partnership with the recognised Trades Unions on equal pay and equalities in employment.
- 4.10 Promote a culture to challenge stereotypes in recruitment and promotion and will make reasonable adjustments to seek to minimise the adverse impact of occupational segregation.
- 4.11 Provide appropriate training on equalities and relevant guidance for those involved in determining pay.
- 4.12 Be transparent in informing employees how the Council's pay framework operates, and how their own pay is determined.
- 4.13 Refresh our People Strategy for 2024 to 2027 and associated Action Plan, which will be reported to the Policy and Sustainability Committee.

- 4.14 Revisit the design of our pay and benefits framework for Local Government Employees as part of the 2024 to 2027 People Strategy and Action plan. The scope of this programme will be defined through stakeholder engagement however areas we could explore include the design of our pay and grading structure, the wider pay framework, wellbeing related benefits and family friendly benefits.
- 4.15 Strive to ensure that there are no unfair, unjust, or unlawful practices that impact on pay.
- 4.16 Work to tackle any differences in pay where the differences appear to be linked to protected characteristics.
- 4.17 Monitor and respond to grievances and complaints regarding equal pay.
- 4.18 Make opportunities for training, development, and progression available to all colleagues, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation.
- 4.19 Promote flexible working arrangements to open opportunities to a greater number of employees, delivering a framework of conditions of employment which are family friendly and flexible.
- 4.20 We will continue to challenge views that employees in higher grades or frontline roles should not have access to flexible working arrangements where service requirements permit.
- 4.21 Work towards the standards set by Close the Gap so we achieve accreditation as an Equally Safe at Work employer.
- 4.22 Engage and apply appropriate resources to achieve equal pay.

5. Monitoring and Information

- 5.1 We will publish data on pay gaps, occupational segregation, vertical segregation and pay quartile analysis, every two years.
- 5.2 We will continue to monitor the make-up of the workforce in terms of age, gender, ethnic background, sexual orientation, gender re-assignment, religion or belief, and disability.
- 5.3 Information on the recruitment, development and retention of employees will be published every two years as part of the council's Equality Mainstreaming Report.
- 5.4 Details of actions taken to implement the outcome of equality impact assessments will also be published as part of the council's Equality Mainstreaming Report.
- 5.5 Outcomes from analysis of the data will inform actions to ensure equality in respect of pay gaps relating to gender, disability and race, occupational segregation, and the availability of part-time and flexible working arrangements.

6. Evaluation and Review

- 6.1 This policy statement is communicated to all employees (existing, new and prospective) via the Council's internal and external websites.
- 6.2 This policy statement will be reviewed in Autumn 2027 and will be published no more than every four years unless there are changes to legislation within this period.

Appendix two: Progress update on occupational segregation and vertical segregation

Analysis of changes to occupational segregation between 2019 and 2023 shows some positive trends in relation to the direction of travel.

The scope of occupational groups is documented in **Appendix three**.

Note that we no longer have any colleagues in the less than £20K salary bracket. The lowest salary in the SJC pay structure is currently £20,626. In addition, the Scottish Local Government Living Wage hourly rate of £10.85 equates to an annual salary of £20,382 at our organisation.

Sex

At 2023, the organisation workforce profile is 70% female and 30% male. We aim to achieve a balanced representation of women and men across different occupational groups that reflects our overall workforce profile.

At our organisation, women have traditionally been:

- Under-represented in the leadership, management, professional and technical, and frontline public services occupational groups.
- Over-represented in the school support, teaching, care, and business support occupational groups.

Since 2019 (see **Figure one**):

- The number of women in leadership roles increased by 4.6%, to 67.1%.
- The number of women in management roles increased by 3.2%, to 64.3%.
- The number of men in school support roles increased by 1.7%, to 8.2%.
- The number of men in care roles increased by 1.3%, to 22.5%.

Ethnicity

At 2023, the organisation workforce profile is 4.5% minority ethnic (excluding white minorities) and 77.5% white. We aim to achieve a balanced representation of minority ethnic and white colleagues across different occupational groups that reflects our overall workforce profile.

At our organisation, minority ethnic colleagues have traditionally been:

- Under-represented in most occupational groups.
- With an over-representation in care, school support and catering, cleaning and FM occupational groups.

Since 2019, representation of minority ethnic colleagues increased across all occupational groups (see **Figure three**):

- The number of minority ethnic colleagues in leadership roles increased by 0.6%, to 0.9%.
- The number of minority ethnic colleagues in management roles increased by 1.0%, to 3.2%.
- The number of minority ethnic colleagues in professional and technical roles increased by 1.0%, to 4.3%.
- The number of minority ethnic colleagues in teaching roles increased by 0.6%, to 2.4%.

Since the last report in 2019, representation of minority ethnic colleagues across the workforce increased from 3.1% to 4.5%. Whilst this is a positive trend in relation to improved representation,

many colleagues joined the organisation in lower graded roles. This is reflected in the 2023 occupational segregation data, where:

- The number of minority ethnic colleagues in catering, cleaning and FM roles increased by 3.5%, to 7.3%.
- The number of minority ethnic colleagues in school support roles increased by 2.7%, to 6.4%.
- The number of minority ethnic colleagues in care roles increased by 1.2%, to 8.0%.

Disability

At 2023, the organisation workforce profile is 3.0% declared disabled and 76.8% not disabled. We aim to achieve a balanced representation of declared disabled and colleagues who are not disabled across different occupational groups that reflects our overall workforce profile.

At our organisation, declared disabled colleagues have traditionally been:

- Under-represented in the leadership and teaching occupational groups.
- Over-represented in the business support occupational group.

Since 2019, representation of declared disabled colleagues increased across all occupational groups (see **Figure five**):

- The number of declared disabled colleagues in leadership roles increased by 0.9%, to 1.4%.
- The number of declared disabled colleagues in management roles increased by 0.9%, to 3.5%.
- The number of declared disabled colleagues in professional and technical roles increased by 1.6%, to 4.9%.
- The number of declared disabled colleagues in teaching roles increased by 0.5%, to 1.8%.

Since the last report in 2019, representation of declared disabled colleagues across the workforce increased from 2.2% to 3.1%. However, many declared disabled colleagues joined the organisation in lower graded roles and occupations. For example, the number of declared disabled colleagues in business support roles increased by 3.8%, to 7.0%.

Figure one: Occupational segregation – sex, 2023 and 2019

	March 2023		March 2019	
	Female	Male	Female	Male
Workforce profile	70%	30%	70%	30%
Business support group	78.2%	21.8%	78.7%	21.3%
Care group	77.5%	22.5%	78.8%	21.2%
Catering, cleaning, FM group	70.7%	29.3%	69.3%	30.7%
Frontline public services group	22.6%	77.4%	22.8%	77.2%
Leadership group	67.1%	32.9%	62.5%	37.5%
Manager group	64.3%	35.7%	61.1%	38.9%
Professional / Technical group	57.3%	42.7%	58.5%	41.5%
School support group:	91.8%	8.2%	93.5%	6.5%
Teacher group	78.0%	22.0%	78.1%	21.9%

Figure two: Vertical segregation – sex, 2023 and 2019

	March 2023		March 2019	
	Female	Male	Female	Male
Workforce profile	70%	30%	70%	30%
Salary range less than £20k	0%	0%	73.4%	26.6%
Salary range £20K - £29,999	71.5%	28.5%	64.2%	35.8%
Salary range £30k - £39,999	63.1%	36.9%	73.7%	26.3%
Salary range £40k - £49,999	72.9%	27.1%	64.8%	35.2%
Salary range £50k - £59,999	67.4%	32.6%	64.8%	35.2%
Salary range £60k - £69,999	69.5%	30.5%	47.8%	52.2%
Salary range £70k - £79,999	72.6%	27.4%	34.3%	65.7%
Salary range more than £80k	41.0%	59.0%	31.4%	68.6%

Figure three: Occupational segregation – ethnicity (excluding white minorities), 2023 and 2019

	March 2023		March 2019	
	Minority ethnic	White	Minority ethnic	White
Workforce profile	4.5%	77.5%	3.1%	80.5%
Business support group	5.3%	80.9%	3.6%	81.8%
Care group	8.0%	72.3%	6.8%	74.4%
Catering, cleaning, FM group	7.3%	71.4%	3.8%	86.0%
Frontline public services group	2.5%	75.8%	1.8%	74.6%
Leadership group	0.9%	86.5%	0.3%	87.9%
Manager group	3.2%	85.2%	2.2%	87.6%
Professional / Technical group	4.3%	80.1%	3.3%	81.0%
School support group	6.4%	72.3%	3.7%	77.0%
Teacher group	2.4%	79.1%	1.8%	81.6%

- 2023 Prefer not to say - 3.3%, No info - 14.7%
- 2019 Prefer not to say - 1.2%, No info - 15.2%

Figure four: Vertical segregation – ethnicity (excluding white minorities), 2023 and 2019

	March 2023		March 2019	
	Minority ethnic	White	Minority ethnic	White
Workforce profile	4.5%	77.5%	3.1%	80.5%
Salary range less than £20k	0%	0%	4.5%	75.3%
Salary range £20K - £29,999	6.1%	73.8%	2.9%	82.8%
Salary range £30k - £39,999	4.0%	78.2%	2.3%	81.7%
Salary range £40k - £49,999	2.6%	82.0%	1.6%	87.1%
Salary range £50k - £59,999	1.7%	84.0%	1.1%	89.4%
Salary range £60k - £69,999	0.8%	87.7%	0.0%	91.3%
Salary range £70k - £79,999	3.0%	83.0%	0.0%	86.6%
Salary range more than £80k	0.0%	81.9%	0.0%	68.6%

- 2023 Prefer not to say - 3.3%, No info - 14.7%
- 2019 Prefer not to say - 1.2%, No info - 15.2%

Figure five: Occupational segregation – disability, 2023 and 2019

	March 2023		March 2019	
	Declared disabled	Not disabled	Declared disabled	Not disabled
Workforce profile	3.0%	76.7%	2.2%	77.4%
Business support group	7.0%	75.9%	3.8%	77.0%
Care group	2.7%	75.7%	2.0%	75.8%
Catering, cleaning, FM group	2.1%	75.8%	1.9%	83.5%
Frontline public services group	2.9%	73.7%	2.3%	70.8%
Leadership group	1.4%	82.1%	0.5%	83.2%
Manager group	3.5%	82.1%	2.6%	83.5%
Professional / Technical group	4.9%	78.3%	3.3%	77.1%
School support group	2.6%	74.9%	2.1%	73.5%
Teacher group	1.8%	76.2%	1.3%	78.3%

- 2023 Prefer not to say - 4.9%, No info - 15.3%
- 2019 Prefer not to say - 1.2%, No info - 19.2%

Figure six: Vertical segregation – disability, 2023 and 2019

	March 2023		March 2019	
	Declared disabled	Not disabled	Declared disabled	Not disabled
Workforce profile	3.0%	76.7%	2.2%	77.4%
Salary range less than £20k	0%	0%	2.6%	72.8%
Salary range £20K - £29,999	3.2%	75.1%	2.2%	79.8%
Salary range £30k - £39,999	3.4%	74.9%	2.0%	77.9%
Salary range £40k - £49,999	2.9%	79.5%	1.7%	83.2%
Salary range £50k - £59,999	2.2%	80.6%	1.5%	86.4%
Salary range £60k - £69,999	1.8%	83.1%	0.0%	84.8%
Salary range £70k - £79,999	0.0%	84.4%	0.0%	85.1%
Salary range more than £80k	0.0%	79.5%	0.0%	62.9%

- 2023 Prefer not to say – 4.9%, No info – 15.3%
- 2019 Prefer not to say – 1.2%, No info – 19.2%

Appendix three: Occupational (horizontal) segregation, occupational groups

Horizontal (occupational) segregation occurs when one demographic group is over-represented or under-represented among different kinds of work or different types of jobs. Our data for horizontal segregation looks at populations in the following groups.

Business Support – example roles include Business Support Administrator, Transactions Administrator

Care – example roles include Social Care Worker, Social Care Assistant, Residential Care Officer

Catering, cleaning, and facilities management (FM) – example roles include Cleaning Operative, Cook, Facilities Technician

Frontline Public Services – example roles include Waste and Cleansing Operative

Leadership – example roles include Service Director, Head of Service, Service Manager, Head Teacher

Manager – example roles include Business Manager, Team Leader

Professional and Technical – example roles include Engineer, Housing Officer, Policy Adviser

School Support – example roles include Pupil Support Assistant, Early Years Practitioner, Early Years Officer

Teacher - example roles include School Teachers

Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Edinburgh Leisure – Real Living Wage

Executive/routine
Wards

Routine
All

1. Recommendations

- 1.1 To request that the Executive Director of Place reviews the funding agreement in discussion with the Chief Executive of Edinburgh Leisure to understand the financial and operational implications of paying the real living wage, with a report on the findings to Committee on 9 January 2024.

Paul Lawrence

Executive Director of Place

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Edinburgh Leisure – Real Living Wage

2. Executive Summary

- 2.1 Due to Edinburgh Leisure being a private company limited by guarantee, the Council is unable to instruct Edinburgh Leisure to implement the real living wage but, through its funding agreement with Edinburgh Leisure, the Council is able to outline its requirements and priorities. This report recommends that a review is undertaken to understand the financial and operational implications for Edinburgh Leisure of paying the real living wage.

3. Background

- 3.1 The Council on 31 August 2023, following a motion by Councillor Campbell, [agreed](#):
- 3.1.1 To note that Edinburgh was a Living Wage City.
 - 3.1.2 To further note with sadness, that Edinburgh Leisure, an arm's length external organisation (ALEO) of the Council, was no longer paying the real living wage to all staff.
 - 3.1.3 To agree that this was unacceptable and resolve to take action so that every member of staff working for an organisation owned by the Council was paid at least the real living wage as agreed by the Living Wage Foundation.
 - 3.1.4 To therefore ask the Chief Executive to bring forward a proposed route by which the Council could, as shareholder, instruct Edinburgh Leisure to pay the real living wage to all staff, backdated to the start of this financial year (2023/24) while ensuring that all venues remained open. This should be reported to the next Policy and Sustainability Committee for ratification.
 - 3.1.5 To further instruct the Chief Executive to bring a report in two cycles to the Policy and Sustainability Committee which sets out the levers available to the Council currently to ensure that all ALEOs pay the real living wage, and a plan for how this could be embedded in shareholder agreements as these were updated through the governance work being done on ALEO reform. Additionally, this report should set out the levers available to the council to ensure that ALEOs were in line with other key Council commitments

including those around equality and access, workers' rights, and the climate and nature emergencies.

3.1.6 To note that, since May 2022, the Real Living Wage Foundation had accredited four Edinburgh Council ALEOS as Real Living Wage employers, namely Edinburgh Trams Ltd, Capital Theatres, Transport for Edinburgh Ltd, and Edinburgh International Conference Centre Ltd.

3.1.7 To further note that as of August 2023, all but 2 of the Council's ALEOs were accredited, one of which, Lothian Buses Ltd, did pay the living wage to its own staff but was in discussion with the Living Wage Foundation on potential future full accreditation.

3.2 The National Living Wage is currently £10.42 per hour for people aged 23 and over, £10.18 for ages 21-22, £7.49 for 18-20 and £5.28 for under 18 and apprentices. The Real Living Wage is currently £10.90 and has no age categories. The Chancellor announced in October 2023 that the National living Wage was set to be raised to over £11 per hour from April 2024.

4. Main report

4.1 This report explores if and how the Council could require Edinburgh Leisure to pay the Real Living Wage to all staff. As of July 2023, 305 employees of Edinburgh Leisure were paid over the National Living Wage but below the Real Living Wage. Edinburgh Leisure operates within its own salary structure, with associated terms and conditions, which have been negotiated and evolved over the years to better suit their organisation.

4.2 Edinburgh Leisure is a private company limited by guarantee. This means there are no shares and thus no shareholder. This is a common arrangement for charities (Edinburgh Leisure is also a charity) and public sector organisations setting up a company to manage a service.

4.3 Instead of shareholders, Edinburgh Leisure has members. They have a maximum of 15 members, of which seven are nominated members (five from the Council, one trade union and one from the Edinburgh Sports Forum or successor body), one ordinary member and seven special co-opted members. The members also serve as directors of the company.

4.4 As highlighted above, there are no shareholders of Edinburgh Leisure and as a result the Council holds no shareholder power to instruct or require Edinburgh Leisure to pay the Real Living Wage. Edinburgh Leisure is an Arm's Length External Organisation of the Council, but it is not owned by the Council. The Council has five members (who are also directors on the Board) who are able to take decisions on such matters, but they form only one-third of the Board and have a fiduciary duty to act in the best interests of the company. As a result, the Council is not able to instruct those members to vote in a specific manner or require them to raise an issue.

4.5 The Council has a funding agreement with Edinburgh Leisure which sets out expectations on the Council and Edinburgh Leisure. Contained in the agreement is the following:

4.6 The Recipient shall, to the extent reasonably possible, comply with the Funder's policy on:-

4.6.1 the living wage,

4.6.2 the Edinburgh guarantee scheme,

4.6.3 modern apprenticeships.

4.7 The Recipient shall provide the Funder with a report regarding the steps required to achieve compliance with the policies referred to in clause 4.6 (including indicative costing and timescales in respect of same) as soon as reasonably practicable following the execution of this Agreement, and in any event within 1 month of a request by the Funder for same.

4.8 The Funder may require the Recipient to take particular steps to implement compliance with the policies referred to at clause 4.6, provided that the Funder shall act reasonably in this regard. The Recipient will cooperate fully with the Funder with the objective of complying fully with the policies referred to at clause 4.6 by 31 March 2024.

4.6 As can be seen, there is already a requirement for Edinburgh Leisure as part of the funding agreement to pay the living wage, to the extent reasonably possible. This followed a letter from the Council to its ALEOs in 2019 asking them to pay the living wage. Unfortunately, it is not defined in the agreement whether that is the national living wage or the real living wage. In addition, the requirement in the agreement is for the living wage to be paid by 31 March 2024 but only if it is reasonably possible.

4.7 In conclusion, the Council cannot instruct Edinburgh Leisure to pay the real living wage immediately: the governance structure of Edinburgh Leisure means there is no avenue for the Council to do so. It is recommended that the funding agreement is the optimal approach for the Council to ensure its policies are implemented by Edinburgh Leisure. This also encourages a partnership working approach, helping ensure that the Edinburgh public receive the best possible service while maintaining value for money. However, the current funding agreement no longer reflects Council policy which is clear on the expectation that the Council's ALEOs should pay the real living wage.

4.8 It is recommended that the Executive Director of Place reviews the funding agreement in discussion with the Chief Executive of Edinburgh Leisure to understand the financial and operational implications of implementing the real living wage. Once completed, a report will be prepared for Committee on 9 January 2024 on the findings and proposed next steps. The review will also consider the implications if payment of the real living wage was backdated to 1 April 2023. This will allow any financial implications to be considered as part of the Council's budget setting process if necessary.

5. Next Steps

- 5.1 A further report will follow to the Policy and Sustainability Committee which sets out the levers available to the Council currently to ensure that all ALEOs pay the real living wage, and a plan for how this could be embedded in shareholder agreements. This report will also cover how other key Council commitments including those around equality and access, workers' rights, and the climate and nature emergencies can be embedded into agreements.
- 5.2 Following the review of the funding agreement, a report will be brought back to Committee informing members of the current situation.

6. Financial impact

- 6.1 There would be a financial impact on Edinburgh Leisure if the real living wage was implemented. Any impact on the Council would be dealt with as part of the budget process.

7. Equality and Poverty Impact

- 7.1 The Council's commitment to the real living wage is a key component of ending poverty in the city. Implementing the real living wage in Edinburgh was an action of the Edinburgh Poverty Commission's report in 2020.

8. Climate and Nature Emergency Implications

- 8.1 Not applicable

9. Risk, policy, compliance, governance and community impact

- 9.1 The Council is undertaking a review of its ALEOs and the governance documentation supporting them.

10. Background reading/external references

- 10.1 [Edinburgh Leisure Memorandum and Articles of Association](#)
- 10.2 [Companies Act 2006](#)
- 10.3 [Act of Council no 18 of 31 August 2023](#)

11. Appendices

- 11.1 None.

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Policy and Sustainability Committee

10am, Tuesday 24 October 2023

Gender Recognition Reform

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that Committee agree the proposed next steps in this report which were developed following a roundtable and series of follow up meetings with participants.

Deborah Smart

Executive Director of Corporate Services

Contact: Julia Sproul, Senior Policy and Insight Officer

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Gender Recognition Reform

2. Executive Summary

- 2.1 Following the [motion agreed at Committee on Gender Recognition Reform](#), a roundtable discussion was arranged by the Council Leader with representatives of the trans community, members of political groups, the Chief Executive and relevant officers. The discussion focused on issues for trans people and whether there were practical actions the Council could take to further support the community. Additional individual meetings with attendees and those unable to attend took place between April and August. It is proposed that the feedback received is now used to engage with services.

3. Background

- 3.1 A [statement in November 2022](#) set out that the 'Council believes Edinburgh should be a welcoming and safe place for trans people, where they are able to access employment, education, housing and healthcare, and live their lives free from discrimination and fear'.
- 3.2 This report follows the motion agreed at the City of Edinburgh Council Committee meeting on 9 February 2023 '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 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'.
- 3.3 While there is existing work across the Council to support the trans community, the roundtable was an opportunity to test whether there was more that could be done. Existing support and work includes:
- 3.3.1 Self-identification for transgender colleagues in the workplace is supported.
 - 3.3.2 An established LGBT staff STRIDE network.
 - 3.3.3 Delivery of trans training to the Corporate Leadership Team.

3.3.4 LGBT youth charters (delivered by LGBT Youth Scotland) are progressed across Edinburgh's non-denominational schools.

3.3.5 Development of Stonewall's Workplace Equality Index over the next year.

3.4 In addition to the above, the Council delivers a range of plans to support equalities, for example, the 2020-23 Equality, Diversity and Inclusion Action Plan (for Education).

4. Main report

4.1 A round table discussion was arranged by the Council Leader on Thursday 20 April 2023 with representatives from Scottish Trans Alliance, LGBT Youth Scotland and LGBT Health and Wellbeing. Members from each of the five main political parties (Labour; SNP; Green; Liberal Democrat and Conservative), the Chief Executive and three other Council officers were also present.

4.2 Follow-up meetings were then held with attendees and with Edinburgh Rape Crisis and NHS Lothian who were unable to attend.

Summary of Feedback

4.3 A summary of the key points from the discussion is outlined below.

Healthcare

4.3.1 Participants identified that there was an increase in mental health issues in the trans community, exacerbated by the Covid pandemic. They noted that there had been:

4.3.1.1 increased calls to LGBT Health and Wellbeing from trans people seeking support, with increasing severity of issues including mental health concerns;

4.3.1.2 an increase in the use of the digital support service at LGBT Youth; and

4.3.1.3 an increase in the reporting of self-harming and suicide amongst the trans community reported by the Royal Hospital for Sick Kids.

Education

4.3.2 The inequality of support between non - denominational schools (who are signing up to work towards the LGBT Youth Charter) and denominational schools (who have not signed up to the LGBT Charter) was raised as an issue.

4.3.3 The transition from primary school into secondary schools was noted as the most difficult time for young trans people.

Access to services

4.3.4 It was felt that often the biggest barrier can be before trans people attempt to access services. This can be due to anticipated discrimination and perceived lack of awareness from organisations.

4.3.5 Access to services can often be hampered by the lack of accessible venues for the trans community.

Participating in public life

- 4.3.6 Systems to accommodate name changes were flagged, in particular the requirement to have identification (ID) for voting risks trans people being unable to vote.
- 4.3.7 Due to the current social climate, there has been a need for some organisations supporting the trans community to make public events and celebrations private to protect attendees.

Good Practice

4.4 Participants also acknowledged areas of good practice including:

- 4.4.1 Where senior staff have improved the culture of the organisation, stringently enforcing zero tolerance to discrimination, influencing staff behaviour and ultimately creating a positive perception by the public.
- 4.4.2 The Chalmers Sexual Health Centre was cited as a building which has top to tail cubicles in their toilets which ensure privacy.
- 4.4.3 Edinburgh Rape Crisis was noted as having been trans inclusive with an open self ID policy since 2008. For example, The By and For service supports LGBT people including trans people, who are survivors of rape or sexual assault.
- 4.4.4 The work of Police Scotland in North Edinburgh towards the LGBT Youth Charter has seen an increase in young people being more confident to report a hate crime.
- 4.4.5 A partnership between LGBT Youth and the Employability service supports all organisations that they work to ensure a smooth transition into the workplace for young people.

Recommended areas for further work

4.5 Participants recommended the following areas for further discussions and investigation:

- 4.5.1 Using an intersectional approach in equality action planning
- 4.5.2 Ensuring relevant policies, such as school anti-bullying policies and Council positions are in the public domain.
- 4.5.3 Celebrating examples of good practice in inclusive education
- 4.5.4 Ensuring at the design stage of a build that toilets will be inclusive
- 4.5.5 Actions that reassure customers, including trans people, of inclusive services
- 4.5.6 Staff training to alleviate 'fear of saying the wrong thing'
- 4.5.7 Identifying and addressing systemic barriers
- 4.5.8 Re-enforcing the organisational culture with zero tolerance to transphobia
- 4.5.9 Support to mitigate barriers out with the Council's control, such as ID requirements for voting.

5. Next Steps

- 5.1 Engagement with services is now required to consider the feedback from the participants. This will be built into the programme of work for the Members Equality Working Group and advice will be provided as to whether there are changes which should be made now in response to the feedback. Otherwise, actions will be developed as part of the Council's Equality and Diversity Framework which is due to be updated in March 2025.
- 5.2 Progress will be reported to the Members Equality Working Group and Policy and Sustainability Committee.

6. Financial impact

- 6.1 Any proposed activity arising from the report will need to be contained within existing budgets or considered as part of a reprioritisation of resources based on costed proposals.

7. Stakeholder/Community Impact

- 7.1 The round table was arranged to enable engagement with those who represent organisations that support the trans community and could reflect the views and experiences of the trans community with regard to Council services.
- 7.2 Any proposed work will require further consideration of impact and an IIA to record this consideration.
- 7.3 Actions to improve Council services for the trans community would contribute to the Council's public sector equality duty under The Equality Act 2010 and to the Council's priority: Create good places to live and work.

8. Background reading/external references

- 8.1 Original '[Gender Recognition Reform](#)' motion put forward by Councillor Mumford on 9 February at the City of Edinburgh Council Committee meeting
- 8.2 [Motion by Councillor Heap on Transgender Day of Remembrance](#), November 2022, The City of Edinburgh Council Committee

9. Appendices

- 9.1 None.

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Policy and Sustainability Committee

10am, Tuesday, 24 October 2023

Islamophobia – update on engagement

Executive/routine
Wards

1. Recommendations

- 1.1 To note that following an initial response to a motion on Islamophobia, further work has been undertaken to deepen the Council's understanding of Islamophobia.
- 1.2 To note that as part of Islamophobia Awareness Month we will host a series of events to celebrate Islam and improve understanding amongst Council colleagues of Islamophobia.
- 1.3 To agree that the corporate equalities team now undertake further work with services as to what more the Council can do to tackle Islamophobia.
- 1.4 To agree that this work should be reported through the Members Equalities Working Group and returned to Policy and Sustainability for discussion once an action plan has been developed.

Dr. Deborah Smart

Executive Director of Corporate Services

Contact: Julia Sproul, Senior Policy and Insight Officer

E-mail: julia.sproul@edinburgh.gov.uk

Islamophobia – update on engagement

2. Executive Summary

- 2.1 This progress update follows the report to Policy and Sustainability Committee on 23 May 2023 which set out the work to date within the Council to tackle Islamophobia and plans for supporting Islamophobia Awareness Month. The report also committed to a task and finish group to deepen our understanding of Islamophobia both within the Council and across the city.
- 2.2 The report also summarises feedback gathered to date and commits to further work with services as to what more can be done to tackle Islamophobia.

3. Background

- 3.1 On 24 November, the Council agreed the following motion which:
- 3.1.1 Recognises that Edinburgh is home to a significant Muslim population for generations and that our Muslim citizens are an integral part of all aspects of city life.
 - 3.1.2 Unequivocally condemns prejudice and intolerance in all forms and recognises that Islamophobia is rooted in racism.
 - 3.1.3 Therefore welcomes, endorses, and adopts the working APPG (All Party Parliamentary Group) definition of Islamophobia, including examples of holding Muslims to double standards, asking Muslims to account for actions of others based on nothing more than being of the same religion and making dehumanising, demonizing, or stereotypical allegations about Muslims – painting Muslims as a threat.
 - 3.1.4 Agrees to continue to tackle hate crime and Islamophobia in partnership with communities, Police Scotland and other stakeholders.
 - 3.1.5 Further agrees as a first step to support Islamophobia Awareness Month in November 2022 to use Council communication channels to bring understanding and attention to the scourge of Islamophobia and encourage better reporting of incidents to the police.

- 3.1.6 Also requests a report within three cycles to Policy and Sustainability Committee detailing how the APPG definition can be embedded across Council work and consider how Council can raise awareness of crime motivated by prejudice on the grounds of actual or perceived religion.
- 3.2 A 'Response to Adopting Definition of Islamophobia Motion' report was presented at the Policy and Sustainability Committee 23 May 2023 setting out current activity and following next steps were agreed:
 - 3.2.1 Continued implementation of the Equality and Diversity Framework 2021 – 2025.
 - 3.2.2 Establishment of a cross party short life Task and Finish Group to help deepen the Council's understanding of Islamophobia and the actions needed to support this.
 - 3.2.3 Return to Policy and Sustainability Committee in advance of Islamophobia Awareness Month in November 2023.
- 3.3 At the meeting amendments were approved:
 - 3.3.1 Agree to engage with Council's BME staff network around Islamophobia.
 - 3.3.2 Agree to provide data around number of incidents reported based on racial prejudice.

4. Main report

- 4.1 Work has been carried out to identify activities to support Islamophobia Awareness Month. The following key activities are planned for November:
 - 4.1.1 two guided mosque visits to raise awareness of Islam with Council colleagues.
 - 4.1.2 webinar on Islamophobia Awareness Month #Muslim Stories.
 - 4.1.3
 - 4.1.3.1 wellbeing roadshow that will include celebrating the cultural aspects of Islam
 - 4.1.3.2 issuing of a joint statement with Police Scotland to raise awareness of our commitment to address Islamophobia.
 - 4.1.3.3 promotion of Active Bystander Training and other learning for colleagues in My Learning Hub.
 - 4.1.3.4 information on support available to colleagues who experience Islamophobia.
- 4.2 In addition, following the report in May 2023 we agreed to work through the Officer and Member equality working groups in place of the proposed Task and Finish Group.

- 4.3 The following engagement activity has since taken place:
- 4.3.1 roundtable with representatives from the BAME colleagues network to discuss Islamophobia and hate crime in the city
 - 4.3.2 meeting between the Council and Police Scotland to discuss potential for joint working during Islamophobia Awareness Month and responses relating to hate crime
 - 4.3.3 follow up meeting with services who contributed to the previous response to Committee to discuss how we can support Islamophobia Awareness Month
 - 4.3.4 focus group with colleagues who have lived experience of Islamophobia
 - 4.3.5 roundtable meeting with external organisations, representatives of the Members Equalities Working Group and Council colleagues with lived experience of Islamophobia
 - 4.3.6 meeting with members of the Community Safety, Children's and Community Learning and Development Partnerships to discuss opportunities for shared understanding and joint working
- 4.4 Finding from these discussions were then presented to the Members Equality Working Group.

4.5 Summary of Findings

- 4.6 Discussions picked up some repeated themes around learned bias; systemic discrimination; normalised behaviour; daily micro-aggressions; the relationship between race and Islamophobia; the onus on the victim, and the negative and positive impact of language.
- 4.7 In all the discussions there was emphasis on the need to recognise that Islamophobia affects not just Muslims but other racial and minority ethnic groups.
- 4.8 There were also requests to investigate options for all Council staff to attend Active Bystander training, which align with the Council's core behaviours of integrity, respect and flexibility.
- 4.9 Potential action has been grouped under four emerging headings:
- 4.9.1 **Employment**
 - 4.9.1.1 flexible leave for days of religious significance
 - 4.9.1.2 ensuring Council behaviours and values are lived out in practice
 - 4.9.1.3 ensuring incidents and experiences can be reported and dealt with appropriately
 - 4.9.1.4 progression and representation particularly into senior manager roles
 - 4.9.1.5 Monitoring and sharing of data on incidents of Islamophobia
 - 4.9.2 **Education**

4.9.2.1 establishing Islamophobia training on the Council MyLearning hub

4.9.3 Partnerships

4.9.3.1 Identify city wide issues and work through the Edinburgh Partnership as to whether there are areas of joint working

5. Next Steps

- 5.1 Follow up discussions will now be held with respective services as to whether there is more to be done to strengthen the Council's role in tackling Islamophobia based on the feedback received.
- 5.2 With reference to amendment 3.3.2 above, we are currently investigating the best way to fully capture and report on all incidents.
- 5.3 This work will be reported back to the Members Equality Working Group.
- 5.4 The corporate equalities team will work with the BAME network to agree a programme for November's Islamophobia Awareness Month.

6. Financial impact

- 6.1 Any proposed actions arising from the report and next steps will need to be considered and contained within the context of existing budgets or as part of a reprioritisation of resources based on costed proposals.

7. Equality and Poverty Impact

- 7.1 The roundtable was arranged to enable engagement with those who represent organisations that support the Muslim community and could reflect the views and experiences of those who have experienced Islamophobia. It was recognised that Islamophobia affects a wider group of people than just Muslims. Muslim colleagues and others from the BAME staff network contributed to discussions and the importance of recognising those who share other protected characteristics can be affected too was noted.
- 7.2 Any actions will require further consideration of impact and an Integrated Impact Assessment to record this consideration.
- 7.3 Actions to deepen the Council's understanding of Islamophobia contribute to the Council's public sector equality duty under The Equality Act 2010 and to the Council's priority: Create good places to live and work.

8. Climate and Nature Emergency Implications

- 8.1 There are no climate or nature emergency impacts in this work to date.

9. Risk, policy, compliance, governance and community impact

- 9.1 Any actions proposed following this report will be subject to further engagement and an Integrated Impact Assessment. It is envisaged that actions may have a positive impact on the community, help to prevent risk of non-compliance with The Equality Act 2010 and support the Council in advancing equality.

10. Background reading/external references

- 10.1 24 November 2022 The City of Edinburgh Council Committee Motion by Councillor Kumar '[Adoption of Islamophobia Definition](#)'.
- 10.2 23 May 2023 Policy and Sustainability Committee '[Response to Adopting Islamophobia motion](#)' report

11. Appendices

Policy and Sustainability Committee

10:00am, Tuesday, 24 October 2023

Council Risk Appetite

Executive/routine
Wards

1. Recommendations

- 1.1 Committee is asked to set the Council's risk appetite and to approve the methodology to manage Risk Appetite to support the management of risk within the City of Edinburgh Council as part of the Council's Risk Management Framework.
- 1.2 To refer this report to the Governance, Risk and Best Value Committee.

Deborah Smart

Executive Director – Corporate Services

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Council Risk Appetite

2. Executive Summary

- 2.1 This report defines the Risk Appetite of the City of Edinburgh Council. The purpose of this paper is to set out the Council's risk appetite statement for approval by the Policy and Sustainability Committee. This document should be read together with the Council's Risk Management Policy which is also being submitted for approval to the Policy and Sustainability Committee.

3. Background

- 3.1 The concept of having and setting a Risk appetite is not new to the City of Edinburgh Council as it has done so for a number of years now. Most recently in November 2021 the Council revised its risk appetite in response to the changing context brought about as a result of the COVID-19 pandemic.
- 3.2 Now that the operating context has changed, since the threat from the pandemic has largely subsided, with the broad-ranging controls and restrictions put in place by the Government with the aim of protecting people having been removed.
- 3.3 The risk appetite within the Council is framed around the 13 Enterprise risks used to group and escalate risks from Services through to Directorates and the Corporate Leadership Team as appropriate.

4. Main report

- 4.1 Risk appetite is defined as the amount and type of planned risk that an organisation, or a part of it, is willing to take to deliver their strategic priorities and services. Risk appetite is underpinned by the policy approach of the organisation.
- 4.1.1 The Scottish Government notes in the risk management section of its Scottish Public Finance Manual that 'the concept of a "risk appetite" is key to achieving effective risk management and it is essential to consider it before moving on to consideration of how risks can be addressed. The concept may be looked at in different ways depending on whether the risk being considered is a threat or an opportunity:

- when considering threats the concept of risk appetite embraces the level of exposure which is considered tolerable and justifiable should it be realised. In this sense it is about comparing the cost (financial or otherwise) of constraining the risk with the cost of the exposure should the exposure become a reality and finding an acceptable balance;
 - when considering opportunities the concept embraces consideration of how much one is prepared to actively put at risk in order to obtain the benefits of the opportunity. In this sense it is about comparing the value (financial or otherwise) of potential benefits with the losses which might be incurred (some losses may be incurred with or without realising the benefits).
- 4.2 The Risk management policy includes a requirement for all parts of the Council to consider risk appetite in their strategic and operational decision making.
- 4.3 Once approved, risk appetite statements should be communicated throughout the organisation to ensure that risk appetite is consistently and effectively considered in decision making and ongoing management of operational risks.
- 4.4 The Council is responsible for designing and maintaining an appropriate risk management policy; setting its risk appetite; and implementing and maintaining an operational risk management framework.
- 4.5 Both the Council's risk appetite statement and risk management policy are reviewed by the Corporate Leadership Team (CLT) and approved by the Policy and Sustainability Committee.
- 4.6 The Council also has an established governance framework that is designed to support achievement of risk appetite through application of, and compliance with, schemes of delegation; governance structures (for example, Council executive and operational management committees); completion of annual governance statements by directorates and divisions; an extensive range of policies and operational frameworks (for example, health and safety; human resources; digital services; and fraud prevention) and supporting processes that are designed to manage and mitigate risk at levels that are appropriate and acceptable for the Council.
- 4.7 The focus of this report is on Risk Appetite and risk tolerance which are considered to be inextricably linked to performance over time. Risk appetite is concerned with the pursuit of risk whereas risk tolerance is about what level of risk the organisation is prepared to accept.
- 4.8 The Council, like all organisations, must be prepared to take some risk, otherwise the finite resources available will be utilised over-manning risk and in-turn reduce the capacity of the organisation to perform to the best of its ability.
- 4.9 Appendix 1 sets out the risk appetite scale for the Council across the 13 Enterprise Risks used to group and escalate risks within the Council. Given the complexity and diversity of the Council's operations and activities, the risk appetite for some categories has been set by way of range rather than a specific risk appetite level

across the entire category. Committee is asked to approve Appendix 1 as the Council's Risk Appetite.

- 4.10 Risk Appetite should be seen primarily as a decision-making tool owned by the Council Leadership Team. The organisation should only change risk appetite if required to in terms of a changing risk context and environment. Risk Appetite must be reviewed and agreed annually or if the operational risk context requires a change (for example the response to Covid-19).
- 4.11 By way of an example of applying Risk Appetite Having less available budget could impact compliance decision making in relation to eg property related requirements. A decision may be taken to delay or not carry out works. As this risk would fall into the regulatory compliance and health and safety category where the maximum risk appetite is "low" then this would mean that the decision not to carry out the work would not be possible as it would be outwith agreed risk appetite. Alternatively approval to sit outside risk appetite would need to be sought.
- 4.12 However it should be noted that it is the overall risk appetite which is of relevance, through risk aggregation. Again by way of example, a particular service may be able to justify sitting outside risk appetite for one or more risk categories where the Council's overall risk appetite remains within the relevant range, subject to approval as noted in the example above.

5. Next Steps

- 5.1 The Corporate Risk Management team and colleagues responsible for ensuring the Council's Risk Framework is operating and applied effectively will promote the risk appetite through the Senior Leadership Team and those Officers with key responsibility for the Management of Risk within their respective Council Services.
- 5.2 The Council's Risk Management Team will also ensure that as part of the wider leadership development programme, that risk management is built into the way the Council manages all aspect of its business.
- 5.3 The Council's Risk Framework will continue to be promote, educate and encourage the use of Risk Appetite and Risk Tolerance in decision making and the management of objectives.

6. Financial impact

- 6.1 There are no direct financial implications associated with the Policy, although there may be costs associated with implementing controls to mitigate risks and/or failing to mitigate risks.

7. Equality and Poverty Impact

- 7.1 This report does not directly impact equality and poverty, however, in setting a low risk appetite for regulatory compliance further underpins the need to ensure regulatory requirements and duties placed on the Council are adhered to.

8. Climate and Nature Emergency Implications

- 8.1 This paper does not directly impact the climate or nature emergency.

9. Risk, policy, compliance, governance and community impact

- 9.1 This report should help reduce risk for the City of Edinburgh Council, as it seeks to set out the risk management framework for the Council, to support effective risk management and risk aware decision making.

10. Background reading/external references

- 10.1 [Risk Appetite & Tolerance, Executive Summary \(2011\)](#)
10.2 [Scottish Public Finance Manual, Scottish Government, \(2023\)](#)
10.3 [Current risk appetite approved November 2021](#)

11. Appendices

- 11.1 **Appendix 1 Council Risk Appetite Categories**
11.2 **Appendix 2 Risk appetite ready reckoner**

Council Risk Appetite Categories

Appendix 1

Risk ID	Risk category	Risk Impact	Operational Risk Appetite Range		Commentary
			From	To	
R1	Strategic Delivery	Inability to design and / or implement a strategic plan for the Council.	Low	Moderate	<p>1.The Council has a low to moderate operational risk appetite in relation to strategic delivery risk, and aims to ensure effective delivery of the Council’s strategy and commitments in line with agreed timeframes.</p> <p>2. Strategic delivery is monitored through the ongoing performance reporting process and established Council governance processes.</p> <p>3. Executive Directors and Service Directors are expected to establish appropriate monitoring and oversight controls to ensure that their strategic and service delivery objectives are achieved in line with the overarching Council strategy.</p>
R2	Financial and Budget Management	Inability to perform financial planning; deliver an annual balanced budget; manage cash flows; and confirm ongoing adequacy of reserves	Low	Moderate	<p>1. The Council has a low to moderate operational risk appetite in relation to financial risk, and may be prepared to accept some risk subject to:</p> <ul style="list-style-type: none"> • setting and achieving an annual balanced revenue budget in line with legislative requirements • maintaining a General Fund unallocated reserves balance in line with legislative requirements. <p>2. The Council’s target financial risk is set out in various documents including the Scheme of Delegation to Officers; Contract Standing Orders; Committee Terms of Reference and Delegated Functions; and the Financial Regulations, and is also supported by the controls embedded in established financial technology systems.</p> <p>3. Executive Directors and Service Directors are expected to implement appropriate system based and manual controls to prevent financial errors and detect and resolve them when they occur.</p>
R3	Programme and Project Delivery	Inability to deliver major projects and programmes effectively, on time and within budget	Low	High	<p>1. The Council is prepared to initiate a range of low to high risk major change initiatives where these support strategic delivery; improved organisational capability and service delivery; or improvements to across the Council’s operational property and technology estates and infrastructures.</p> <p>2. The Corporate Leadership Team; Executive Directors; Service Directors; and Project Managers are expected to design; implement; and maintain appropriate programme and project management and governance controls to manage these risks.</p>
R4	Health and Safety (including public safety)	Employees and / or citizens (including those in the Council’s care)	Minimum possible	Low	<p>1. Recognising that accidents can occur as a result of unknown and / or unplanned events, the Council has an appetite to fully comply with all relevant health and safety requirements to minimise any health and safety risks that could potentially result in loss of life or injury to citizens or employees.</p>

Risk ID	Risk category	Risk Impact	Operational Risk Appetite Range		Commentary
			From	To	
		suffer unnecessary injury and / or harm			2. Executive Directors and Service Directors are expected to ensure that Health and Safety policies; frameworks; and guidance are consistently and effectively applied, with incidents identified, reported, and immediately addressed.
R5	Resilience	Inability to respond to a sudden high impact event or major incident	Low	Moderate	<p>1. Recognising that it is not always possible to effectively mitigate the risks associated with unplanned events, the Council has a low to moderate operational risk appetite in relation to resilience.</p> <p>2. The Council has an established resilience management framework that includes resilience and contingency plans for certain scenarios, and provides guidance to first line directorates and divisions in relation to identifying critical systems and services and establishing appropriate resilience plans.</p> <p>3. Executive Directors and Service Directors are responsible for ensuring that this framework is consistently maintained and routinely tested and can be effectively applied in the event of a resilience situation.</p>
R6	Supplier, Contractor, and Partnership Management	Inability to effectively manage the Council's most significant supplier and partnership relationships	Low	High	<p>1. The Council has a low to high operational risk appetite range in relation to ongoing supplier, contractor and partnership management. It should be noted that this appetite will vary depending on the criticality of the service provided or supported by third parties.</p> <p>2. The Council has an established procurement process that is aligned with Audit Scotland Best Value requirements and is supported by the Contract Standing Orders, and an established contract management framework.</p> <p>3. Executive Directors and Service Directors are expected to ensure that the procurement and contract management frameworks are consistently and effectively applied, with issues identified, reported, and immediately addressed. This will typically involve ongoing focus on high risk contracts supporting delivery of critical services or projects.</p>
R7	Technology and Information	Potential failure of cyber defences; network security; application security; and physical security and operational arrangements	Low	Moderate	<p>1. The Council has a low to moderate operational risk appetite in relation to technology and information risk and aims to ensure that this is achieved working together with CGI, the Council's technology partner and through direct contract management by service areas with any 'shadow IT' suppliers.</p> <p>2. This risk appetite applies to both the Council's technology networks; cloud based applications used to support delivery of services; and processes where manual documents are used and retained.</p> <p>3. This risk appetite will vary depending on the nature; significance; and criticality of systems used, and the services that they support.</p> <p>4. Technology risk is managed through ongoing use of inbuilt technology security controls such as user access; encryption; data loss prevention; firewalls; and ongoing vulnerability scanning and a range of technology security protocols and procedures.</p>

Risk ID	Risk category	Risk Impact	Operational Risk Appetite Range		Commentary
			From	To	
					<p>5. Executive Directors and Service Directors are responsible for ensuring ongoing compliance with technology security protocols and procedures, including the Council's protocol for externally hosted 'cloud' services.</p> <p>6. The Council is also progressing towards full alignment with the Scottish Government's Public Sector Cyber Action Plan and the UK Government National Cyber Security Centre guidance.</p>
R8	Governance and Decision Making	Inability of management and elected members to effectively manage and scrutinise performance, and take appropriate strategic and operational decisions	Minimum possible	Low	<p>1. The Council has a minimum possible to low risk operational appetite in relation to governance and decision making.</p> <p>2. The Council's target governance and decision making risk is detailed in its established Committee and corporate structures; schemes of delegation; levels of authority; and the member-officer protocol.</p> <p>3. No officer or elected member may knowingly take or recommend decisions or actions which breach legislation.</p>
R9	Service Delivery	Inability to deliver quality services that meet citizen needs effectively and in line with statutory requirements	Low	High	<p>1. The Council has a low to high operational risk appetite range in relation to the risks associated with ongoing service delivery that will vary depending on the nature and criticality of individual services.</p> <p>2. It is acknowledged that, despite best efforts, there may be occasional gaps in service delivery.</p> <p>3. Recognising the potential impact on service users the Council will always strive to return to optimal service delivery as soon as possible, and ensure effective ongoing engagement with service users where issues occur.</p> <p>4. Executive Directors and Service Directors are expected to implement appropriate controls to prevent service delivery gaps, and detect and resolve them when they occur.</p>
R10	Workforce	Insufficient resources to support delivery of quality services that meet citizen needs effectively and in line with statutory requirements	Low	Moderate	<p>1. The Council has a low to moderate operational risk appetite range in relation to the risks associated with workforce capacity and capability.</p> <p>2. It is acknowledged that, despite best efforts, there may be occasional gaps in workforce capacity and capability.</p> <p>3. Recognising the potential impact on service delivery, the Council will always strive to return to optimal service workforce capacity and capability as soon as possible, and ensure effective ongoing engagement with employees and trade unions when issues occur.</p> <p>4. Executive Directors and Service Directors are expected to maintain appropriate workforce plans that are aligned with the Council's People Strategy and Strategic Workforce Plan, and ensure sufficient capacity and capability to support service delivery. It is acknowledged that there is also a key dependency on both employment market and agency worker availability.</p>

Risk ID	Risk category	Risk Impact	Operational Risk Appetite Range		Commentary
			From	To	
R11	Regulatory and Legislative Compliance	Delivery of Council services and decisions are not aligned with applicable legal and regulatory requirements	Low	Low	<ol style="list-style-type: none"> 1. The Council aims to comply with applicable regulatory and legislative requirements to the fullest extent possible. 2. No officer or elected member may knowingly take or recommend decisions or actions which breach legislation. 3. Executive Directors and Service Directors are expected to implement appropriate controls to ensure ongoing compliance, and identify; report; and resolve breaches when they occur.
R12	Reputational Risk	Adverse publicity as a result of decisions taken and / or inappropriate provision of sensitive strategic, commercial and / or operational information to external parties	Low	Moderate	<ol style="list-style-type: none"> 1. The Council is prepared to tolerate a low to moderate level of occasional isolated reputational damage. 2. The Council recognises that, as a large organisation delivering a wide range of complex services to the public and directed by elected politicians, it is likely to suffer occasional reputational damage. 3. Executive Directors and Service Directors are expected to implement appropriate controls to prevent significant or systemic reputational damage, and identify and address issues when they occur.
R13	Fraud and Serious Organised Crime	Isolated or systemic instances of internal and / or external fraud and / or serious organised crime	Low	Moderate	<ol style="list-style-type: none"> 1. The Council is prepared to tolerate a low to moderate level of occasional isolated fraud and serious organised crime. 2. The Council recognises that, as a large organisation delivering a wide range of complex services to the public and directed by elected politicians, it is likely to suffer occasional fraud, and potentially be subject to targeted serious organised crime. 3. Executive Directors and Service Directors are expected to implement appropriate controls to prevent significant or systemic damage from fraud and / or serious organised crime, and identify and address issues when they occur.

Risk appetite ready reckoner

Risk category	Risk Appetite
Regulatory and Legislative Compliance	Low
Health and Safety (including public safety)	Low
Governance and Decision Making	Low
Workforce	Moderate
Financial and Budget Management	Moderate
Strategic Delivery	Moderate
Technology and Information	Moderate
Fraud and Serious Organised Crime	Moderate
Resilience	Moderate
Reputational Risk	Moderate
Service Delivery	High
Programme and Project Delivery	High
Supplier, Contractor, and Partnership Management	High

Policy and Sustainability Committee

10am, Tuesday, 24 October

Risk Management Policy

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that the Committee reviews and approves the Council's updated Risk Management Policy as set out in Appendix 1 to this report.
- 1.2 It is recommended this paper be referred on to the Governance, Risk and Best Value Committee for their information.

Deborah Smart

Executive Director – Corporate Services

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Risk Management Policy

2. Executive Summary

- 2.1 The purpose of this paper is to present the Council's refreshed Risk Management Policy (the Policy) to the Committee for review and approval. This Policy supersedes the existing policy dated 30 November 2021. The Policy describes the Council's overarching risk management approach and is supported by a risk management framework that describes how the policy will be applied by all Council directorates and divisions.

3. Background

- 3.1 Risk management is a fundamental part of effective business management.
- 3.2 As risk management is not a statutory or legislative requirement, it is the Council's responsibility to determine its risk appetite and implement its own Risk Management Policy and supporting arrangements.
- 3.3 The Chartered Institute of Public Finance and Accountancy (CIPFA) also notes that the discipline of risk management promotes innovation in support of strategic objectives and service delivery; opening the door to the possibility of taking risks to achieve positive outcomes.
- 3.4 Establishing a Risk Management Policy should also support identification and realisation of the improvements and benefits associated with both planned and unexpected opportunities, delivery of Council priorities, whilst protecting the citizens of Edinburgh, Council's employees and assets (where possible) from their potential negative impacts.
- 3.5 Consequently, good risk management should be an embedded component of both decision making and ongoing service delivery across the Council; should be viewed positively; and should not be performed as a separate standalone or retrospective activity.

4. Main report

- 4.1 The objective of the Risk Management Policy is to support achievement of the Council's priorities by establishing a structured and proportionate organisational risk management approach that:
 - 4.1.1 supports all Council areas in making and recording effective risk based strategic and operational decisions;
 - 4.1.2 ensures that all known current and future risks associated with ongoing service delivery are consistently and effectively identified; recorded; assessed; and appropriately mitigated and managed in line with the Council's risk appetite; and
 - 4.1.3 supports identification and realisation of the potential improvements associated with both planned and unexpected opportunities, delivery of Council priorities, whilst protecting the citizens of Edinburgh, the Council's employees and assets (where possible) from potential negative risk impacts.
- 4.2 The Policy sets out how risk management should be considered when making both strategic and operational decisions and delivering services; the Council's risk culture; the requirements for effective application of risk management across Council services; risk management structures and responsibilities.
- 4.3 The Policy also includes the requirement to consider project delivery risks, and any risks associated with partnership or contractual arrangements supporting delivery of Council priorities and service delivery that could potentially affect the Council.
- 4.4 The policy will be applied using the Three Lines Model. The Council has adopted the Institute of Internal Auditors Three Lines model to support the application of the Council's Enterprise Risk Management Policy and operation of its risk management framework:
 - 4.4.1 first line divisions and directorates are responsible for identifying; assessing; recording; addressing; and escalating risks (where required) associated with decision making and ongoing service delivery.
 - 4.4.2 the second line Corporate Risk Management team is responsible for maintaining the Policy; developing and maintaining the supporting operational risk management framework; providing ongoing oversight, challenge and assurance in a 'constructive critical friend' capacity; and promoting a positive risk culture through delivery of ongoing training and engagement across first line teams.
 - 4.4.3 independent assurance on the design and effective application of risk management policies and frameworks is provided by Internal Audit.
- 4.5 The policy will be implemented in line with the Council's agreed risk appetite which sets out the amount of risk that the Council has agreed that it is prepared to take.

5. Next Steps

- 5.1 The Policy will be shared and communicated across the Council, with the refreshed version published on the policy register maintained on the Council's website.
- 5.2 The application of the policy will be supported by management development and risk workshops as required across divisions and directorates.

6. Financial impact

- 6.1 There are no direct financial implications associated with the Policy, although there may be costs associated with implementing controls to mitigate risks and/or failing to mitigate risks.

7. Equality and Poverty Impact

- 7.1 This paper does not directly impact on equalities or poverty impact, although not suitably identifying and responding to these risks would cause an impact. This Policy and the approach to risk management more generally should support these important areas.

8. Climate and Nature Emergency Implications

- 8.1 This paper does not directly impact the climate or nature emergency, although not suitably identifying and responding to these risks would cause an impact. This Risk Management Policy and the approach to risk management more generally should support these important areas.

9. Risk, policy, compliance, governance and community impact

- 9.1 This report should help reduce risk for the City of Edinburgh Council, as it seeks to set out the risk management framework through the attached policy for the Council, to support effective risk management and risk aware decision making.

10. Background reading/external references

- 10.1 [ISO31000 Risk Management Guidelines](#)
- 10.2 [Institute of Risk Management](#)
- 10.3 [Management of Risk](#)
- 10.4 [CIPFA Risk Management](#)
- 10.5 [Scottish Government Public Finance Manual](#)

11. Appendices

11.1 Appendix 1 - Risk Management Policy

Risk Management Policy

Implementation date: 24 October 2023

Control schedule

Version control

Approved by	Policy and Sustainability Committee
Approval Date	24 October 2023
Senior Responsible Officer	Deborah Smart, Executive Director of Corporate Services, Nick Smith, Service Director, Legal and Assurance
Author	Chris Lawson, Head of Health, Safety and Risk
Scheduled for review	October 2025

Version control

Version	Date	Author	Comment
0.3	6 October 2020	Lesley Newdall, Senior Audit and Risk Manager	
0.4	30 November 2021	Lesley Newdall, Head of Audit and Risk	
0.5	24 October 2023	Chris Lawson, Head of Health, Safety and Risk	

Previous committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
6 October 2020	Policy and Sustainability Committee	Report	Meeting Minute
30 November 2021	Policy and Sustainability Committee	Report	Meeting Minute

Risk Management Policy

Policy statement

- 1.1 The purpose of this Risk Management Policy (the Policy), along with the Risk Management Framework (the Framework), is to support the Council in achieving its objectives; through strengthening the ability to respond to challenges, ensuring conformity with rules and regulations, providing assurance that controls are in place, and supporting well-informed decision making.
- 1.2 The Policy also aims to support identification of opportunities for improvement and operational efficiencies.

Scope

- 2.1 This Policy applies to all Council employees and is intended to support embedding of effective risk management in all Council directorates, divisions and services.
- 2.2 The Chief Executive and Corporate Leadership Team (CLT) have overall responsibility for the design and application of the Council's Risk Management Framework.

Policy content

Risk Framework

- 3.1 The Policy forms part of the overall Risk Management Framework, which includes governance arrangements, procedures and guidance, templates, training materials and communications relating to risk management within the Council. For the Framework to be effective, the following principles should be applied:
 - 3.1.1 Risk management is an essential part of governance and leadership, and fundamental to how the organisation is directed, managed and controlled at all levels;

- 3.1.2 Risk management should be an integral part of all organisational activities to support decision making in achieving objectives;
 - 3.1.3 Risk management should be collaborative and informed by the best available information and expertise;
 - 3.1.4 Risk management processes should include risk identification and assessment to determine how the risks should be prioritised and managed;
 - 3.1.5 Timely, accurate and useful risk reporting should be used to enhance the quality of decision-making and to support management and oversight bodies in meeting their responsibilities; and
 - 3.1.6 Risk management processes should be continually improved through learning and experience.
- 3.2 The Corporate Risk Management Team is responsible for the ongoing maintenance of the Framework.

Alignment with Council Objectives

- 3.3. As the purpose of the Risk Management Framework is to support the Council in achieving its objectives, the Policy and approach should be aligned to those objectives, and applied proportionately to the level of risk the Council faces.
- 3.3.1 The Corporate Leadership Team should review the Framework periodically, and alongside the latest Business Plan and Council Policies to ensure alignment with the Council's strategic objectives;
 - 3.3.2 The Council faces a wide range of risks across its services given the broad and diverse nature of the Council's undertakings; however the level of action should be proportionate to the risk rating;
 - 3.3.3 Mitigations should be prioritised for those risks that have been rated as critical or high; and
 - 3.3.4 The Corporate Leadership Team should meet quarterly to review how management is responding to critical and high rated risks; however operational risks are also considered as part of the normal flow of management information in the business-as-usual environment.

Risk Appetite

- 3.4 Risk Appetite is the level of risk the Council is willing to accept in pursuit of its objectives.

- 3.4.1 The Council's risk appetite statement is established by the Corporate Leadership Team and approved by the Policy and Sustainability Committee. The application of this is set out within Directorate Risk Committees and Divisional Management Teams, to ensure risks are managed consistently within agreed tolerances and within the overall Council risk appetite.
- 3.4.2 Risk Appetite can change over time as economic circumstances and objectives change; and
- 3.4.3 The Council reviews its overall risk appetite annually, aligned with the latest Business Plan, to ensure delivery of the Council's strategic objectives.

Risk Management Processes

- 3.5 The Risk Management Framework provides a number of tools to support services in the identification, management and reporting of risks:
 - 3.5.1 Standardised Risk Register templates support a consistent approach to the articulation of risk causes and impacts, risk ratings, and the effectiveness of controls;
 - 3.5.2 Standardised Directorate reporting provides a consistent view of the escalation and aggregation of key risks across the Council, leading to well-informed decision making from the leadership team;
 - 3.5.3 Transparency and accessibility of risk information across all levels of the organisation supports effective governance and assurance of risk management by officers and elected members; and
 - 3.5.4 The identification of common issues across directorates presents opportunities for new mitigating controls and potential improvements.

Implementation and Review

- 4.1 Implementation of this Policy will be effective from the date of approval. This Policy supersedes the previous Enterprise Risk Management Policy approved on 30 November 2021.
- 4.2 This policy will be reviewed bi-annually by the Policy and Sustainability Committee.

Roles and Responsibilities

- 5.1 All Council colleagues are responsible for identifying risks, which can be found locally within services, or derive from economic, circumstantial or other events.
- 5.1.1 **Policy and Sustainability Committee** has responsibility for approving the Council's Risk Management Policy and setting the Council's Risk Appetite;
- 5.1.2 **Chief Executive and Corporate Leadership Team** has overall accountability for the Council's approach to Risk Management. Decisions on the approach and the treatment of escalated risks that are made within the Corporate Leadership Team Risk Committee.
- The CLT risk committee is used for endorsement of risk treatment, to provide constructive challenge, and to make final decisions on risk response and where necessary risk acceptance. The output from CLT risk committee accompanies an overall Council risk profile, for scrutiny by the Governance Risk and Best Value Committee;
- 5.1.3 **Executive Directors and Service Directors** have responsibility for the oversight and management of risks within their directorates and divisions respectively, and escalation of relevant risks to the Corporate Leadership Team through directorate risk committees;
- 5.1.4 **Heads of Service** are responsible for identifying and managing risks within their service area. Escalations are agreed within local risk meetings and leadership meetings;
- 5.1.5 **Operations Managers** provide support in the implementation and embedding of the Risk Framework locally, and through shared discussion and insight within the council-wide Risk Forum;
- 5.1.6 **Corporate Risk Management Team** provides templates, training, advice and guidance on the implementation and embedding of the risk management policy and the Framework;
- 5.1.7 **The Risk Forum**
The Council Risk Management Forum provides an opportunity for Officers representing all Council Directorates to discuss emerging risk

and the Council response, the application of the risk management framework and the development of the risk management approach within the Council from an operational perspective.

5.1.8 The Governance Risk and Best Value Committee

This committee is delegated to monitor the effectiveness of the Council's risk management arrangements. The Committee's role relates to monitoring internal controls, corporate risk management and key operational governance areas. The Governance Risk and Best Value Committee fulfil this role through scrutiny of quarterly risk reports from the Corporate Leadership Team. Further details on GRBV Committee's role are set out within the Committee Terms of Reference and Delegated Functions.

Related documents

- 6.1 The following documents / further reading should be considered alongside this Policy:
 - 6.1.1 [Council Business Plan](#).
 - 6.1.2 [Risk Management Orb pages](#).
 - 6.1.3 [Committee Terms of Reference and Delegated Functions](#)

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Policy and Sustainability Committee

10.00, Tuesday, 24 October 2023

Preparation for the implementation of Photographic Voter ID at UK Parliamentary Elections

Executive/routine
Wards

Routine
All

1. Recommendations

- 1.1 To note the analysis undertaken by the Electoral Commission on the impact of the new Voter ID requirements.
- 1.2 To note the draft Communications Plan provided at Appendix 1 of this report which identifies action by this Council, the ERO and partner agencies to raise public awareness of the new requirements, aligning with the Electoral Commission's national campaign, and targeting those least likely already to hold acceptable forms of ID.

Dr Deborah Smart

Executive Director of Corporate Services

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Preparation for the implementation of Photographic Voter ID at UK Parliamentary Elections

2. Executive Summary

- 2.1 This report is in response to a motion passed at the City of Edinburgh Council on 16 March 2023 requesting an analysis of the impact of the new voter ID requirements at UK elections, informed by the experience of the English council elections on 4 May 2023, with an account of actions to be taken by the Returning Officer, the Electoral Registration Officer and the Council to raise public awareness and to minimise the risk of disenfranchisement. Research indicates that that most people who wanted to vote on 4 May were able to do so, but that some groups struggled to meet the ID requirement. A Public Awareness campaign has been planned to target these groups in Edinburgh, aligning with planned national activity.

3. Background

- 3.1 The UK Elections Act 2022 introduced a new requirement for electors to present photographic identification (photo ID) at polling stations for voting at UK Parliamentary elections in Great Britain. On 4 May 2023 local council elections took place in many areas of England. These were the first elections where the new photo ID requirement was in place. The Electoral Commission has now reported in the impact of the new measures and other analyses have been produced.

4. Main report

- 4.1 This report responds to a motion passed by the City of Edinburgh Council on 16 March 2023 which instructed a report to Policy and Sustainability Committee, setting out the impact of “the Conservative’s Voter ID disenfranchisement legislation”, with information on its impact at the English local government elections on 4 May 2023. The report was to address the impact on turnout and participation and identify actions to be taken by the Council, the Returning Officer and the Electoral Registration Officer (ERO) to raise awareness of the new requirements and to minimise any risk of disenfranchisement of voters in Edinburgh.

- 4.2 The Elections Act 2022 introduced several changes to the conduct of UK elections. These include the requirement for voters to show photographic identification before being issued with a ballot paper at a polling station.
- 4.3 In Scotland the provisions of the Act apply only to UK Parliamentary by-elections, UK Parliamentary general elections (from 5 October 2023) and to UK Parliamentary recall petitions.
- 4.4 Voters can use passports, full and provisional driving licences, Proof of Age Standards Scheme (PASS) cards, “Blue badges”, and some concessionary travel cards. The ID used in a polling station must be original, but it does not matter if it is expired, if the photo is a good likeness. Voters may request their ID is inspected in private. Those without an existing acceptable form of voter ID can apply online or by post for a free Voter Authority Certificate (VAC). The VAC displays the name and a passport style photo of a voter.
- 4.5 Local elections in England on 4 May 2023 were the first in Great Britain to require voters to show any form of identification before being issued with a ballot paper. Photographic ID has been a requirement for polling station voters in Northern Ireland since 2003. The experience of these local elections in May 2023 has provided valuable experience and data to inform planning for the application of the new Voter ID rules at the next UK Parliamentary General Election in Edinburgh.
- 4.6 The Electoral Commission has a statutory duty to collect data and publish reports about elections that take place across the UK. Data was collected in polling stations on the number of people who were turned away. Polling station staff also recorded the number of people who later returned to vote successfully. The Commission also engaged with voters directly and with Returning Officer and Electoral Registration Officer Teams.
- 4.7 Interim findings were published by the Electoral Commission in June 2023, finding that awareness of the need to bring ID was high; that only 0.25% of voters did not vote because of the ID requirement; and that around 4% of non-voters said they did not vote because of the ID requirement. However there were concerns expressed about the completeness of the data being collected.
- 4.8 In its statutory report, published in September 2023, the Commission confirmed its interim findings that most people who wanted to vote were able to do so, but some found it harder than others to show accepted voter ID, including disabled people, younger voters, people from ethnic minority communities, and the unemployed. The Commission and others have recommended the list of allowable ID be reviewed and consideration be given to making the voter ID rules more accessible to these most affected groups.
- 4.9 With respect to the impact of voter ID on turnout at these elections, it was slightly lower than at recent comparable polls. Turnout was 32.0%, which was slightly lower than at the last comparable set of elections in 2019, when it was 32.5%. The

most common reasons given by people who told researchers that they did not vote were:

- a lack of time or being too busy at work (mentioned by 15% of non-voters)
- a lack of interest in, or being fed up with, politics (13%)
- medical reasons unrelated to Covid (8%)
- being away on polling day (8%)

- 4.10 Although it was not one of the most common reasons given, 3% of non-voters said they did not vote because they did not have ID, and 1% said it was because they did not agree with the requirement to show ID to vote at a polling station.
- 4.11 The Electoral Management Board for Scotland (EMB) organised an observation programme for Returning Officer staff from across Scotland to observe the conduct of polling in England on 4 May 2023, including pre-election liaison with English teams to discuss planning, virtual attendance at their polling staff training, observation on polling day and a debrief on lessons learned following the election. Election staff from Edinburgh observed polling on the Wirral and in Newcastle. The experiences of all observers have been collated and are being used to inform planning across Scotland.
- 4.12 A public awareness campaign was launched in England by the Electoral Commission in January 2023, running through to the May 2023 elections. This informed voters of the need to bring photo ID to polling stations and the availability of the free voter ID for those without any other photo ID. Awareness of the need to bring voter ID increased from 23% in December 2022 to 92% in May 2023 following the elections. The Electoral Commission are planning to repeat that campaign in Scotland ahead of any UK Parliamentary election.
- 4.13 While the experience of the 4 May elections is informative and has provided lessons for planning for the next UK Parliamentary General Election in Edinburgh, there are limits to its application. Electoral Commission research indicates that the voter ID requirement is likely to have a larger impact at higher turnout elections such as a UK general election, where people who do not always vote at local elections may want to take part.
- 4.14 The Election Team of the City of Edinburgh Council meet regularly with the ERO staff to plan and prepare for future electoral events. Recent meetings have included focused work to prepare for the introduction of Voter ID. VACs are already available from the ERO and have been issued to voters in Edinburgh. The ERO has prepared capacity to issue volumes of VACs ahead of a future UK poll and is also aware that there may be an increase in applications for postal votes due to the new polling station measures.
- 4.15 Communications officers are a key part of the Election Team in Edinburgh and a marketing plan has been drafted to ensure that public awareness of the new requirements is raised. This is provided at Appendix 1. There is a particular focus

on those groups less likely to hold acceptable ID. The plan will align with the national Electoral Commission campaign and utilise the same images and materials. The plan includes work with other partner agencies to ensure as broad a reach as possible.

5. Next Steps

- 5.1 There is no scheduled date for the next UK Parliamentary General Election. The 2019 Parliament must be dissolved, at the latest, by 17 December 2024, and the next general election must take place no later than 28 January 2025 however, the Dissolution and Calling of Parliament Act 2022 allows the prime minister to request the monarch to dissolve Parliament and call an early election with 25 working days' notice.
- 5.2 With no fixed date the Election Team will continue to work with the ERO and other partners to implement the actions identified in the Communications Plan in Appendix 1. The Team continues to engage with local, national and UK networks to ensure that there is full and appropriate preparation for the poll with a particular focus on those groups most likely to be impacted by the photo ID requirements. The plan in Appendix 1 will continue to be revised in the light of this work.
- 5.3 The UK Parliamentary by-election in Rutherglen and Hamilton West on 5 October was the first poll in Scotland at which Voter ID was required. The Returning Officer will be sharing experience with colleagues across Scotland to inform planning. . At this point the statistics with respect to Voter ID from that by-election are still being analysed. Turnout at the by-election was low at 37.2% but initial reports are that the local public awareness campaign was effective with voters generally prepared with ID when attending polling stations.

6. Financial impact

- 6.1 The costs of delivering UK Parliamentary elections are covered by UK Government, with a maximum recoverable amount set per constituency. This includes an allowance for public awareness. The assumption within the funding model is that the local authority will put all council resources at the disposal of the Returning Officer for the delivery of the election.
- 6.2 Since the introduction of voter ID will place an additional burden all local authorities in various ways, including, for example, additional equipment that may be required for some offices or polling stations, or additional poll clerks that may need to be hired for polling day, the UK government have provided local authorities with funding for this additional burden where the cost would normally fall on the local authority. These resources are not ringfenced, have already been received by the City of Edinburgh Council and will help to finance additional public awareness activity by both the Council and the ERO.

7. Equality and Poverty Impact

- 7.1 The reason for this report is to inform Committee of the impact on turnout of new Voter ID requirements and to outline related future public awareness activity. The issues addressed in this report therefore have direct equality and poverty impacts.
- 7.2 Targeted public awareness work around the new Voter ID requirements is associated with our overall concern to provide electoral events that give all eligible electors an equal opportunity to participate on the same basis, voting independently and in secret. Consideration of equal access issues forms an integral part of election planning which covers all electoral processes where practicably possible.
- 7.3 The Elections Act 2022 also introduced new Accessibility responsibilities for the Returning Officer and these will see a range of new measures introduced at our next UK Parliamentary election to support voters with disabilities.
- 7.4 The Returning Officer has a duty to encourage participation, to ensure that it is straightforward for people to participate in elections, whether campaigning or voting; and to give people confidence that their vote counts.
- 7.5 Voting in elections is the easiest way for people to be directly involved in the democratic process. Evidence suggests that young people and minority groups are under-represented in being registered to vote and/or voting. People with disabilities can also encounter barriers in trying to engage in the democratic process by casting their votes. In addition, one of the key sections of the community identified as being under-represented by the Electoral Commission are individuals with learning disabilities. Turnout is lowest among the DE social grades and among social and private renters.
- 7.6 While there are limited actions that the Returning Officer can take in respect of those issues, some groups do face barriers to participating in democracy that the general population do not, and it is in these areas that the Returning Officer can take steps to remove or minimise those barriers.
- 7.7 These groups are also those identified in the Electoral Commission research as most likely to be affected by the new Voter ID requirements and will be the targets of much of the activity identified in Appendix 1.

8. Climate and Nature Emergency Implications

- 8.1 There are no direct climate and nature emergency implications as a result of this report. The reason for this report is to report to Committee on the impact on turnout of new Voter ID requirements and to outline related future public awareness activity.
- 8.2 The conduct of elections is governed by prescriptive legal conduct orders which specify much of how the events are to be delivered. However in our provision of polling facilities effort is made to ensure that polling stations are within easy walking distance of all voters in a polling district to minimise the impact of travelling to vote.

9. Risk, policy, compliance, governance and community impact

- 9.1 The delivery of elections is a major corporate project for the Council and remains on the Corporate Risk Register. The Electoral Commission has noted in their September report that significant changes to the process of voting added a new layer of complexity and risk to an already stretched process and that the capacity and resilience of election teams across the UK remain a significant concern.
- 9.2 A documented project management approach is applied to each election with a tailored project plan, regular highlight reports, a risk register and contingency planning.
- 9.3 The Electoral Commission provide Performance Standards for Returning Officers which are outcome focussed and assist in the planning of each election.

10. Background reading/external references

- 10.1 Motion by Councillor Dobbin - [Conservatives Voter ID Disenfranchisement Legislation](#). Item 8.7 The City of Edinburgh Council, Thursday 16 March 2023
- 10.2 Electoral Commission Report June 2023: [Voter ID at the May 2023 local elections in England: interim analysis](#)
- 10.3 Electoral Commission [Final Report on the May 2023 local elections in England](#) published 13 September 2023
- 10.4 House of Commons Library [Voter ID Research Briefing](#) Published Thursday, 14 September 2023
- 10.5 [Evaluation of Electoral Integrity Programme: public opinion research](#) from the Department for Levelling Up, Housing and Communities Published 13 September 2023
- 10.6 Association of Electoral Administrators Report on the delivery of the 4 May 2023 local elections – including voter ID: [Under pressure: increased demand on the UK electoral system](#)
- 10.7 The UK [Elections Act 2022](#)
- 10.8 [The Voter Identification Regulations 2022](#) – secondary legislation making changes to polling station conduct rules for certain elections and to petition signing place rules for recall petitions under the Recall of MPs Act 2015 to implement the requirement to show photographic identification.
- 10.9 [Accepted forms of photo ID](#)

11. Appendices

Appendix 1 Voter ID Public Awareness Communications Plan

Policy and Sustainability Committee – 24 October 2023

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Appendix 1 – Voter ID Public Awareness Communications Plan

Phase	Phase 1: Early awareness of voter ID	Phase 2: Post Christmas – March	Phase 3: Register to vote	Phase 4: Remember to vote and voter ID
Date range NB assuming May 2024 election – adjust phasing if called later in 2024	Autumn – Christmas 2023	Mid-January to March 2024	March – Mid-April 2024	Mid-April – May 2024
Council activity	Issue regular messaging using campaign style from Electoral Commission on: <ul style="list-style-type: none"> • Council social media channels including Facebook, Twitter/X, LinkedIn, nextdoor.co.uk • Website content • Tenant news • Email signature • Internal communication: <ul style="list-style-type: none"> ○ News beat ○ colleague news 	Local paid and unpaid campaign, maximising exposure generated by Electoral Commission campaigning including: <ul style="list-style-type: none"> • targeted lamp post wraps • paid/unpaid social media advertising. • community channels • website banner • email signatures • internal communication 	Local mid-weight campaign including: <ul style="list-style-type: none"> • media activity • targeted lamp post wraps • paid/unpaid social media advertising. • community channels • website banner • outdoor ads • IVR message • email signatures • internal communication 	Local mid-weight campaign including: <ul style="list-style-type: none"> • media activity • targeted lamp post wraps • paid/unpaid social media advertising. • community channels • website banner • outdoor ads • IVR message • email signatures • internal communication

Phase	Phase 1: Early awareness of voter ID	Phase 2: Post Christmas – March	Phase 3: Register to vote	Phase 4: Remember to vote and voter ID
Electoral Registration Officer activity	<ul style="list-style-type: none"> • Vote ID info insert in canvass communications (to all Route 2 properties). • Email communication to be issued through gov.uk/notify (to all electors at Route 1 properties with valid emails – numbers tbc). • Messaging included on interactive voter response (IVR) portal. • Website content currently available. 	<ul style="list-style-type: none"> • Closer to any potential election website banners and more prominent messaging will be made available on the website. • Powtoon explainer video to be created for use on website and social media channels. • LVJB Podcast episode to be recorded. • Use of Electoral Commission messaging resources on social media, email signatures and internal communications. 		
Key stakeholders/partner activity	Councillor, community council and partner toolkit: <ul style="list-style-type: none"> • provide messaging and graphics for use on their news/information channels 		LVJB public awareness activity	LVJB public awareness activity
Electoral Commission activity		National voter ID campaign (dates TBC)	National register to vote campaign (dates TBC)	National remember to vote + voter ID campaign (dates TBC)
Other	Explore possibility of including information in other Council communications (without incurring costs) e.g. blue badges, CPZ	Outreach/community activity: pop up stalls in libraries, community centres, etc.	Outreach/community activity: pop up stalls in libraries, community centres, etc.	

Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Response to Scottish Government Consultation: Draft British Sign Language (BSL) National Plan, 2023-2029

Executive
Wards: all

1. Recommendations

- 1.1 Note the response to the Scottish Government consultation on the draft BSL National Plan, 2023-2029. As set out in the Business Bulletin for this Committee's 22 August 2023 meeting, because the consultation took place over the summer leave period, and a significant number of key stakeholders were on leave, the response was submitted to Scottish Government by the deadline of 3 September under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.

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Executive Director of Corporate Services

Eleanor Cunningham, Lead Policy Officer

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Responding to Scottish Government Consultation: Draft British Sign Language (BSL) National Plan, 2023-2029

2. Executive Summary

- 2.1 The report sets out the process for developing the response to the above consultation, and the main points made in our response.

3. Background

- 3.1 The Scottish Government launched a public consultation for a [British Sign Language National Plan 2023 - 2029](#) on 7 July, closing on 3 September. This 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.
- 3.2 Due to summer annual leave among a significant number of key stakeholders, it was not possible to prepare a full draft for consideration by members in time for the 22 August meeting of the Policy and Sustainability Committee.
- 3.3 An item in the Business Bulletin for the August Policy and Sustainability Committee meeting set out the approach to ensuring that Elected Members had the opportunity to consider and contribute to the draft response.
- 3.4 The final draft response was submitted to Scottish Government by 3 September under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.
- 3.5 The submission is presented in the appendix.

4. Main report

- 4.1 The consultation sets out six priority areas supported by 27 proposed actions, and sought views on these.
- 4.2 The six priority areas are:
- 4.2.1 Data for BSL
 - 4.2.2 BSL workforce

- 4.2.3 Supporting deaf children, young people and their families
- 4.2.4 BSL accessibility
- 4.2.5 Promotion of heritage and culture of BSL
- 4.2.6 Social care and wellbeing
- 4.3 Our response was supportive of these high level aims, and sought further detail on the specifics of scope, implementation and resource implications. funding.
- 4.4 Key points in in response to views on the draft actions were that we would seek:
 - 4.4.1 A stronger focus on outcomes in the plan, rather than on exploratory or investigative actions
 - 4.4.2 A clear statement of the challenges of gaps that the plan seeks to address
 - 4.4.3 Clarity around the costs and funding arrangements in the final BSL National Plan for 2023-2029
 - 4.4.4 Further details about the actions and their delivery
- 4.5 Service areas provided detailed responses to actions relevant to them, and these have been incorporated into the overall response, shown in the appendix.

5. Next Steps

- 5.1 The final BSL National Plan for 2023-2029 will provide the framework for relevant public bodies to develop their own plans. The Council's second BSL plan will span the period 2024-2030.

6. Financial impact

- 6.1 There are no direct financial impacts at this stage. As part of our response to this consultation, we have sought information about the financial implications of the recommended actions.

7. Equality and Poverty Impact

- 7.1 We will consider potential impacts on equality and poverty as part of the development of the Council's second BSL plan, which will be developed in 2024.

8. Climate and Nature Emergency Implications

- 8.1 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)

- 8.2 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

- 8.3 We will consider potential impacts on equality and poverty as part of the development of the Council's second BSL plan, which will be developed in 2024.

9. Risk, policy, compliance, governance and community impact

- 9.1 Potential impacts will be identified as part of the development of the Council's second BSL plan, which will be developed in 2024.

10. Background reading/external references

- 10.1 [British Sign Language \(BSL\) national plan 2023-2029: consultation](#)

11. Appendix

- 11.1 Scottish Government Draft British Sign Language National Plan: the City of Edinburgh Council consultation response.

Appendix. Scottish Government Draft British Sign Language National Plan: the City of Edinburgh Council consultation response

The consultation sets out six priority areas supported by 27 proposed actions and seeks views on these.

1. Views on the draft priorities

1.a. What do you think about the key priority within the draft BSL National Plan: **Data on BSL?**

The Scottish Government recognises the need to develop a sustainable model of obtaining evidence and data around BSL, which will help inform our work within the current and future BSL National Plans.

- We support the development of a model for data and evidence which informs effective planning and delivery of services to support BSL users. We would welcome further detail on how this will be undertaken.

1.b. What do you think about the key priority within the draft BSL National Plan: **BSL Workforce?**

The Scottish Government recognises the ongoing issues surrounding the shortages in BSL professions such as BSL/English interpreting and BSL tutors in Scotland. By focusing on increasing the number of professionals in these fields, the strategy can help alleviate the shortage and improve access to BSL services for the deaf communities in Scotland.

- We are supportive of efforts to address the shortages in BSL professions such as BSL / English Interpreters and Translators, Deaf Relay Interpreters, Tactile BSL Interpreters, and BSL Tutors in Scotland to improve access to BSL services for BSL

Communities across Scotland. We would welcome further detail on how this will be undertaken.

1.c. What do you think about the key priority within the draft BSL National Plan: **Supporting deaf children, young people and their families?**

Support for deaf children, young people and their families – The Scottish Government recognises that language deprivation in deaf and deafblind children has an impact on their crucial developmental learning in the ages between 0-5 years which can hinder their social, cognitive, and emotional development.

- We agree with this priority, recognising that language deprivation in deaf and deafblind children has an impact on their crucial developmental learning in the ages between 0-5 years which can have a significant adverse impact on all aspects of development - social, cognitive, and emotional.

1.d. What do you think about the key priority within the draft BSL National Plan: **BSL accessibility?**

The Scottish Government recognises that the BSL communities are underrepresented across organisations and services in Scotland. We want to promote and develop sustainable approaches to ensure the most impactful work is being carried out to ensure the level of BSL accessibility in Scotland are visible, high quality and widely available.

- We agree that this is a priority area and that it is closely aligned with priority 2 (BSL workforce).

1.e. What do you think about the key priority within the draft BSL National Plan: **Promotion of heritage and culture of BSL?**

The Scottish Government recognises the rich BSL culture that Scotland possesses and the ongoing projects in heritage, culture, and arts across Scotland to represent and celebrate BSL. We are seeking views on how to grow this sector which will bring a host of empowering benefits to the BSL community.

- We agree with this priority. We would welcome further detail on how this will be undertaken.

1.f. What do you think about the key priority within the draft BSL National Plan: **Social care and wellbeing?**

The Scottish Government recognises the importance of ensuring that individuals are able to thrive in their daily lives, which includes accessing wellbeing services and receiving the right care for their needs. For the BSL communities, this means being able to receive support in BSL with an understanding of their culture as well as being able to receive information in BSL.

- We agree that this is a priority area and that it is closely aligned with priorities c (Supporting deaf children, young people, and their families), d (BSL Accessibility) and e (Promotion of the heritage and culture of BSL). We would welcome further detail on how this will be undertaken.

2. Views on the draft actions – are there any which should be revised in the BSL National Plan?

12. General comments:

The proposed actions need further consideration and development:

- We would welcome a stronger focus on outcomes in the plan, with actions designed to drive improvements in people’s lives and experiences rather than to “explore” or “investigate”.
- An overview of the final report of the current British Sign Language (BSL) National Plan 2017-2023 would have provided useful context around challenges and achievements, and why the number of priorities and actions has been reduced in the new plan.
- Similarly, it would have been helpful if the consultation had set out the specific challenges or gaps that the proposed actions are intended to address – in several cases, the lack of this information makes it hard to comment on how appropriate or effective they would be.
- The actions in the plan should be SMART (specific, measurable, achievable, relevant and time-bound), with clearly stated next steps – for example, once the investigation or exploration is complete, what would the next steps be?
- It would be helpful to ensure that all actions are easy to understand and jargon free, for example, action 15, “to develop a classification framework around British Sign Language, identifying the multiple perspectives including accessibility and as a linguistic minority”.
- Workforce availability is a critical factor in delivering the ambitions of the plan, and it is important that this is recognised.

- Finally, a number of the actions have resource implications for public bodies and we would seek clarity around costs and funding arrangements in the final British Sign Language (BSL) National Plan 2023-2029.

Comments on proposed actions:

Supporting deaf children, young people and their families

Action 1. The Scottish Government will investigate and explore an early intervention model for sign language acquisition for deaf and deafblind new-borns and children to ensure they and their families have access to both BSL and English. This will assess existing models to determine if we can build or improve on them. This action will help to ensure that deaf and deafblind babies and children are able to grow and thrive in an environment using the language of their choice.

- We would support the introduction of an early intervention model. Access to language and communication is important for the development of secure attachment relationships between infant and caregiver. It is also essential for the child's language and cognitive development. This needs to be set in a context of wider access to inclusive communication (ie visual supports for language and language rich communication environments) since the child's eventual communication needs and preferences cannot be known at such a young age.
- The general comment made above applies to this action i.e. the need for the action to be SMART, and in particular with a clear timescale and assessment of resource implications, setting out the workforce requirements for implementation along with a comparison of needs with existing capacity.

Action 2. Investigate the provisions of support for deaf and deafblind children within Scotland, and identify any gaps in support to inform an immediate remedial action plan. This includes BSL tuition for deaf and deafblind children and their families.

- We would note that there is a wide range of D/deaf education paradigms, estate and need across Scotland, and so local authorities should be involved in co-construct the remit, scope and objectives of this review. The wide variety of approaches and practice will make the identification of gaps challenging, and so instead, we would advocate a focus on outcomes instead as a way of shaping future provision.

- BSL tuition for D/deaf children is important for cognitive and language development, and for development of positive self-identity. Again, resource implications and responsibilities for BSL tuition should be set out.

Actions 3. To investigate opportunities for early years workers to learn BSL up to the level of SCQF Level 6 to inform our future work in this area.

- This is the equivalent of a Higher in BSL, and a key challenge would be to establish which EY posts would require this level of qualification.
- In our view, a high level of staff skill in signing is needed in all sectors, not just EY, as children need others around them who have a higher level of BSL skill than them to mediate their learning and opportunities. We know that it is easier and quicker to acquire social conversational proficiency in a second language than academic proficiency so assuming this also applies to sign language then it's all the more important that adults have a high level of sign skill to support children's inclusion, learning and development.
- Clarity is needed on who would provide this training, and on the resource (cost/time and funding) implications associated for staff to be trained to this level, and how the costs would be met.

Action 4. Support the development of opportunities for deaf and deafblind children, young people, and their families, to learn about the heritage and culture of BSL, especially in Scotland.

- As above, there needs to be clarity around who will deliver the training and how this would be funded.
- It could be useful to LAs to have resources like the SG/Ed Scot anti-racism resources, since D/deafness is low incidence and skill and knowledge within and across LAs varies.

Action 5. To establish a BSL Education Advisory Group to inform priorities around access to BSL and teaching of BSL, with initial focus on deaf and deafblind children.

- Further information would be helpful on the role and remit of this group, and the issues that have been identified as needing to be addressed.

Action 6. To work with the General Teaching Council Scotland (GTCS) to explore and facilitate pathways for BSL users to obtain Qualified Teacher Status.

- We would welcome further details about this action and how it would be delivered.
- It is certainly important for D/deaf children to see D/deaf staff to have positive role models "if they can't see it they can't be it". It has been historically difficult for BSL first language users to access the teaching courses either because they do not have the formal qualifications required or due to access issues with regards to access to work and interpretation.

- Consideration should also be given to BSL being included to a greater level as part of Teacher of the Deaf training as currently the minimum requirement of BSL is very low and further opportunities to develop these skills is not planned for at national level or included within GTCS standards.

Action 7. To investigate opportunities for Teachers of the Deaf and teachers working with deaf and deafblind children in obtaining qualifications for BSL up to SCQF Level 10.

- We would welcome this along with recognition of the time it takes to achieve these qualifications as well as the cost implications for local authorities. Further, there are limited training providers that offer this, which brings challenges to workforce/succession planning with an aging workforce.

Social Care and Wellbeing

Action 8. To explore how the National Care Service co-design involves BSL users and includes provisions for BSL users.

- Agreed that this is an important part of the development of the NCS and that the same applies to other groups of people who have specific needs.

BSL Workforce (Actions 10-12)

Action 10: Investigate opportunities for deaf and deafblind young people to learn about transitioning into and navigating the workplace, support available to them, and skills development, including how to work with BSL/English interpreters.

- It would be helpful for the cost implications and funding arrangements for transitioning to be set out.

BSL Data Strategy

Action 13: To explore how a BSL Data Strategy for Scotland would work in practice, including establishing how we will gather data and evidence and distribute this in a way which helps develop sustainable approaches in data gathering around BSL.

- We support the development of a model for data and evidence which informs effective planning and delivery of services to support BSL users. We would welcome further detail on how this will be undertaken.

Accessibility (actions 14-25)

Action 14. To co-ordinate an effort with listed authorities and BSL/deaf communities within the BSL (Scotland) Act 2015 to establish sustainable approaches in the development and implementation of their BSL plans, ensuring that cost-effective work is taking place proportionately within their authorities to help their BSL plans target issues more effectively.

- There is potential benefit in ensuring that the development and delivery of BSL plans across Scotland to provides better outcomes for people, while recognising the importance of responding to local needs and circumstances.

Action 16. The Scottish Government will develop guidance on BSL access for public engagement, including quality assurance of BSL translations.

- We would welcome any guidance so that we can best support all individuals who wish to respond to our consultations/engagement activities. We ask that the Scottish Government considers the resource implications of the guidance for public bodies.

Action 17: Review the BSL accessibility of the Scottish Government website, and work with BSL organisations to ensure a high standard of the accessibility of the website.

- We support this action. Further details on how this would be achieved along with timescales, resource implications and funding arrangements would be helpful.

Action 19: To support the uptake of SignPort, an online portal for BSL/English interpreter bookings which will be launched for public use, within the Scottish Government and public bodies.

- We recognise the need to explore how best to support a way forward for BSL interpreters to work with the council and the community.

- We have some concerns about SignPort, which might pose problems with the billing process for freelance BSL interpreters. This would need further consideration and we would welcome further information on proposed arrangements and responsibilities for the delivery and management of the service, and funding arrangements.

Action 20: The Scottish Government will develop an Implementation Working Group for the BSL National Plan, with the aim of regularly reviewing the National Plan's commitments to ensure it continues to meet the needs of the BSL communities in Scotland throughout the lifetime of this Plan.

- More broadly, BSL provision needs must be considered at the planning and development stages of policies and services by the Scottish Government when co-ordinating with public bodies and local authorities.

Actions 21-22: BSL and the Justice system

- Further consideration is needed on how we support BSL mediators/intermediaries: we work with people who have committed very serious sexual and/or violent offences, but who also have significant trauma histories. Given that the BSL mediators/intermediaries will be privy to all of that information, how do we prepare/support them for that and how do we reduce the likelihood of vicarious trauma?

Action 23: Support public bodies within the justice sector in exploring ways in which BSL support can be accessed more efficiently for frontline work and emergency response services

- Quality information sharing is critical to effective service delivery and poor communication in service settings between those who use only English and those who use only BSL leads to poor quality of service. The Scottish Government should promote effective partnership working and information sharing processes between various public bodies to enhance service delivery to BSL users.
- Effective delivery of services in BSL can have its greatest impact in time critical and emergency situations. The lack of effective communication in this regard has the potential to create substantial harm. Emergency and time critical services should have immediate 24 hours access to interpreters to provide 24hr on-call BSL interpretation which makes it possible to deliver these services effectively in BSL. The Scottish Government could provide a valuable role in supporting the adoption of consistent, effective processes by relevant public bodies.

- More generally, the Scottish Government should work closely with public bodies to develop and implement consistent plans to achieve these important objectives and embed these requirements into mandatory public sector standards. There are a number of ways in which public bodies interact with the public in the course of their business, and delivering its services, including letters, e-mail and telephone calls; face to face at meetings, reception areas, group and one-to-one meetings; and through publications, written material and websites. Service providers must be able to deliver effectively in BSL at each of these.
- Services delivered through the medium of BSL should be available to citizens who use BSL to access and use public services. Services can be delivered effectively in BSL either by using the services of registered/professional BSL interpreters; or directly in the medium of BSL using staff appropriately competent in the language. The Scottish Government should work closely with the relevant industry bodies like the Scottish Register of Language Professionals with the Deaf Community (SRLPDC) and BSL interpreters to improve provision of qualified BSL interpreters.

13. For information, activities already going on in Edinburgh:

Action 24: To work with COSLA and the Scottish Parliament to identify existing barriers in support for BSL users within political settings, such as councillor or MSP, and consider ways in which gaps can be addressed, including learning from the 2022 Access to Elected Office Fund.

- City of Edinburgh Councillors are undertaking a series of facilitated workshops with the Improvement Service and COSLA to look at a range of barriers to participation which may prevent those with disabilities from standing for election. This will include a consideration of a range of disabilities including those who need to use BSL.

Action 25: Support the facilitation of BSL support in electoral campaigns and the election process to ensure BSL users are able to make informed decisions with access to all relevant information.

- The City of Edinburgh Council is working closely with the Electoral Management Board for Scotland (EMB) and the Electoral Commission on a series of project to consider how to improve the accessibility of electoral events. This will include a range of training, equipment and technological measures to ensure that all those with disabilities, including those who use BSL, are able to access information on candidates and then to make vote securely, independently and in secret.

Promotion of the heritage and culture of BSL

Action 26. To work with organisations focusing on BSL within culture and the arts to identify priorities within the BSL communities in Scotland.

- We strongly support prioritising greater integration of cultural activities in the Scottish Government BSL plan.
- From early education programmes for artists and creatives to industry standards regarding work conditions, programming and promotions there should be more effort placed on a more inclusive approach for both industry representatives and audiences/participants.
- Normalising the visibility and access to BSL interpretation would be fundamental in ensuring artists and audiences requiring BSL interpretation and translation services are supported while general audiences recognise the growing need to do so.
- Furthermore, training in supporting BSL provision in mainstream venues should be embedded in standard training programmes, so that technical crews are equipped with skills to manage BSL provision for live and streamed events.
- We propose setting up a working group of artists and creatives who are BSL users to gather information supporting their experiences of working in the sector and support offered by the arts and culture industry for their meaningful engagement and projects.

Action 27. Explore existing support for organisations with a focus on heritage, culture and the arts – with focus on BSL - across Scotland, to identify ways in which the Scottish Government can support growth for BSL in this sector, in line with the aims and ambitions of A Culture Strategy for Scotland.

- Increasing the visibility and inclusion of stories informed by living and lived experiences of the deaf and blind communities as well as on-and off-stage representation of deaf / blind artists and creatives requires same support.
- Supporting arts and culture companies that already provide pathways to careers and development in the sector with equivalent funding as well as increasing awareness, skills and understanding across mainstream arts and culture organisations are instrumental to continuing support for the deaf and blind community representatives and ensuring the plan is not marginalised due to lack of skills or understanding.
- We propose developing a Scotland-wide training programme for mainstream and community arts venues to better support, welcome and include BSL users in cultural provision planning and delivery.

3.1. Are there any additional actions that should be considered for inclusion in the BSL National Plan?

- The plan should encourage greater synthesis with strategic approach to languages learning and teaching in schools. The 1+2 Approach has now come to full implementation stage and work is underway to develop next steps for strategic development. Alignment of this work to include broadening access to BSL learning would improve inclusion for BSL users, raise the profile of BSL and BSL culture and support the workforce planning needed to carry out the actions in the plan.
- The direction of the British Sign Language (BSL) National Plan needs to be stated more clearly i.e., for all deaf (including deaf, deafblind, deafened, hard of hearing and hearing loss), not just deaf and deafblind alone uses BSL – this was highlighted after the launch of the current British Sign Language (BSL) National Plan 2017-2023.

4.1. What is the one key change you would like to see happening for BSL users in Scotland by 2029?

There are two key changes that we would seek:

- Increased availability of high quality interpretation to support communication between BSL users and non-users
- Normalising the use of and access to BSL through inclusion in school curricula leading to greater inclusion of BSL users in our communities and to improved equality.

5. Are you aware of the Contact Scotland BSL service?

- Yes. We continually promote Contact Scotland BSL service through several emails, marketing, websites, and promotional materials. We support the valuable and critical Scottish Government's funded Contact Scotland BSL service to continue – this is a lifeline for many BSL users to contact us and vice-versa. This is a priority area, and it is closely aligned with priority d (BSL Accessibility).

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Policy and Sustainability Committee

10am, Tuesday, 24 October 2023

Accounts Commission: Local Government in Scotland Overview 2023

Executive/routine
Wards

1. Recommendations

Members of the Policy and Sustainability Committee are asked:

- 1.1 to note the contents of the report;
- 1.2 to note that the recommendations in the report will be considered in an Edinburgh-specific context as part of the Council's Best Value Thematic and Annual Audit Reports to be presented to members on 31 October 2023; and
- 1.3 to refer the report to the Governance, Risk and Best Value Committee as part of its workplan.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Richard Lloyd-Bithell, Service Director: Finance and Procurement

E-mail: richard.lloyd-bithell@edinburgh.gov.uk

Accounts Commission: Local Government in Scotland Overview 2023

2. Executive Summary

- 2.1 The report presents the Accounts Commission's recently published Local Government in Scotland Overview 2023 which focuses specifically on the impact of the COVID-19 pandemic on councils' performance in 2021/22, future challenges facing local government and how well-placed councils are to address these.

3. Background

- 3.1 In August 2020, the Accounts Commission agreed a strategic medium-term approach to reporting on the impact of the COVID-19 pandemic. This approach committed to producing a series of annual overview reports over a three-year period.
- 3.2 The 2023 overview report is the third and final overview report in the series and builds on the previous reports in the series and examines:
- How has the pandemic affected councils and their performance?
 - What are the current and future challenges facing local government?
 - How well placed are councils to deal with the current and future challenges?
- 3.3 The report draws on findings from the [2021/22 Financial Bulletin](#), considering these in the context of the wider overview. The findings of the report are in turn drawn from 2021/22 annual audits, performance and best value audit work carried out during 2022 and from specific research and analysis of available data and intelligence.
- 3.4 The report is complemented by a collection of [case studies](#), including one on the planned transient visitor levy in Edinburgh, and, as in previous years, a [checklist of questions for elected members](#) to consider in their scrutiny and decision-making roles.
- 3.5 By its nature, the report's key findings and recommendations are couched in a Scotland-wide context rather than being specific or particular to Edinburgh, albeit

many of these are nonetheless equally applicable to the Council's own challenges. The recommendations in the report will be considered in an Edinburgh-specific context as part of the Council's Best Value Thematic and Annual Audit Reports to be presented to members on 31 October 2023.

4. Main report

Overview of report's contents

- 4.1 The initial part of the report considers the impact of the pandemic on councils' performance, concluding that in many cases it has exacerbated pre-existing strains resulting from sustained real-terms reductions in core funding and wider underlying pressures. Exhibit 1 on page 9 of the report contrasts significant real-terms increases in expenditure on education, adult social care and looked-after children, mainly linked to national policies and directives, with offsetting reductions in "unprotected" areas. Given the Scotland-wide nature of these directives, this is consistent with the equivalent position in Edinburgh.
- 4.2 Pages 10 to 13 provide an overview of council performance as captured within the Local Government Benchmarking Framework (LGBF) for 2021/22. Across Scotland as a whole, while the picture was mixed, there were signs of an overall decline in performance, with some service backlogs and system capacity issues. [An overview of the 2021/22 LGBF as it relates to Edinburgh](#) was reported to the Policy and Sustainability Committee on 23 May 2023. Somewhat in contrast to the national position, this analysis showed absolute improvement in performance relative to pre-pandemic levels in the majority of indicators, albeit with an overall decline in adult and social care, housing and culture and leisure services, these mirroring the national position.
- 4.3 Pages 14 to 26 provide an overview of the main challenges facing councils, categorising these across the themes of financial, local needs, (delivery of) national policies, workforce and leadership. While, in common with other elements of the report, the contents are generic and not specific to Edinburgh, the themes nonetheless resonate with the Council's own experience. A number of the financial themes as they relate to Edinburgh's own context were considered by the Finance and Resources Committee on 7 February 2023 in the report on the [Accounts Commission's Financial Bulletin 2021/22](#). The [Annual Performance Report](#) considered by the Policy and Sustainability Committee on 22 August 2023 provided a comprehensive overview of the Council's performance in 2022/23, grouped around the Business Plan's key three themes which complement national priorities on tackling child and wider poverty and inequality (particularly against the backdrop of current challenging economic conditions), attaining net-zero and an increased focus upon core services.
- 4.4 Consistent with the national picture outlined on page 24, overall staff absence increased significantly in 2021/22, with this trend then continuing in 2022/23,

particularly due to increases in anxiety and mental health-related problems as well as musculoskeletal issues. In response to these trends the Council has adapted and tailored its wellbeing support. An inability to recruit is also affecting an increasing range of services, particularly in frontline social care roles but also across support functions such as accountancy, legal services and procurement.

4.5 The final section of the report sets out a series of recommendations based on the need to challenge old ways of doing things and taking urgent action to reform, emphasising that the scale of the challenge that lies ahead is greater than anything local government leaders (elected members and senior officers) will have ever experienced before. Councils must work on three planning horizons: continue to deliver services here and now, identify and make improvements in the short term and plan for the longer-term radical change. With councils' future funding position forecast to reduce in real terms, radical change is necessary so that councils can continue to serve their communities, respond to needs, meet demand and improve outcomes for people in the future.

4.6 The report includes the following specific recommendations for local authorities:

(i) **Finances and resources**

Councils need to set out medium- to long-term financial plans that detail:

- how they will make recurring savings and reduce reliance on reserves to fill budget gaps; and
- how council resources are targeted to achieve their long-term policy and performance priorities.

(ii) **Community needs and inequalities**

Councils should

- be more transparent with the public about scale of service demand, the extent of backlogs and changes to eligibility criteria necessary to ration access to services and any impact this has on unmet need; and
- have a clear plan for strengthening their use of data to understand needs, make decisions and direct resources. This includes equalities data and learning from those with lived experience.

(iii) **Collaboration**

Councils need to maximise the potential of collaboration by demonstrating they are:

- working with other councils, the wider public sector and the third sector to redesign and provide services; and
- involving service users and local communities in the redesign of services.

(iv) **Leadership**

Councils' leaders need to invest time and capacity in thinking radically about their future operating model and:

- be open and clear with communities and staff about the need for change, what that means for future service delivery and involve communities in making difficult decisions;
- set out a clear vision for their long-term policy and performance priorities, and how it will be delivered and monitored; and
- work with the Scottish Government to rebuild an effective relationship.

(v) **Workforce**

Councils need to improve workforce planning to develop effectively and deploy their existing workforce. This includes:

- building the capacity, skills, strategic thinking and comprehensive workforce data needed for effective workforce planning; and
- updating workforce plans to reflect new models of service delivery and ways of working, including how they are:
 - identifying and addressing skills gaps, at operational and leadership levels;
 - making best use of their existing workforce by collaborating with partners to overcome recruitment challenges; and
 - planning for the skills needed to deliver future services, focusing on collaborative and flexible working, including working with the higher education sector to plan and develop skills for the roles needed.

5. Next Steps

- 5.1 Following consideration by the Policy and Sustainability Committee, the report will be referred to the Governance, Risk and Best Value Committee for scrutiny as part of its workplan.
- 5.2 The recommendations in the Accounts Commission report will be considered in an Edinburgh-specific context as part of the Council's Best Value Thematic and Annual Audit Reports to be presented to members on 31 October 2023.

6. Financial impact

- 6.1 While there are no direct additional financial implications arising from the report's contents, the report re-emphasises the importance of medium- and longer-term

financial planning and a consequent need for difficult decisions to target resources to achieve councils' long-term policy and performance priorities.

7. Equality and Poverty Impact

- 7.1 While there are no direct implications arising from the report's contents, its recommendations highlight the importance of councils being more transparent with the public about the scale of service demand, the extent of backlogs and changes to eligibility criteria necessary to ration access to services and any impact this has on unmet need.
- 7.2 In addition, councils should have a clear plan for strengthening their use of data to understand needs, make decisions and direct resources, includes equalities data and learning from those with lived experience.

8. Climate and Nature Emergency Implications

- 8.1 While there are no direct additional impacts arising from the report's contents, it emphasises councils' critical role in achieving Scotland's national climate change goals and contributing towards the national target of net zero by 2045, both directly in managing their own activities and in demonstrating leadership across their local areas.

9. Risk, policy, compliance, governance and community impact

- 9.1 The report recommends that Councils' leaders need to invest time and capacity in thinking radically about their future operating model and be open and clear with communities and staff about the need for change, what that means for future service delivery and involve communities in making difficult decisions.

10. Background reading/external references

- 10.1 [Accounts Commission: Local Government in Scotland – Financial Bulletin 2021/22](#), Finance and Resources Committee, 7 February 2023
- 10.2 [Local Government Benchmarking Framework 2021/22 – Edinburgh Overview](#), Policy and Sustainability Committee, 23 May 2023
- 10.3 [Annual Performance Report, 2022/23](#), Policy and Sustainability Committee, 22 August 2023

11. Appendices

Appendix 1 - Accounts Commission: Local Government in Scotland – Overview 2023
Policy and Sustainability Committee – 24 October 2023

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Local government in Scotland

Overview 2023



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ACCOUNTS COMMISSION 

Prepared by Audit Scotland
May 2023

Who we are

The Accounts Commission

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

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

Our work includes:

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

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

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

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Key messages and recommendations

Councils have never faced such a challenging situation, with demand and workforce pressures deepening after the Covid-19 pandemic and funding forecast to reduce in real terms. Radical change, achieved through greater collaboration, is urgently needed if councils are to maintain services.

1 Finances and resources

Budget constraints and increasing cost pressures are putting councils' finances under severe strain. An increasing proportion of funding is ringfenced or directed for national policy initiatives. While this is important to help deliver national priorities, it prevents councils from making decisions about how funds can be used at a local level, to meet local need. Councils have had to make significant savings to balance their budgets. Increasingly difficult choices about spending priorities and service provision are having to be made.

Recommendations:

The **Scottish Government and COSLA** need to take urgent action to finalise the New Deal for local government ([paragraphs 71–73](#)) and agree:

- a new partnership agreement with councils that supports collaboration
- a fiscal framework for local government that supports sustainable funding and greater financial flexibility and transparency.

The **Scottish Government** needs to provide more detailed financial information (eg, breakdown of type of funding and individual council allocations) to support councils longer-term financial planning.

Councils need to set out medium- to long-term financial plans that detail:

- how they will make recurring savings and reduce reliance on reserves to fill budget gaps
- how council resources are targeted to achieve their long-term policy and performance priorities.

2 Community needs and inequalities

The pandemic has affected performance across all service areas. There are signs of growing backlogs and declining performance in some service areas. Councils have a clear focus on tackling inequalities but the extent and impact of needs not being met is unclear. Some communities are facing crisis, with persistently high levels of poverty and increasing financial hardship putting additional pressure on services, at a time when councils have less capacity to support them.

Recommendations:

- **Councils** should be more transparent with the public about scale of service demand, the extent of backlogs and changes to eligibility criteria necessary to ration access to services and any impact this has on unmet need.
- **Councils** should have a clear plan for strengthening their use of data to understand needs, make decisions and direct resources. This includes equalities data, and learning from those with lived experience.

3 Collaboration

The scale of the challenges ahead means that radical change is needed. It is only by working more collaboratively that councils and their local partners, communities and the third sector will be able to provide sustainable local services and deliver a significant programme of national reform to tackle issues such as climate change, child poverty and inequalities.

The pandemic demonstrated the benefits of partnership working and shared local goals. This needs to continue. Few councils provide services jointly or share professional support services. Many councils engage well with communities and local partners to better understand local priorities and needs. Now councils must better involve service users and communities, including those with lived experience, as they redesign services.

Recommendations:

Councils need to maximise the potential of collaboration by demonstrating they are:

- working with other councils, the wider public sector and the third sector to redesign and provide services
- involving service users and local communities in the redesign of services.

4 Leadership

Leaders must think radically and make fundamental changes to how councils operate in future, building on the collaborative and innovative ways of working many demonstrated during the pandemic. Leaders need to be open with their staff, communities and local partners about the difficult decisions ahead and be clear about how change will be achieved. The level of volatility, uncertainty (such as plans for a national care service) and immediate financial pressures make planning and delivering sustainable change more difficult. Ineffective leadership and high turnover identified at several councils, alongside tensions with central government present risks to their ability to make fundamental changes at the pace needed.

Recommendations:

Councils' leaders need to invest time and capacity in thinking radically about their future operating model, and:

- be open and clear with communities and staff about the need for change, what that means for future service delivery and involve communities in making difficult decisions
- set out a clear vision for their long-term policy and performance priorities, and how it will be delivered and monitored
- work with the Scottish Government to rebuild an effective relationship.

5 Workforce

Increasing workforce challenges, including a competitive labour market and high sickness absence levels, are putting councils under continued pressure. Councils need to innovate by developing the skills and building on the agility, flexibility and joint working demonstrated during the pandemic to make best use of their existing workforce. Wellbeing initiatives must continue and councils should monitor the impact of new ways of working such as hybrid working on both performance levels and staff wellbeing.

Recommendations:

Councils need to improve workforce planning to effectively develop and deploy their existing workforce. This includes:

- building the capacity, skills, strategic thinking and comprehensive workforce data needed for effective workforce planning
- updating workforce plans to reflect new models of service delivery and ways of working, including how they are:
 - identifying and addressing skills gaps, at operational and leadership levels
 - making best use of their existing workforce by collaborating with partners to overcome recruitment challenges
 - planning for the skills needed to deliver future services, focusing on collaborative and flexible working, including working with the higher education sector to plan and develop skills for the roles needed.

Background

About this report

In August 2020, the Accounts Commission agreed a strategic medium-term approach to reporting on the impact of the Covid-19 pandemic. This approach committed to producing a series of annual overview reports over a three-year period.

This report:

- is the third and final overview report in the series
- builds on the previous reports in the series and examines:
 - how has the pandemic affected councils and their performance?
 - what are the current and future challenges facing local government?
 - how well placed are councils to deal with the current and future challenges?
- draws on findings from the financial bulletin, considering these in the context of the wider overview.

The findings of this report are drawn from 2021/22 annual audits, performance and best value audit work carried out during 2022 and from specific research and analysis of available data and intelligence.

Web resources



To support improvement, we have developed a set of resources for councils which are available on our [website](#). These resources include two supplements:

- a collection of [case studies](#) to illustrate issues and practice across councils
- a checklist with [questions for elected members](#), to help in their scrutiny and decision-making roles and in their work with council executives.

Previous reports



This report follows the first two reports in the series:

- [Local government in Scotland: Overview 2021](#) considered councils' response to and management of the initial phase of the Covid-19 pandemic.
- [Local government in Scotland: Overview 2022](#) considered the ongoing impact of the pandemic and councils' progress towards recovery and renewal.

Each year we publish a financial overview. The most recent one, [Local government financial bulletin 2021/22](#), was published in January 2023.

The impact of the pandemic on councils' performance

Service performance was beginning to stall before the pandemic as a result of long-term reductions in funding and wider pressures. The pandemic has affected performance across all service areas. Some services are showing signs of recovery, but there are also signs of growing backlogs, declining performance in some areas and services at capacity. The extent and impact of needs not being met is not clear.

The pandemic has adversely impacted performance across all service areas and there are signs of growing backlogs, declining performance in some areas and services at capacity

1. In our [Local government in Scotland: Overview 2020](#), we reported that service improvement had begun to stall or even decline as councils dealt with increasingly challenging pressures and long-term reductions in funding. For example:

- performance in many areas of adult social care including delayed discharge, satisfaction and service quality had all slowed or started to decline
- some educational attainment and early years indicators had declined

- improvements to recycling levels had stalled and satisfaction with street cleaning and waste collection had reduced
- costs for culture and leisure services had reduced and the number of attendances had increased, but satisfaction had declined across all service areas.¹

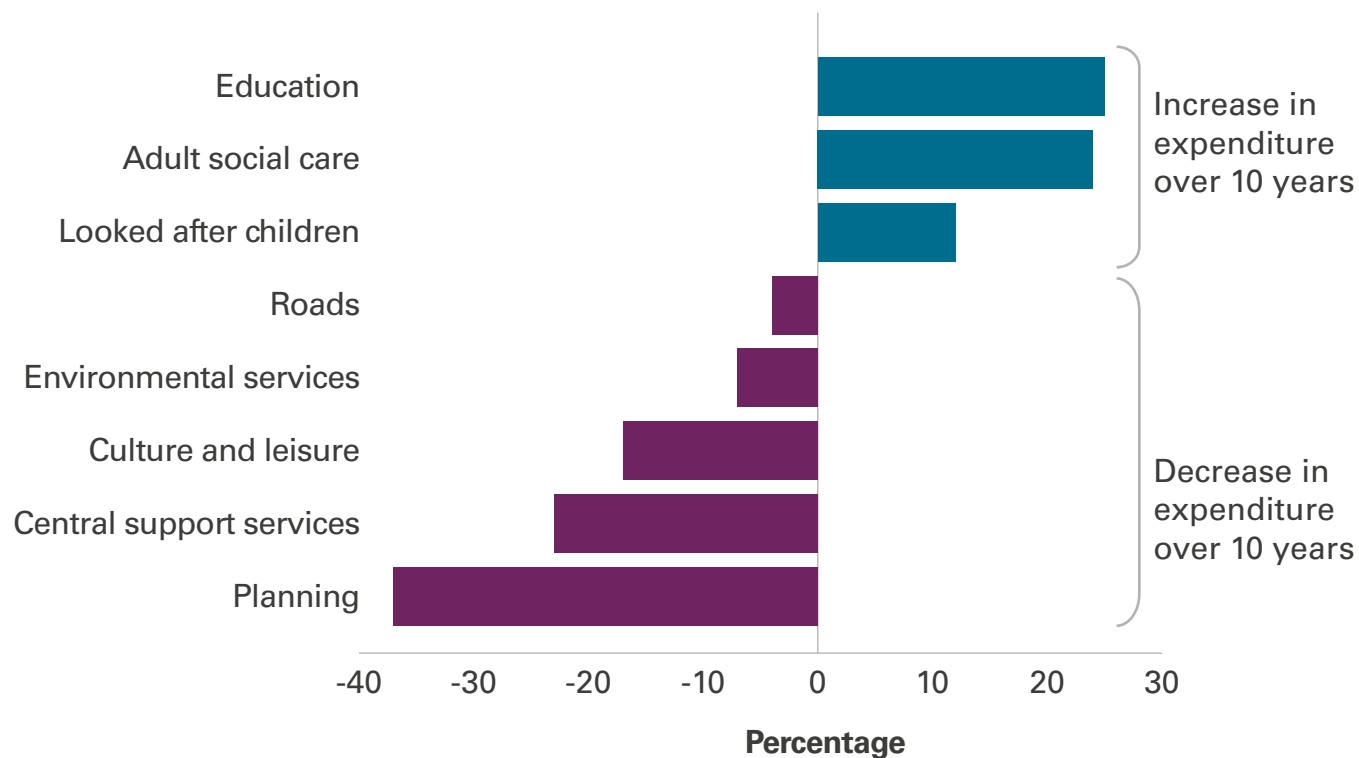
2. Over the last decade, there is a clear divergent pattern of spend. Spending on children's services (education and looked after children) and adult social care has been protected and increased because of national policy directives. This means that the remaining 'unprotected' services have borne a disproportionate level of spending reductions ([Exhibit 1, page 9](#)) and some services entered the pandemic already under pressure.

¹ Local Government Benchmarking Framework 2018/19

Exhibit 1.

Percentage change in expenditure (in real terms) over ten years from 2012/13 to 2021/22

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Note: Economic development and Tourism services have seen a 43 per cent increase over the period. We have excluded this from the chart as year-to-year expenditure is volatile and there is not a consistent trend in spending over this period.

Source: Local Government Benchmarking Framework, 2021/22

3. Since March 2020, the context councils have been operating in has been unprecedented. While staff worked hard and adapted to maintain the delivery of key services during the Covid-19 pandemic, performance across all services areas was adversely impacted.

4. During the pandemic, councils gave priority to providing essential front-line services to support the most vulnerable. Other services such as culture and leisure were closed for extended periods in line with Scottish Government guidance. Although councils report that all services have restarted, some are not available to the same extent as before the pandemic, and backlogs remain.

5. Councils state that they have a clear understanding of where increased demand and backlogs exist and report on these publicly through committees. We found some good approaches to managing service level demands and backlogs, such as including them in strategic planning and budgeting as well as joint working with local partners.

6. A lack of publicly available data means that we do not know the scale of service demand, backlogs and, in particular, unmet need – and nor does the public. Councils need to be more transparent with the public about the impact of the pandemic, and pressures more widely, on service performance, the extent of backlogs and changes to eligibility criteria necessary to ration access to services.

7. [Exhibit 2 \(page 11\)](#) shows Local Government Benchmarking Framework performance indicators two years on from the start of the pandemic but before the recent cost-of-living crisis and inflationary cost pressures. Nationally, performance in some services is showing signs of recovery, eg education, but it is concerning that there are signs of backlogs, declining performance, and systems at capacity in some of the services that will be most in demand during the cost-of-living crisis, eg housing, homelessness and social care.

8. Councils can make different policy choices about their service and performance priorities. Councils also operate in different environments and these different local factors such as levels of deprivation, population distribution, size of council area and geography affect service demand and performance. An ageing population increases demand for social care services, rurality can make it more difficult to deliver services cost-effectively, and deprivation and poverty have wide-ranging impacts which can affect council services.

Exhibit 2.

Service performance during the covid-19 pandemic against selected Local Government Benchmarking Framework indicators up to 2021/22

Performance at risk or declining



Adult social care

There are signs that the sector is in crisis, with growing backlogs, declining satisfaction and no clear picture of demand or unmet need. Spending increased during the pandemic, continuing the longer-term trend. Homecare hours dropped slightly in 2020/21 before increasing to the highest levels ever recorded in 2021/22. Satisfaction continued to decline, and 2021/22 saw a drop of eight per cent in care services graded 'good' or 'better'.¹ Concerns have been raised about day centres not fully reopening. Delayed discharges, an indicator of capacity in the system, dropped at the start of the pandemic but are now at their highest levels since the current guidance came into place in 2016 (delays due to the non-availability of home care are also at their highest).



Housing and homelessness²

Housing performance indicators fell during the pandemic as a result of increasing financial hardship and Covid-19 restrictions limiting access to properties. Loss of income increased from rising rent arrears and voids. Maintenance performance fell. There was a large drop in housing quality in 2021/22 but overall energy efficiency continues to improve. This reflects Covid-19 related delays in carrying out electrical safety inspections, installing smoke and heat detectors, and upgrading work to improve energy efficiency.³

During the first year of the pandemic homelessness fell as a result of emergency extra protections but it is rising again. Some councils are not meeting their statutory duties in terms of homelessness. Performance in providing temporary accommodation is worsening, with record levels of children living in temporary accommodation. Social housing supply is insufficient to meet demand.



Environmental services

Performance declined during the pandemic. Recycling rates fell during 2020/21 and have not recovered. Cleanliness levels continued their long-term decline, especially in councils with the highest levels of deprivation. Against the long-term trend, parks expenditure increased in 2021/22 largely due to reinstatement of works, following reduced expenditure/income in 2020/21 during lockdowns.



Culture and leisure

Services were severely affected by the pandemic and future risks are significant. The impact on these services was severe in 2020/21 and into 2021/22 as many facilities closed in accordance with Scottish Government guidelines. This impact can be seen in lower attendances and increased costs per visit: leisure services and museums saw a partial recovery in 2021/22 but library services saw little rebound. With little resilience in these services owing to long-term funding reductions, future challenges are significant. A recent survey of leisure trusts suggests a high risk of closures as a result of inflationary cost pressures.⁴

Cont.

Performance mixed or recovering



Children's services

Performance during the pandemic was mixed, attainment and progress towards closing the poverty-related attainment gap stalled but has shown some recovery. Spending increased during the pandemic, continuing the longer-term trend. This was driven by the expansion of early learning provision. Primary schoolchildren's attainment improved in 2021/22 compared with 2020/21 but has not yet recovered to its pre-pandemic level. A similar trend is seen in the poverty-related attainment gap, which narrowed in 2021/22 compared with 2020/21 but remains larger than pre-pandemic. S3 pupils' attainment fell in 2021/22 compared with pre-pandemic, and the attainment gap widened. The improvement in senior secondary school pupils' attainment seen during the pandemic was sustained in 2021/22 when exams resumed, most strongly in councils with high levels of deprivation. It is concerning that the quality ratings of early learning provision continued to decline and developmental concerns for pre-school children have risen.



Economic development and tourism

Performance declined during the first year of the pandemic, as activity was refocused on Covid-19 financial support, but shows signs of recovery. Investment in economic development dropped during 2020/21 before rebounding to its highest level in 2021/22. That period also saw a huge increase in those helped into work by council employability programmes, reversing the previous trend. Councils' support for business start-ups, a measure of investment in wider economic development, fell early in the pandemic but has shown some recovery. Performance is likely to reflect the impact of councils redeploying staff from traditional employability and business support to focus on the distribution of Covid-19 support grants as well as wider uncertainty in the economy, labour shortages and disrupted supply chains.

Performance maintained



Corporate services

Performance dipped slightly but activity significantly increased, as corporate support services had a critical role in delivering Covid-19 grants, supporting financial hardship and facilitating homeworking for councils' workforce. Spending on the Scottish Welfare Fund and Discretionary Housing Payment rose significantly in 2020/21 and again in 2021/22. Councils processed £72.8 million in self-isolation support grants, mainly in 2021/22.

Notes:

Indicators capture national performance before the recent cost-of-living crisis and inflationary cost pressures. The Improvement Service advises that the methodology for measuring satisfaction indicators through the Scottish Household Survey has changed, so we do not have trends available for comparison.

1. Care service quality figures should be interpreted with caution, as the Care Inspectorate states that this may be due to a focus during the pandemic on higher-risk or failing services.

2. Homelessness statistics are not part of the LGBF. Source is Scottish Government homelessness statistics publication.

3. The decrease in performance against housing quality should be interpreted with caution as higher Scottish Housing Quality Standards were introduced in this time period.

4. [Current Landscape for Leisure and Culture Charities in Scotland](#), Community Leisure UK (Scotland), November 2022.

Source: Improvement Service's Local Government Benchmarking Framework 2021/22 and Scottish Government homelessness statistics

9. The impact of the Covid-19 pandemic on performance at a local level varied as these local factors affected the levels of need and demand, and councils' responses and solutions. Councils should use the Local Government Benchmarking Framework (LGBF) alongside local data and intelligence to compare their performance with neighbouring or similar councils to assess the effectiveness of new ways of working and to help inform them where improvements and better outcomes for communities can be achieved ([Case study 1](#)).

10. Given the service demand and cost pressures facing councils it is unlikely that they will be able to maintain performance across all of the services they currently provide without radical change.

Councils will need to make difficult choices about what their service and performance priorities are. Strengthening the use of data and consulting and involving communities, especially the experience of service users, will be critical to informing these decisions.

Case study 1.

Use of LGBF data to inform improvement

South Lanarkshire Council worked collaboratively with the Improvement Service to achieve the most value from the LGBF indicators in a way that helps drive its improvement based on its strategic priorities.

In December 2021, the Improvement Service provided a bespoke analysis of LGBF indicators for the council, structured around the council's new Connect Plan. Each of the council's services considered which LGBF indicators added value for inclusion in a subset of indicators for future reporting. Of the 95 LGBF indicators available, 33 were identified as aligning with the outcomes of the council's new Connect Plan. These were embedded within the Connect Plan's reporting and used to focus attention on how well the council is performing in achieving its strategic outcomes. The bespoke approach aims to provide greater opportunities for elected members to scrutinise the LGBF within a council specific context and should allow for more meaningful use when making strategic decisions.

Source: [South Lanarkshire Council's annual audit report 2021/22](#)

In March 2023, the Improvement Service launched a newly developed [dashboard](#) that allows councils to explore and analyse all the LGBF performance indicators in an interactive data tool. This is intended to help councils better assess and benchmark their performance.



What are the current challenges facing local government?

Councils are operating in an increasingly volatile and uncertain landscape, as pressures increase after Covid-19 and funding is forecast to be reduced in real terms. Some communities are facing crisis, with increasing poverty and financial hardship putting additional pressure on services at a time when councils have less capacity to support them.



Financial

Budget constraints and increasing cost pressures are putting councils' finances under severe strain.



Local needs

Changing demographics, the pandemic and the cost-of-living crisis increase pressure on council services and people already experiencing inequality are most affected.



National policies

Councils are managing an increasing programme of national reform, including plans for a national care service, which comes with substantial funding implications and increased uncertainty.



Workforce

Increasing workforce challenges such as difficulty recruiting and high sickness absence levels are putting councils under continued pressure.



Leadership

While many councils demonstrated strong collaborative leadership during the pandemic, ineffective leadership and high turnover identified at several councils present a risk.



Budget constraints and increasing cost pressures are putting councils' finances under severe strain

Councils' funding has been constrained for many years

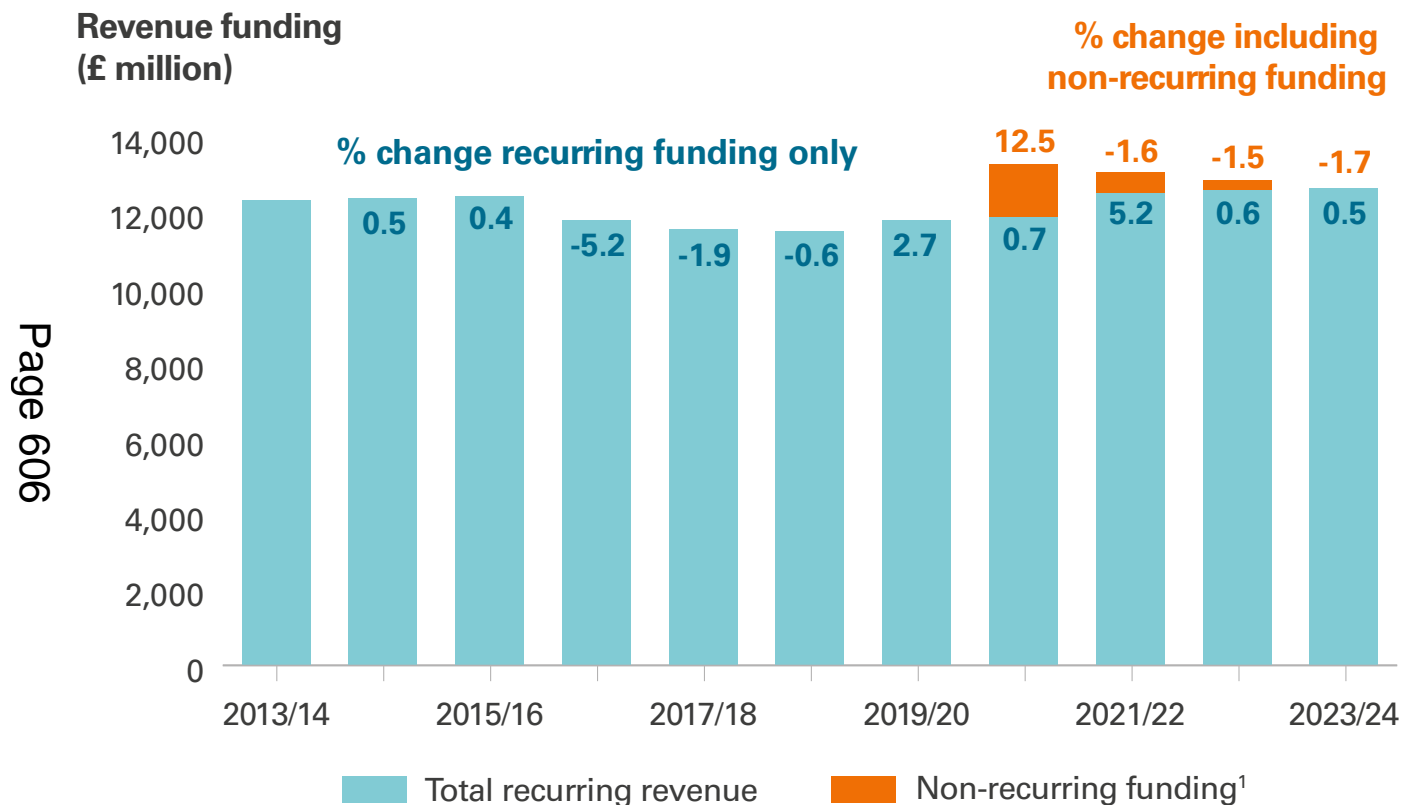
- 11.** Councils receive the majority (over 70 per cent) of their funding from the Scottish Government.
- 12.** [Exhibit 3 \(page 16\)](#) shows funding from the Scottish Government over the last decade. Over this period (comparing 2023/24 to 2013/14), revenue funding to local government has increased by 2.6 per cent in real terms.
- 13.** In 2021/22 (excluding Covid-19 funding elements which are non-recurring) revenue funding from the Scottish Government to councils increased by 5.2 per cent in real terms compared to 2020/21. This increase brought funding back to a level similar to what it was in 2015/16.
- 14.** Total revenue funding saw small real terms increases in both 2022/23 and 2023/24 when non-recurring elements of the settlement are removed.
- 15.** Despite additional Covid-19 funding amounting to £1.8 billion during the first two years of the pandemic, councils continued to face significant financial challenges, requiring substantial savings to deliver balanced budgets and increasingly difficult choices to be made about spending priorities.
- 16.** An additional pressure is that the funding of local government has not kept pace with other parts of the Scottish budget for many years.
- 17.** Our [Local Government in Scotland: Financial Bulletin 2021/22](#) provides further detail on councils' financial position.

Funding is forecast to reduce in real terms

- 18.** In May 2022, the Scottish Government published its Resource Spending Review 2022. This is the first multi-year spending plan in Scotland since 2013. It set out high level spending plans up to the end of this parliament in 2026/27, which show that 'core' funding is set to reduce in real terms ([Exhibit 4, page 17](#)).
- 19.** The recent 2023/24 Scottish Budget allocated £10,933 million 'core' funding to local government for 2023/24 which is higher than what was forecast in May 2022. There was no update on whether future years will also see similar uplifts.
-
- We expect an updated funding outlook for 2024/25 and subsequent years to be published as part of the Scottish Government's medium-term financial strategy in May 2023.*
-
- 20.** While a multi-year spending plan is welcome, the financial information within the plan is not sufficiently detailed (nor is it broken down to individual council allocation) to fully support long-term planning purposes.

Exhibit 3.

Scottish Government revenue funding to local government (in real terms) and year-on-year percentage change, 2013/14 to 2023/24



Notes:

1. Non-recurring funding refers to Covid-19 related funding in 2020/21 and 2021/22 and cost-of-living support for council tax bills in 2022/23.

2. We use the finance circulars to compare the funding position year-on-year as we believe this is the most accurate comparison. These figures include funding for national policy initiatives and transfers from other portfolios. Figures calculated at 2023/24 prices.

Source: Scottish Local Government Finance Circulars

Exhibit 4.

Resource Spending Review financial outlook to 2026/27

The plan projected real-term reductions to 'core' funding for local government.

(£000s)	2023/24	2024/25	2025/26	2026/27	2027/28
Cash terms	10,616 ¹	10,616	10,616	10,616	10,716
Real terms	10,616 ¹	10,452	10,352	10,230	10,158
Percentage change cash		0.0%	0.0%	0.0%	0.9%
Percentage change real		-1.5%	-1.0%	-1.2%	-0.7%

Notes:

1. Since publication of the Resource Spending Review the 2023/24 Budget has been agreed which saw local government's allocation increased to £10,933 million for that year.

2. These figures represent funding before transfers from other portfolios. Real terms figures calculated at 2023/24 prices.

Source: Audit Scotland using the Resource Spending Review, May 2022 and the Scottish Budget 2023/24

Increasing cost pressures jeopardise the sustainability of local services

21. At a time when councils and their communities are still feeling the impact of the Covid-19 pandemic, councils are now also having to manage increasing cost pressures including:

- inflationary pressures, including rising energy costs, which are having a significant impact on the cost of providing services
- managing the ongoing recovery from Covid-19 and its longer-term impact, now that one-off Covid-19 funding has ended
- meeting the cost of new pay awards and Real Living Wage
- increasing demand for services from a population that is ageing, less healthy and facing increasing financial hardship
- higher costs of capital programmes as a result of inflation, slippage due to the pandemic and shortages in construction materials. These increased costs may affect councils' ability to deliver on capital transformation programmes, which are a necessary component of modernising services to deliver improved outcomes for local communities. We report further on capital pressures in our [Local Government in Scotland: Financial Bulletin 2021/22](#).

22. These significant cost pressures alongside forecasted reductions to funding are leading some chief executives to be concerned about the sustainability of councils. This could lead to cuts to services and job losses, particularly in the absence of a radical reform of services.

23. A UK-wide survey by the Society of Local Authority Chief Executives (SOLACE) found that 78 per cent of council chief executives and senior managers responding to the survey stated that they were facing a large or very large budget gap in 2023/24.¹ Those services they identified as at risk of cuts included:

- Environmental service (identified by 75 per cent of respondents)
- Libraries, leisure and tourism (67 per cent)
- Regeneration (50 per cent)
- Adult social care (44 per cent)
- Transport (38 per cent)
- Children’s services (37 per cent)
- Housing (33 per cent).

24. While there is no doubt that cost pressures and budget constraints are putting pressure on services, there is no clear picture yet of the scale and impact of service cuts or reductions.

Councils are relying on reserves to bridge budget gaps

25. In 2022/23 councils’ total budget gap stood at £0.4 billion. COSLA estimates that the budget gap for 2023/24 will be £1 billion. There is a large gap between what COSLA states councils need and the Scottish Government’s funding allocation and it warns this could mean fewer jobs and cuts to services.

26. Two-thirds of councils intended to use reserves to bridge the 2022/23 budget gap and target recovery activity. While this is understandable as some of this was Covid-19 funding carried forwards via reserves to spend in the following year, these funds were one-off payments. It is not sustainable to keep using reserves to meet financial pressures.

27. It is important that councils maintain overall reserve levels in line with local strategies to ensure longer-term resilience and sustainability. Having robust medium- and longer-term financial plans in place will continue to be key to maintaining financial sustainability. Councils will also need to make difficult choices about spending priorities.

Increasingly ring-fenced and directed budgets reduce financial flexibility

28. An increasing proportion of local government funding is now either formally ring-fenced or provided with the expectation it will be spent on specific services.

29. In our [Local Government in Scotland: Financial Bulletin 2021/22](#), we calculated this to be 23 per cent of total revenue funding in 2021/22 compared to 18 per cent in the previous year. Ring-fenced and directed funding helps support the delivery of key Scottish Government policies but limits local discretion and flexibility over how these funds can be used locally by councils.

30. [Exhibit 5 \(page 19\)](#) details how we calculated ring-fenced and directed funding and how the Scottish Government and COSLA interpretations differ.

¹ SOLACE [Autumn statement survey](#), November 2022.

Exhibit 5.

Views on ring-fenced or directed elements of the Scottish Government's revenue funding to local government



Scottish Government's view

Only the specific revenue grant is formally ring-fenced to fund identified policies. Other funding commitments are directed for national policy commitments but are not formally ringfenced.

In 2021/22, the specific revenue grant was £776 million, representing seven per cent of total revenue funding for local government. This included funding for early learning and childcare expansion, Pupil Equity Fund and criminal justice social work.



COSLA's view

Includes the specific revenue grant plus obligations created by current and past Scottish Government policy initiatives and fixed obligations such as loan charges.

In 2021/22, COSLA estimated that these represented 65 per cent of local government revenue funding. As part of their estimate COSLA include all school teaching staff costs (due to the national commitment to maintain teacher numbers), all adult social work costs devolved to IJBs alongside other policies such as universal Free School Meal provision for P1–5.



Our calculation

We include the specific revenue grant and funding outlined in local government finance circulars and Scottish Government budget documents as being directed for national policy initiatives.

For 2021/22, we estimated that ring-fenced and directed funding totalled £2.7 billion, representing 23 per cent of total revenue funding for local government. A large amount of this was to support elements of education and social care service provision.

Source: [Local government in Scotland: Financial overview 2018/19](#), [Local government in Scotland: financial bulletin 2021/22](#) and information from COSLA including their [submission](#) to the Scottish Parliament's Finance and Public Administration Committee work on The Impact of the Cost of Living and Public Service Reform, August 2022



Changing demographics, the pandemic and the cost-of-living crisis increase pressure on council services and people already experiencing inequality are most affected

31. While the local impact of national demographic trends varies, for many years we have been reporting how changes in the structure of the population affect the need for and demands on many council services. These changes include:

- a declining population that is also ageing, with the proportion aged over 65 projected to increase by a third by mid-2045²
- falling life expectancy and falling healthy life expectancy. The gap in healthy life expectancy between the top and bottom socio-economic groups is about 25 years.^{3 4}

32. The legacy of the Covid-19 pandemic and now the cost-of-living crisis have brought new pressures or exacerbated existing ones ([Exhibit 6, page 21](#)). The situation faced by some is stark, with increasing financial hardship and a decline in levels of mental wellbeing. Low-income households and people already experiencing inequalities are most affected.

33. Child poverty remains persistently high. In 2019–22, 24 per cent of children were living in relative poverty, the same level as five years ago.⁵ Two issues should be taken into consideration when considering this year's child poverty statistics:

- As noted in our [Tackling child poverty](#) briefing paper the main indicator – relative poverty – is based primarily on income rather than outgoings and so does not fully capture the impact of the cost-of-living crisis on children and families.
- Two key policies that may have a positive impact on child poverty figures – the rollout and increase in value of the Scottish Child Payment and the expansion of funded early learning and childcare to 1,140 hours – are not yet fully captured in the data.

34. Councils have a key role in tackling these issues and providing support. These growing pressures affect:

- the demand for services, including social care, education, financial support such as Scottish Welfare Fund grants and discretionary housing payments, housing and homelessness, and employability
- council income in terms of rent and council tax arrears.

35. At a time when councils are under severe financial strain, finding the capacity and resources to respond to these pressures in the short and longer term will be a challenge.

² [Projected Population of Scotland \(2020-based\)](#), National Records of Scotland.

³ [Life Expectancy in Scotland, 2019–2021](#), National Records of Scotland.

⁴ [Healthy Life Expectancy 2019–2021](#), National Records of Scotland.

⁵ [Poverty and Income Inequality in Scotland 2019–22](#), March 2023.

Exhibit 6. Examples of growing pressures



Persistently high levels of child poverty

In 2019–22, 24 per cent of children were living in poverty, affecting every aspect of their wellbeing and life chances. This is at the same level as five years ago, and the ongoing increases in the cost-of-living crisis risk more children experiencing poverty.

Increasing financial hardship for people living with a disability

Sixty-four per cent of respondents to a small survey by Inclusion Scotland in September 2022 said that they are cutting down on or going without items or services used directly to manage their impairment or health condition.

Increasingly stark situation for low-income families

Almost one in five low-income families are unable to afford food or heating. Eighteen per cent of low-income households have skipped or reduced the size of meals and not heated their home due to the cost-of-living crisis (Poverty in Scotland 2022, Joseph Rowntree Foundation).

Increasing food insecurity

In 2021, nine per cent of adults were worried about running out of food, six per cent were eating less, and three per cent were running out of food (The Scottish Health Survey, 2021). 45 per cent of children living in poverty live in households that lack food security (2019–22 Child Poverty Statistics).



Increasing rent arrears

Over 110,000 council tenants were in arrears as of March 2022 (an increase of 6.6 per cent since March 2021).

Ethnic minority households more likely to experience deeper levels of poverty

Ethnic minority households are likely to spend a greater proportion of their income on essentials that are subject to inflation. The proportion of children in relative poverty after housing costs in minority ethnic households is 39 per cent (2019–22 Child Poverty Statistics).

Increasing financial hardship for single parent families

Three in five single parents find it extremely difficult or are no longer able to afford utility payments, and two out of five say the same about food (One Parent Families Scotland research, March 2022).

Declining average levels of mental wellbeing

Levels were lower in 2021 than in 2019, following a decade in which levels had remained fairly constant. Women's average mental wellbeing fell by more than men's during the pandemic, and those people living in more deprived areas continue to report lower wellbeing. The lowest mental wellbeing scores were reported for young adults in the most deprived areas (Scottish health survey, 2021).



Councils are managing an increasing programme of national reform, including plans for a national care service, which comes with substantial funding implications and increased uncertainty

36. Councils have a unique role in shaping local communities. They provide many of the key local services that individuals and communities rely on. They also have a key local and, in many cases, regional role working with partners to set local priorities and improve long-term outcomes for their communities.

37. Alongside local priorities, councils play a leading role in delivering many national policies. Current areas of national policy or reform affect nearly every aspect of local government, such as education, early learning provision, tackling child poverty, adult social care and achieving net zero targets.

38. These policy initiatives will see fundamental changes in how council services are provided, come with substantial funding implications, and increased uncertainty. National policy initiatives also take up an increasing amount of council budgets which brings challenges in delivering local priorities and sustaining other service areas. This context makes longer-term financial planning challenging yet vital to ensure financial and service sustainability.

Plans for the new National Care Service are uncertain and divide opinion

39. The social care sector is under severe pressure from high demand and persistent workforce challenges, and a lack of action now presents serious risks to the delivery of care services for individuals. The [Independent Review of Adult Social Care](#) (IRASC), published in February 2021, sometimes referred to as the Feeley Report, proposed the formation of a National Care Service stating that the potential of social care support

in Scotland cannot be achieved without a new delivery system and that a National Care Service is needed to achieve consistency, drive national improvements, ensure strategic integration with the National Health Service, set national standards and terms and conditions, and bring national oversight and accountability by bringing together everyone with a role to play in planning and providing social care support.

40. The National Care Service Bill is at stage 1 but has been postponed until at least September 2023 because of concerns about the adequacy of parliamentary scrutiny based on only a framework Bill. There are still many unknowns. Details of the arrangements have yet to be determined and the scale of the costs involved in the financial memorandum are estimates with many caveats. The affordability of the vision set out is not certain given the actual scale of the costs are not yet clear. It is difficult for councils to plan current services with such uncertainty.

41. While there is consensus that fundamental reform is essential for long-term sustainability, there is not agreement about what that reform looks like and how it will be implemented.

Although local government agrees that reform is necessary, it disagrees that centralising services and structural reform will achieve the improvements needed. While the Scottish Government wants consistency of service across the country, stakeholders have raised concerns about the scale of reform and the time it will take to implement it.

42. Immediate concerns in the sector are that current issues (such as workforce and financial sustainability) in social care are in a critical state and these need addressed now.

43. We highlighted in our [Social Care](#) briefing (January 2022) that lessons need to be learned from past restructuring and public service reform, for example health and social care integration, police and fire reform, college sector regionalisation, and the development of social security responsibilities in Scotland.

44. Our reports in these sectors have found that reform is challenging, and public bodies have experienced difficulties implementing elements of reform – expected benefits are not always clearly defined and, even if they are, reform does not always deliver the expected benefits, particularly in the short term. Any difficulties in implementing social care reform could have a significant negative impact on vulnerable people who rely on care and support.

Councils have a critical role in meeting national climate change goals

45. Councils have a critical role in achieving Scotland’s national climate change goals and contributing towards the national target of net zero by 2045. This includes councils:

- managing their own activities, estates, and assets to reduce their greenhouse gas emissions and achieve net zero – councils’ corporate emissions are the largest element of all public sector emissions in Scotland
- demonstrating leadership to tackle climate change across their local area, supporting behaviour change by helping their communities to adopt low carbon lifestyles and working with local partners to help communities adapt to the impacts of climate change.

46. In September 2022 we published [Scotland’s councils’ approach to addressing climate change](#) which set out that there are big differences in the targets that councils have set and their timescales for reaching net zero. We also found that councils need to be more transparent about their targets, their plans to meet them and the challenge ahead. Successfully addressing climate change is a huge challenge and will only be achieved with collaboration across all parts of government and society.

47. Financial constraints and a lack of specialist skills risk net zero ambitions not being realised. Failure to act early enough, however, will increase costs in future years. It could also make existing health and social inequalities worse, because the impacts of climate change, such as extreme weather events, can have a disproportionate effect on vulnerable groups and those living in poverty.



Our recent reports on other national policy areas:

Child poverty: in September 2022 the Accounts Commission and Auditor General for Scotland produced a briefing [Tackling child poverty](#).

Education: in March 2023, we published a blog [Encouraging progress on education data but still a long way to go](#).

Early learning and childcare: in June 2023 we will publish our third performance audit on the expansion of early learning and childcare.



Increasing workforce challenges such as recruitment difficulties and high sickness absence levels are putting councils under continued pressure

48. Staff worked under unprecedented strain during the pandemic to adapt and maintain services and support communities. That same workforce is still under pressure.

49. Despite a focus on wellbeing, overall absence levels for non-teaching staff in 2021/22 were the highest on record ([Exhibit 7](#)). The Improvement Service highlight stress and burn-out as contributing to high absence levels.⁶

50. Recruitment and retention continue to be a challenge in both senior and front-line roles across Scotland as the employment market remains highly competitive ([info box, page 25](#)).

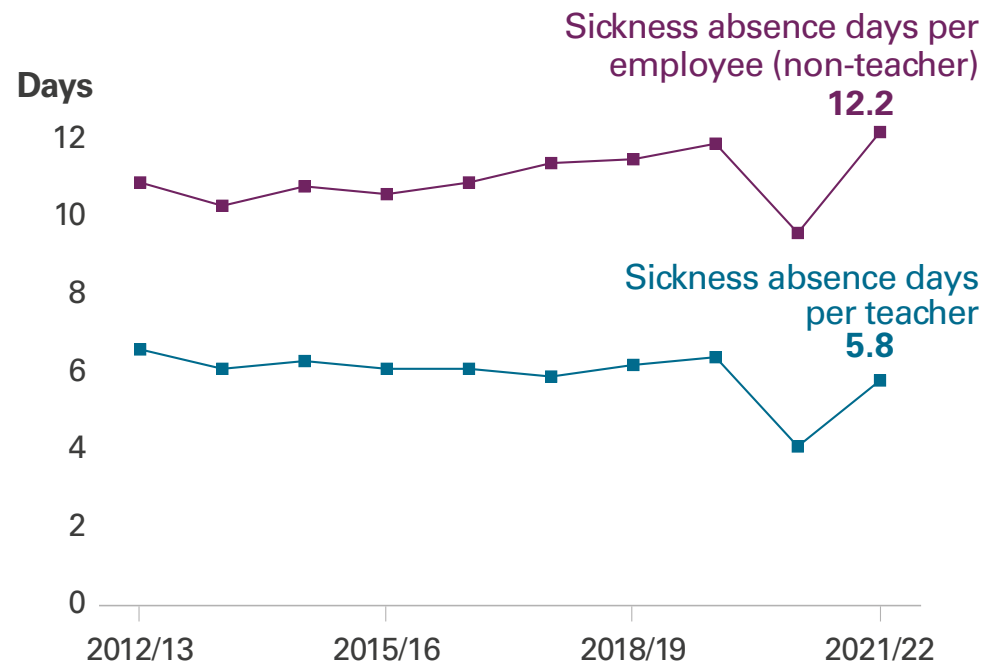
51. In our 2022 [Social care briefing](#), we reported that the sector faced ongoing recruitment and retention challenges, with high vacancy rates. This situation has worsened since, with 47 per cent of services reporting vacancies in 2021 compared with 36 per cent the previous year and 11 per cent across all sectors in Scotland. The whole-time equivalent vacancy rate in 2021 was 8.1 per cent, up from 5.1 per cent the previous year. In comparison, the vacancy rate across all sectors in Scotland was 1.9 per cent.⁷ Our briefing highlighted issues such as poor terms and conditions and staff not feeling valued as contributing to these recruitment difficulties.

⁶ [National Benchmarking Framework Overview Report 2021–22](#), Improvement Service, March 2023.

⁷ Care Inspectorate and Scottish Social Services Council (SSSC), Staff vacancies in care services 2021 report, Scottish Government’s Employer Skills Survey 2020.

Exhibit 7. Sickness absence levels over ten years from 2012/13 to 2021/22

Staff absence levels (excluding teachers) were the highest ever recorded in 2021/22. Teacher absence levels also increased in 2021/22 but remain lower than pre-pandemic levels.



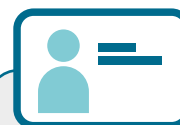
Note: Covid-19 absences are recorded separately and do not contribute to the trends.

Source: Local Government Benchmarking Framework 2021/22

52. The Society of Personnel and Development Scotland (SPDS) and the Improvement Service state that councils are also reporting emerging recruitment problems in new areas such as accountancy and corporate services, which may present risks to financial management.

53. The cost-of-living crisis, driven by inflationary cost pressures, led to industrial action by refuse workers and teachers over pay. While pay claims increase the pressure on budgets, prolonged negotiations adversely affect staff morale and service delivery.

54. Councils showed considerable flexibility in redeploying staff and adopting remote or hybrid working during the pandemic. However, it is still unclear exactly what impact hybrid working has on productivity or future models of service delivery. Recent research undertaken by the Scottish Government on this presents mixed findings.⁸ Our recent report [Resourcing the benefit service: A thematic study](#) found that remote working may present a risk to claims processing performance and recommended that councils regularly review flexible location working arrangements to determine the impact on service delivery and performance.



Reasons for recruitment and retention issues

Hybrid working has changed the way people work: they can now work remotely for an organisation in England or further afield. Private sector firms are offering hybrid working and looking to offer further improvements in quality of life.

Senior roles: bottom loading pay deals have narrowed the gap between junior and senior roles and made the latter less desirable. Public sector pay at senior levels has not kept pace with other sectors, so staff are leaving for better paid positions.

Retirement: the workforce is ageing and people are retiring, but now councils are seeing people retiring earlier.

Source: Audit Scotland using information from the Improvement Service, SPDS and Local Government Information Unit (LGIU)

⁸ [Working from home during the COVID-19 pandemic: benefits, challenges and considerations for future ways of working](#), Scottish Government, October 2022



While many councils demonstrated strong collaborative leadership during the pandemic, ineffective leadership and high levels of change in senior officers identified at several councils present a risk

55. During the Covid-19 pandemic, many councils demonstrated strong collaborative leadership, working at pace with communities, the third sector and partners to provide the response needed. Councils' response was quicker where good partnership arrangements were already in place.⁹ Leaders used their local knowledge and set out clear priorities for working towards a common purpose.

56. Despite this, the following leadership risks have been identified in recent audit work:

- **Ineffective strategic leadership:** of the four Best Value Assurance Reports (BVARs) completed last year, in three (Moray, Shetland and Eilean Siar) we found that elected members were not demonstrating effective strategic leadership alongside senior management. This included leaders needing to better coordinate and drive forward plans, to have a stronger focus on strategic issues and elected members needing to work better together to deliver priorities.
- **Ineffective governance or scrutiny:** our 2021/22 annual audit work identified leadership risks relating to ineffective leadership in nine councils, often linked to ineffective governance, scrutiny, or both.
- **High levels of turnover:** most councils reported changes in senior leadership during 2021/22. Six chief executive or depute positions saw changes. Recent BVARs highlight that some councils are experiencing persistent difficulties in recruiting to key leadership posts.

57. The growing scale of the challenges facing local government requires leaders to make decisive and fundamental changes to how councils will operate in future. The leadership and strategic vision of elected members and senior officers will be crucial. Ineffective leadership and high turnover put at risk councils' leadership capacity to bring about fundamental change at the pace needed.

The pandemic and cost-of-living crisis have exacerbated tensions in central and local government relations

58. Effective partnership working between the Scottish Government and local government, built on a foundation of mutual trust, is essential for councils to be able to perform their key role in leading and shaping communities.

59. The pandemic and cost-of-living crisis has exacerbated tensions in central and local government relations. While local government demonstrated the positives of localism during the pandemic, and the Scottish Government is committed to local self-governance and community empowerment, local government feels that it should be involved in policymaking as well as implementing those policies at a local level.

60. There is appetite to rebuild an effective relationship between local and central government so that the strengths and capacity of both can be maximised to meet the challenges. Meaningful steps to realising these potential benefits would include Scottish Government and COSLA agreeing the New Deal ([paragraphs 71–73](#)).

⁹ [Community empowerment: Covid-19 update](#), Audit Scotland, October 2021

How are councils responding?

Councils must focus urgently on solutions that will deliver a sustainable future for local government.

Councils need to challenge old ways of doing things and take urgent action to reform

61. The scale of the challenge that lies ahead is greater than anything local government leaders (elected members and senior officers) will have ever experienced. Councils must work on three planning horizons: continue to deliver services here and now, identify and make improvements in the short term and plan for the longer-term radical change. This is an incredibly hard thing to do with an exhausted workforce but with councils' future funding position forecast to reduce in real terms, radical change is necessary so that councils can continue to serve their communities, respond to needs, meet demand and improve outcomes for people in the future.

62. Delivering services differently should be focused on improving performance and outcomes in ways that are innovative, affordable, and sustainable. A decade on, the four pillars in the Christie Commission report – people, prevention, performance, and partnership – are just as important and councils should embed them into their long-term visions and priorities.¹

63. The Commission recognises the challenges, complexities, and uncertainties that local government faces. In our [Local Government in Scotland 2019](#) report, we emphasised the need for councils to urgently consider making fundamental changes in how they provide

services. No one could have predicted the years that were to follow, nor the pressures that councils would face, yet evidence that councils are delivering radical sustainable reform is limited.

64. In this section, we set out how councils are placed to respond to the challenges they face and to move towards adopting a sustainable future model of local government. We consider the following themes:



Finances and resources



Leadership



Collaboration



Workforce



Community needs and inequalities

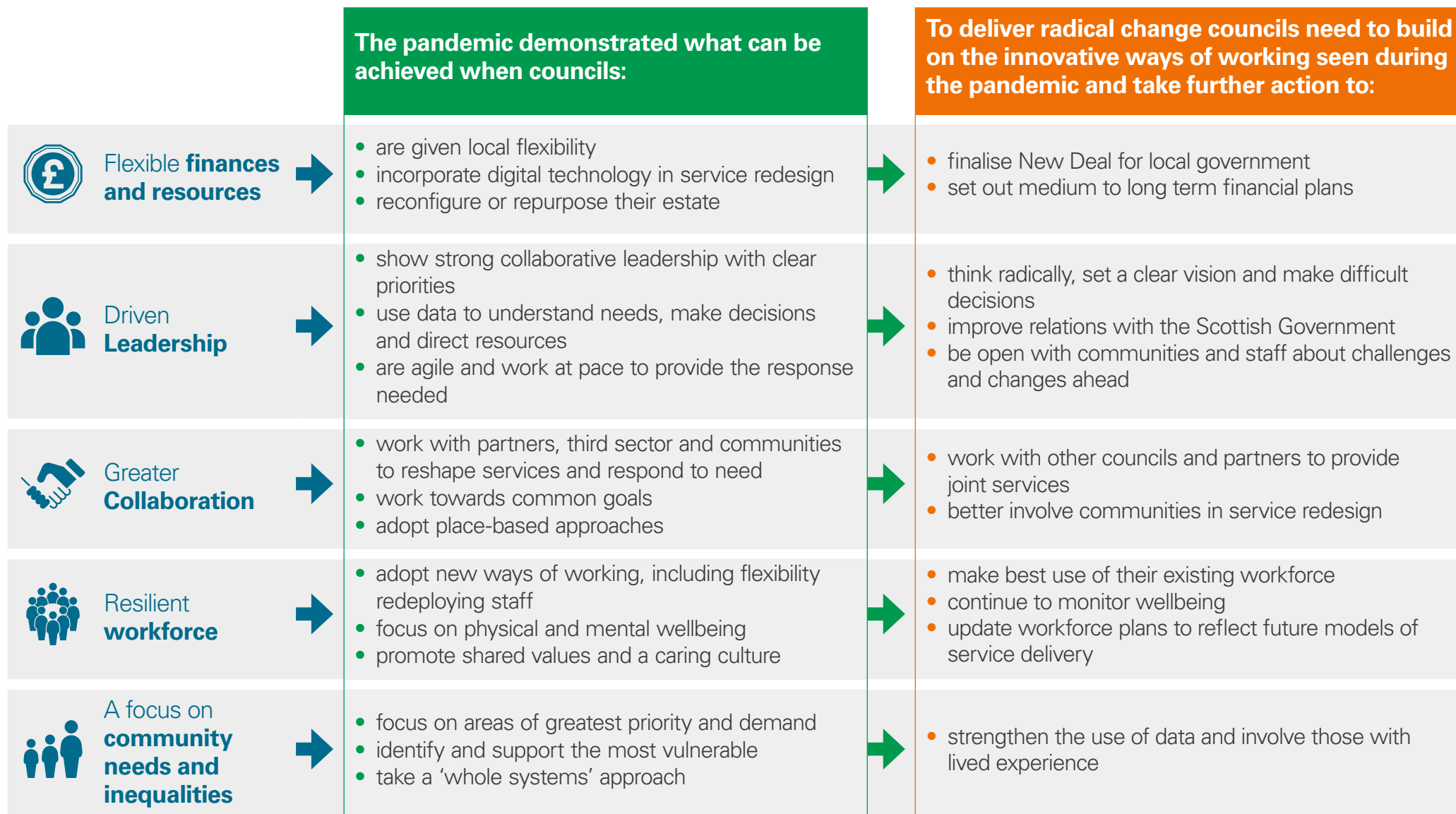
65. To achieve radical change, leaders need to build on the innovative ways of working demonstrated during the pandemic. [Exhibit 8 \(page 28\)](#) draws on lessons learned from the pandemic response based around the five themes above as well as outlining where we judge that more still needs to be done.

¹ [Christie Commission on the future delivery of public services, June 2011](#)

Exhibit 8.

Lessons learned from the pandemic and what more needs to be done

Page 618





Councils need to balance immediate financial pressures with planning for and delivering long-term sustainable services

66. As the whole public sector faces the most difficult financial outlook seen for many years, councils need to make increasingly difficult choices about their spending priorities and balance short-term pressures with planning fundamental reform to provide long-term financial sustainability.

67. In the short term, councils have focused on immediate budget pressures. In our [Local Government in Scotland: Financial bulletin 2021/22](#) we reported that for 2022/23 the majority of the estimated budget gap (that is the gap between anticipated expenditure and revenue) was planned to be bridged by:

- **Increasing income through fees and charges:** the scope for increasing income and the scale that can be achieved is currently limited but options being explored include councils introducing charges for garden waste, a transient visitor levy ('tourist tax') and tariffs for public electric vehicle charging.

68. The achievement of recurring savings and a movement away from the reliance and use of non-recurring savings and reserves will be important to ensuring longer-term financial sustainability.

69. Councils also need to focus on making increasingly difficult choices about their spending priorities and medium- to long-term financial planning must mature as councils look to make more fundamental change.

70. In May 2022, the Scottish Government published the first multi-year resource spending review in Scotland since 2011, outlining its resource spending plans up to the end of this Parliament in 2026/27.

While welcome, the financial information was not sufficiently detailed for planning purposes, with spending plans expressed at 'level 2' for the four years of the spending review period without individual council allocations indicated.

- **Recurring savings:** these savings were expected to meet about 37 per cent of the budget gap. For 2021/22 (the most recent year of accounts), councils' savings performance continued to improve but some chief executives and COSLA are concerned that forecasted reductions to funding will mean reductions or cuts in services and job losses.
- **Use of reserves:** two-thirds of councils intended to use reserves to help bridge the gap. This reliance on non-recurring reserves is not sustainable in the medium to long term.
- **Increasing council tax rates:** the Scottish Government lifted the freeze on council tax in December 2021. For 2022/23, the majority of councils increased council tax rates by three percent (in 2023/24, the majority increased rates by five per cent).
- **Use of financial flexibilities:** about four per cent of the gap was expected to be met by councils reprofiling their loans funds repayments by extending the repayment period. This generates one-off savings and is not sustainable in the long term.

Agreeing the New Deal will be an important step forward

71. The May 2022 Resource Spending Review also set out plans to agree a New Deal for local government. The Scottish Government, COSLA and SOLACE are working together to advance this, building on the work of the paused local governance review (which was launched in 2017).

72. In its Programme for Government 2022/23 (published in September 2022), the Scottish Government reinforced its commitment to agreeing a New Deal including a fiscal framework for local government. The New Deal was expected to be agreed by April 2023.² However, the Cabinet Secretary for Social Justice, Housing and Local Government indicated in January 2023 that it was likely to be delayed by several months.³ Since then there has been a new First Minister and changes to senior posts in the Scottish Government and COSLA.

While it is important to get the New Deal right, action is now urgently needed to agree this. Further delays present considerable risks to the wider urgent action that councils need to take.

73. The New Deal is an important step in developing a partnership agreement that supports collaboration and trust, as well as developing a new fiscal framework that supports more certainty of funding, greater transparency and more flexibilities for local government. This should enable councils to better plan their long-term priorities and future service delivery models, and to manage council resources more effectively to deliver them.

² [Investing in Scotland's Future: Resource Spending Review](#), Scottish Government, May 2022.

³ [17 January 2023 Local Government, Housing and Planning Committee](#).



The New Deal is anticipated to include three elements:

- a partnership agreement with councils
- a fiscal framework to support greater transparency and accountability
- a working group to explore different options for the funding of local government in the future.

The aims of the New Deal include:

- balancing greater financial flexibility with accountability for delivering national priorities
- increased flexibility in and scope for revenue raising powers, such as the 'tourist tax' and workplace parking levy
- exploring how best to transform the digital administration of the non-domestic rates system
- increasing the flexibility available to councils for existing service concession arrangements, such as PFI- or NPD-funded projects
- a comprehensive capital accounting review.

Source: Audit Scotland using information from the [Scottish Government's Resource Spending Review](#), May 2022 and updates from [Letter from the Cabinet Secretary](#) to the Social Justice, Housing and Local Government, July 2022 and [Committee report](#), Net Zero, Energy and Transport Committee, January 2023.



Leaders need to invest time and capacity into thinking radically about their councils' future operating model, how it will be achieved and be open with communities and staff

74. Leaders (elected members and senior officers) must respond to the immediate pressures while also providing a long-term vision for their local areas and how services will be delivered differently in future. Leaders are vocal about the challenges ahead, and there is an increasingly clear appetite for change. However, the level of uncertainty and volatility faced by councils makes planning for the future more difficult.

75. In our Best Value reports on individual councils, we have seen that the quality of leadership and the pace and appetite for change varies. The current challenges may reinforce this gap with the risk that some councils will be left behind. The experience of leading through the pandemic and building on the lessons learned; reducing bureaucracy, working with partners and communities, focusing on the vulnerable, pivoting to digital and using the workforce in flexible ways must be consolidated and built upon.

76. In our [2022 report](#), we outlined important leadership principles that enabled councils' response to the pandemic – communication, collaboration, emotional intelligence, data-driven, agile and flexible, culture-focused, and enabling community empowerment. Leaders should draw on these to overcome the challenges now faced.

77. The challenging context needs leaders to invest time and capacity into thinking about radical changes to their council's future operating model. It is important that leaders are clear about their long-term policy and performance priorities, are managing council resources effectively to deliver them and are open with communities about what range and levels of services they can expect to receive in future.

78. It is important that councils with identified leadership risks develop the leadership skills needed to respond to this complex and uncertain

environment. It is positive that most councils have undertaken an assessment of senior leadership skills and developed action plans to address any skills gaps. High turnover at leadership level presents a risk to delivering change, and councils will need to continue to assess how best to recruit, pay and keep the talent needed.

79. Councils have structured induction programmes for new elected members and many also have further training programmes or development opportunities. Several councils have personal development plans to provide bespoke training for elected members ([Case study 2, page 32](#)). Elected members have a crucial role in engaging with their communities to explain future priorities and what that means for services and the local area, and to manage expectations. Many councils have been working on this through participatory budgeting and consultations on spending and service priorities ([Case study 3, page 32](#)).

80. Leaders recognise the need to engage with staff and trade unions on the implications of fundamental reforms for the workforce. They also recognise the need to involve them in developing solutions, innovating, and committing to a clear vision and aims for the council, its services, and the way it works with partners, the third sector and communities to make the most of scarce resources in their places. It is recognised, however, that this is particularly challenging in an environment of potential job losses.

Leadership is the focus of the Commission's annual Best Value thematic work this year and will be covered in all council annual audit reports published in Autumn 2023.

Case study 2. Elected member training and induction

West Lothian Council has an elected member development programme, which includes an online structured induction programme. Key topics include climate change, emergency planning and quality assurance procedures. Members are also supported to complete a personal development plan to enable them to identify and discuss specific and individual needs. Members are encouraged to review their role and consider what will help them to improve their performance and develop their knowledge, skills and abilities. This could be through training events, coaching, working with an experienced colleague or project work.

An evaluation of the induction programme was undertaken in July 2022 and positive feedback was received from elected members.

Source: Audit Scotland auditor data return and information from West Lothian Council

Case study 3. Community budget consultations

Perth and Kinross Council asked residents for their views on the council's 2023/24 budget and priorities for the next five years via an online survey accessed through the council's consultation hub. The council also held several in-person and online budget and corporate plan engagement events where communities could voice their views on the proposed new vision for Perth and Kinross. Residents were presented with the council's seven draft priorities and asked whether they agreed that these are the key issues that the council should focus on.

A summary of the responses from the survey and the engagement sessions was included in the report considered by the council when agreeing the corporate plan and budget.

Source: Audit Scotland using information from Perth and Kinross Council



Councils need to collaborate with communities, other councils and the wider public sector to tackle the challenges

Collaboration with communities

81. Our [2022 overview](#) report outlined how communities were a vital asset in the response phase of the pandemic but that more needed to be done to involve communities and service users in the recovery and the redesign of services. As councils take steps to fundamentally change how they provide services, the involvement of service users and communities will be critical to redesigning services that meet community needs and tackle long-term issues such as climate change and inequalities while also being sustainable.

82. Councils regularly consult with their communities to inform decision-making, including on setting annual budgets, redesigning services, and priorities for strategic plans. Reflecting the exceptionally challenging funding context this year, we have seen examples of councils engaging with their communities to explain the gaps in their budget and how they intend to bridge them ([Case study 3, page 32](#)).

83. We found good approaches to consulting communities to better understand the impact of the pandemic and inform decision-making on emerging challenges such as community impact assessments, research focused on the impact of the pandemic and establishing lived experience panels for the cost-of-living crisis ([Case study 4](#)).

84. Councils could still do more to empower communities and work more with them on the redesign of services. Our [Community empowerment: Covid-19 update](#) report brings together the learning points from the community response to the pandemic to help public bodies develop their longer-term approaches to supporting and empowering communities.

Case study 4.

Community engagement to better understand community needs and inform decision-making

East Renfrewshire Council uses a wide range of consultation and engagement approaches to understand community needs and issues and uses this intelligence to identify local priorities and inform strategic plans and service redesign. For example, it recently commissioned research on the impact of the pandemic to inform strategic decision-making and the redesign of services.

Source: Audit Scotland using information from East Renfrewshire Council

Collaboration with local partners

85. Councils have a good history of working with local partners and a statutory duty to do so through community planning partnerships.

86. The Covid-19 pandemic showed what can be achieved by working closely with local partners, including the third sector. Councils led a 'place-based approach' ([info box, page 35](#)) that worked across organisational and functional boundaries with aligned objectives and outcomes. This should now be consolidated into service delivery but there is concern that the momentum could be lost. Many organisations are facing their own funding and demand pressures that could threaten their ability to provide services and limit their capacity to explore new partnership working.

87. A recent report exploring barriers to effective collaboration between the third and public sectors identified four main themes: funding, meaningful collaboration, procurement and the cross-cutting issue of lack of trust.¹ All partners need to work with each other to overcome these barriers if councils are going to meet the challenge to deliver sustainable public services going forward.

88. Despite the barriers there are many positive examples of collaborative, place-based approaches and existing partnerships for councils to build on ([Case study 5](#)). The scale of the challenges mean that it is only by working together that councils and their local partners (including their communities and the third sector) will be able to provide sustainable public services and tackle long-term complex issues such as climate change, child poverty and inequalities.

¹ [Supporting collaboration between the third and public sectors: evidence review](#), Scottish Government, COSLA, SCVO and TSI Scotland Network, October 2022.

Case study 5. Local partnership working

Clackmannanshire Council works with local public sector partners and relevant third sector partners to deliver the STRIVE (Safeguarding through Rapid Intervention) programme.

Sharing crucial pieces of information at the earliest opportunity between trusted partners means practitioners are better able to 'join the dots' to understand the overall vulnerability of cases and share knowledge of existing support and interventions underway: this better informs the most appropriate action, reduces the likelihood and impact of people experiencing crisis and reduces the intensive resource required by services. An evaluation of STRIVE was undertaken in March 2021 and identified many benefits including preventing homelessness, improving financial security, providing rapid and direct access to mental health support, keeping families together and reducing alcohol and drug use. Building on the success to date, an early intervention approach has been added to other Family Wellbeing Partnership work in the area.

Source: Audit Scotland using information from COSLA and Clackmannanshire Council

Collaboration with other councils

89. Councils need to radically rethink how they work with other councils to move towards a more sustainable model of service delivery. Shared services and shared professionals offer efficiencies and can help to manage recruitment pressures and skills shortages.

90. Councils have made limited progress in this area. Few councils are sharing services. Only six out of 26 councils reported sharing services and four of these were sharing internal auditors ([Case study 6](#)).



A place-based approach is about understanding the issues, interconnections and relationships in a place and coordinating action and investment to improve the quality of life for that community. The Scottish Government and COSLA have adopted a Place Principle. This promotes the need for communities, public organisations and businesses to work collaboratively with the assets and services in a place to achieve better outcomes.

Case study 6. Working with other councils

Scottish Borders Council and Dumfries and Galloway Council are working with other regional partners to develop and deliver a south of Scotland regional economic strategy. Through a Regional Economic Partnership, the councils have developed a long-term vision to guide and coordinate efforts to recover from the impacts of the Covid-19 pandemic, adjust to the UK's withdrawal from the EU, address the climate crisis and capitalise on new opportunities.

Source: Audit Scotland using information from Dumfries and Galloway Council and the South of Scotland Regional Economic Partnership



Workforce planning must improve so that councils have the staff, skills and leaders needed to bring about change and create a resilient workforce for the future

91. Councils and their leaders need to respond to the direct pressures facing their workforce in terms of wellbeing and recruitment while managing the impact of pay demands and balancing the budget. Councils must invest in workforce planning to ensure a resilient workforce in the future.

92. Staff wellbeing was a priority during the pandemic and councils continue to take measures to promote staff health and wellbeing. With rising absence levels and persistent recruitment issues, some councils are looking at making roles more attractive by improving work-life balance through new ways of working ([Case study 7](#)).

93. Lessons learned from the pivot to remote working and then hybrid working during the pandemic indicate there are many potential benefits. For example, the flexibility to work remotely attracts more people and from a wider geographic spread, potentially bringing in more skills, it can support increased wellbeing and work life balance for existing staff, as well as reducing the carbon footprint through less travel to work. However, councils should continue to monitor the impact of new ways of working on employees' wellbeing and on service users' experience, productivity, and the local economy.

94. In future, councils' workforces may look and work quite differently as a result of job losses (fewer staff), increased digital processes, changing population demographics (an ageing workforce) and new service delivery models. Councils should embed the approaches they took during the Covid-19 pandemic which saw them adapt to working flexibly and being agile in how they deployed staff and working more closely with partners and communities.

Case study 7. Wellbeing initiatives

Angus Council runs a resilience programme to promote staff wellbeing and a programme for leaders is in development.

Dumfries and Galloway Council has created a robust wellbeing framework that includes cross-council and cross-sector collaboration.

North Lanarkshire Council updated its wellbeing communications to reflect new working practices and is also working closely with partners and providers to make sure the council's wellbeing offering meets staff needs.

South Lanarkshire Council has developed a 'New Deal for Employees' which encourages and supports employees to prioritise their own health and wellbeing. South Lanarkshire Council is the first in Scotland to ensure employees have the 'right to disconnect' outside of working hours.

[More information](#) is available on our website.

Source: Audit Scotland using information from the Improvement Service

95. The severe financial situation facing councils inhibits their ability to recruit and brings the risk of job losses. To meet rising demand and to deliver new Scottish Government policies, councils need to innovate to make the best use they can of their existing workforce to continue to provide sustainable services.

96. Effective workforce planning will be essential to:

- address current workforce challenges in recruitment, retention and skills shortages
- look ahead at longer-term capacity and skills requirements as councils fundamentally change how they deliver services
- ensure that councils reduce their workforce in an informed way so that skills and knowledge are not lost.

This requires sufficient capacity and skills, strategic thinking and comprehensive workforce data. See Audit Scotland’s workforce planning maturity matrix ([Exhibit 9](#)).

97. For several years we have reported that workforce planning needs to improve. Our auditors have told us that 16 out of 26 councils have updated their workforce plans since the Covid-19 pandemic and a further three have plans in development. Some councils have also been working to include succession planning in their workforce plans to develop future leaders or specific skills required across their workforce. Some are also now working with a three-year, rather than five-year, workforce planning cycle reflecting the more uncertain context.

98. However, councils continue to report that they lack the resources to support workforce planning, and that they are looking at ways to try and address this. Councils have been collaborating with one another, the Improvement Service and SPDS to share practice and to make improvements. The SPDS has suggested that COSLA have a role in engaging with the Scottish Government to develop a more holistic approach.

99. Workforce planning is the focus of the Commission’s annual Best Value thematic work next year and will be covered in all council annual audit reports published in Autumn 2024, followed by a national thematic report.

Exhibit 9. Workforce planning maturity matrix

Basic	Developing	Mature
<ul style="list-style-type: none"> • Short-term operational focus • Limited workforce data and analytics • Workforce plan not linked to priorities and delivery of strategic plans 	<ul style="list-style-type: none"> • Medium-term focus • Aligned to delivering priorities • Workforce and recruitment plans • Some workforce analysis • Annual review 	<ul style="list-style-type: none"> • Long-term focus on strategic priorities • Workforce and market analysis • Recruitment, development, retention and succession included in workforce planning • Workforce plans reflect new ways of working and scenario planning of future models service delivery and demands • Real time monitoring including of performance levels and staff wellbeing

Source: Audit Scotland



Councils have a clear focus on tackling inequalities and strengthening the use of data will help them to better understand community needs and focus fundamental change on improving long-term outcomes

100. Councils have a clear focus on tackling inequalities. We found evidence of data-driven approaches, partnership working, and community engagement being used to understand community needs and to develop plans and programmes to target inequalities and poverty. Positive findings include councils:

- setting up specific committees focusing on tackling poverty and inequalities ([Case study 8, page 39](#))
- working with partners, especially community planning partnerships, to understand need and develop place-based plans to tackle inequalities
- involving people with lived experience to better understand needs and demand.

101. Using lessons learned from the pandemic, councils have moved quickly to offer support to people in their communities most affected by the cost-of-living crisis. Many councils are working closely with third sector partners to help distribute crisis grants and provide support and funding to third sector partners directly to increase their support work. Some exceptional data-driven approaches are being used to identify and offer support to those most in need ([Case studies 9 and 10, page 39](#)).

102. Data can help councils to understand need, inform decision-making and service redesign, and drive improvement. Making better use of local data is still challenging especially the availability of equalities data and data sharing. Councils should supplement national datasets with local data and insight. Information from Scotland's Census 2022 is expected later in 2023 and should provide a valuable source of intelligence.

103. While we are seeing the emergence of some positive approaches to involving people with lived experience to better understand their needs, councils can do more ([Case study 4, page 33](#)). As councils take steps to radically change how they deliver services, the needs of the most vulnerable or people living in poverty must be at the centre. A key objective from the Christie Commission is that reform should 'prioritise prevention, reduce inequalities and promote equality'. While the pressures facing councils are immediate, they must not lose the focus on prevention and improving outcomes in the long term. A loss of preventative services will increase demand in the long term.

'Children growing up in poverty are at risk of poorer outcomes in the short and longer term'

[Tackling child poverty](#)

Accounts Commission and Auditor General for Scotland

Digital exclusion

104. The Covid-19 pandemic accelerated the shift to online services. While essential during the pandemic to allow the continued delivery of some services, the shift has increased the risk of digital exclusion. Councils have a variety of initiatives to reduce digital exclusion, such as working alongside the third sector to develop place-based approaches to reducing digital exclusion via library services or providing devices with internet access.

105. Digital technology will be a central component of future service delivery. Councils need to understand the needs of people experiencing digital exclusion and develop strategies to ensure that no one is left behind. We are currently undertaking a performance audit on digital exclusion. Our findings will be published later this year.

Case study 8. An approach to tackling inequalities

Aberdeen City Council has set up an anti-poverty and inequality committee to determine steps the city can take and to help key groups such as children, disabled people, women, people from black and ethnic minority communities, and those of pensionable age. The committee will also seek the views of those with lived experience and consider in-work poverty, youth employability, community food provision and energy costs. Several external advisers have been appointed to the committee. The expected benefits of the new committee include centralising all poverty and inequalities information which should allow elected members to thoroughly scrutinise reports, question council managers and directors and engage with the external advisers.

Source: Audit Scotland using information from Aberdeen City Council

Case studies 9 and 10. Supporting vulnerable communities

Inverclyde Council's Warm Hand of Friendship initiative was set up to help ensure that spaces, resources, advice and support are available throughout the council area for those who need them. Working with its partners and voluntary organisations, the council offers warm spaces or hubs and have delivered more than 400 activity sessions for adults and children such as book clubs and classes on IT skills. This has resulted in over 3,500 people being provided with a warm space, food and social interaction. Two thousand 'Warm Boxes' packed with useful items such as tea bags and blankets to help the most vulnerable keep comfortable throughout the winter were also distributed free to people receiving homecare support in Inverclyde.

Source: Audit Scotland using information from Inverclyde Council

Glasgow City Council: last year we reported on the council's innovative approach of using administrative data to identify and target resources at the most vulnerable communities during the pandemic. The council has continued this approach to target resources at those most affected by the cost-of-living crisis. The council distributed gift cards worth £105 to 85,000 to households who receive council tax reductions. They have also used data to identify people potentially eligible for Attendance Allowance and other benefits and used this provide an income maximisation service to clients over the age of eighty. Over the last year, 571 clients have been contacted by the service and over £1 million of financial gains have been secured on behalf of clients.

Source: Audit Scotland using information from Glasgow City Council

See our [website](#) for more examples of councils' approaches to reducing inequalities and better understanding the impact cuts have on people experiencing inequality.

Local government in Scotland

Overview 2023

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Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Human Rights Bill Consultation response

Executive/routine
Wards

1. Recommendations

1.1 It is recommended that Committee:

- 1.1.1 Note the Council's response to the Scottish Government's consultation on the Human Rights Bill.
- 1.1.2 Note that, in order to meet Scottish Government consultation deadline, submission of this response was approved by the Executive Director, Corporate Services in consultation with the Group Leaders under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.

Dr Deborah Smart

Executive Director of Corporate Services

Contact: Julia Sproul, Senior Policy and Insight Officer

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A Human Rights Bill for Scotland - Consultation response

2. Executive Summary

- 2.1 This report provides the Council's response to the Scottish Government's 'A Human Rights Bill: Consultation'. The consultation ran from 15 June to 5 October. Given the deadline, the response has been approved under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.

3. Background

- 3.1 Protecting and building on human rights is already embedded in Council business with responsibilities under The Human Rights Act 1998, The Equality Act 2010 and other legislation. The response to the consultation set out in the appendix should help the Scottish Government to shape the new proposals, give further consideration to resource requirements and ensure the proposals are aligned to current legal obligations and approaches.
- 3.2 The consultation closed on 5th October 2023. To allow for appropriate engagement with services and elected members, accommodating the summer recess, it was not possible to prepare a draft Council response for the last meeting of this Committee. As such, this response has been prepared by officers and submitted to the Scottish Government with the approval of the Executive Director, Corporate Services in consultation with the Council Group Leaders under urgency provisions set out in A4.1 of the Committee Terms of Reference and Delegated Functions.

4. Main report

- 4.1 The Scottish Government's public consultation on a [Human Rights Bill for Scotland](#) took place between 15 June and 5 October. By building on existing human rights and equality protections some of the Bill's aims, within the limits of devolved competence, include to:

- 4.1.1 Provide a clear, robust and accessible legal framework that ensures rights-holders can claim international human rights domestically and duty-bearers will better implement rights in practice and be held to account
 - 4.1.2 Bring four United Nations international human rights treaties into Scots law
 - 4.1.3 Recognise and include the right to a healthy environment.
 - 4.1.4 Make sure the rights are available to everyone equally, via an equality provision
 - 4.1.5 Provide a set of duties for public bodies that helps to contribute to the advancement of international human rights standards
 - 4.1.6 Create a multi-institutional approach towards embedding a human rights culture.
 - 4.1.7 Ensure there are accessible, affordable, timely and effective routes to remedy for infringement of human rights
- 4.2** The Council response, included as an appendix, provides feedback on these issues and specifically that:
- 4.2.1 CEC is committed to protecting and building on human rights and equality protections.
 - 4.2.2 CEC is supportive of the principle of strengthening human rights in Scotland.
 - 4.2.3 We are mindful of the ongoing budgetary and resource pressures within local authorities.
 - 4.2.4 For the protections in the Bill to be implemented effectively by duty-bearers, CEC considers that appropriate support (including detailed guidance and other resources) will be required from the Scottish Government.
- 4.3 The response was formed after a period of engagement involving both services and elected members, with the latter including views being sought from Group Leaders and the members of the Member Equalities Working Group.

5. Next Steps

- 5.1 The consultation response has been submitted. Officers will continue to engage with Scottish Government colleagues and will report back to Committee in due course on the progress of the Bill.

6. Financial impact

- 6.1 There is no financial impact from submitting this response. There may be financial impact on any subsequent duty imposed as a result of the consultation, and any subsequent legislation changes.

7. Equality and Poverty Impact

- 7.1 An Integrated Impact Assessment will be carried out on any changes the Council needs to make as a result of the Human Rights Bill once enacted
- 7.2 The duties once enacted will have relevance to the Council's existing public sector equality duty, specific equality duties, the Equality and Diversity Framework, the End Poverty Edinburgh Plan, and the Council's broader intention to shift the culture of the organisation to better embed equality.

8. Climate and Nature Emergency Implications

- 8.1 As a public body, the Council has statutory duties relating to climate emissions and biodiversity.
- 8.2 The Bill proposes to introduce a right to a healthy environment. This includes both substantive aspects (including clear air; safe and sufficient water; non-toxic environments; healthy ecosystems and biodiversity; and safe climate) and procedural aspects (such as raising awareness, promoting education and capacity building).
- 8.3 Whilst the response requests more information on the interplay between this and the existing environmental protections in place, the Council is supportive of this proposal and recognises it will have a positive impact on our citizens and the environment.

9. Risk, policy, compliance, governance and community impact

- 9.1 The proposals are welcomed by the Council and are regarded as having a positive impact on the community. However, the response:
 - 9.1.1 requests that resource implications are fully understood and addressed before procedural duties are placed on duty bearers.
 - 9.1.2 notes capacity building and steps to relieve budgetary and resource pressures will be essential to ensure effective implementation.
 - 9.1.3 requests more guidance on how these proposals interplay with existing duties on Local Authorities.

10. Background reading/external references

- 10.1 [Scottish Government, 'A Human Rights Bill for Scotland: Consultation'](#)

11. Appendices

- 11.1 The City of Edinburgh Council's response to 'A Human Rights Bill for Scotland: Consultation'

Date 05 October 2023

Human Rights Strategy & Legislation Unit
Directorate for Equality, Inclusion and Human Rights
Scottish Government
Area 3H North
Victoria Quay
Edinburgh
EH6 6QQ

Dear Sir/Madam,

A Human Rights Bill for Scotland (the Bill) - Consultation Response
City of Edinburgh Council (CEC)

The purpose of this letter is to respond to the public consultation on the Bill which was launched on 15 June 2023.

This letter explains CEC's existing commitments within this area and provides comments on the parts of the consultation that were most relevant to us as a local authority.

CEC's Existing Commitments

CEC is committed to protecting and building on human rights and equality protections.

We were pleased to note that many of the themes that are highlighted in the Bill are already priorities for CEC.

CEC seeks to achieve these priorities through a strategic framework which includes:

1. **An Equality and Diversity Framework for 2021-25:** which outlines how we meet our legal duties under the Equality Act 2010 (EQA 2010) and the Public Sector Equality Duty (PSED);
2. **Edinburgh 2050 City Vision:** a vision for the City of Edinburgh which local organisations can sign up to, to pledge their commitment to principles contained within the charter;
3. **CEC's Business Plan 2021-25:** structured around three themes: poverty, sustainability, and wellbeing and equality; and
4. **Edinburgh Partnership's Local Outcome Improvement Plan:** which prioritises citizens of Edinburgh having enough money to live on, access to work, training and learning opportunities and a good place to live.

Dr Deborah Smart, Executive Director, Corporate Services Directorate

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CEC's response to the proposals set out in the Bill

CEC is generally supportive of the principles set out in the Bill and strengthening human rights in Scotland. We have collated views from various service areas within CEC and with reference to relevant parts of the consultation, we have pulled together key themes including areas of concern and/or where more information is required. It should be noted that it has not been possible at this stage to complete a full impact assessment of introduction of the bill for Council services, including potential resource implications.

Incorporating the Treaty Rights (Part 4)

CEC is supportive of the inclusion of a provision in the Bill which allows for human dignity (as in the inherent worth of a human person) to be considered by the courts when interpreting rights under the Bill.

It is agreed that recognising human dignity as a key threshold for defining minimum core obligations (e.g. the minimum essential levels of a right) is likely to help duty-bearers prevent a person's inherent human dignity from being violated.

We note the intention to incorporate various existing human rights treaties into the Bill including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

It requested that the SG explores whether the CEDAW adequately covers policies around elimination of violence against women and girls (and gender-based violence), including protection from forced marriages and female genital mutilation.

Recognising the Right to a Healthy Environment (Part 5)

CEC is supportive of recognising and including the right to a healthy environment within the Bill and notes that the proposed definition will include reference to ecosystems and biosphere.

We agree with the proposed formulation of the right to a healthy environment which includes both substantive aspects (including clear air; safe and sufficient water; non-toxic environments; healthy ecosystems and biodiversity; and safe climate) and procedural aspects (such as raising awareness, promoting education and capacity building). In addition, it is suggested that the right to healthy and sustainable food could be considered as an additional substantive aspect.

We would welcome more information regarding the interplay between this right and the legal protections and policy initiatives for environmental protections that are already in place.

We would also welcome guidance regarding how this right is likely to impact on the work that is undertaken by local authorities in practice.

Dr Deborah Smart, Executive Director, Corporate Services Directorate

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Incorporating Further Rights & Embedding Equality (Part 6)

We note that the Scottish Government (SG) is considering introducing stronger duties in relation to participation, to ensure that people are more involved in meaningful decisions about services that affect them. CEC is fully committed to encouraging participation and has seen the positive benefits of using effective consultation and engagement with the local community.

We suggest that any additional duties in relation to participation are considered within the context of existing participation duties and requirements within other legislation such as the EqA 2010.

CEC is supportive of the proposed inclusion of an equality provision within the Bill to ensure that everyone can access the rights under the Bill without discrimination.

For consistency, it is suggested that the Bill defines the groups to be protected by the equality provision with reference to the protected characteristics as defined in section 4 of the EqA 2010. It is further suggested that, in addition to the existing protected characteristics, the equality provision also includes group with 'other status' (effectively mirroring the wording of the European Convention on Human Rights and the International Covenant on Economic, Social and Cultural Rights treaties. However, it was not possible to consider this response through the committee process. Therefore, we would like to note here that feedback from some political groups at CEC is divergent from this approach and requests specifically that sensory loss and people with neurodiversity be included.

The Duties (Part 7)

We support the Bill's fundamental aim to deliver a framework under which duty-bearers (such as local authorities) are better prepared and able to respect, protect and fulfil the rights of the people of Scotland. We understand that the intention is to include two types of duties: (1) those that lead to improvements to people's outcome in practice (substantive duties) and (2) those that set out a course of action (procedural duties).

We note that an initial procedural duty, which would take effect before other duties, has been proposed.

We understand that this duty would focus on ensuring that the rights in the Bill are: considered by duty-bearers, built into the fabric of decision-making processes, and adequately taken into account in the delivery of services (the Initial Duty). We understand that the intention is that this duty would apply as soon as is practicable after the Bill becomes an Act.

CEC seeks clarity on the timescales that are being proposed for the introduction of the Initial Duty. We consider that appropriate guidance, training, case studies and toolkits should be made available as a central resource well in advance of the Initial Duty coming into effect. This would enable CEC to take appropriate action to prepare for and implement this change.

Dr Deborah Smart, Executive Director, Corporate Services Directorate

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Local authorities already have a wide range of legal obligations in relation to equality, socio-economic disadvantage, climate change, sustainability, the environment, and human rights. CEC uses Integrated Impact Assessments (IIAs) to assess impacts within these areas when developing policies, strategies and making service decisions. It is noted that the starting point for implementing the Initial Duty could be considering how it would be built into IIAs.

We are supportive of the proposed reporting duty on duty-bearers to demonstrate what actions are being taken to ensure that the rights in the Bill are being advanced. We welcome the recognition of the need to ensure that reporting duties complement and do not duplicate existing duties.

We consider that the reporting duty should be incorporated into existing Scottish specific reporting duties under section 149 of the EqA 2010 and Regulation 4 of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the Regulations).

CEC would welcome more information as to the nature of the reporting that would be required by local authorities and requests that appropriate guidance is established before any reporting duty comes into effect.

Ensuring Access to Justice for Right-Holders (Part 8)

We agree that it is important that rights holders are supported to enforce their rights under the Bill.

We suggest that advocacy advice services are provided centrally by the Scottish Government or additional funding is provided to public bodies to deliver these services.

CEC's preferred approach would be to receive investment which would allow it to strengthen existing services which support people to exercise their human rights.

We welcome the proposal to help public authorities develop their front-line complaints-processes in relation to the rights in the Bill.

We understand that the Scottish Public Services Ombudsman (SPSO) are looking to update the model complaints handling procedures which local authorities would be expected to comply with when dealing with a complaint. We look forward to receiving more information on these updated procedures in due course.

Implementing The New Scottish Human Rights Act (Part 9)

CEC will need adequate time to become familiar with the new standards and ensure that it has the right infrastructure in place to support implementation and compliance.

We note the intention for guidance to be prepared to assist duty-bearers to discharge their obligations (the Guidance) and we welcome the SG's proposal to work closely with stakeholders to prepare this guidance. We would like to see specific sections of the guidance that are tailored to local authorities. We consider that there should not be any procedural duties placed on duty bearers until the guidance has been finalised and made available and any resource implications fully understood and addressed.

Dr Deborah Smart, Executive Director, Corporate Services Directorate

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We welcome the SG's recognition that capacity building within public authorities will be essential to ensure effective implementation. Budgetary and resource pressures within local authorities already present significant challenge and taking steps to relieve these pressures by making implementation of new duties as straightforward as possible will be fundamental to its success.

In addition to the Guidance, we would like the SG to provide appropriate training for CEC Councillors and Officers as well as any other relevant resources. We note that a plan is being developed and would welcome more detail on this once available.

We seek more detail on the proposed monitoring and reporting obligations on local authorities and how we would be supported with delivering those duties.

To summarise the points outlined above:

- CEC is committed to protecting and building on human rights and equality protections.
- CEC is supportive of the principle of strengthening human rights in Scotland.
- We are mindful of the ongoing budgetary and resource pressures within local authorities.
- For the protections in the Bill to be implemented effectively by duty-bearers, CEC considers that appropriate support (including detailed guidance and other resources) will be required from the SG.

We hope that the above consultation response is of assistance.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'D Smart', with a horizontal line drawn through it.

Dr Deborah Smart

Executive Director of Corporate Services

Dr Deborah Smart, Executive Director, Corporate Services Directorate

Level 2.6 Waverley Court, 4 East Market Street, Edinburgh EH8 8BG

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Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

Edinburgh and South East Scotland City Region Deal Annual Report 2022/23

Executive/routine
Wards

Routine
All

1. Recommendation

- 1.1 Policy and Sustainability Committee are asked to note the summary findings of the fifth annual report for the Edinburgh and South East Scotland City Region Deal for 2022/23.

Paul Lawrence

Executive Director of Place

Contact: Andy Nichol, Programme Manager, Edinburgh and South East Scotland City Region Deal

E-mail: andy.nichol@edinburgh.gov.uk | Tel: 0131 529 4461

Edinburgh and South East Scotland City Region Deal Annual Report 2022/23

2. Executive Summary

- 2.1 This report summarises the key findings from the appended City Region Deal Annual Report for 2022/23. The report was published on 28 August 2023 and approved by the City Region Deal Joint Committee on 1 September 2023. It updates on performance management arrangements for the Deal. It also updates specifically on those projects for which the City of Edinburgh Council is the lead partner.

3. Background

- 3.1 The Edinburgh and South East Scotland City Region Deal was signed by the First Minister, Prime Minister and City Region Leaders on 7 August 2018.
- 3.2 Each year, City Region Deal partners are required to produce an annual report to assess how well the City Region Deal is aligning towards the overall vision and inclusive growth outcomes for the city region.
- 3.3 The report was published on 28 August 2023. Its findings were noted by the City Region Deal Joint Committee on 1 September 2023.

4. Main report

- 4.1 The Annual Report for 2022/23 is an overall progress report for the City Region Deal programme between 1 August 2022 and 31 July 2023, with the exception of the Financial Statement which contains financial information for the financial year 2022/23.
- 4.2 It contains a City Region Deal overview, Financial Statement, a short summary of progress on each project and programme and expected milestones to be achieved in the next year. As was the case last year, six case study videos are embedded in the report to demonstrate how the Deal's projects and programmes that are being delivered are benefiting people. There is also an update on the Regional Prosperity Framework Delivery and Benefits Realisation Plan.

- 4.3 The report demonstrates significant progress across the projects and programmes within the City Region Deal. While cost inflation has affected the budget of some of the projects which are in delivery, all projects are considered to be within acceptable time parameters, and all but one project is considered to be within acceptable budget parameters:
- 4.3.1 Two projects are in Stage 1: Define, which means that the project's business case is yet to be completed (same as in 2022);
 - 4.3.2 Nine are Stage 2: Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (15 in 2021);
 - 4.3.3 12 are Stage 3: Deliver, which means that the project has been implemented and is working towards delivering its objectives (6 in 2022);
 - 4.3.4 15 projects are considered to be on target to be completed on time (green score) or have been completed on time (14 in 2022);
 - 4.3.5 Eight projects are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (9 in 2022);
 - 4.3.6 17 projects are considered to be on target to be completed within the specified budget (green score) or have been completed within the specified budget (19 in 2022);
 - 4.3.7 Two projects were projected to cost more than the specified budget, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (Two in 2022); and
 - 4.3.8 One project has projected expenditure beneath the acceptable range (red score) (none in 2022).
- 4.4 Some of the key information that the City of Edinburgh Council has a direct interest in Table 1:

Table 1: Summary of Projects with CEC Interest

Project	Total Cost (£m)	Govt Contribution (£m)	CEC Contribution (£m)	Stage	On Time?	On Budget?	Further Information (page numbers in Annual Report)
Integrated Regional Employability and Skills Programme	£25m	£25	£0	3. Deliver			pp. 43-48
A720 Sheriffhall	c.£120m	£0	£0	Define			pp. 49-50

West Edinburgh Transport	£36	£20	£16	1. Define			pp. 51-52
Dunard Centre	£55	£20	£5	2. Implement			pp. 53-54
Edinburgh Living	£263m	£15	£248m	3. Deliver			pp. 55-60
Granton Housing*	TBC	TBC	TBC	2. Implement			pp. 55-60

*One of seven identified strategic housing sites across the region, will partly be funded by a £50m predominantly private sector housing infrastructure loan fund, managed and administered by Scottish Government,

- 4.5 £58.79 million of Government money was drawn down in the 2022/23, with £54.73 million on Capital projects and £4.06 million on the Revenue programme. Five years into the Deal, expenditure remains in line with the original financial plan.
- 4.6 As well as delivering on the projects in the Deal, the annual report demonstrates that the Governance structure, established to manage City Region Deal activity, has also enabled effective and strong regional partnership working on important cross-regional activities, including:
- 4.6.1 Developing and publishing a Regional Prosperity Framework for Delivery which will be a catalyst for Regional Prosperity (led by a cross-regional officers' team, steered by the Regional Enterprise Council and overseen by the Elected Member Oversight Committee);
- 4.6.2 Identifying propositions for regional collaboration that align with the UK Government's [Shared Prosperity Fund](#).
- 4.6.3 Continuing to develop [ESESCommunities](#) portal to assist with delivering community benefits across the programme; and
- 4.6.4 Working with CLES to develop and implement of the '[Community Wealth Building Framework for Action](#)'.
- 4.7 Looking ahead to 2023/24, the Annual Report highlights significant developments in project including:
- 4.7.1 The new Edinburgh Futures Institute building in Lauriston Place, Edinburgh welcoming its first intake of students in September;
- 4.7.2 Business Units in Levenmouth (Fife) complete as part of the Fife I3 programme in October;
- 4.7.3 Commencement of construction at the Edinburgh Innovation Hub, East Lothian in November;
- 4.7.4 DPEA Reporter to conclude and submit their Public Local Inquiry Report on the A720 Sheriffhall scheme to Scottish Ministers for consideration in late 2023;
- 4.7.5 Blindwells (East Lothian) and Tweedbank (Scottish Borders) strategic sites' business cases complete in the winter;

- 4.7.6 Opening of the Usher Institute Building, Edinburgh in early 2024;
- 4.7.7 Construction at Dunard Centre, Edinburgh starting in January; and
- 4.7.8 Broxburn to Maybury public and active travel business case submitted for approval to Joint Committee in March.

5. Next Steps

- 5.1 The report will form the basis for the Annual Conversation between the Scottish Government, UK Government and Scotland Office and City Region Deal partners at senior level, which is expected to take place later in 2023.
- 5.2 The City Region Deal has been the catalyst for greater regional collaboration including the development of the [Regional Prosperity Framework](#) (RPF) which articulates the next phase of activity to develop the regional economy. The RPF was approved by constituent councils and by the ESESCR Joint Committee in September 2021. This was developed into a Regional Prosperity Framework Delivery Plan which was approved by each constituent council (for CEC, Policy and Sustainability Committee on 17 January 2023) in early 2023 and by the ESESCR Joint Committee on 3 March 2023. Regional partners are due to meet Ministers Neil Gray MSP, Scottish Government and Lord Offord, UK Government on 19 October to share regional ambitions in the RPF Delivery Plan and to discuss key requirements to ensure successful delivery. A verbal update on the meeting can be given to this Committee.

6. Financial impact

- 6.1 There is no financial impact relating directly to this report.
- 6.2 The Financial Statement shows that £58.8 million of Government money was drawn down in 2022/23, in line with the financial plan.

7. Equality and Poverty Impact

- 7.1 Inclusion is a key driver for the City Region Deal. Business cases for all projects submitted or underway demonstrate how they will reduce inequalities and tackle the inclusion challenges specific to the city region.
- 7.2 The [City Region Deal Benefits Realisation Plan](#) (BRP) was approved on 4 September 2020. This incorporates indicators that align with the Scottish Government's Inclusive Growth Framework. The impact on equalities, human rights and sustainability will also be measured. A Benefits Realisation Measurement Framework was approved by Joint Committee in [March 2023](#), and six-monthly updates on benefits realisation are scheduled. Annual updates are programmed for each of the five themes which demonstrate the progress of projects in terms of sustainability and inclusion.

8. Climate and Nature Emergency Implications

- 8.1 Scottish and UK Government have provided joint guidance for project owners on managing potential carbon emissions associated with Scottish City Region and Regional Growth Deal projects. It accords with HM Treasury Green Book requirements and supports the quantification and minimisation of whole life carbon and the identification of potential barriers to achieving net zero. This forms an important part of regular reporting through the Benefits Realisation Plan.

9. Risk, policy, compliance, governance and community impact

- 9.1 An overall programme risk register is reviewed and updated on a quarterly basis and then taken to the Executive Board for consideration. The top three risks are included in the programme risk register and published every quarter as part of the Joint Committee papers.
- 9.2 Governance is reviewed regularly, and Standing Orders for the Joint Committee are considered on an annual basis.
- 9.3 In approving the Regional Prosperity Framework Delivery Plan on 17 January 2023, Committee noted *“with regret the lack of diversity on the Edinburgh and South East Scotland Joint Committee and instructs Edinburgh’s Council Leader to raise this point at their next meeting and report back to members of the Policy and Sustainability Committee via the Business Bulletin any actions that arise from this discussion.”*
- 9.4 The Standing Orders for the Joint Committee state that there are nine members of the Committee, including six elected members (one from each Constituent Council in the ESES City Region). The elected members on the Committee are appointed by each Constituent Council immediately after each local government election. This tends to be the Council Leader for each local authority. The remaining three members of the Joint Committee must be one business representative, one a third-sector representative and one a further/higher education representative. The business representative and the third sector representative will be appointed by the Regional Enterprise Council and the further/higher education representative is appointed by the Further/Higher Education Group. The City of Edinburgh Council therefore only has the power to appoint one member of the Joint Committee.
- 9.5 An Elected Member Oversight Committee was established in 2021 to provide oversight of the Regional Prosperity Framework and Regional Spatial Strategy, which includes representation from the constituent councils, HE/FE sector, business sector and third sector – as an example of regional partners building on governance structures that were developed for Deals. Three of the 18 members are female, including Councillor Kirsteen Sullivan of West Lothian Council, who will chair the Committee in 2024.
- 9.6 A Benefits Realisation Plan, and Measurement Framework are in place to measure how the City Region Deal programmes and projects are benefiting communities

across the region. The impacts on equalities and the environment are also captured. Updates are provided to Joint Committee on a six-monthly basis.

- 9.7 Audit Scotland have conducted two audits of City Region Deals in 2020 and 2023. Internal audits also take place on an annual basis, with the most recent being that of the [Internal Employer Engagement programme](#) in June 2023.

10. Background reading/external references

- 10.1 [City Region Deal Document](#): August 2018
- 10.2 [City Region Deal Annual Report](#): ESESCR Deal Joint Committee Report 1 September 2023
- 10.3 City Region Deal [Regional Prosperity Framework 2021-2041](#)
- 10.4 City Region Deal [Regional Prosperity Framework Delivery Plan](#)
- 10.5 [City Region Deal Benefits Realisation Plan](#): ESESCR Deal Joint Committee report 4 September 2020
- 10.6 [City Region Deal Programme Benefits Realisation Measurement Framework](#): ESESCR Deal Joint Committee report 3 March 2023
- 10.7 [Updated Standing Orders for the ESESCR Deal Joint Committee](#): ESESCR Deal Joint Committee report 3 March 2023
- 10.8 [City Region Deal Internal Audit Forward Plan](#): ESESCR Deal Joint Committee Report 2 June 2023

11. Appendices

Appendix 1 - City Region Deal Annual Report 2022/23.



CITY REGION DEAL

Edinburgh
& South East
Scotland

ANNUAL REPORT 2022 – 2023





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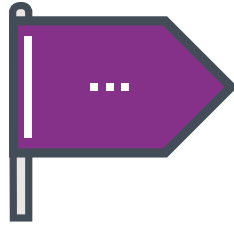


Executive Summary

Key Achievements



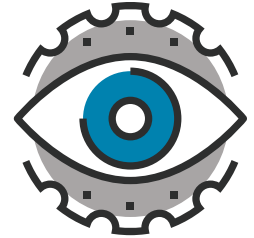
£58.8m spent in 2022/23



1,268 enrolments in data upskilling short courses, **70%** up on last year



47% of total Government allowance has been drawn down in first 5 years of 15-year programme



20 of **22** projects now in Implementation or Delivery phase



DataLoch supported more than **£6.5m** in research revenue



£300k funding secured to boost skillsets for retrofit and net zero in homes



IRES programme has improved the skills of **103,000** people and helped **4,500** into work



677 learners have been awarded Data Skills Credits



543 of the **728** mid-market rent homes have been delivered through Edinburgh Living



800 approvals, **2,300** site starts and **2,400** completions for affordable homes across the region – ahead of target



Executive Summary

Timeline



National Robotarium opens



First building occupied in Borders Innovation Park



Transport Barrier Baseline Report published by Workforce Mobility project



City Region Deal Benefits Realisation Framework published and adopted



Site clearing commences for Dunard Centre construction



Work completed at West Way, Dalgety Bay as part of Fife Industrial Innovation Investment Programme



Regional Prosperity Framework Delivery Plan published and adopted



2 years of funding committed for Regional Housing Alliance for the South East of Scotland



Community Wealth Building Framework for Action and accompanying pledge launched



Consultation for Broxburn to Maybury public and active travel launched part of West Edinburgh Transport Appraisal project



New A1 Junction to unlock Edinburgh Innovation Park, East Lothian opened



Bus Driver Careers campaign launched part of the Workforce Mobility project



Green Economy Jobs Campaign launched as part of Integrated Employer Engagement project



Executive Summary

Video Highlights

A showcase of the diverse and innovative initiatives supported by the Edinburgh and South East Scotland City Region Deal, featuring the people and organisations behind the projects, their delivery partners across the region, and those who are benefiting.

Women in Data

The PDA Data Science programme is delivered by Edinburgh College through the Data Education in Colleges project. The programme is aimed at reducing the gender imbalance within IT and Tech roles by supporting women to enhance their skills in digital and data innovation. We hear from several students enrolled on the course who are taking the opportunity to further their learning, enhance their lives and advance in their careers.



Ukrainian Construction Academy

The Integrated Employer Engagement project worked with Balfour Beatty, lead contractor for the Edinburgh Futures Institute to design and deliver a construction academy for members of the Ukrainian Community who had been resettled within our region. The programme supported 13 people to obtain the required UK industry qualifications which led to them securing sustainable employment and additional further education opportunities.



BE-ST Retrofit

The Housing, Construction and Infrastructure (HCI) Skills Gateway is changing construction across Edinburgh and South East Scotland. With almost 40% of UK greenhouse gas emissions emitted by the built environment, it has never been more important to work together to inspire new careers and upskill existing experts to achieve sustainable low carbon housing and construction.



Dunard Centre

The Dunard Centre is being delivered as part of the Edinburgh and South East Scotland City Region Deal as the sole project in the 'Culture' theme. We hear from those making this centre a reality, as well as Beth Malcolm, a performer who shares why this space is so exciting to her as one of Scotland's up and coming performers.





Executive Summary

Fife Innovation Zone

The Fife Innovation Zone is being delivered as part of the Edinburgh and South East Scotland City Region Deal's innovation theme. It delivers a sustained investment programme in modern business premises. In this video, we explore in further detail the methods being used to save energy, and contribute to the wider economic growth in Fife, and speak to a tenant directly operating out of the innovation zone.



Data Education in Schools

The Data Education in Schools programme is for children and young people across the City Region to learn about data to benefit their personal lives and open up new possibilities for interesting and well-paid careers. One example can be seen in Addiewell Primary School, where children of learnt about the impact Co2 levels have on their own learning and focus, as well as how it effects a reptilian friend in the Five Sisters Zoo.



Bus Driver Careers

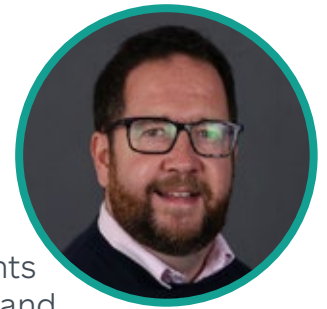
The Workforce Mobility Project launched a Bus Driver Career video to promote career opportunities in the industry. Hear from various bus operator staff who share their experiences including the 'benefits of the job', 'career progression opportunities' and 'the investment in you by the operators'.



Green Economy Jobs

To achieve ambitious climate change goals, we need to work together across all sectors to create a workforce with the required skills and understanding of sustainability. This will drive forward a truly green economy. This campaign aims to inform and encourage everyone to think about the impact they can make within their own career choices. Hear from experienced and passionate individuals from various sectors sharing their ideas and practices about making a difference.





1. Forewords

Cllr Euan Jardine

Convener of the Edinburgh and South East Scotland City Region Deal Joint Committee

The Edinburgh and South East Scotland (ESES) City Region Deal celebrated its fifth anniversary on 7 August. Excellent progress has been made in delivering the £1.5 billion programme to create new economic opportunities, increase prosperity, promote inclusion and reduce inequalities. The ESES regional partnership brings together six local authorities, four universities, six colleges and the Regional Enterprise Council – made up of business, social enterprise and third sector representatives from across the region.

Business cases for 18 of 20 Deal projects have been approved and are now being implemented. Particular highlights in the last 12 months include the opening of the **National Robotarium** in September 2022, the launch of the **Usher Innovation Community** in November 2022 and the completion of the Edinburgh Innovation Park A1 grade separated junction in May 2023.

Over 66,000 skills enhancements and 4,500 job outcomes have been delivered through the Integrated Regional Employability and Skills programme to increase employment and career progression opportunities for the city region's residents. In the Borders Innovation Park at Tweedbank, we now have an amazing new Digital Centre of Excellence where our Inspire Learning programme delivers learning opportunities, training and events for children and young people, teachers and communities to improve their digital skills. Greater detail about every project is in Section 4.

Short case-study videos throughout the report vividly highlight the positive impact that projects are having on our residents' lives.

Ensuring that investments support strategic plans and priorities is crucial in delivering the greatest benefits locally, regionally and nationally. **Our Regional Prosperity Delivery Framework** was approved in March 2023 and sets out an ambitious and dynamic series of four key programmes to deliver the region's ambitions: Green Regeneration and Skills; Infrastructure for Recovery and Prosperity; Visitor Economy and Culture; and a Data Driven Innovation (DDI) Enabled Economy.

You can read more about this regional collaboration in Section 6.

Beyond the Deal's projects, our regional cohesion and robust governance enables us to respond effectively to challenges and opportunities. Examples include:

- The successful Green Forth Freeport bid which was **endorsed by Joint Committee** to boost innovation and inclusive growth within our communities.
- Contributing our regional perspective to key consultations including National Planning Framework 4; the National Strategy for Economic Transformation; the Strategic Transport Projects Review 2; and the Scottish Government's Regional Economic Policy Review.
- Establishing a series of regional propositions for the region's six local authorities to deliver utilising the UK Government's **Shared Prosperity Fund**.

We will build on these successes and the strength of our regional partnership to further accelerate prosperity and inclusion to ensure the benefits are fully enjoyed across the region.



1. Forewords

Garry Clark

Chair of Regional Enterprise Council

It has been a great pleasure to reflect on the impactful progress made in the fifth year of the Edinburgh and South East Scotland City Region Deal.

The Regional Enterprise Council (REC) was formed in November 2018 to advise the Deal's decision-making body, the Joint Committee, on the delivery of projects across the city region and to encourage further investment opportunities. In directly participating on the Joint Committee and Elected Member Oversight Committee, we represent business, social enterprise and wider third sector across the region and help to ensure that the benefits from the Deal support our shared ambition for achieving sustainable and inclusive economic growth throughout the city region. REC members bring a broad range of experience, expertise and wide networks to best represent business, social enterprise and wider third sector across the city region.

We helped to develop the Regional Prosperity Framework vision and shape the related **Delivery Framework** which was approved in March 2023. It is encouraging to see this ambitious 20-year economic plan enter its delivery phase with strong support across the region. We have also witnessed the success of the Forth Green Freeport bid in January 2023 following the REC's support of the bid and its strong focus on quality jobs, upskilling, small business facilities and a 'Just Transition' away from hydrocarbons. This should help to both tackle inequalities and to achieve our net-zero carbon aspirations.

Garry Clark



The Deal's **Benefits Realisation Measurement Framework** was also

approved in March 2023, which will ensure that the Deal impacts are realised and maximised across the whole city region.

The REC is particularly determined to promote the use of **Community Wealth Building**, to ensure that every Deal programme works together to maximise synergies and open up new opportunities for local businesses and communities alike. We are pleased to see the creation of the **CLES Framework for Action** specially for the Deal and the Community Benefits **regional portal** has now delivered 60 matches between suppliers and good causes.

A lot has been achieved in the last 12 months and in the first five years of the ESES City Region Deal. This provides the economic platform which the regional partnership will use as a springboard to ensure that the engine room of the Scottish economy delivers further prosperity and opportunity to its citizens and to the rest of Scotland.

Finally, a special thank you to Claire Pattullo, who stood down from the REC this year, having served first as Vice Chair and then as Chair since its creation. Claire has made an enormous contribution to the development and success of the Deal. In particular, she has been a tireless champion of the role that the third sector brings to the Deal and this will be a vital legacy to develop.



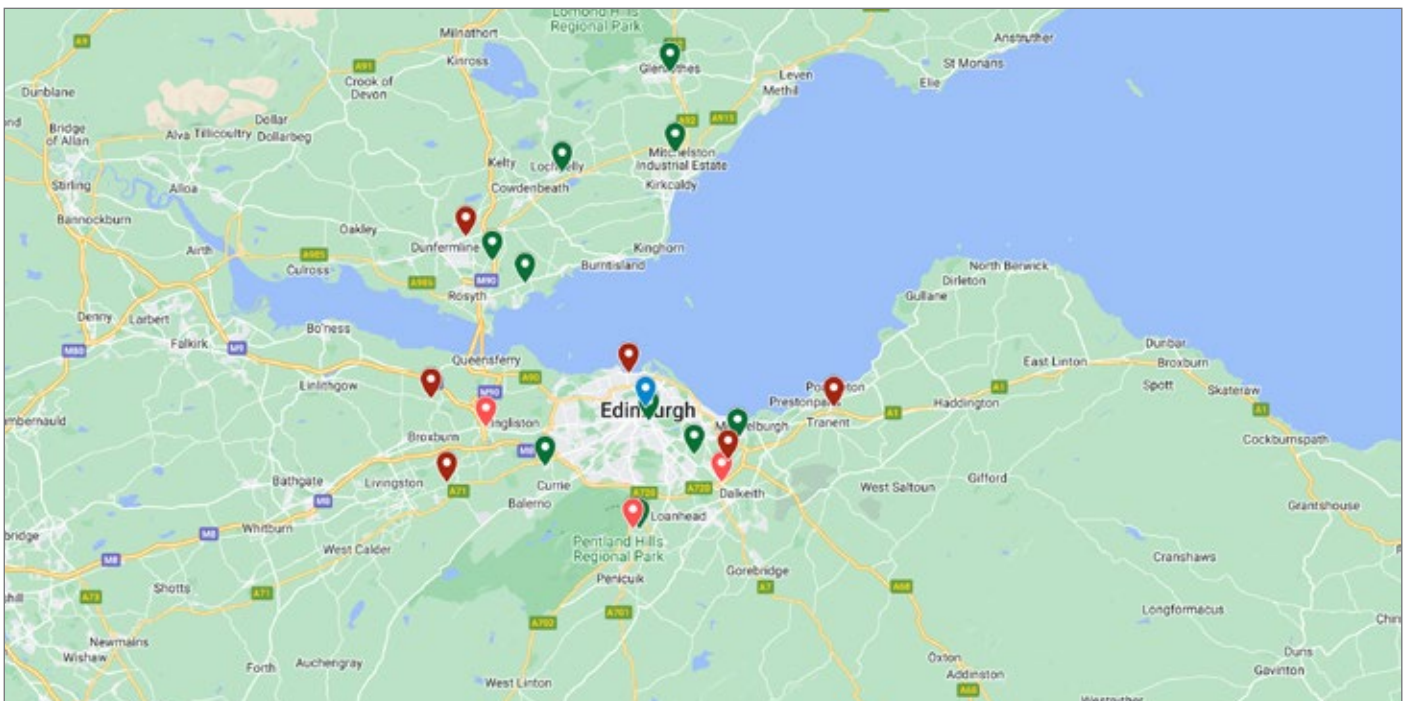
2. City Region Deal Overview

Status of Projects and Finances

The Edinburgh and South East Scotland City Region Deal is now a **£1.5 billion*** (originally £1.3 billion), **15-year programme** aimed at driving productivity and reducing inequalities through five key themes:



***Original figures were:**
Research, Development & Innovation – £791m
Culture – £45m
but have grown due to increased partner contributions.



This map shows where the projects are located across the region

Integrated Regional Employability and Skills (IRES) activity spans across the whole City Region and is integrated into all projects.

-  Research, Development and Innovation
-  Transport
-  Culture
-  Strategic Housing Sites



2. City Region Deal Overview

The 23 City Region Deal projects are listed in the Table below. More detail on the projects, including their current status in **Section 4**.

Table 1: Status of Programmes and Projects – July 2023

Theme/Programme/Project	Location	Business Case Approval Link	Stage	On Time?	On Budget?
Research, Development and Innovation					
Edinburgh International Data Facility	Edinburgh/Midlothian	Dec 18	3. Deliver		
Bayes Centre	City of Edinburgh	Dec 18	3. Deliver		
National Robotarium	City of Edinburgh	Dec 18	3. Deliver		
Edinburgh Futures Institute	City of Edinburgh	Mar 19	2. Implement		
Usher Institute	City of Edinburgh	Sep 19	2. Implement		
Easter Bush	Midlothian	Mar 21	2. Implement		
Edinburgh Innovation Park (Food and Drink Innovation Hub)	East Lothian	Jun 21	2. Implement		
Fife Industrial Innovation Investment	Fife	Mar 19	2. Implement		
Borders Innovation Park	Scottish Borders	Mar 19	2. Implement		
Integrated Regional Employability and Skills	Cross-Regional	Dec 18			
Integrated Knowledge Systems	Cross-Regional	Jun 19	3. Deliver		
Labour Market Analysis and Evaluation	Cross-Regional	Jun 19	3. Deliver		
Integrated Employer Engagement	Cross-Regional	Jun 19	3. Deliver		
Intensive Family Support	Cross-Regional	Mar 19	3. Deliver		
Data-Driven Innovation Skills Gateway	Cross-Regional	Mar 19	3. Deliver		
Housing and Construction Infrastructure Skills Gateway	Cross-Regional	Mar 19	3. Deliver		
Workforce Mobility	Cross-Regional	Jun 19	3. Deliver		

Table continues overleaf



2. City Region Deal Overview

The 23 City Region Deal projects are listed in the Table below. More detail on the projects, including their current status in **Section 4**.

Table 1: Status of Programmes and Projects – July 2023

Theme/Programme/Project	Location	Business Case Approval	Stage	On Time?	On Budget?
Transport					
West Edinburgh	City of Edinburgh	Expected Mar 24	1. Define		
A720 (Sheriffhall Roundabout)	Edinburgh/Midlothian	TBC	1. Define		
Culture					
Dunard Centre	City of Edinburgh	Mar 22	2. Implement		
Regional Housing Programme	Cross-Regional	Sep 19 (work prog report)			
Affordable Housing Programme	Cross-Regional	N/A	3. Deliver		N/A*
Seven Strategic Sites	Cross-Regional	Winchburgh: Aug 18 Dunfermline: Jun 21 Granton: Dec 21	2. Implement		
Innovation and Skills	Cross-Regional	N/A	2. Implement		N/A*
Edinburgh Living (housing company)	Cross-Regional	N/A	3. Deliver		

* No Government funding through the City Region Deal

Project Stages

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Thematic Board and Joint Committee.
2. Implement	Business case has been approved by Thematic Board and Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing a course or system.
3. Deliver	Project is in place and benefits realisation framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period.

T: Status against **timeline** set out in business case/implementation plan **B:** Status against budget set out in financial plan

RAG Status	Definition – Timeline	Definition – Budget	Action Required
	In line with business case/ implementation plan	In line with spend set out financial plan for the current financial year.	No management action required
	Delay exists but is considered acceptable by PMO.	Spend is within acceptable range from what is set out financial plan for the current financial year. Project lead is confident that spend will be to profile at financial year end.	Management action is in place by senior management to address issues, and project is being closely monitored.
	Delay is significant.	Spend is outwith acceptable range from what is set out financial plan for the current financial year. Project lead does not consider that spend will be to profile at financial year end.	Immediate action is required by senior management and relevant Boards as appropriate to address issues. Issues must be highlighted to Government.



2. City Region Deal Overview

Stages

As of 1 July 2023:

2 Projects
are in



Define, which means that the project's business case is yet to be completed (same number as last year)

9 Projects
are in



Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (15 last year)

12 Projects
are in



Deliver, which means that the project has been implemented and is working towards delivering its objectives (6 last year)

Time and Budget

15 Projects

are considered to be on target to be completed on time (green score) or have been completed on time

8 Projects

are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score)

17 Projects

are considered to be on target to be completed within the specified budget so far for the 2023/24 financial year (green score) or have been completed within the specified budget

2 Projects

are projected to cost more than the specified budget so far for the 2022/23 financial year, but considered to be within an acceptable range, with management action in place to address the issue (amber score)

1 Project

is projected to spend outwith the acceptable range for the financial year (red score) and immediate action is required to address the issues it faces

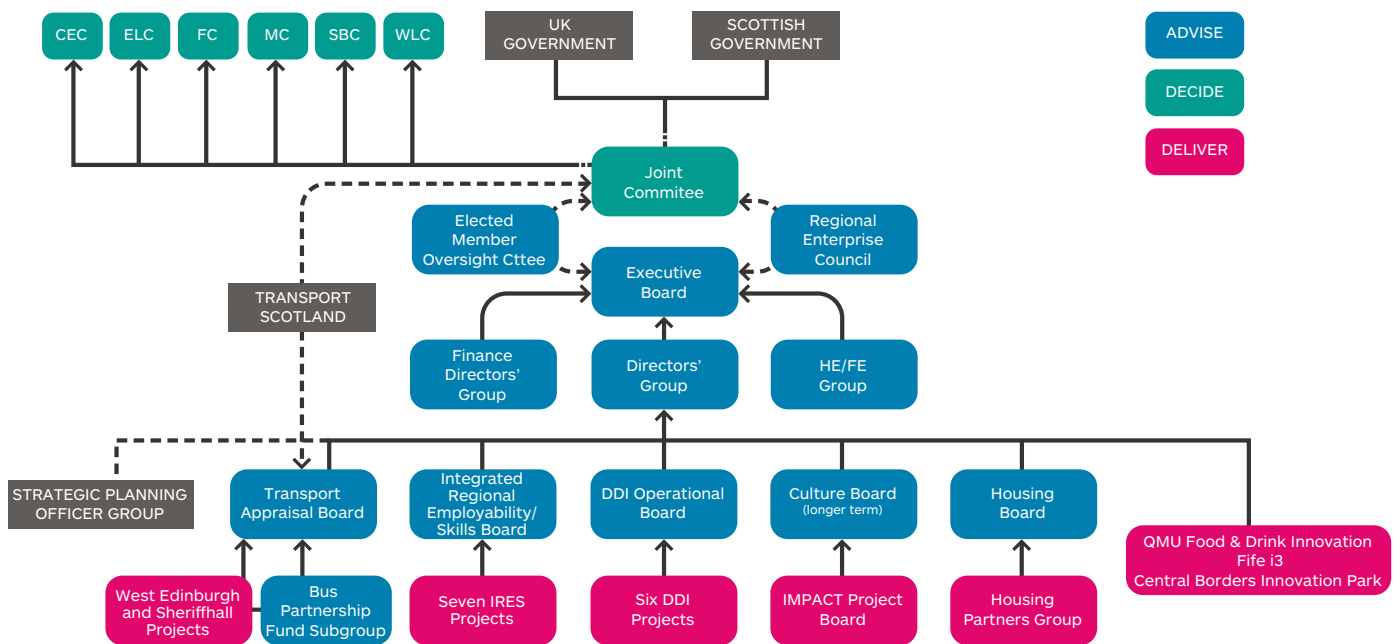


2. City Region Deal Overview

Governance

The City Region Deal has a comprehensive governance structure. This is summarised in the diagram below. There is more detail on the Boards and Groups in Section 3 of the **Deal Document**:

Functioning Governance





3. Financial Statement

This City Region Deal identifies new and more collaborative ways that partners will work with United Kingdom Government and Scottish Government to deliver change to the city regional economy. The Governments will jointly invest £600 million over the next 15 years and regional partners committed to adding in excess of £700 million, overall representing a deal worth £1.3 billion. Since the Deal was signed, partner investment projections have increased by over £84m. As a result, the value of the Deal is now almost £1.4 billion. A summary of the City Region Deal total over a fifteen-year period is shown in the Table 2:



Table 2 Edinburgh and South-East Scotland City Region Deal Financial Summary

Project	SG Contribution (£m)	UKG Contribution (£m)	Partner Contribution*** (£m)	Total Funding (£m)
Bayes Centre	2.24	30.31	80.71	113.25
Borders Innovation Park	15.00	0.00	14.14	29.14
Easter Bush	1.27	16.10	69.77	87.13
Easter Bush Link Road	0.00	10.90	43.06	53.96
Edinburgh Futures Institute	2.24	55.68	216.89	274.81
Edinburgh Innovation Hub	1.42	28.58	21.94	51.94
Edinburgh International Data Facility	0.67	78.93	52.80	132.40
Fife i3 Programme	35.00	0.00	15.25	50.25
National Robotarium	1.43	21.04	0.00	22.47
Usher Institute	0.73	48.46	76.98	126.18
Total Research, Development & Innovation	60.00	290.00	591.54	941.54
Dunard Centre	10.00	10.00	54.93	74.93
Total Culture	10.00	10.00	54.93	74.93
Integrated Regional Employability & Skills Programme	25.00	-	0.00	25.00
Total Integrated Regional Employability & Skills	25.00	-	0.00	25.00

Table continues overleaf



3. Financial Statement

Project	SG Contribution (£m)	UKG Contribution (£m)	Partner Contribution*** (£m)	Total Funding (£m)
A720 Sheriffhall Roundabout*	120.00	-	0.00	120.00
West Edinburgh Public Transport Improvement Programme	20.00	-	16.00	36.00
Total Transport	140.00	-	16.00	156.00
New Housing Partnership – Edinburgh Living**	15.00	-	248.00	263.00
Housing Infrastructure Fund**	50.00	-	0.00	50.00
Total Housing	65.00	-	248.00	313.00
Grand Total	300.00	300.00	910.47	1,510.47

*Includes £120m for Sheriffhall roundabout to be delivered by Transport Scotland.
 ** Funding issued by Scottish Government (Housing). Partner contribution of £248m relates to CEC on-lending.
 *** These are projections as not all partner contributions have been secured yet.



3. Financial Statement

The City Region Deal Financial Summary for the period of April 2021 to March 2022 is set out in Table 3.

Total expenditure for the year amounted to...



Table 3 Edinburgh and South-East Scotland City Region Deal 2022-23

Project	2022-23	Cumulative (2018/19 - 2022/23)	
	CRD Expenditure (£m)	CRD Expenditure (£m)	CRD Expenditure as % of Funding
Bayes Centre	0	32.55	100%
Borders Innovation Park	0	2.33	16%
Easter Bush	0.07	16.50	95%
Easter Bush Link Road	0.52	0.90	8%
Edinburgh Innovation Hub	1.20	1.20	4%
Edinburgh Futures Institute	0	57.92	100%
Edinburgh International Data Facility	10.70	50.93	64%
Fife i3 Programme	3.89	13.23	38%
National Robotarium	4.96	20.28	90%
Usher Institute	27.35	49.12	100%
Total Research, Development & Innovation	48.68	244.95	70%
Dunard Centre	4.91	6.79	34%
Total Culture	4.91	6.79	34%
Integrated Regional Employability & Skills Programme	4.06	11.55	46%
Total Integrated Regional Employability & Skills	4.06	11.55	46%
A720 Sheriffhall Roundabout*	1.08	6.31	5%
West Edinburgh Public Transport Improvement Programme	0.06	0.17	1%
Total Transport	1.14	6.48	5%
New Housing Partnership – Edinburgh Living**	0	15.00	100%
Housing Infrastructure Fund**	0	0	0%
Total Housing	0	15.00	23%
Grand Total	58.79	284.77	47%

*Scottish Government funded. Transport Scotland taking forward scheme delivery.
 ** Funding issued by Scottish Government (Housing).

Across the Deal programme, £284.8m of the £600m government funding has been drawn down to March 23. This includes funding issued by Transport Scotland and Scottish Government Housing Department.



4. The Deal – summary of progress

This section summarises the themes, programmes and projects within the City Region Deal. It details the progress that has been made in line with the Implementation Plan.



Quarterly performance reports are shared between the Project Management Office (PMO) and Governments throughout the year and are published at each Joint Committee meeting.



4. The Deal – summary of progress

Data-Driven innovation

The DDI programme is a 15-year, £661m investment and innovation initiative launched in August 2018, supported by £270m capital funding from the UK and Scottish Governments as part of the City Region Deal. It is built upon a foundation of six decades of world-leading AI and Informatics research, and a strong digital business ecosystem that has evolved in the city region over the past 20 years.



At the end of the 2022/23 financial year, DDI reached a half-way milestone. Except for some delays caused by the Pandemic, DDI made excellent progress in the first five years, with a focus on finalising the business cases for capital funding, securing large flagship projects across ten industry sectors, and building and equipping DDI Innovation Hubs across two universities.

At the end of March 2023, the cumulative five-year draw-down was £207m, £78.7m ahead of the original City Region Deal plan.

The National Robotarium, a collaborative hub between Heriot Watt University and the University of Edinburgh, was opened in September 2022 with laboratories in ocean systems, human-robotic interaction, and assisted living. The Robotarium offers an ecosystem for industry collaboration where humans and robots work in partnership.

DDI Hubs are also well ahead with the delivery of TRADE (Talent – Research – Adoption – Data - Entrepreneurship) key performance indicators. Examples from 2022/23 include:

- In Talent, the first 150 students joined the fusion teaching programmes of the **Edinburgh Futures Institute**. Designed to offer maximum flexibility for students, they are proving to be extremely popular. Multi-disciplinary programmes cover diverse domains from Education Futures to Future Governance; Service Management and Design; and Data, Inequality and Society.

In the wider skills space, the **Data Skills Gateway** reached around 34,500 participants, from school-aged children to women returners. The **Data Education in Schools** team has boosted data literacy in more than 850 schools, creating learners fluent in using data to answer big societal questions and teachers who are confident to teach data skills.

- In Research, the DDI Hubs were involved in efforts to mitigate the impact of the Covid-19 pandemic. In the **Usher Institute**, the team led by Professor Aziz Sheikh in the **EAVE II** project used large datasets to demonstrate world-first results of the effectiveness of vaccines, and the lesser severity of the Omicron variant.
- In Adoption, the **National Robotarium** began a strategic partnership with Tata Consulting, which focuses on applied engineering and joint research across multiple disciplines, including soft robotics, field robotics, and tele-operations.



4. The Deal – summary of progress

- In Data, the **Edinburgh International Data Facility** has secured two critical public sector collaborations. Research Data Scotland was established in partnership with Scottish Government and Public Health Scotland, to unlock data for research by providing platforms, policies, and approaches; and Scottish Government’s SPACe service for data analytics builds on the results of the initial analytical workbench proof-of-concept.
- In Entrepreneurship, the **Bayes Centre** hosted the sixth cohort of the **AI Accelerator programme**. Companies from previous cohorts have raised significant amounts of funding. Carcinotech, a cancer research company manufacturing 3D printed tumours using patient-derived cancer stem cells, recently raised £1.6m for internationalisation. The founder is the Scottish Female Entrepreneur of the year 2022, Ishani Malhotra.
- The **Easter Bush Agritech Hub** secured the Biotechnology and Biological Sciences Research Council Campus Innovation Account for three years after a successful partner-researcher collaboration model, and Roslin Technologies and the CEO of Cytochrom won the Life Sciences Scotland Awards.

The first phase of the DDI Programme comes to an end in 2023/24 with completion of the last two Hubs, the Usher Institute and Edinburgh Futures Institute.



Located in the iconic Royal Infirmary Hospital from the late 19th century, the **Edinburgh Futures Institute (EFI)** is the largest of the Hubs and will become a new landmark in the city centre. EFI is the home base for five of the 10 DDI industry sectors with the broadest educational programme of the Hubs, bringing people, data, and diverse disciplines together in an open, ‘what-if’ environment.

In the next phase of the DDI Programme, the six Hubs will join forces as an externally facing innovation platform, housing expertise and facilities to help researchers, companies and public sector partners collaborate and innovate using data. The focus is shifting towards solidifying integrated ways of working, external engagement for economic growth, and delivering benefits and impact. The strategy, governance, and delivery methods will be fine-tuned to implement this effectively.

Building upon the successful relationships nurtured through the delivery of the City Region Deal, in 2022 the DDI Programme Office supported regional partners to complete the Regional Prosperity Delivery Framework.



4. The Deal – summary of progress

Bayes Centre

This academic year saw the fifth anniversary of the opening of The Bayes Centre. A programme of post-pandemic recovery has ensured that Bayes continues to be a vibrant hub of activity bringing together academics, industry, and public sector to deliver the key objectives of the City Region Deal pertinent to the DDI Programme.

Bayes is now well-established as a destination of choice for cutting-edge digital organisations across industry and the public sector that want to benefit from a set of tailored programmes around the main axes of TRADE (Talent, Research, Adoption, Datasets, and Entrepreneurship) to drive their growth.

In 2022/23, we saw major new partnerships with industry (NatWest Group - jointly with EFI - and Cisco) and the growth of existing ones (Huawei) being agreed in collaboration with schools and other DDI Hubs. These partnerships create new opportunities for joint translational research into and adoption of the latest technologies being developed at The University of Edinburgh. Furthermore, Bayes is now consolidated as the reference DDI Hub for Entrepreneurship with our incubation and acceleration programmes oversubscribed and receiving applications from some of the best start-ups around the globe.

A fruitful partnership with the public sector has allowed us to grow and consolidate our non-traditional education offering aimed at upskilling the workforce, which, along with the previously highlighted activity, will drive the creation of more and better jobs in Edinburgh and South East Scotland.



Innovation Fellows



Bayes Centre Community Event lightning talks



Bayes Centre Community Event: Start-up Funding



Venture builder incubator showcase



4. The Deal – summary of progress

Headline achievements in 22/23

- **Bayes Entrepreneurship: AI Accelerator** and **Venture Builder** Incubator programmes delivered successful showcases in March with over 360 people attending including 20 investors. Funding secured for the return of a face-to-face **EIE Investor Showcase** in 2024, which will reinvigorate engagement with the global tech investor community post-pandemic.
- **Bayes Innovation and Adoption:** Major partnerships with industry for multi-million-pound joint translational research and adoption programmes:
 - Agreement reached for the creation of a Bayes Huawei Fellows programme
 - NatWest group partnership announced in collaboration with the Edinburgh Futures Institute
 - Establishment of a Cisco Centre of Excellence in partnership with the School of Informatics.
- **Bayes Education:** Strong recruitment figures for **Data Upskilling Short Courses** with 1,268 enrolments across 43 courses (around 70% increase on last year) and Data Science, Technology & Innovation postgraduate programme delivering £662K of tuition fee income in 2022/23.
- **Bayes Community:** 33 co-located Members and Partners with a growing community of virtual collaborators via new hybrid model. 33 community activities hosted to support engagement with key stakeholders. High profile visits from Scottish, UK, Europe, and US Government representatives, as well as technology major companies.
- **Bayes Research:** Launch of new **Bayes Innovation Fellows programme** providing training and funding to support academic commercialisation efforts of high-value research.

Next milestones

Due Date	Milestone
Oct 23	Bayes Innovation Fellows programme fully operational.
April 24	40 new start-up and scale-up propositions supported via Bayes Entrepreneurship portfolio programmes
July 24	Over 600 student registrations on Bayes coordinated PGT and Data Upskilling programmes
July 24	Over £1M of Bayes-led adoption income

Strategic added value

1. Sponsorship of Data Upskilling Short Course enrolments for people in employment in the City Deal region (and the rest of Scotland).
2. Strong support infrastructure for entrepreneurial activity and technology ecosystem in the City Deal region going from idea incubation to investor showcase.
3. Over 30 community events supporting the local ecosystem of academics, entrepreneurs, and companies driving interactions and collaboration.



4. The Deal – summary of progress

Easter Bush

Nucleated at the Royal (Dick) School of Veterinary Studies' Easter Bush Campus – Europe's largest concentration of animal science research expertise – the Agritech Hub is a dynamic and vibrant innovation environment. World-class facilities equipped with the latest technologies support Europe's largest concentration of animal science research experts and clinicians, as well as co-located industrial partners in our custom-built Innovation Centre.

The Easter Bush Agritech Hub continues to leverage existing world-class research institutes and commercialisation facilities to place Easter Bush as a global beacon of Agritech excellence by fostering collaboration between researchers and companies to contribute to global food systems, work towards net zero carbon in the Agritech sector, and inform food and environmental policies. Experts use data to develop genetics and health innovations for agricultural science and business, and to build initiatives and novel systems to improve production traits and other variables within food systems. The research engages with innovative areas, such as data-driven breeding and aquaculture, to enable data generation and analysis that will improve the agriculture industry worldwide. The DDI investment continues to transform the scale and impact of agricultural technology in outputs from teaching, research, and innovation. The executive education address skills shortages and gaps in the industry, with a postgraduate offer encouraging graduates to set up or join micro-agritech companies.

The Agritech Hub facilitates an interactive community that brings together researchers from the University of Edinburgh and other higher education institutions, along with commercial, public and third sector organisations, in collaboration with project partners.





4. The Deal – summary of progress

Headline achievements in the past year

- Securing **five-year strategic investment from the Biotechnology and Biological Sciences Research Council (BBSRC) for the Roslin Institute**. This investment recognises Roslin as a UK-wide resource for pioneering Animal Bioscience, and is associated with £8m per-year strategic funding for 2023-28.
- Spinouts **Roslin CT** and **Roslin Technologies**, along with Dr Kate Cameron of biotech startup **Cytochroma**, all **won in their categories** in the annual Scottish Life Sciences Awards on 17 March 2023. Roslin Technologies continue to gain recognition for their work in alternative proteins; recent examples include hosting a delegation from Scottish Development International to showcase facilities and discuss the future of cultivated meat.
- Roslin expertise has **contributed to the UK and Scottish Government response to avian flu**. Researchers have formed part of the Scottish Avian Flu Taskforce and UK Government DEFRA Highly Pathogenic Avian Flu Taskforce. The **science continues to deliver the latest research in this field** with the Institute's scientists participating in interviews to raise awareness about avian flu and its impact with the **Financial Times**.
- Prof Dominic Moran, Dr Rafael Silva and Dr Mike McGrew's research in the **IMAGE** project has been used to inform new **guidelines** in cryoconservation of animal genetic resources.

- COVID-19 research continues to contribute to **new understanding in the genetic factors involved**.
- Researchers have been part of a group of universities which **collaborated on a research strategy to respond to major challenges faced by the agriculture sector**.

Next milestones

- Taking a leading role in the animal component within the UKRI Precision Breeding Mission Hub for Food Systems. The formation of this hub will enable a nationally recognised engineering biology hub for food systems, consolidate and strengthen partnerships with other UK partners (other institutes and industry). This considerably enhances the hub's precision breeding capabilities to remain at the forefront of agricultural science and innovation.
- Launching a new Roslin Innovation Centre Field station. New agriculture space has been secured in nearby Dryden Farm, which will facilitate the attraction of new agriculture-based tenants to the region.
- Building of a new veterinary First Opinion Practice. This will provide the next generation of vets with a learning experience fit for the future, ensuring greater opportunities for first-opinion clinical practice material for teaching students and, crucially, a dedicated programme centred on the financial and practical business skills our graduates need to thrive. This will expand access to first opinion facilities to the Midlothian areas, as well as enable expanded outreach and research opportunities accordingly.



4. The Deal – summary of progress

Strategic Added Value

- An independent **Benefit Impact Assessment** of the first five years of Roslin Innovation Centre (RIC) was released in Jan 2023: RIC has delivered qualitative benefits, including establishing an entrepreneurial and innovative culture, enhancing the Easter Bush Ecosystem and enabling tenant companies to access research grant and inward investment funding. Many tenants said their location within the Easter Bush Hub was influential in securing research grants, and approximately half of those interviewed felt it had helped them secure private investments. Since taking up occupancy, tenant companies have received, on average, one or more investments totalling over £100k - this includes several examples of inward investment from outside the UK. Tenants also believed there were 'plentiful' opportunities for further collaboration within Roslin Innovation Centre. The review found clear evidence of positive engagement with schools, colleges, the wider Midlothian community, and the Edinburgh area by Roslin Innovation Centre tenants. It was argued that the most reasonable estimate was an economic return equivalent to £2.86 for every £1 invested (a return of 286%). In addition to economic growth, the report specifically evidenced the impact on regional job employment and regional growth.
- **Independent analysis** was undertaken on the Roslin Institute which details economic contribution of Roslin Institute to the local, national and global economies. Research carried out at the Roslin Institute contributed almost £20 billion to the global economy in 2019/20, largely through productivity improvements in agriculture and aquaculture, according to an independent economic analysis. This figure includes a contribution of almost £325 million to the UK economy, more than £80 million to Scotland and almost £50 million to the local economy, according to the report from BiGGAR Economics, published in 2022. Their report finds that Roslin's work supports more than 1600 jobs worldwide, including 1325 in the UK and more than 1000 in Scotland. For every £1 of public funds received, Roslin generated £3.40 in Scotland and £13.50 for the UK.



4. The Deal – summary of progress

Edinburgh Futures Institute

One of six data driven innovation hubs at the University of Edinburgh and Heriot-Watt University. It is part of a regional powerhouse for collaboration and data innovation with industry partners.

The creation of an entrepreneurial campus, supporting a thriving innovation ecosystem is well underway. It includes the co-location of research centres, civic and commercial partners alongside students, and will support the creation of at least 90 new companies. The Futures Institute is fast becoming a data-driven, co-creative innovation hub at the heart of the University of Edinburgh and the city region.

Interdisciplinary postgraduate, undergraduate and professional and lifelong study supports data driven innovation and is equipping students with the critical leadership, data and creative skills needed in a fast-changing world. Flexible and inclusive fusion study enables online and on-campus learning, and is increasing opportunities for a diverse student body to gain and apply knowledge to live projects and real-world challenges.

The Institute’s research culture consolidates the University of Edinburgh’s leadership in Data-Driven Innovation research and is delivering impact through the generation of over £170 million in research income. The Futures Institute is developing research capacity by supporting the incubation and growth of interdisciplinary clusters and centres.

The Futures Institute is establishing major partnerships through four key sectors: Financial Services (including Fintech), Creative Industries, Tourism and Festivals, and Public Services (including Data Civics), and co-creating projects that deliver



Tour of the new Futures Institute with Humza Yousaf, First Minister of Scotland, Sir Peter Mathieson, Principal of the University of Edinburgh and members of the project team (May 2023)
Photo:Neil Hanna



meaningful impact derived from world-leading research.

The Institute becomes a physical reality with the opening of a newly-restored building in the heart of the central University campus. A phased entry to this Edinburgh landmark will open to students in September 2023, and research teams and partners in 2024.



4. The Deal – summary of progress

Headline achievements in the past year

Sep 22: The Futures Institute welcomes its first cohort of postgraduate taught students on six different degree programmes. A further four postgraduate programmes open for recruitment and the undergraduate Interdisciplinary Futures degree opens for applications for autumn 2023.

Dec 22: Art and Humanities Research Council **Programme on Responsible AI** led by Professors Shannon Vallor and Ewa Luger. Edinburgh Futures Institute researchers will lead a project to ensure AI and data are used responsibly and ethically across society and industry.

Apr 23: The Futures Institute launches its second public events programme with ‘Love Machine Spring 23’. Hybrid format events featuring the Edinburgh Futures Conversations and 25+ events focused on the intersection of human experience and artificial intelligence, in partnership with the University of Edinburgh’s Celebrations of 60 Years of Research in Computer Science and AI. **Watch recorded events.**

Jun 23: Building on the success of the **Creative Informatics cluster, University of Edinburgh announced as a core partner** in £50m CoSTAR Programme. A technology and data-driven Network Lab that will – in collaboration with Codebase, the UK’s largest technology incubator – deliver innovation and enterprise across two centres in Dundee and Edinburgh

Jun 23: **Launch of the Centre for Purpose-Driven Innovation in Banking**, a new partnership with the NatWest Group, the Bayes Centre and Edinburgh Futures Institute, to improve how data is used to benefit bank customers, students, researchers and policy makers.

Next milestones

Due Date	Milestone
Sep 23	Welcome postgraduate and undergraduate students to the newly-restored Edinburgh Futures Institute building on Lauriston Place.
Oct 23	Autumn 2023 public event season ‘Power Trip’ including Edinburgh Futures Conversations events on Future of Leadership.
Oct 23	Final three postgraduate ‘fusion’ degrees open for recruitment 2024 entry, bringing the postgraduate portfolio to 13 programmes.
Feb-Mar 24	Continued phased opening of the Futures Institute building to staff, tenants and partners.
Spring 24	The Police Scotland and Public Health Scotland ‘Prevention Hub’ will be located in the Futures Institute, with a focus on reducing inequalities to improve health and wellbeing, developing a sustainable and innovative ‘prevention’ ecosystem, utilising evidence-informed action around key prevention challenges.
Apr 24	Public events programme opens building to the public with series of events focused on the future of education.



4. The Deal – summary of progress

Edinburgh International Data Facility (EIDF)

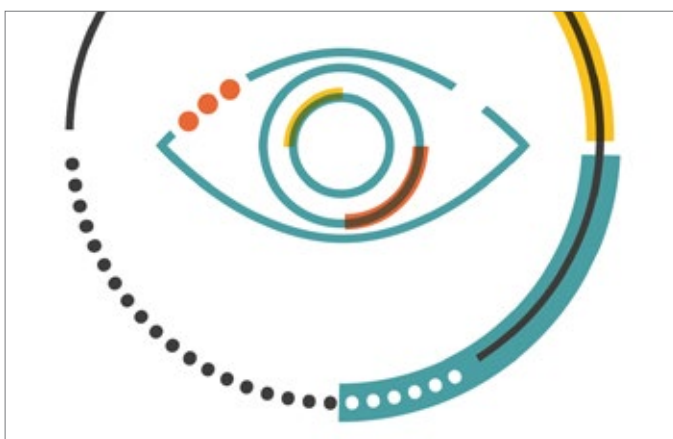
Achieving the aims of the DDI initiative requires a powerful, high-capacity, and flexible data infrastructure capable of responsive and secure delivery of an ever-expanding range of complex and bespoke data and analytical services. These activities also demand a level of service (e.g. resilient to the loss of power, redundancy of equipment to mitigate the impact of sudden failures) that is not normally required for research computing applications and was not supported by previous facilities.

The EIDF City Region Deal investment was made up of four complementary components:

- **EIDF computer room:** a new high resiliency computer room (CR4) at the EPCC's Advanced Computing Facility in Midlothian, to complement the pre-existing three computer rooms, focused on supercomputing system provision for research users;
- **Data and software Infrastructure:** the underlying Data Science Cloud computing and data infrastructure to support the DDI initiative. As part of this component open source, and paid-for advanced data analytics, compute and other software infrastructure is being deployed;
- **Internet of Things (IoT) Service:** a regionally focused IoT network is being deployed across the City Region area, supporting both school-pupil engagement, as well as wider research and industry development; and,
- **Regional Data Haven:** the capacity for a regional data repository, with data provided by City Region Deal Partners, created to support a smart data generation infrastructure, aligned to work at a national level, such as Research Data Scotland, COG-UK, the Smart Data Foundry, and the Regional Health DataLoch Service.



Edinburgh International Data Facility





4. The Deal – summary of progress

Headline achievements in the past year

EIDF’s focus in 2022/23 has been on the development of novel data and analytical services. Progress has been good in both general-access services and project-based services for DDI partners and stakeholders, with an emphasis on Trusted Research Environment.

There has also been a steady stream of regional companies, and some from wider afield, seeking access to EIDF expertise and resources, including; **DanuRobotics, Smartr AI, Black Goblin Audio, BoCreate**. In addition, a range of companies have been engaging with the **Data Slipstream project** on earth observation data, including: **Mercury Environmental Systems, AstroSat, EarthBlox, Intelligent RealityTM**, and **Environment Systems**.

The IoT Service has seen significant maturing of its Schools Outreach Programme, as well as a number of high-profile projects delivered.

You can view the **EIDF’s Service Catalogue here**.

Due Date	Milestone
Oct 22	The Cerebras CS-1 service was upgraded to the Cerebras CS-2 machine, enabling work on Large Language Model research.
Oct 22	The Outbreak Data Analysis Platform (ODAP) Trusted Research Environment (TRE) , co-designed with HDR-UK, Public Health Scotland, Scottish Government and Roslin Institute through ODAP Partnership was launched into operation.
Dec 22	The ingest of Covid19 Genomics-UK (COG-UK) Consortium and NHS Digital data into the Outbreak Data Analysis Platform Trusted Research Environment was completed, supporting this society-focused research.
Aug 22	The EIDF Data Science Cloud was made available for general use. The service has since grown to over 8,500 virtual CPUs and 62 TB of RAM and is in use by Scottish Government and other EIDF research users.
May 23	The first version of the genomic data management and analytics service for the Institute of Genetics and Cancer (with Cambridge-based Zetta Genomics), run using OpenCGA, started undergoing user-acceptance testing. The first version of the Battery Data Hub, a data management and analytics service for battery data, funded by the UK Faraday Institute, was made available to the School of Maths and external collaborators Imperial College, Oxford University and RWTH-Aachen.
May 23	Started working with the National Centre for Arial Photography (NCAP) - an agency within Historic Environment Scotland - exploring novel methods to assist in the digitisation of their photographic archive, to support research and commercial use.
May 23	The alpha Battery Data Hub , a data management and analytics service for battery data, funded by the UK Faraday Institute, was made available to the School of Mathematics, and external collaborators Imperial College, Oxford University and RWTH-Aachen. This is supporting research into optimisation of battery management, an increasingly significant issue, in the transition to Net Zero.
Jun 23	The first tenant was migrated from the former Safe Haven infrastructure to the new EPCC Trusted Research Environment (NSH2.0) service. This has seen investment in new hardware and significant automation, whilst retraining the secure operation required of a TRE.



4. The Deal – summary of progress

Due Date	Milestone
Jul 23	The Artificial Intelligence Compute service was launched for general use by researchers. This includes a cluster of 160 Nvidia A100 Tensor Core GPUs that enable deep learning with an extremely high bandwidth, enabling significant benefits in performance for AI research and development.
Jul 23	IoT in Schools outreach programme – this is now active in over 40 primary and secondary schools from all six Local Authorities in the South East Scotland region. The pupils have fully embraced the technology even installing one of their sensors in the crocodile enclosure in a zoo in Fife. All local authority schools in West Lothian will be active at the start of the next school year from August 2023, with full rollout to the other LAs expected to quickly follow. We are also now supporting an operational pilot of indoor environmental monitoring in Midlothian schools.
Jul 23	Smart IoT Campus services – these continue to develop, including building occupancy monitoring, maturing this monitoring for University Estates' investigation into building utilisation and hybrid working. SeNSES has also been further developed to improve the data captured within central Edinburgh for finer resolution monitoring of air quality and pollution, deploying over 40 new particulates sensors across the city.
Jul 23	Smart IoT Tourism services – ongoing delivery of outdoor park monitoring for vehicle and people counting and capacity management, migrating East Lothian Council's coastal carpark monitoring pilot to a recurrent service,

Next milestones (2022/23)

EIDF will continue its focus on a combination of generic service development and bespoke project support. Its operating model is to engage with stakeholders on DDI projects using existing EIDF services and infrastructure, identify commonality and synergies between projects and from these develop new generic services. This approach has proven successful to date.

In addition, EIDF will be working with the other DDI Hubs to develop Data Strategies for each Hub. For the IoT Service, looking forward important new relationships with external organisations are being developed to that enable delivery of significantly improved coverage for our LoRaWAN-based SeNSES regional sensor network, and to build out our engagements to meet the needs of the utilities industries in the adoption of IoT. Activities are also aligning with the City Region Deal Regional Prosperity Framework, to support the development of its future projects.

Finally, work will continue on securing the Edinburgh and South East Scotland City Region as the hosting location for the UK's first Exascale HPC system, further cementing the Region's Digital, AI, and data reputation.



4. The Deal – summary of progress

Next milestones (2022/23)

Due Date	Milestone
Oct 23	The Cerebras CS-2 service upgraded to a two-machine cluster, to further enable work on Large Language Model research.
Oct 23	Graphcore IPU-POD64 system brought into service within the EIDF, to provide additional novel compute capability to support AI research and development
Dec 23	Joint Data Strategy developed for the Edinburgh Futures Institute with EPCC, to support its TRADE activities.
Dec 23	Preparation of CR4 for developments to support future hosting of a UK Exascale HPC System
Dec 23	Working with UKRI and EPSRC on the development of the Business Case for Exascale , to be hosted in the Edinburgh and South East Scotland City Region, progressing to a UKRI-led Procurement of the system
Jan 24	IoT-enabled Care Testbed environment , for use by the Advanced Care Research Centre, in place and being used.
May 24	Data Catalogue for EIDF available for engagement (reporting data assets accessible)
Jul 24	Galleries to Calories - a high profile project involving many institutions examining the feasibility of establishing a geobattery to provide a district heating mechanism based on excess heat production from the Advanced Computing Facility cooling system propagating heated groundwater through the extensive coal mine shafts which percolate the area around Roslin and Bilston. The IoT Service is providing extensive water and environmental monitoring to support the project.
Jul 24	Phenoweb – a pilot project to instrument two of the existing Phenoweb ecology sites to measure plant growth factors and biodiversity in real-time. This pilot will deploy IoT Service-developed bioacoustic sensors, now capable of determining both bat and bird species present in the surrounding environment.
Jul 24	Longitude Prize for Dementia – in partnership with the School of Engineering at the University of Edinburgh, the IoT Service will build out a testbed environment with the sensors and IoT infrastructure to support the development of prototype Smart Care services, in particular the application of acoustic monitoring devices to support individuals with health conditions living independent lives at home.
Aug 24	On-going industrial use of EIDF, and wider EPCC Compute facility for pre-commercialisation
Aug 24	A range of Schools across the CRD Region using live IoT in Schools Service



4. The Deal – summary of progress

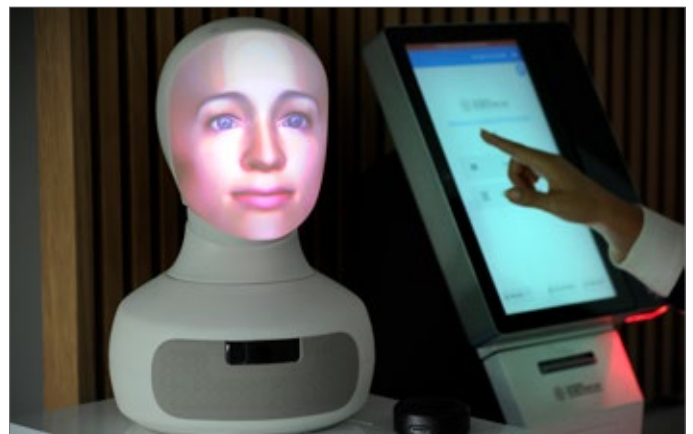
National Robotarium

The National Robotarium is a world-leading centre for Robotics and Artificial Intelligence. Its responsible and collaborative approach creates innovative solutions to global challenges. Its pioneering research moves rapidly from laboratory to market, developing highly skilled visionaries and delivering substantial benefits for society. Its ethos is People centred; Intelligence driven.

This facility translates cutting-edge research into technologies to create disruptive innovation in an expanding global market in robotics and autonomous systems, delivering sustainable economic and societal benefit to the city region, Scotland, the UK, and globally.

As global leaders in Robotics and Autonomous systems, Heriot-Watt University and the University of Edinburgh explore collaborative interaction between humans, robots and their environments at all levels. The National Robotarium is leveraging existing research and the needs of UK industry to meet the significant market opportunity of Robotics and autonomous systems. Building capacity across complementary areas of embedded intelligence and expert systems, the National Robotarium is linking to other UK and international research locations to attract further inward investment.

The £22.4 million purpose-built centre, opened on 28 September 2022, with unrivalled facilities supporting Robotics and Autonomous Systems, Human and Robotic Interaction, Environmental testing, accelerated life testing, Robot design and development as well as facilities for incubation of Robotic and AI based start-up companies.





4. The Deal – summary of progress

With a strong focus on entrepreneurship and job creation, the National Robotarium is offering an ecosystem for industry collaboration where humans and robots work in partnership.

Most importantly The National Robotarium is reaching out to schools, colleges, businesses, and the public at large, to raise awareness and understanding of Robotics and AI including its application to future lives of all UK citizens.



Headline achievements in the past year

- The National Robotarium officially opened on 28 Sept 2022.
- Five resident start-up businesses now in place, providing 50+ high skilled jobs.
- The National Robotarium now employs an engineering and operations team of 30.
- First financial year of operation will see a turnover of £1.8 million.
- Four research grant funded activities now underway in the facility.
- Eight commercially-funded projects now running in the facility.
- Partnership with Tata Consultancy Services (Worldwide) in place.
- Partnership with Fourier Intelligence in place.
- Impact Acceleration Account (IAA) funding received for Industry partnership with Fugro.
- Three additional partnership agreements with other companies.
- 4000-5000 schoolchildren have visited, toured and held workshops at The National Robotarium.
- Sectors engaged include: Agriculture, Construction, Health, Pharmaceutical manufacturing, Utilities companies, Aerospace, Fisheries, Social care, Renewable energy.
- Scottish Government support for discussions to establish a Robotics Cluster started.

Next milestones

Due Date	Milestone
Sep 2023	All construction phases closed and agreed with Contractor.
Oct 2023	4G Inbuilding solution commissioned and operational.
Mar 2024	All Latest generation Robotic assets in place – DDI Grant drawdown complete.
Apr 2024	Industrial training offering publicised and available.
Jun 2024	Complete development of outdoor facility for testing, operation and accomodation of outdoor robotic assets.
May 2024	Digital enterperise implemented.
Aug 2024	Decision on Robotics cluster implementation.



4. The Deal – summary of progress

Strategic Added Value

The development of the National Robotarium is aligned with the strategic focus of both Universities and with the Data-driven innovation theme. The core strategic focus of Heriot-Watt University is:

Strengthen research intensity in fields of economic and societal benefit; Provide truly global education while maintaining our Scottish roots; and deliver excellent student experience and highly employable graduates.

The National Robotarium is actively identifying opportunities with our colleagues across the DDI programme. These examples include:

- with Bayes Centre: joint activities in Robotics and Autonomous systems across the University of Edinburgh and Heriot-Watt University, and both DDI hubs, including joint events, funding applications and support to start-up businesses.
- with Edinburgh Futures Institute: to develop CPD and other talent offerings on ethics in robotics.
- with the Usher Institute: development of joint offerings for funding
- with the Edinburgh International Data Facility: for computing needs and advice and support

During the procurement and completion of the National Robotarium main construction contract, the focus has been on the delivery of an ambitious Community Benefits plan with agreed KPIs on variety of areas including youth and school engagement, work placements and job creation within an inclusive growth approach.

Public Engagement is now an integral part of the ongoing approach at The National Robotarium. By actively embedding this into the work programme, the skills and attitudes of all those taking part will be enhanced and the research will be socially conscious and relevant.

The vision is to create a sustainable programme of engagement focused on robotics and artificial intelligence, putting audiences at the heart of the offering through increased public understanding and critical appreciation of robotics and AI. The National Robotarium will be fully engaged in policy making on robotics and AI, from ethics to standards and public understanding.



4. The Deal – summary of progress

Usher Institute

Through the application of data science, the **Usher Institute** is driving innovation in health and social care that improves lives. It will establish a world-leading innovation hub where public, private and third sectors can collaborate to enable data-driven advances in the delivery of health and social care.

The Usher Institute works with people, populations and their data to understand and advance the health of individuals and populations in the community and beyond. It supports the use of data and digital technologies to improve outcomes for patients and encourage the adoption of those with the greatest potential to transform health and social care.

The activity will deliver the infrastructure, resources, and expertise essential for the data-driven transformation of the health and social care sector in the City Region and beyond. This includes the creation of high-quality education and training in the application of data skills within health and care; a unique regional data service, **DataLoch**, as a foundation innovation asset; and a membership-based innovation community bringing together service, academic and industry interests to collaboratively develop solutions to our most pressing health and social care challenges.

Innovation and commercialisation will be embedded at the heart of Scotland's premier academic medicine campus with a new, bespoke home opening at **Edinburgh BioQuarter** in early 2024.



Usher Institute



A panel session at Digital Health and Care Scotland 2022, held on 23 February at Dynamic Earth on Ageing and Frailty. Pictured is Nick Mills closing the session, with a presentation on the Usher Institute and data-driven innovation activities.



Topping out ceremony for the new Usher Institute building attended by the Lord Provost.



4. The Deal – summary of progress

Headline achievements in 22/23

In the last year, Usher's health and social care hub has continued to mature in its approach to collaboration and innovation, ensuring that communities in Scotland and beyond benefit from secure access to data for research and an array of educational programmes to ensure our workforce can interpret and innovate with that data.

The Talent team has established a portfolio of high-quality learning and development opportunities to support the needs of multiple stakeholders including health and social care professionals, Scottish Government, NHS Scotland, third sector and industry. The Institute has successfully enabled and support data-driven innovation in health and social care to improve outcomes for individuals, communities, and populations. To date, it has upskilled over 2,000 students.

In its earliest iteration, **DataLoch** provided access to specific data extracts for academic researchers and health and social care managers. After working in partnership with NHS Lothian to agree an appropriate governance framework, DataLoch's full launch in July 2022 allows approved researchers from third- and private-sector organisations to apply for secure data access. Putting data at the centre of responses to health and social care system challenges is critical to improving services through research, innovation and service management.

As a programme, Usher's hub has established strong partnerships across the Scottish Government and the NHS, which has contributed to the development of governance and data-sharing protocols for Scotland's mature and world-leading health

data assets and ensured that discussions about health data include a focus on innovation and collaboration to deliver the best outcomes for our community.

The Talent programme launched three new Masters' programmes in Data Science for Health and Social Care, Epidemiology and Leading Digital Transformation in Health and Care for Scotland. It also offers 40 stand-alone postgraduate professional development (PPD) courses and a newly launched continuing professional development (CPD) programme. The Institute has successfully enhanced the undergraduate medical degree through the creation of BSc/BMedSci courses in Data Science for Health and Biomedical Sciences. This will prepare graduates for a career in data-intensive healthcare.

In collaboration with the **Bayes Centre** and through the Scottish Funding Council upskilling fund, fully funded places through the '**Data Upskilling Short Courses**' are offered - a wide portfolio of short stand-alone courses targeted to working health and social care professionals across Scotland. The most popular Health Data Science course has upskilled over 50 students in the region.

DataLoch brings together primary and secondary health data for the region, works with experts to understand and improve this data, and provides secure access for academics, clinicians and innovators to help solve important challenges. The use of data has supported projects associated with more than £6.5m in research revenue for the University.



4. The Deal – summary of progress

DataLoch is a critical part of the **Wellcome Leap** funded innovation collaboration to enhance support for emergency cardiac care clinicians in Scotland. This is a partnership that includes the University of Edinburgh, Edinburgh Napier University, NHS Lothian and Lenus Health, where DataLoch has brought together relevant data from across primary and secondary care settings, to train an artificial-intelligence model to support clinicians with early-diagnosis when faced with patients with acute chest pain or breathlessness.

Next Milestones

The opening of the Usher building in early 2024 sets the stage for the establishment of a dynamic innovation community in which academics, public, private and third sectors collaborate to enable data-driven advances in the delivery of health and social care. The event series will draw speakers and audience members from across the community to participate in conversations about data-driven innovation in health and social care.

DataLoch will incorporate social care data, working with experts to understand and improve data from disparate sources, ultimately driving toward further linkages between primary, secondary and social care data which will improve health in communities across Scotland. Talent will expand the short courses offering using the new **University Short Courses** online learning platform. A bespoke training service for stakeholders with a focus on industry partners will be offered, and professional accreditation routes linked to regulatory bodies for masters programmes and short course portfolio will be sought.

Strategic added value

The institute is working with the **Edinburgh Clinical Trials Unit (ECTU)** team to create a path towards data-enabled clinical trials using routine data from DataLoch, ultimately resulting in economic benefit as South East Scotland is positioned as a leader in clinical trials. A new CPD and PPD course in data-enabled clinical trials will be launched to further ensure that the skills to deliver these trials exist.

Through a senior leadership programme for digital transformation in health and care for Scotland, which is funded by Scottish Government, led by NHS Education for Scotland, and delivered by the Institute's Talent team, a new masters level programme has been launched to develop a new generation of leaders who can drive, deliver, and embed digital transformation across Scotland's health and care services.

DataLoch supports NHS Lothian with service improvement in priority areas. This includes a project working with a group of GPs in North-East Edinburgh to design an automated report which flags when patients are considered frail and helps health professionals support those at highest risk of coming to harm. This includes reviewing medication prescriptions to help reduce the risk of falls, arranging rehabilitation services like physiotherapy to keep people active, and supporting people who develop memory problems. The automated report tracks performance over time and shows where progress is being made and where more work is needed. It also allows GP surgeries to compare their performance against other practices, to try to ensure frail patients receive the same standard of care across the area.



4. The Deal – summary of progress

Edinburgh Innovation Hub

East Lothian Council and Queen Margaret University are delivering, in partnership, the Edinburgh Innovation Hub. The Edinburgh Innovation Hub (“Hub”) is in a prime strategic location next to the QMU campus on East Lothian Council owned land and is a catalyst for the subsequent development of a wider Edinburgh Innovation Park (“EIP”).

The state-of-the-art Hub is a flexible 7,200 sqm GIA for the food and drink sector in Scotland, located directly adjacent to, and supported by Queen Margaret University – a university that is leading on international research in Dietetics, Nutrition and Biological Sciences.

The Hub will drive company growth, supporting and developing existing businesses and creating sustainable new businesses to access a global market for healthy and functional food. The development will allow Queen Margaret University, along with businesses, to form and grow a business sector that will harness the potential of translational medicine in food and drink and contribute to the wider health agenda. This will in turn support the diversification of the food and drink industry towards preventative, therapeutic and rehabilitative applications of expertise in genomics of food and drink sector. The EIP will be developed over time and create a nationally significant centre of knowledge exchange, innovation and high value business growth.



Edinburgh Innovation Park Masterplan





4. The Deal – summary of progress

Headline achievements in the past year

Date	Milestone
Sep 22 to Jan 23	Detailed design of the Hub finalised
Feb 23	Planning Application for the Hub submitted
Jun 23	Procurement of the contractor commenced
Aug 23	Planning consent granted

Next milestones

Due Date	Milestone
Sep 23	Appointment of the contractor
Nov 23	Commencement of construction of the Hub

Strategic Added Value

- The Hub forms a key part of an ecosystem of Innovation themed projects promoted by the Edinburgh South East Scotland City Region Deal.
- The whole project will contribute to job density improvement for the wider city region by making available infrastructure/construction opportunities and employment opportunities within the Innovation Hub and the EIP.
- The Hub will generate job opportunities in the sector for those highly skilled graduates both through the innovation led growth of the businesses located there, and through providing access to the space, facilities and services for food and drink graduate start-up companies.
- Ongoing collaboration and partnership working between East Lothian Council and QMU.
- Community Benefits such as internships, work placements, apprenticeship opportunities



4. The Deal – summary of progress

Fife Industrial Investment Innovation

The Fife Industrial Innovation Investment (i3) Programme is a £50 million, ten-year programme delivered by Fife Council.

The investment is delivering new business premises and immediately available serviced land. The new business accommodation is located within existing business clusters in mid and south Fife, adjacent to growth corridors (M90 and A92). It aims to facilitate more joint working between the region's universities and Fife businesses, to drive productivity and to deliver higher value, skilled, permanent jobs from data driven innovation.

The new industrial and commercial stock will ensure that Fife's industrial estates provide flexible space for innovative manufacturing industries with cutting-edge digital and energy capabilities. Five sites have been developed in Glenrothes, Kirkcaldy, Dalgety Bay, Lochgelly and Dunfermline during the first four years of the Programme. 6.09 Ha of employment land has been unlocked and site servicing took place at 2 sites to unlock 3.89 ha which is now immediately available for private sector investment, along with almost 3250 m² of newly developed business space. The new units are more than 95% occupied.

Headline achievements in the past year

- Tranche 2 of the Fife i3 Programme is underway.
- Completed 8 new business units at Hillend & Donibristle Industrial Estate, Dalgety Bay.
- Construction started at Fife Interchange North and Levenmouth to create new business units.
- High interest from potential occupiers in these Business Units.



Fife Industrial Investment Innovation





4. The Deal – summary of progress

Next milestones (2022/23)

Due Date	Milestone
Sep 2023	Annual Survey of tenants.
Oct 2023	Complete new Business Units in Levenmouth.
Q3 2023	Planning Application submitted for two new developments at Flemington Road, Glenrothes (refurb project) and John Smith Business Park, Kirkcaldy.
Q2 2024	Complete new business units at Fife Interchange North, Dunfermline.

Strategic Added Value

The Fife i3 Programme works closely with the Scottish Borders Council to share Lessons Learned and is also engaged with the DDI Programme around Innovation opportunities. These linkages will widen as the DDI Programme moves into its next phase.

Fife Council's strategic inclusive growth priority is the Mid-Fife Area. All the projects in the Fife i3 Programme contribute to inclusive growth. The locations for investment in the first FBC were selected based on these criteria:

- Ability to support strategic business clusters;
- Location / connectivity to strategic growth corridors (M90, A92);
- Fit with existing predominant land use;
- Potential impact on sensitive or incompatible land uses; and
- Potential to deliver lower-cost business space.

The site selection process for Tranche 2 Full Business Case (FBC) included these sustainability criteria:

- Greenfield sites are generally not preferred unless they fulfil other sustainability criteria or make a significant contribution to other strategic objectives.
- Can the site accommodate a passivehaus design, particularly in relation to the orientation of the building to maximise passive solar gain?
- Does the site have access to any renewable energy source (e.g. district heat network, air source or solar power)?
- Will the project remediate vacant and derelict land or property?

Work continues to develop and refine the Programme's approach to sustainable construction on a project-by-project basis.



4. The Deal – summary of progress

Borders Innovation Park

The Borders Innovation Park, situated next to the Borders Railway terminus at Tweedbank, will deliver much-needed high quality business space to the Scottish Borders.

Costing £29 million and being constructed in three phases, the programme is intended to stimulate growth for local businesses and inward investors together with associated job creation.

As with many other rural economies, the Scottish Borders has to overcome the problem of market failure caused by a combination of remote locations and poor infrastructure, a lack of supply of modern business premises and the increasing obsolescence of existing stock.

The first building to be completed in Phase 1 of the Borders Innovation Park opened in July 2022 having been delayed owing to the Pandemic. The IT firm, CGI, has leased one floor in the building while Inspire Learning, a digital learning programme, occupies part of the other floor. Work is continuing to develop road and service infrastructure for the original Phase 3 of the programme.

The Pandemic has also impacted on the programme in that the aspirations to build out speculative office space in Phases 2 and 3 were exposed by changes in market conditions for this type of accommodation. This has led to a review of the planned mix of developments in Phases 2 and 3, which will necessitate a revision of the Full Business Case by December 2023.

In summary, the Borders Innovation Park will greatly enhance the inward investment offer in the Scottish Borders, particularly to high value sectors, as well as assisting existing businesses to improve their competitiveness. It will also help to address inequalities in the area through providing access to better quality, higher paid jobs.



Borders Innovation Park





4. The Deal – summary of progress

Headline achievements in the past year

Due Date	Milestone
Sep 2022	Occupation of first building in Phase 1 by tenants.
Mar 2023	Programme update given to Scottish Borders Council.
Jun 2023	Programme update given to ESES City Region Deal Joint Committee.
Aug 2023	Engagement exercise with businesses, mapping needs to inform development.

Next milestones

Due Date	Milestone
Sep 2023	Phase 3: Development of road and service infrastructure.
Nov 2023	Submission of revised Full Business Case for Phases 2 and 3 to Scottish Borders Council.
Mar 2024	Submission of revised Full Business Case for Phases 2 and 3 to ESES City Region Deal Joint Committee.

Strategic Added Value

Scottish Borders Council is working with strategic partners, particularly Fife Council, the University of Edinburgh and Heriot-Watt University, to maximise the benefits of data-driven innovation and its potential to increase the number of innovation-active businesses, both regionally and locally. This work is taking place within the context of both the Borders.

Innovation Park programme and also the relevant strands of the Regional Prosperity Framework.

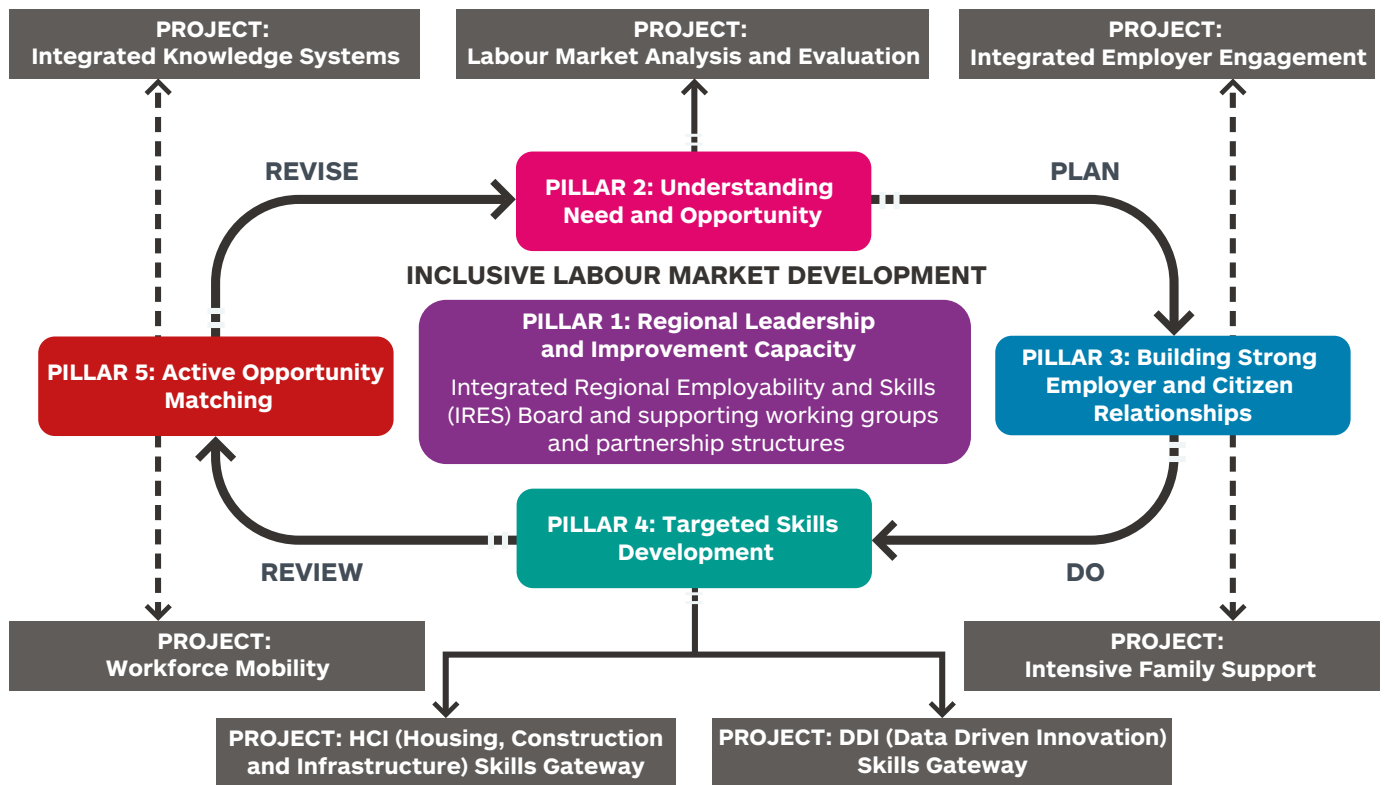
Scottish Borders Council is also working with South of Scotland Enterprise to maximise the business support and advice available to businesses as well as other aspects of the Borders Innovation Park programme. As a participant in the City Region Deal Housing, Construction and Infrastructure (HCI) Skills Gateway, the Council will look to develop new talent through utilising the construction opportunities during the build phases of the innovation park.



4. The Deal – summary of progress

Integrated Regional Employability and Skills

The Integrated Regional Employability and Skills (IRES) Programme and its cross-sector partnership seeks to evolve regional labour market policy and practice to help drive inclusive growth. The programme continues to focus on five improvement pillars targeting known areas of weakness or opportunity.



The IRES partnership is funded by £25 million investment (over eight years) and will deliver an additional 14,700 skill improvements; 5,300 people into employment; and a further 500 career enhancements through its seven themes:

1. Integrated knowledge management systems
2. Labour market analysis and evaluation
3. Integrated employer engagement
4. Intensive family support service
5. Housing construction and infrastructure (HCI) targeted skills gateway
6. Data-driven innovation (DDI) targeted skills gateway
7. Workforce mobility

The IRES programme has already supported over **103,000** people to improve their skills and gain new knowledge through training and/or education and helped over **4,500** people secure employment. An additional **£587m** funding has been secured so far to enhance IRES activity. The IRES programme continues to evolve, streamline, and integrate the region's employability and skills system to enhance our capacity and capability to drive inclusive growth and create added value for stakeholders.



4. The Deal – summary of progress

Headline achievements in the past year

1 Integrated Knowledge Systems (IKS)

- Capital City Partnership migration of all Integrated Employer Engagement data including C-19, Fort Kinnaird, Community Wealth Building and Employer Fund as well as Edinburgh focused Joined Up for Business, into Helix
- Scottish Borders Council migration into Helix
- **helix.scot** launched



2 Labour Market Analysis & Evaluation (LMAE)

- Delivery of regional analysis of future skills needs for the tourism sector.
- Delivery of regional analysis of future skills needs for the creative industries sector.



3 Integrated Employer Engagement (IEE)

- Developed and launched the **Community Wealth Building Framework for Action and accompanying pledge** commitments for the deal following a consultation with CLES (Centre for Local Economic Strategies). The project engaged with over 6,000 citizens and represented Community Wealth Building at 52 events and 42 leadership forums.
- IEE delivered a pilot Hospitality Academy in February 2023 in partnership with Midlothian-based hospitality business, The Original Rosslyn Inn (TORI). Of the six clients recruited onto the course, 4 moved into employment with a hospitality employer, 3 of which were directly with the host employer and from the Ukrainian community.
- Working in partnership with Balfour Beatty, lead contractor for Edinburgh Futures Institute, IEE funded and developed a Construction Academy for the Ukrainian Community. This project converted the practical construction work experience of the Ukrainian client group into UK regulatory qualifications to support them to progress into work following their resettlement in our region. 13 Ukrainians enrolled on the course. The results for this course included 100% CSCS pass rate (national average 56%), all candidates securing work placements, 9 have started work in the sector and the others are being case managed as they are relocated to other regions in Scotland.





4. The Deal – summary of progress

Headline achievements in the past year

4 Intensive Family Support Service (IFS)

- A consultation of Phase One Intensive Family Support Service was carried out. Capital City Partnership engaged with stakeholders representing third sector and statutory organisations, as well as 23 parents and young people engaging in the service to gather their experiences and views to implement Phase Two delivery plans for the programme. Consultation with families engaging in IFSS was overwhelmingly positive, with all respondents feeling that engaging in the service has had a positive impact for them and their family.
- A Holistic Whole Family Support conference took place in February 2023. The conference raised the profile of holistic whole family support in the region and built connections between organisations serving families in those areas. Several IFSS delivery partners were involved in the workshops including one parent and one young person engaging in the Fife service who shared their experience. The conference had 157 attendees representing 70 organisations.
- Phase Two of the Intensive Family Support Service commenced in January 2023 following a six-month period of consultation with stakeholders and families lead by The University of Edinburgh. The research and learning from Phase One informed the direction of Phase Two and a recommissioning process was undertaken which saw delivery partners propose changes in response to the specification. In Phase Two, work will continue with those Phase One families who continue to require support, and a minimum of 141 further families will engage.





4. The Deal – summary of progress

Headline achievements in the past year

5 Housing, Construction, and Infrastructure (HCI) Skills Gateway

- Over 1,000 pupils from **SIMD** 20 and 40 areas engaged in construction learning through active partnerships with Edinburgh Science, the Scottish Council for Development and Industry, and Fife Community Trade Hub.
- Publication and putting into practice of two UK-wide working papers:
 - **Equality in Engineering Pathways Report** (October 2022), followed with a mentoring scheme for 72 historically excluded HE and FE engineering students with industry leaders in ESES region.
 - **Timber in Construction Skills Action Plan** (March 2023), with the launch of Timber Technology Engineering & Design courses developed by HCI at **NMITE** and **BE-ST**.
- £300k in additional leverage achieved, with HCI leading the Innovate UK Fast Followers scheme to gain a Net Zero Innovation and Delivery Officer for 24 months, based at Fife Council and working across the Edinburgh and South East Scotland region.



6 Data-Driven Innovation (DDI) Skills Gateway

- 239 learners benefitted from £67,000 funding awarded through the Data Skills for Work programme.
- Women in Digital and Data Innovation Professional Development Award in Data Science (SCQF level 7) – 75 learners enrolled and predicted completion level of 75%
- Internet of Things (IoT) sensors rolled out to 34 schools across the region.



7 Workforce Mobility (WFM)

- Delivered **Scottish Borders Council Bus Network Review**.
- Supported Scottish Borders Council's pilot Demand Responsive Transport service in Berwickshire.
- Completed filming to promote **bus driving as a career** in 2023/24.





4. The Deal – summary of progress

Next milestones

Due Date	Milestone
March 2024	<p>Integrated Knowledge Systems (IKS)</p> <ul style="list-style-type: none"> • Migrate Midlothian Council data into Helix with site and data language mapping. • Set up UKSPF in Helix for Edinburgh, East Lothian, West Lothian, Midlothian, and Scottish Borders councils. • Investigate API for helix.scot and build out landing page for Fife Council. • Migrate West Lothian Council data into Helix with site and data language mapping.
January 2024	<p>Labour Market Analysis & Evaluation (LMAE)</p> <ul style="list-style-type: none"> • Commission research into digital skills needs of health and social care sector in Edinburgh and South East Scotland. • Commission research into skills/labour market issues in Edinburgh and South East Scotland – focus to be agreed by partners. • Deliver series of workshops to disseminate Regional Skills Assessments.
March 2024	<p>Integrated Employer Engagement (IEE)</p> <ul style="list-style-type: none"> • Working closely with Sir Robert McAlpine, tier 1 contractor for the Dunard Centre build, following the agreement of a regional community benefit plan; employability, education, supply chain and community engagement objectives are underway, and the reporting of deliverables will commence through quarterly IRES reports. • The fourth annual IEE Employer Fund will launch, offering £50,000 of small grants to micro businesses across the 6 local authority areas in partnership with Business Gateway, early indications of fund theme are ‘fair work’ objectives and ‘green adaptations within the workplace to support the employee wellbeing and working environment’. The fund will launch in Q2. • Launch Green Economy jobs sectoral awareness campaign. The campaign consists of a short docufilm and series of social media shorts highlighting the importance of every citizen and business making changes to contribute to the net zero ambitions set out by governments. The campaign looks at career and training options and a snapshot of what local businesses are already doing to make a difference within this priority agenda. The campaign will be shared with our employability network of over 400 recipients and a supporting TV advert will launch across our region on STV, ETV player and ITVx. Outputs from this campaign will be expected in Q3.
October 2023	<p>Intensive Family Support Service (IFSS)</p> <ul style="list-style-type: none"> • Providers will complete the process of registering all children and young people to the HELIX information management system to support high quality data capture for reporting and evaluation. • An in-person network event for all IFSS providers will be developed and held in Autumn 2023. While the content of the event will be shaped by provider input, it intends to provide an opportunity for providers to come together, develop relationships, and share practice and learning across the region. • Development of Phase Two research and evaluation with academic partner or researcher to begin. Opportunities to work in partnership with Strathclyde University are currently being explored and a research proposal has been submitted to a funding body. The outcome of this application will be known in August 2023.



4. The Deal – summary of progress

Next milestones

Due Date	Milestone
March 2024	<p>Housing, Construction, and Infrastructure (HCI) Skills Gateway</p> <ul style="list-style-type: none"> Exceed original inclusive skills target with over 800 school pupils achieving a new SCQF Level 4+ qualification in net zero skills, plus engaging over 5,668 learners from across the region. Develop and implement pilot programmes to address gender inequality in construction roles beyond Higher Education and Further Education students, with particular focus on reskilling older women. Achieve 5,000 Further Education student enrolments for net zero skills short courses delivered by Borders, Edinburgh, Fife, and West Lothian Colleges.
March 2024	<p>Data-Driven Innovation (DDI) Skills Gateway</p> <ul style="list-style-type: none"> Creation of video content promoting data careers, for use across the programme. Embed Data Skills for Work programme in mainstream skills activity of The Data Lab. Expand Teacher Professional Learning programme and promote development of knowledge-sharing communities.
March 2024	<p>Workforce Mobility (WFM)</p> <ul style="list-style-type: none"> Support Scottish Borders Council deliver the recommendations of the Bus Network Review. Support East Lothian Council with a strategic Journey / mobility Hub analysis (with supporting infrastructure). Develop and deliver the Driver Recruitment Campaign to support operators across the region.

Strategic Added Value

Inclusive growth remains at the centre of the IRES Programme with the aim of supporting long term sustainable destinations for those who live and work within the ESES region. By supporting local and regional ambition the IRES project has contributed to national policy to help shape future investment for the region. As the partnership supporting IRES develops, further opportunities for wider alignment have developed, including:

- Delivery of clear, integrated, and inclusive pathways into industry.
- Driving cross cutting themes within regional networks such as Community Wealth Building.
- Ongoing research to tackle climate emergency, green skills, and skills gaps.
- Engagement with stakeholders to support regional agendas including the development of the Regional Prosperity Framework.
- Informing future policy through ongoing engagement with stakeholders.



4. The Deal – summary of progress

A720 (Sheriffhall Roundabout)

The Sheriffhall Roundabout is currently the only junction on the A720 Edinburgh City Bypass that is not grade separated, which means the City Bypass is at the same level as the A7 and A6106 local approach roads. This at-grade, six-way junction, often experiences significant queuing, especially during peak hours. The Scottish Government's commitment through the Edinburgh and South East Scotland City Region Deal includes £120 million to support improvements to the A720 Edinburgh City Bypass for the **grade separation of Sheriffhall Roundabout**. The project is being delivered by Transport Scotland and is subject to Transport Scotland's normal governance procedures.

Headline achievements in the past year

Continued engagement with the City Region Deal partners, on progress and technical scheme developments.

- Formal responses issued to all objections made to the draft Orders and Environmental Statement.
- Public Local Inquiry (PLI) conducted by the DPEA from 30 January to 8 February, to consider objections raised and maintained in response to publication of the draft Orders for the proposed Scheme.



Visualisation of the proposed Scheme looking from the South-West



Visualisation of the non-motorised user facilities included in the proposed Scheme



Visualisation of the non-motorised user facilities included in the proposed Scheme



4. The Deal – summary of progress

Next milestones

Due Date	Milestone
Late-2023	DPEA Reporter to conclude and submit their PLI Report to Scottish Ministers for consideration. Delivery of the proposed Scheme can only commence if the proposed Scheme is approved under the statutory procedures. Only following completion of statutory consents can a programme be set for delivery of the proposed Scheme.

Strategic Added Value

The project will:

- Address the bottleneck on the strategic road network by improving operating conditions and connectivity at Sheriffhall and help to reduce the traffic impact of proposed developments on the area.
- Provide high quality active travel facilities to deliver a step change in accessibility for walking and cycling.
- Support future development in the region, including the South East Wedge development, inclusive growth and the removal of physical barriers to growth through delivery of programme of construction across the region.
- Contribute towards the requirement to provide Community Benefits in line with the requirements of the Procurement Reform (Scotland) Act 2014.
- Support wider skills development in the construction sector.

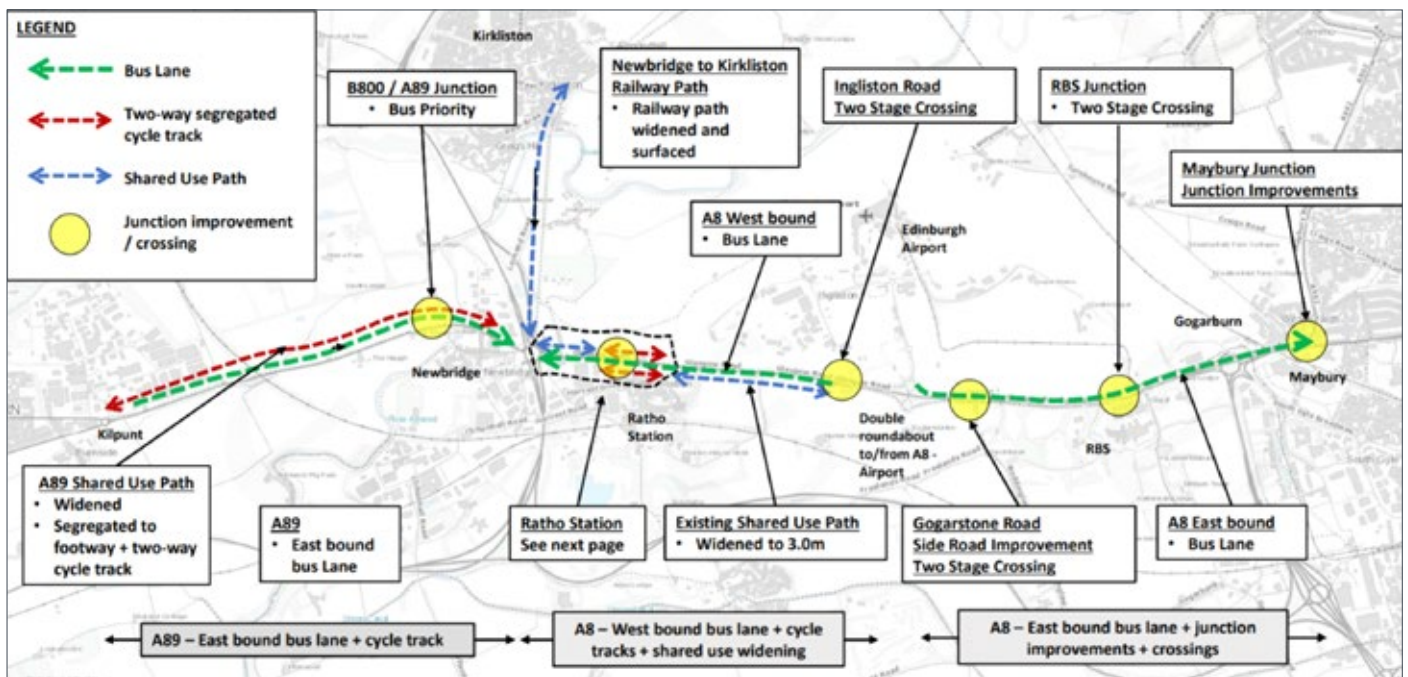


4. The Deal – summary of progress

West Edinburgh Transport Improvement Programme (Wetip)

West Edinburgh is recognised by the Scottish Government as a key national economic asset and perhaps the most important gateway to Scotland. National Planning Policy set the long-term vision for development and investment across Scotland and cites West Edinburgh as a significant business investment location with potential to be internationally competitive. In recognition of West Edinburgh's key gateway function Edinburgh Airport and the scale of adjoining land identified for development. The vision for West Edinburgh and the unlocking of the proposed business and residential development cannot be delivered without significant investment in an

integrated package of transport intervention measures. These include a core package of sustainable transport improvement measures along the A8/A89 corridor that provide long term resilience and support strong connectivity between neighbouring authorities and communities. The transport intervention measures are centred around sustainable transport enhancements between Broxburn and Maybury and are necessary to mitigate the impacts of new developments and meet current agreed modal share/shift targets. This proposal is in line with the City Region Deal vision which looks to accelerate the rate of investment and economic performance by capitalising on our existing world class assets through an inclusive and sustainable growth model.





4. The Deal – summary of progress

Next milestones

- Completion of initial Options Appraisal stage which included the following activities:
 - Programme Initiation.
 - Review and refresh of the Case for Change.
 - Review of more ambitious schemes (following announcement of the Bus Partnership Fund).
 - Preliminary Appraisal of Options.
 - Feasibility study for a mobility hub at Broxburn.
 - Topographical Surveys and initial Utilities assessment.
- Mobilisation of Outline Business Case (OBC) stage with following activities commenced:
 - Draft Preliminary Design.
 - Stakeholder Engagement and Public Consultation.
 - Detailed Options Appraisal.
- Transport Planning Objectives to support OBC agreed by Programme Board

Due Date	Milestone
Autumn 2023	Issue draft Outline Business Case for review by Transport Scotland
Early 2024	City of Edinburgh Council Transport & Environment Committee and West Lothian Council Committee OBC approval
Spring 2024	ESES CRD Joint Committee OBC approval
Spring 2024 – End 2024	Advertisement of Statutory Road Orders (including Consultation)
Spring 2024 – Autumn 2024	Procurement

Strategic Added Value

The purpose of the West Edinburgh Transport Improvement Programme is to progress the delivery of the public transport and active travel measures identified in the 2016 WETA Refresh study including the assessment of the feasibility and demand for a mobility hub at Broxburn. Interventions are being appraised against a wide range of objectives including, but not limited to, the promotion of sustainable travel to a range of destinations; improving regional connectivity and accessibility for all to jobs, education, healthcare and leisure; and delivering an improved active travel and public transport mode share within West Edinburgh to support net zero carbon emission targets.

The Programme brings together a range of stakeholders contributing to successful delivery. These include the City of Edinburgh Council, West Lothian Council, Bus Operators, Transport Scotland, Active Travel Groups, Bus User Forums, SEStran, Sustrans, Network Rail, Edinburgh Airport, Major Developers and other statutory consultees. In due course, this project will be procured as a construction project, and links with the Housing and Construction Infrastructure Skills Gateway will be established. The improvement of public transport provision in this area has the potential to unlock housing development opportunities and ease congestion in the corridor between West Lothian and Edinburgh.



4. The Deal – summary of progress

Dunard Centre

The Dunard Centre, supported by Royal Bank of Scotland, will be Edinburgh’s first purpose-built concert venue in 100 years: a sensational space that helps artists and audiences connect like never before.

Nestled in the heart of Edinburgh’s New Town, visitors will be able to stream into the venue on foot, on pedal and by bus, tram and train, with an all-day programme of performances, tours and café/bar options encouraging drop-ins as well as dedicated trips.

Though the plot is little bigger than a football pitch, the ingenious design of the hall will transform the previously screened-off site into a dynamic new public precinct, opening up music-making for all.

The plot is currently undergoing enablement works to prepare for main construction, and promotion of this exciting new space has also begun, including a Day One recital by Scottish Chamber Orchestra cellist Su-a Lee, and the launch of a website that allows music lovers to explore the plans.

Our powerful public positioning focuses on inclusion: the Dunard Centre is “for music and for everyone.” Dedicated to both excellence and experimentation, it will be a place that supports music-makers of all styles and career to *play* – with their own art form, with cross-genre collaborations and with audiences, both on and off-stage.

By celebrating the talent of today the Dunard Centre will help create the music of tomorrow, a mission made possible by the incredible partnership between the City Regional Deal, generous philanthropists and visionary corporates.



Dunard Centre



Dunard Centre northern approach Dunard Centre cafe terrace
Image: David Chipperfield Architects and Hayes Davidson



Dunard Centre auditorium
Image: David Chipperfield Architects and Hayes Davidson



4. The Deal – summary of progress

Milestones achieved in the past year

- **19 January 2023:** the Dunard Centre site is formally transferred from Royal Bank of Scotland to IMPACT Scotland, the charity in charge of developing and delivering Edinburgh’s new music venue
- **6 February 2023:** site clearance works begin, marked by an intimate concert for construction workers, stakeholders and media
- **March 2023:** Ronnie Bowie takes over the Chair for IMPACT Scotland, and immediately heads up the international search for our first permanent CEO
- **May 2023:** Jo Buckley is announced as IMPACT Scotland’s first permanent CEO, with a start date of September 1 2023
- **May 2023:** RIBA Stage 4 Design completed and is signed off by Trustees
- **June 2023:** www.dunardcentre.co.uk launches

Next milestones

Due Date	Milestone
1 September 2023	Jo Buckley joins IMPACT Scotland as CEO
September 2023	<i>Music Matters</i> research fieldwork gets underway (see below)
By November 2023	IMPACT Scotland Stage 2 tender acceptance
By January 2024	Main construction start date

That’s why we’ve commissioned an ambitious quantitative and qualitative study into consumer attitudes and behaviour, which we will use to inform our future messaging, artistic development and audience mobilisation efforts. We also anticipate using the data to help shape ongoing and standalone campaigns across our Community Benefits commitments once the main construction phase begins.

Strategic Added Value

The Dunard Centre will be a 21st century space dedicated to musical excellence and artistic experimentation.

Our definition of a 21st century space comes from two things: firstly a place that offers audiences and artists great sound and a great experience; and secondly a venue that encourages and enables as many people as possible to access the extraordinary benefits of live music.

However, our inclusive ambition of operating as a ‘hall for all’ requires us to be audience-driven, securing a detailed understanding of how citizens currently engage with music in all formats so that we can reflect this lived experience in our own outreach and communications campaigns.

Working with expert, Edinburgh-based JRS Consortium, our research waves begin with Edinburgh and South East Scotland citizens, before widening our sample out to Scotland as a whole, providing our team with rich baseline findings to build upon at local and national level.

As a data-driven organisation we will continue to share the research roadmap with CRD stakeholders, actively exploring opportunities to involve the wider network in our sampling and reporting efforts. We are targeting a best-in-class approach to insight-driven programme development and marketing; just one example of IMPACT Scotland’s wider pursuit of building excellence: both on site and within our own organisational development.



4. The Deal – summary of progress

To ensure the region can continue to successfully deliver on its housing ambitions and react to the existing and future political, economic, and environmental conditions a refreshed set of five housing priorities were developed and agreed at the **December 2022 Joint Committee meeting**. The priorities are - Affordable Housing Delivery (current and future); Retrofit (EESH2); Home Demonstrator Project; Strategic Sites; and Future Town Centres and New Delivery Models Regional partners also collaborate, share best practices and lessons learned on homelessness, infrastructure, innovation, retrofit and delivering net-zero carbon housing.

The region continues to deliver a significant proportion of Scotland’s new affordable homes. In 2022/23 the region collectively delivered nearly 1,800 approvals, 2,300 site starts and 2,400 completions, and a spend of £174m- all ahead of annual targets. Due to the scale and effectiveness of the region’s affordable housing programmes, the region has again continued to utilise underspend from elsewhere in Scotland with an additional £41m (compared with Scottish Government Resource Planning Allocation (RPAs)) absorbed to spend on affordable housing delivery.

Approvals for the region are slightly lower than anticipated, which was due to adverse market conditions. This is reflected elsewhere in Scotland, with **the Scottish Government’s quarterly statistics** to the end of September 2022 (published March 2023) reporting that, across Scotland, private led new builds reduced by 11% and housing association new build approvals dropped by 27%. Encouragingly there was a 14% increase in site starts across the region and completions were also ahead of target.



Blindwells



Granton



4. The Deal – summary of progress

Over the next five years, the region had projected that it would spend over £1bn to deliver 18,000 affordable homes.

Across the seven strategic sites (Blindwells, Calderwood, Dunfermline, Edinburgh’s Waterfront, Shawfair, Tweedbank and Winchburgh) a total of 181 social and 32 mid-market rent and 697 homes have been completed over the last year. A breakdown is provided below:

Delivery (completions)	Tenure Mix			
	Social Rent	MMR	BTR	Market
Blindwells	60	0	0	48
Calderwood	103	32	0	233
Dunfermline	0	0	0	252
Granton Waterfront	0	0	0	0
Shawfair	18	0	0	0
Tweedbank	0	0	0	0
Winchburgh	0	0	0	164
Total	181	32	0	697

The strategic sites have planning consent for a potentially transformational delivery pipeline of 4,355 social, 271 mid-market rent and 12,544 market homes as detailed below:

Delivery (approvals)	Tenure Mix			
	Social Rent	MMR	BTR	Market
Blindwells	480	0	0	1,120
Calderwood	550	0	0	1,650
Dunfermline	1,331	0	0	3,994
Granton Waterfront	334	271	0	0
Shawfair	798	0	0	3,192
Tweedbank	0	0	0	0
Winchburgh	862	0	0	2,588
Total	4,355	271	0	12,544

Please note that this breakdown does not capture the scale of design, development and enabling activity that has been delivered over the last year which will unlock significant construction activity in future years. The Headline Achievements below captures some of this detail and the Next Milestones section demonstrating the scale and breadth of activity that will take place over the next year.



4. The Deal – summary of progress

Headline achievements in the past year

- The Regional Housing Programme Update, was **approved** at the December 2022 Joint Committee meeting, with a further update scheduled for the 1 September 2023 Joint Committee meeting.
- At Winchburgh over the past year the following has been delivered:
 - Winchburgh Academy (the non-denominational secondary school) completed on time and on budget and opened in August 2022.
 - Holy Family Primary School (the new denominational primary school) completed on time and on budget and opened in August 2022.
 - The new motorway junction on the M9 was opened early in 2023.
 - The new marina on the Union Canal completed and opened.
- At Dunfermline, Officers are working collaboratively with a key landowner to identify a potential solution to enable the delivery of necessary education capacity that can unblock the delivery of 2,575 new homes.
- Ongoing completion of consented development in Blindwells Phase 1, with detailed approvals and delivery for second phase infrastructure and on-going commercial and residential development underway, with 140 families now living in new homes. 80 affordable homes and school site now transferred to the East Lothian Council and proposals for new local centre submitted for approval. Commencement of the Strategic Outline Case for Blindwells Expansion now underway, with SOC anticipated Q3/4 2023/24.
- At Tweedbank a Prior Information Notice (PIN) has been issued for a development partner before moving toward procurement. £50k Scottish Government funding has also been secured to support a feasibility study for a heat and energy network for the entire site.
- At Calderwood housebuilding is progressing ahead of forecast and agreement has been secured on a developer funded third stream Calderwood Primary School
- Regional Home Demonstrator - The collaboration between local and national government, academia and the construction industry is testing a new model for designing, procuring and delivering new homes in the region to create a greener future.
- Partners have committed two years funding to continue resourcing and formation of a Regional Delivery Alliance to:
 - Sustain/maintain regional pipeline including strategic sites.
 - Engage with industry on pipeline delivery.
 - Support initial feasibility studies.
 - Sustain/maintain regional typologies & design and performance standard.
 - Facilitate the bundling of sites across the region; and
 - Identify additional funding/resourcing opportunities.



4. The Deal – summary of progress

- **Edinburgh Living** has drawn down all of the one-off grant of £16.1m approved as part of City Region Deal. In 2022/23 was successful in securing an additional £6 million in grant funding from Scottish Government to support acquisition of homes for mid rent. 543 of the 728 mid-market rent homes have been delivered already with around 78 more homes expected to be purchased in 2023/24. The remaining mid rent homes are in design/development or under construction as part of the Council's housebuilding programme.

Next milestones

Due Date	Milestone
Aug 23	Winchburgh – Sinclair Academy (the denominational secondary school) completed on time and on budget.
Sep 2023	Dunfermline – Planning application to be submitted for new bridge at Halbeath (first major component of the new Northern Link Road).
Summer 23	Winchburgh – Submission of a planning application for the first new non-denominational primary school.
Summer 23	Shawfair – Installation of 4km of pipework for Shawfair District Heat Network followed by Energy Centre to serve 3000 homes and commitment to new 32Mva primary substation to meet all of Shawfair's power requirements.
Summer 23	David Lloyd Leisure and Danfoss Low Carbon Manufacturing facility open on Shawfair Park.
Summer/ Autumn 23	Tweedbank – begin construction with the phase 1 access road into the larger Lowood site. This will unlock access to 2 development sites initially, with an extension to that road to follow, opening up access to a further 2 sites.
Autumn 23	Tweedbank – Care Village progressing to Planning.
Autumn 23	Shawfair – acquisition of All Through Campus site by Midlothian Council and remediation of site begins.
Nov 23	Dunfermline – Bothwell Gardens Roundabout signalisation delivered (second required intervention measure).
Nov 23	Dunfermline – Broomhall (2250 consented units) phase 1 development strategic infrastructure delivery plan, development brief and phase 1 housing delivery submitted.
Dec 23	Dunfermline – Phase 1 and related infrastructure for Halbeath (1400 consented units).
Winter 23	Calderwood – Commencement of construction of a third-stream accommodation at Calderwood Primary. Completion of a new access to St Paul's Primary School.



4. The Deal – summary of progress

Due Date	Milestone
Winter 23	Granton Waterfront – First set of homes delivered and tenants start moving in.
Dec 23 / Early 24	Blindwells Strategic Outline Business Case .
Winter 23 / Spring 24	Tweedbank – Full Business Case .
Feb 24	Granton Waterfront – Regional Home Demonstrator D1 site complete – Delivery of 75 Net Zero Homes.
March 24	Dunfermline – Phase 2 development brief for strategic transport infrastructure
Spring 24	Winchburgh – Completion of the distributor road to the M9 including new bridges over the Union Canal and Edinburgh – Glasgow Railway line.
Spring 24	Shawfair – Starting infrastructure delivery to access and service 30 acres of employment land.
Summer 24	Shawfair – First ‘heat on’ connection for housing on Shawfair District Heat Network
Summer 24	Granton Waterfront – Full Business Case – Working with development partner to progress designs and planning permission and produce a Final Business Case for phase 1 of regeneration: circa 800 homes, the first phase of a low carbon heat network, a primary school, 3,000m2 of commercial space, a mobility hub and active travel upgrades.
Summer 24	Granton Waterfront – Final Business case being developed for Waste Water Sewer Source Heat Network – working with development partner to progress designs and planning permission and securing anchor load connections.
Autumn 24	Granton Waterfront – Signing of Development Agreement, Concession Agreement, Heat Supply Agreement and Building contract to allow commencement of enabling and infrastructure phase including heat network pipe laying and energy centre delivery.
Winter 24	Granton Waterfront gasholder park under construction with completion anticipated late 2024.

Strategic Added Value

- The seven strategic sites can collectively deliver transformational economic and social change both in terms of housing supply, circa. 40,000 homes, and for the local, regional and national economy, through maximising the economic benefits from the construction of new homes and ensure that jobs, training and apprenticeships are targeted towards disadvantaged areas across the region. These sites all require further work and business case development with most of these homes anticipated to be delivered over the next 10-20 years. Several of the sites therefore require a

long-term commitment and investment from Government, agencies and key stakeholders. advantages that the CRD partnership working is bringing to add value to the proposal.



4. The Deal – summary of progress

- Housing is a key social, economic and environmental driver. Greater integration across these drivers and City Region Deal policy themes is essential to support the growth requirements of the region and to deliver new communities which deliver the quality of place that ensures the South East of Scotland is a desirable place for people to live and for businesses to invest. Advantages that the CRD partnership working is bringing to add value to the proposal.
- Strategic sites will provide opportunities to create sustainable 20 minute neighbourhoods and due to their scale, will secure significant biodiversity enhancements and renewable energy generation to address the climate emergency.
- The Edinburgh Home Demonstrator will project is delivering Net Zero Carbon Homes in Granton and will seek to scale up delivery across the city region. This will demonstrate the effectiveness of homes designed and constructed to net zero carbon. Using Modern Methods of Construction (MMC). MMC uses technology, new materials and contemporary on-site building techniques to improve efficiency and quality in buildings.
- At Dunfermline - Progression of Broomhall will ultimately provide employment land to support the Forth Green Freeport.
- Under EESH 2 new housing will need to have zero emissions with social landlords expected to be fully compliant by 2026. Significant work will be required to ensure existing properties across all tenures are retrofitted to improve energy efficiency and decarbonised heat to meet new zero emissions targets.
- The Regional Housing Programme delivers on the Regional Prosperity Framework (RPF) ambitions and vision to protect environment and make best use of our extraordinary built and natural assets, ensuring that our Region delivers a just transition to a net zero economy. It also delivers on the three main goals of the RPF Delivery Plan – reduce economic exclusion, sustained and increased competitiveness and accelerate a fair transition to Net Zero.



5. Our Approach to Benefits Realisation

Our Approach to Benefits Realisation

To date, Benefits Realisation is an area that significant progress has been made on over the last five years. In 2020, the Benefits Realisation Plan was published following approval by the Joint Committee in September 2020.

In 2021, the Programme Management Office (PMO) commissioned the Smart Data Foundry to recommend measures to be put in place so that outputs and impacts can be captured, measured, and reported on by 2023 and thereafter.

In the annual report last year, three key questions were explored pertaining to Benefits Realisation. To summarise, these questions asked what outputs and impacts might be captured by 2023; what is currently in place to capture, monitor and manage outputs; and what actions need to be taken to ensure benefits are monitored and evaluated effectively going forward. In 2023, action has been taken to progress and address these questions.

1 What outputs and impacts might be captured by 2023?

Great progress has been made in creating a Benefits Realisation Measurement Framework (approved by the joint committee and published in March 2023). This framework was identified as a key action required in last year's annual report and allows for a sophisticated approach to monitoring and evaluating each project in the city deal both quantitatively and qualitatively.

A Benefits Realisation report will be taken to the September 2023 Joint Committee which outlines benefits captured in 2023, and the longer-term approach to the monitoring and evaluation of benefits. By 2028 the position will have changed significantly, with every project theme being able to report outputs and impacts.

2 What is currently in place to capture, monitor and manage outputs?

Last year, three actions were recommended to take benefit realisation forward in 2023. These actions were:

- Appoint a Senior Responsible Officer to oversee benefits realisation (completed).
- Secure a Benefits Realisation Officer within the PMO to co-ordinate City Region Deal project and programme output and impact reporting (completed); and
- Develop and implement an outputs, outcomes, and impacts reporting framework across all City Region Deal projects to complement and enhance the current output reporting already undertaken by the PMO (completed).





5. Our Approach to Benefits Realisation

In addition to the above, two further monitoring and evaluation actions are being implemented:

- A Benefits Output and Impacts Monitoring template has been created, this template ensures each quantitative output and impact established in the business case of each project are monitored, with qualitative data supporting this data. These templates will be reported in full at the end of Q1 each year and will be a part of the 2024 annual report.
- Initial GVA estimates have been created using methodology outlined which is approved by both Scottish and UK governments. These estimates were included in the 5-year review to estimate GVA in the first 5 years of the deal, the goal is for this to become more sophisticated with full GVA reports being produced that assess overall GVA, indirect GVA, induced GVA, catalysed GVA and GVA of each project to each specific Local Authority in the ESES.

3 What actions need to be taken to ensure benefits are monitored and evaluated effectively going forward?

Going forward, the next steps for benefit realisation are about implementation. There are five main actions to be taken:

- A reporting template is being issued to monitor quantitative outputs and impacts, and it is the responsibility of the Benefits Realisation Officer to collate and process this data, whilst also supplementing the quantitative data with qualitative data as outlined in the benefits realisation measurement framework.
- During implementation, continue working closely with partners in both UK & Scottish Governments, as well as utilising the Benefits Realisation group, in which officers working on benefits realisation in city deals across the UK come together to ensure best practice is shared and work collaboratively to problem solve.
- Encouraging the adoption by all projects of the City Partnership Community Benefits portal and consequent capturing and reporting of these benefits.
- Ensuring all projects are involved in on-going engagement with Scottish Government in relation to the guidance on whole-life carbon costs and incorporation into business cases, procurement, and ongoing operational commitments.
- Once benefit data is captured and processed, evaluate how benefits delivered fit into the wider picture in terms of regional prosperity goals, community wealth building goals and inclusive growth goals.



6. Regional Prosperity Framework

Regional Prosperity Framework

The City Region Deal partners have developed an ambitious 20-year economic framework called the Regional Prosperity Framework (RPF) which articulates the next phase of activity to develop the regional economy, building upon the successes of the Deal.

The **RPF Delivery Plan** was approved at the Joint Committee meeting in March of this year, following individual approval by each of the six Local Authorities and University of Edinburgh Court.

The Delivery Plan seeks to drive prosperity for Edinburgh and South-East Scotland through delivering on the RPF ambitions and vision:

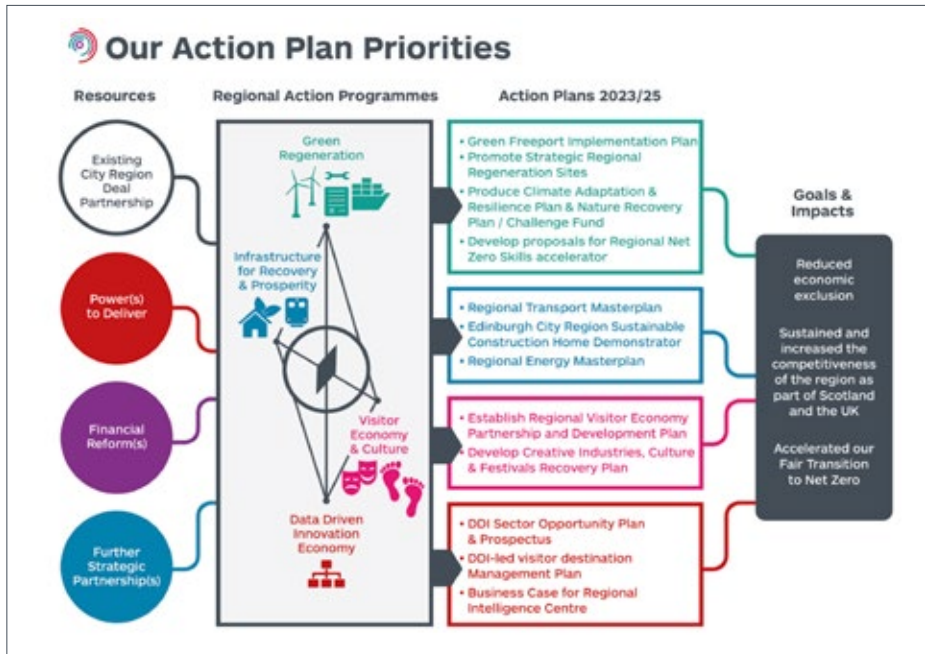
to ensure the social and economic benefits of future growth extend to all. All sections of the community will have the opportunity to develop and enhance the key skills that will help to end inequalities in our society. We will protect our environment and make best use of our extraordinary built and natural assets, ensuring that our Region delivers a just transition to a net zero economy. Our institutions, ancient and modern, will deliver positive outcomes that enhance our local, national, and international reputation. Our aim is to become the data capital of Europe.





6. Regional Prosperity Framework

The Delivery Plan has four key programmes, priority projects and three core goals, summarised in the diagram below:



Regional partners recognise that delivering the three main goals of the RPF Delivery Plan requires alignment between local, regional and national ambitions, policies and resources.

The four 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. The Delivery Plan aligns with Scotland’s **National Strategy for Economic Transformation** (NSET), Scotland’s Regional Economic Policy Review recommendations, and UK Government’s **Levelling Up** priorities.

Regional partners are now engaging with ministers and civil servants to secure support and progress the priority projects within the plan, and are aiming to complete propositions and asks of Government by the end of the calendar year.

A long term, integrated, place-based capital and revenue funding programme agreement is being sought. Such a mechanism would enable the region to take a joined-up approach across transport, planning, housing and economic development priorities and deliver shared outcomes.



7. The Year Ahead

Date	Milestone
Aug 23	Sinclair Academy (denominational secondary school at Winchburgh) completed.
Sep 23	<p>Joint Committee meeting where the following items will be considered:</p> <ul style="list-style-type: none"> • City Region Deal Benefits Realisation Update. • Regional Housing Programme Annual Update. • City Region Deal Annual Report 22/23. • Audit Scotland Report: “Scotland’s City Region and Growth Deals Progress of the 2020 audit report recommendations.
Sep 23	New Edinburgh Futures Institute building in Lauriston place welcomes first intake of students.
Nov 23	Commencement of construction of Edinburgh Innovation Hub.
Late 23	DPEA Reporter to conclude and submit their Public Local Inquiry Report on the A720 Sheriffhall scheme to Scottish Ministers for consideration.
Winter 23	Blindwells Strategic Outline Business Case complete.
Winter 23	Tweedbank Housing Full Business Case complete.
Early 24	Opening of Usher Institute Building.
Oct 23	Business Units in Levenmouth complete as part of the Fife I3 Programme
Dec 23	<p>Joint Committee meeting where the following items will be considered:</p> <ul style="list-style-type: none"> • A720 Sheriffhall six-monthly update from Transport Scotland. • Culture Programme Annual Update. • Integrated Regional Employability and Skills Programme Annual Update.
Dec 23	Regional Home Demonstrator D1 site complete at Granton Waterfront delivering 75 Net Zero Homes.
By Jan 24	Main construction at Dunard Centre starts.
Early 24	Final Business Case for phase 1 of regeneration at Granton complete.
Mar 24	<p>Joint Committee meeting where the following items will be considered:</p> <ul style="list-style-type: none"> • City Region Deal Benefits Realisation Update. • Data-Driven Innovation Programme Annual Update. • West Edinburgh Transport Improvement Plan Outline Business Case. • A701 Relief Road and A702 Spur Road (Easter Bush) update. • Borders Business Park Phases 2 and 3 business case.
Spring 24	Business Units in Fife Interchange North, Dunfermline complete as part of the Fife I3 Programme.
Jun 24	<p>Joint Committee meeting where the following items will be considered:</p> <ul style="list-style-type: none"> • A720 Sheriffhall six-monthly update from Transport Scotland. • Transport Programme Annual Update.



8. Contacts and External Links to Further Information

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Further Information

- Keep up to date with the latest news and join the mailing list at www.esescityregiondeal.org.uk
- **Data-Driven Innovation website**
- Download all Joint Committee reports including approved business cases at **The City of Edinburgh Council Committee library website**.
- Visit the **webcast library** to view recordings of each Joint Committee meeting

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Policy and Sustainability Committee

10.00am, Tuesday, 24 October 2023

UKREiiF Feedback Report

Executive/routine
Wards

Routine
All

1. Recommendations

- 1.1 Policy and Sustainability Committee are asked to note this update on the UK's Real Estate, Infrastructure and Investment Forum (UKREiiF) in May 2023.

Paul Lawrence

Executive Director of Place

Contact: David Cooper, Head of Development and Regeneration

E-mail: david.cooper@edinburgh.gov.uk

UKREiiF Feedback Report

2. Executive Summary

- 2.1 UKREiiF (the UK's Real Estate, Infrastructure and Investment Forum) is an event held in Leeds each year that attracts professionals in the real estate sector. It has grown in popularity in recent years. The Council Leader, accompanied by officials, attended the conference on 16 and 17 May 2023. This report provides feedback on the event.

3. Background

- 3.1 The Council has in the past attended events of this type for the purpose of promoting the city, attracting investors, and learning about best practice in other cities in respect of development and regeneration activity.
- 3.2 The event was attended by representatives from most of the UK's cities and regions. The Scottish Cities Alliance (SCA) attended and most of the other Scottish cities had elected member representation.
- 3.3 In total, there were around 6,000 attendees at the conference and a wide ranging programme was provided. Information about the event can be accessed here - <https://www.ukreiiif.com/event/ukreiiif-annual-event-2023/>.
- 3.4 The Council Leader and three Council officers attended the Forum.

4. Main report

- 4.1 Attendance at UKREiiF in 2023 was considered to be worthwhile as it provided good opportunities for learning, promotion of the city and networking with service providers, developers, investors as well as other public sector representatives.
- 4.2 City of Edinburgh Council activity was focussed around an event on the main programme – '*Edinburgh: Delivering New Urban Quarters in 2023: Opportunities and Challenges*' although representatives also took the opportunity to attend a range of events and meetings while at the conference. Appendix 1 contains a table detailing the key events and meetings where the Council was invited to participate.

In addition, officers attended events on the main programme and met with other service providers and practitioners in through the various networking opportunities at the conference.

- 4.3 The Council event was well attended with approximately 60 guests and the space being near to capacity. It was designed to be primarily a 'knowledge sharing' but also served to promote development activity in the city and potential investment opportunity although this was not the focus. The audience responded well to the discussion and a number of questions were asked of the panel members.
- 4.4 Overall, the conference compared well with other similar large scale property related events such as MIPIM. The focus here is arguably more about knowledge sharing as opposed to marketing of investment opportunities as is the case at MIPIM and is less international in terms of attendees. Future attendance at MIPIM would only be recommended if there are propositions that it is desirable to market to a global audience.

5. Next Steps

- 5.1 There are no further steps to be taken at this stage. Attendance at next year's conference or other conferences/expositions will be considered and approval for elected members will be sought in advance.

6. Financial impact

- 6.1 The total cost to the Council for attendance at the conference was £7,058.88 inclusive of travel, accommodation, conference fees and securing an event in the conference programme.

7. Equality and Poverty Impact

- 7.1 Attendance at the conference allowed the Council to promote its regeneration activity and desired outcomes. It has helped to foster good relations with potential investors and has resulted in learning that could help inform the Council's approach to development and regeneration. This will all be beneficial in progressing key objectives around equality and poverty reduction although it is not suggested that there is a quantifiable direct benefit.

8. Climate and Nature Emergency Implications

- 8.1 As stated above, attendance at the conference allowed for promotion of the Council's plans and to learn from others. In this regard, attendance is considered to be positive although no direct positive impact is suggested.

- 8.2 Travel to and from the conference was by public transport in line with Council policies and did not include any air travel.

9. Risk, policy, compliance, governance and community impact

- 9.1 There is no direct impact arising from attendance at this conference although it is hoped that it will help to inform the Council's approach to development and regeneration activity that will in turn have positive benefits for communities.

10. Background reading/external references

- 10.1 UKREiiF Attendance Report – [23 May 2023](#).

11. Appendices

- 11.1 Appendix 1 – Council UKREiiF Activity.

Appendix 1 – Council UKREiiF Activity

Activity	Commentary
Edinburgh: Delivering New Urban Quarters in 2023: Opportunities and Challenges	As stated in the report above, this was the event that the Council sponsored which was used to promote activity in the city.
Unlocking Investment in Scotland's Cities (ARUP SPONSORED)	This was an invite only event with city representatives, investors, developers, and service providers present to discuss ways in which the economic development of cities could be achieved.
UK Government Freeport Reception	This was a reception for key parties involved in Freeport discussions and was a networking session.
Meeting with Legal & General	Discussion with key people from L&G looking at funding solutions for affordable housing.
Meeting with Phoenix Group	Discussion with key people from Phoenix Group looking at funding solutions for affordable housing and infrastructure requirements.
Meet the International Delegation Department – Department of Business and Trade	This was an event organised by DBT where cities were on hand to meet international delegates looking for investment opportunities.
Investment Facilitation Session – Scotland and Northern Ireland	This session was organised by Built Environment Network and brought investors interested in Scotland and Northern Ireland together with representatives from public bodies.

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Policy and Sustainability

10:00, Tuesday 24th October 2023

Annual Policies Update – Strategy and Communications

Executive/routine
Wards

Routine

1. Recommendations

- 1.1 To note the updates for those policies referred to.
- 1.2 To note a substantial number of the policies previously reported under this Service area now sit elsewhere and have been included in the relevant annual policy update reports.
- 1.3 To note the findings from the second annual review of the Consultation and Engagement Policy and,
- 1.4 To approve the proposed changes resulting from this review.

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

Annual Policies Update – Strategy and Communications

2. Executive Summary

- 2.1 To ensure that Council policies reflect current legislative requirements, best practice and remain fit for purpose, all Council directorates and policy owners are required to review their policies on an annual basis.
- 2.2 Under the reorganisation of Directorates in June 2021 the Strategy and Communications Division were reallocated to sit within the Corporate Services Directorate; Democracy, Governance and Resilience moved to sit within Legal and Assurance and this amended structure is reflected in both this report and in the Legal and Assurance Annual Policy Update as last considered by Committee on [1st November 2022](#).
- 2.3 The Consultation and Engagement Policy was first approved by this Committee in [April 2021](#) with agreement that it would be resubmitted for annual review, this is the second review, with minor amendments proposed for Committee consideration.
- 2.4 Where required updated policies that sit within the Strategy and Communications Services will be submitted to this Committee for approval as and when these are available.

3. Background

- 3.1 Council policies are key governance tools. Developing, implementing and following these policies helps to achieve the Council's vision, values, pledges and outcomes. They are critical to the Council's operations and compliance with the policies ensures that statutory and regulatory obligations are met in an efficient and accountable manner.
- 3.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all Council policies are easily accessible and are created and renewed in a consistent manner and to an appropriate standard. This includes the development of a comprehensive register of Council policies and the introduction of a policy template to provide the Council with a standardised format in terms of content and style.

3.3 The Corporate Policy and Strategy Committee agreed the approach detailed above on 3 September 2013.

4. Main report

4.1 A critical element of the policy framework is to ensure that all Council policies remain fit for purpose. This requires each directorate and policy owner to review, on an annual basis, all policies relevant to their services and to provide the necessary level of assurance that these policies are current and relevant or make the required changes to the policies.

4.2 Strategy and Communications are responsible for the following Council policies:

4.2.1 Advertising and Sponsorship Policy

4.2.2 Fair Trade Policy Statement

4.2.3 Consultation and Engagement Policy

4.2.4 Resource Use Policy

4.3 The following policy updates are submitted for Committee to note:

Policy	Status
Advertising and Sponsorship Policy	Colleagues in Communications and Sustainability have developed a revised policy to strengthen sustainability and low carbon considerations. We are engaging with our current advertising provider to understand the council's ability to alter the existing contract to align with the revised policy. Once these implications are understood the policy will be brought forward to P&S in January 2024.
Fair Trade Policy Statement	This policy statement is scheduled for full review and is planned to sit within the wider work programme on food that is being supported by our colleagues in the Sustainability Team. A fully revised copy of this Statement will be submitted to Committee in due course.
Consultation and Engagement Policy	A revised version of this policy can be found at appendix 1. This policy was introduced in August 2021 and was reviewed and revised in August 2022.

	<p>The planned actions following this year's revisions are:</p> <ul style="list-style-type: none"> • consolidate guidance on the Orb to make it easier for colleagues to follow the steps needed to conduct good quality consultation / engagement. • continue to develop the consultation and engagement network, shaped by colleagues. • Continue to collect and monitor colleague and stakeholder feedback and make adjustments as necessary to improve the process on an ongoing basis.
Resource Use Policy	<p>Colleagues in the Sustainability Team have identified this policy as sitting within their remit and therefore have committed to undertaking a full review with a fully updated policy to be submitted to this Committee for consideration for approval.</p>

4.4 All Council policies are available through an interactive directory on the Council's website.

5. Next Steps

5.1 These policies will continue to be reviewed on an ongoing basis to ensure that they remain fit for purpose.

6. Financial impact

6.1 There are no direct financial impacts as a result of this report.

7. Equality and Poverty Impact

7.1 Where appropriate all policies will be considered for equality and poverty impacts whilst being drafted and prior to submission to Committee for approval.

8. Climate and Nature Emergency Implications

8.1 Where applicable all policies identified in this report will consider any positive or negative environmental impacts and the steps taken (or planned) to mitigate these adverse impacts prior to be submitted to Committee for approval.

9. Risk, policy, compliance, governance and community impact

- 9.1 Consultation will be undertaken, where appropriate, with recognised trades unions as part of the Council's Working Together Protocol and local collective consultation arrangements.
- 9.2 Where any risks are identified as part of the preparatory work during revision of any of the included policies these will be considered and appropriate management processes established.

10. Background reading/external references

- 10.1 [Policies Update - Strategy and Communications - 23 February 2021.](#)

11. Appendices

Appendix 1 – Consultation and Engagement Policy – Revised 2023

Consultation and Engagement Policy Annual Review

Policy and Insight
Corporate Services Directorate
22 August 2023

1. Introduction

- 1.1 The Consultation and Engagement policy, introduced in 2021, strengthens the management and governance of consultation and engagement activity conducted by the Council. This report provides the findings of an annual review of the policy.
- 1.2 Colleague feedback is being used to improve support in conducting good quality activity. Briefings and training have continued to raise awareness of the policy and increase skills throughout the Council. A consultation and engagement log and network have been established to improve coordination of activity and best practice throughout the Council. Feeding back on consultation/engagement outcomes to stakeholders continues to be driven and monitored.
- 1.3 Measuring public and stakeholder satisfaction is still embedding. Early results indicate there is room for improvement on providing the right information, which is clear and easy to understand.

2. Background

- 2.1 Community empowerment is a growing theme across the UK. Scottish Government has passed several recent acts that strengthen the direct voice of citizens in service design and resource allocation. In the Council Business Plan we have committed to build more empowered and resilient communities across the city, drive accountability within services, and encourage democratic participation and engagement by citizens. Consultation is just one way the Council engages citizens in its decision-making processes.
- 2.2 The Council is under greater scrutiny to ensure that when we consult, the quality of the consultation process is high, that processes are inclusive and involve all affected groups, and that feedback is meaningfully reflected in the decisions we take. If the Council does not follow a robust approach, decisions are at higher risk of legal challenge.

- 2.3 In 2021, the City of Edinburgh Council's Best Value Assurance Audit noted that while the Council consults with residents extensively and has used innovative engagement approaches, more needs to be done to embed community engagement as an integral part of service improvement and delivery.
- 2.4 To respond to the challenges and Best Value feedback, the consultation policy was implemented in August 2021. The policy reinforces the Council's commitment to effective consultation by strengthening our management and governance of consultation activity through the establishment of a 3-tier approach. It is moderated by a Consultation Advisory Panel (CAP), with top-tier, major consultations being signed off collectively by CLT.
- 2.5 Following last year's review and approval at P&S committee on 31 August 2022, changes to the policy were made to ensure all engagement activity follows the same process as consultation activity.
- 2.6 Findings from this review have shaped our proposed changes to the policy, guidance and other recommendations to improve colleague and stakeholder satisfaction in the consultation and engagement process.

3. Main Points

3.1 A breakdown of the areas reviewed is provided below.

Stakeholder participation

- 3.2 In 2022 the Council launched 95 consultation/engagement activities and received 29,010 responses¹. Graph 1 in Appendix 1 provides a visual timeline of responses.
- 3.3 The rollout of the consultation and engagement policy, briefings and training has influenced the variety of ways we choose to engage and consult, improving the quality of response received, rather than solely focussing on quantity of response.

Stakeholder satisfaction

- 3.4 Early results² from our surveys tell us:
- 3.4.1 68% of respondents agreed that they were given all the information they needed to have their say. 6% disagreed. However, 29% neither agreed nor disagreed or did not know.
- 3.4.2 77% agreed that the consultation/engagement exercise was clear and easy to understand. 7% disagreed. 20% neither agreed nor disagreed or did not know.

¹ These figures only include responses logged with the Consultation and Engagement Hub. They exclude responses collected through other methods including paper submission forms, letters, focus groups, petitions or community events. They also exclude service evaluation surveys.

² This measure is still embedding. Reported figures are based on two public surveys since this measure has been introduced.

- 3.4.3 81% of respondents agreed that they were given the opportunity to have their say, 5% disagreed and 17% neither agreed nor disagreed or did not know.

Colleague and elected member awareness

- 3.5 Feedback from colleagues during the 2022 review highlighted a lack of awareness of the policy with colleagues and elected members. We committed to providing further briefings on the revised policy.
- 3.6 Since then, over 140 colleagues have taken part in briefings on the revised policy in 2023. All elected members have had the opportunity to attend or receive a briefing on the revised policy and feedback into the review process.

Colleague and elected member feedback

- 3.7 A summary of feedback from colleagues and elected member through briefings, meetings and emails has been provided in Appendix 2. These have shaped the proposed changes to the policy, guidance and other recommendations detailed further on in this report.

CAP performance

- 3.8 Since its development, the CAP has considered 17 high rated³ consultation and engagement proposals. Eleven of these were subsequently referred onto the Corporate Leadership Team (CLT) for final approval.
- 3.9 In the last year, the CAP process has added value by:
- 3.9.1 Prompting additional stakeholder involvement and appropriate risk management.
 - 3.9.2 Extending consultation timescales to ensure adequate time for stakeholders to consider and respond.
 - 3.9.3 Providing clear key messaging for stakeholders.
 - 3.9.4 Ensuring communications, data collection and analysis methods are of the best quality through appropriate planning, provision of funds and resourcing.
 - 3.9.5 Ensuring projects and plans are aligned throughout the Council to avoid duplication, conflicting priorities and to save money/resource.
- 3.10 Feedback from colleagues has suggested that the CAP process has been positive and supportive by driving focus, tightening up plans, prompting greater risk management and improving understanding of stakeholders. Yet, it does flag where efforts can be directed to improve the experience for colleagues (see Appendix 2).

³ Where at least one consultation and engagement criteria is assessed as a level three.

Progress on skills, best practice, networking and coordination

- 3.11 A log of forthcoming consultation and engagement activity is now in place to improve coordination throughout the Council. Activity from this is being shared with elected members and community councils.
- 3.12 A consultation and engagement network has been established. At the first meeting in May, colleagues shared experiences of their activities, the CAP process, thoughts on training and lessons learnt. Colleagues will shape the format and content of these sessions.
- 3.13 Accredited training, including advanced practitioner training, for key colleagues across departments has been delivered by the Consultation Institute. This is an ongoing programme. Colleagues have told us the training has helped put theory into perspective and it has helped them understand the different stages of planning for activity.

Feeding back to stakeholders

- 3.14 In 2022/23, there were five completed activities approved by the CAP. All five communicated next steps within one month of closing and all published a “you said, we did” or outcome summary within one year of closing. This has improved from four out of six in 2021/22.

Proposed changes to the policy and guidance

- 3.15 Taking into account feedback received from internal audit, colleagues, elected members and stakeholders, the following changes to improve the policy and guidance are proposed:
 - 3.15.1 The policy and CAP Terms of Reference (TOR) has been updated with changes to CAP membership and role of the Insight Team.
 - 3.15.2 The guidance and framework on the Orb is being consolidated to lead colleagues more efficiently through the process. Guidance on representativeness of data, reporting of results and publishing responses will be reviewed.
 - 3.15.3 We will require colleagues to refer to the Orb guidance rather than complete the e-Learning module. The e-learning module will be deleted due to it being outdated and no longer meeting the needs of colleagues. This has been updated in the policy.
- 3.16 A revised version of the Consultation and engagement policy and CAP TOR can be found in Appendix 3 and 4.

4. Recommendations

- 4.1 Guidance on the Orb is being consolidated to make it easier for colleagues to follow the steps needed to conduct good quality consultation/engagement.
- 4.2 Continue to develop the consultation and engagement network, shaped by colleagues.

- 4.3 Collect and monitor colleague and stakeholder feedback and make adjustments as necessary to improve the process on an ongoing basis.

5. Background reading/external references

- 5.1 [COVID-19 Engagement and Consultation Approach – Policy and Sustainability Committee, Tuesday 20 April, 2021.](#)
- 5.2 [Consultation Policy Annual Review – Policy and Sustainability Committee, Tuesday 7 June, 2022](#)

6. Appendices

- 6.1 Appendix A: Graph 1 - Number of responses received to public consultation/engagement activities
- 6.2 Appendix B: Colleague and elected member feedback
- 6.3 Appendix C: Revised Consultation and Engagement Policy
- 6.4 Appendix D: Revised Consultation Advisory Panel: Terms of Reference

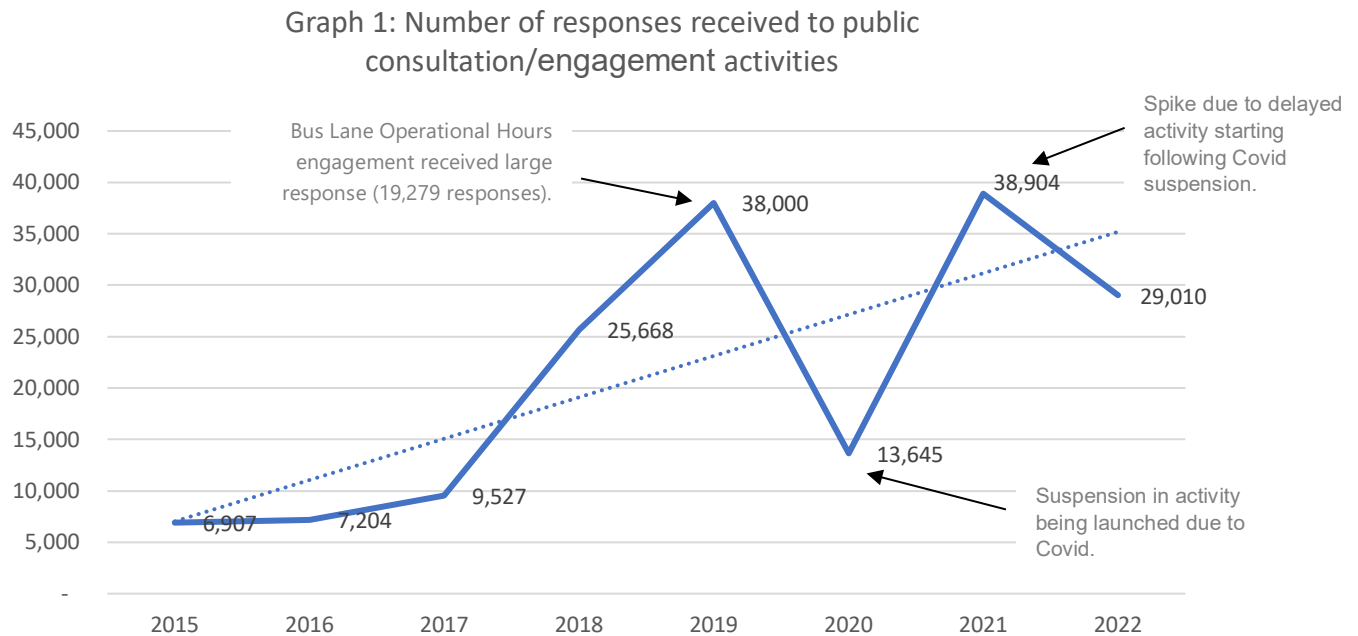
Contact Details

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Appendix 1: Number of responses received to public consultation/engagement activities



1. The number of responses can vary each year depending on the topic area, the data collection methods used and the target audience. It is important to consider the quality of response, not only the volume. For instance, we might get richer data from fewer in depth interviews as evidenced by our “Ending poverty related hunger consultation” for example.
2. These figures only include responses logged with the Consultation and Engagement Hub. They exclude responses collected through other methods including paper submission forms, letters, focus groups, petitions or community events. They also exclude service evaluation surveys.

Appendix 2: Colleague and elected member feedback

1. Feedback on the policy and process from colleagues and elected members through briefings, meetings and email tell us:
 - 1.1. **Improve the policy document** so it is more explicit about when consultation is not necessary, the steps that need to be followed when conducting activities, and representation of results. The attached policy in Appendix 3 has been updated to reflect this.
 - 1.2. **Consolidate and improve the guidance and framework** – Colleagues want to be able to find the right information easily and quickly on the Orb. There is currently too much information in different places which is not easy to find. A simple guide will be provided on the Orb making it easier for colleagues to follow.
 - 1.3. **Improve the guidance on data collection methods and reporting specifically around representativeness** – Elected members would like officers to understand the importance of being explicit in reports if results are not representative. We are reviewing the guidance on this.
 - 1.4. **Share consultation/engagement results and/or data throughout the Council** – Colleagues would find it useful to have methods or tools to help share findings from their activities more widely with service areas that would benefit from them. This will be achieved through the consultation and engagement network, the log, and through improved general awareness.
 - 1.5. **CAP/Criteria submissions** – Colleagues would find it helpful to have examples to follow when submitting proposals to the CAP. We are investigating ways of doing this.
 - 1.6. **Publish responses on the Hub** – Elected members felt there would be value in publishing responses on the Hub to build trust with the public that we have read and are considering their feedback. We are reviewing the guidance on this.
 - 1.7. **Continue to publish more “you said, we did”** – Elected members thought this again would build trust with the public. We require all owners to provide a progress update within one month of the activity closing and a “you said, we did” or outcome summary within a year of closing. We will continue to remind owners and monitor this.
2. Colleague feedback on the CAP process has been encouraging. We asked for feedback on the process on the run up to the CAP, attending the CAP, and the process following the CAP.
 - 2.1. Consultation owners who have gone through the CAP process told us that the **process on the run up to the CAP** was a positive experience which helped them focus on consultation activities and understand their stakeholders and

the impact, as well as unexpected consequences. Yet “training/informal support in the preparation stages” would be useful for owners.

2.2. **Attending the CAP** was a positive experience for consultation owners.

Owners reported that the CAP provided “useful suggestions and ideas”. It helped “tighten up” engagement plans and “feedback” mechanisms.

2.3. Experience of the **process following the CAP** was very positive. The support

“has been brilliant-they have always made sure to answer any questions” and “Colleagues from CAP have been helpful throughout the process.”

Consultation and Engagement Policy

Implementation date: 1 August 2021

Control schedule

Version control

Approved by		Policy and Sustainability Committee	
Approved date		30 August 2022	
Version	Date	Author	Comment
0.1	20/04/2021	Emma Candy	
0.2	30/08/2022	Yvonne Gannon	Changes to the activity that should go through the CAP and consultation/engagement timescales included in the standards and criteria.
0.3	22/08/2023	Yvonne Gannon	Changes to membership of CAP (4.15 – 4.16), more details on roles, and additional section 4.2 on Orb guidance

Subsequent committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
30/08/2022	Policy and Sustainability	Item 7.6 Consultation Policy Annual Review	
24/10/2023	Policy and Sustainability		

Consultation and Engagement Policy

Policy statement

- 1.1 The need to positively engage with, listen to and act upon stakeholders' views is becoming increasingly important across all public sectors. As a result, the Council is under greater scrutiny to ensure that when we consult or engage, we get it right.
- 1.2 Effective consultation and engagement involves genuine dialogue, respect, integrity, transparency and accountability. It also involves the ability to evidence how views were sought, considered and how they influenced the decisions made or shaped more detailed proposals.
- 1.3 This policy:
 - 1.3.1 sets out the Council's criteria for determining whether consultation is necessary;
 - 1.3.2 provides the conditions for the management and governance of consultation and engagement activity; and
 - 1.3.3 details the quality standards that consultation and engagement activity must meet.

Scope

- 2.1 This policy applies to:
 - 2.1.1 all permanent and temporary Council employees, volunteers, people on work placements and elected members when acting as officers of the Council;
 - 2.1.2 all third parties and contractors performing a Council function or service.
- 2.2 The terms consultation and engagement can sometimes be mistaken for the same thing, and used inter-changeably, which can lead to confusion when we speak to colleagues or members of the public.
- 2.3 It is important that standards of both engagement and consultation activity are of equally good quality and are consistent across the Council. A distinction should not impact upon the quality of the project and resulting outcome.
- 2.4 This policy applies to both consultations and engagement activity.
- 2.5 The following activities are not covered by this policy:
 - 2.5.1 a vote or referendum;
 - 2.5.2 a way of justifying or validating earlier decisions;

2.5.3 solely information-giving, a public relations or communications exercise; and

2.5.4 market or social research activity.

- 2.6 This policy does not have legal force and cannot prevail over statutory or mandatory requirements. Some consultations will be governed by these requirements and will be administered in accordance with these.

Definitions

- 3.1 **Consultation:** A time-limited exercise when we provide specific opportunities for all those who wish to express their opinions on a proposed area of our work (such as identifying issues, developing or changing policies, testing proposals or evaluating provision) to do so in ways which will inform and enhance that work.¹ If the results of the activity will go to a committee or board for a decision then it is considered a consultation.
- 3.2 **Engagement:** The process of developing relationships and partnerships so that the voice of local people and partners can be heard. Engagement exercises can be used as a way to collect views and feedback to inform a more detailed proposal, policy or set of options, or to inform service changes which will not be subject to formal consultation or committee approval.
- 3.3 **The Consultation and Engagement Framework:** Supports colleagues to plan and conduct effective consultation and engagement. It provides a consistent approach across the Council; with practical advice and supporting guidance notes.
- 3.4 **Consultation and Engagement Criteria:** A set of seven measures which proposed consultation or engagement activities are assessed against, that determine the level of planning, review and oversight required.
- 3.5 **Consultation/Engagement Owner:** Like a project manager, this person has overall responsibility for the planning and management of a specific consultation/engagement activity.
- 3.6 **Consultation Advisory Panel:** Consists of approved practitioners of consultation and public engagement, who have completed accredited training. The panel assesses proposed consultation and engagement plans and supporting materials against the consultation standards and recommends whether a high-assessed consultation or engagement activities should go ahead.

¹ Adopted for the Scottish Government Consultation Good Practice Guidance

- 3.7 **Consultation and Engagement Hub:** The Council's [online platform](#) for the creation, promotion and management of consultation and engagement activity. Functionality includes:
- 3.7.1 Creating and managing an online presence for consultation/engagement activity; detailing important information, key dates, events and related documents relevant to the issue being consulted on.
 - 3.7.2 In-built survey creation tool.
 - 3.7.3 Analysis and reporting of data.
 - 3.7.4 Publishing results and feedback from consultation/engagement activities.
 - 3.7.5 Search engine allowing users to find consultation/engagement activities by area, audience, interest, postcode etc.

Policy content

- 4.1 To ensure effective consultation and engagement activity takes place, it is essential that the following policy requirements are understood and applied consistently by all Council employees and services.

Orb guidance

- 4.2 Any colleagues planning to undertake consultation, or involved in community and public engagement, are required to follow the process detailed on the Orb. This guides colleagues through the steps they should take to conduct good quality consultation or engagement, including using the Consultation and Engagement Framework, assessing against the Consultation and Engagement Criteria, applying the Consultation and Engagement Standards and submitting proposals through the Consultation Advisory Panel.

The Consultation and Engagement Framework

- 4.3 The Consultation and Engagement Framework was developed by a council-wide project team, from a workforce development programme with the Consultation Institute. The framework was approved by the Communities and Neighbourhoods Committee in 2014 and is reviewed periodically.
- 4.4 Colleagues should refer to the framework on the Orb when carrying out consultation or engagement work. It provides a consistent approach to consultation and engagement across the Council and offers practical guidance for each stage of consultation, with supporting guidance notes for each element and signposts to further information, best practice and techniques.

Consultation and Engagement Criteria

- 4.5 There are seven criteria that colleagues must assess their proposed consultation/engagement activity against.

- 4.5.1 Strategic
- 4.5.2 Legislative
- 4.5.3 Service Provision
- 4.5.4 Number of people likely to be directly impacted
- 4.5.5 Community / Environmental impact
- 4.5.6 Political / Reputational impact
- 4.5.7 Project Risk
- 4.6 The consultation and engagement criteria self-assessment is included as part of the Consultation and Engagement Framework section on the Orb.
- 4.7 How a consultation scores against the criteria determines the level of review and oversight required.
 - 4.8.1 Low and medium assessed consultation/engagement activities may report to the appropriate Tier 2 and Tier 3 Managers.
 - 4.8.2 Any consultation/engagement activities that are assessed as high should report to the Consultation Advisory Panel.
 - 4.8.3 Where more than one criterion has been assessed as high, the Consultation Advisory Panel will refer consultation/engagement activities for final review and sign off to the Corporate Leadership Team (CLT).
- 4.8 The responsibility to identify consultation/engagement activities that meet the prioritisation criteria lies with the owner.
- 4.9 All completed forms should be sent to the Insight team at policyandinsight@edinburgh.gov.uk for final review and will be logged.
- 4.10 Periodically, the Insight team will pull a sample of low and medium assessed consultation/engagement activities in for review, to ensure the standards are being applied consistently across all consultation and engagement activity. A summary of this review will be reported to the CAP.

Consultation and Engagement Standards

- 4.11 The Council has adopted the [National Standards for Community Engagement](#). The standards help colleagues to consider how they will involve stakeholders in shaping local plans and services, ensure that the consultation or engagement process is fair and effective, and demonstrate that genuine dialogue has enabled people to influence decisions or shape proposals.

Consultation Advisory Panel

- 4.12 The panel's main task is to act as a gateway to challenge and support high-assessed consultation/engagement activity. All high-assessed consultation/engagement activity will be reviewed by the panel.

- 4.13 The Consultation Advisory Panel consists of two Heads of Service and three officers who have sufficient experience in consultation or public engagement. At least one of these officers will be drawn from the Insight team and will be an approved practitioner of consultation and public engagement who has completed accredited training. The panel will review proposed consultation/engagement activity.
- 4.14 One of the approved practitioners of consultation and engagement from the Insight team will provide an initial advisory recommendation report to the owner indicating any improvement actions/advice before the paper is considered by the panel. These could include the creation of consultation/engagement methods, provision of further technical information, recording of risks, or documenting of procedures.
- 4.15 Once the consultation/engagement owner has addressed the improvement actions, they should submit their proposals to the panel, including evidence of the completed improvement actions, for final recommendation.
- 4.16 As a minimum, the Consultation Advisory Panel will meet every month. Consultation/Engagement plans, and supporting paperwork, should be submitted to the panel two weeks before the meeting. Any proposals not submitted in time will be held for the following panel meeting.
- 4.17 The panel will refer significant high assessed consultation/engagement activity for final review and sign off to the Corporate Leadership Team (CLT). The consultation/engagement owner and/or a representative from the panel will be expected to attend this review to aid discussion and answer any questions.
- 4.18 As part of the feedback process, the consultation/engagement owner may also be required to present the consultation/engagement findings to CLT and demonstrate how these have influenced decision-making.

Implementation

All colleagues and workers will be made aware of the policy through established communication channels and the mandatory policy awareness exercise.

- 5.1 The initial key outcome of success will be the roll-out of the updated policy across the Council; embedding a consistent approach to consultation and engagement, but other success outcomes will be:
 - 5.2.1 Ensuring quality and appropriate consideration is given to significant consultation/engagement projects.
 - 5.2.2 Providing clarity on consultation/engagement standards to support colleagues to conduct consultation/engagement effectively.
 - 5.2.3 Preventing unnecessary consultation activity being undertaken; with alternative methods of engagement considered where appropriate.

- 5.2.4 Improved quality of experience for respondents.
- 5.2.5 Improved communication of outcomes from consultation/engagement activity.
- 5.2 All consultation/engagement owners should complete an online proforma that captures the criteria assessment for proposed consultation/engagement activity. Periodically, the Consultation Advisory Panel will pull a sample of low/medium assessed consultation/engagement activity in for review, to ensure the standards are being applied consistently across all consultation/engagement activity.
- 5.3 In cases where the criteria have not been assessed appropriately or standards have not been met, these consultation/engagement activities will be escalated to CLT for scrutiny.

Roles and Responsibilities

- 6.1 **Directors** have a general responsibility to ensure that consultation/engagement activity within their service area are managed according to this Council policy and that any risk relating to the activity is appropriately managed.
- 6.2 **Managers** must ensure that:
 - 6.2.1 this policy and associated guidance are understood in their business units by staff who carry out consultation or public engagement, and that the policy is applied to all consultation/engagement activity;
 - 6.2.2 adequate resource is made available to conduct consultation/engagement effectively;
 - 6.2.3 any consultation/engagement activities assessed as high priority are reported to the Consultation Advisory Panel for recommendation.
- 6.3 **Employees** must:
 - 6.3.1 read, understand and follow this policy and any associated consultation/engagement procedures and guidance that are relevant to their work.
- 6.4 The **Consultation/Engagement Owner** must:
 - 6.4.1 fully understand the degree of influence which is available through the consultation/engagement activity;
 - 6.4.2 ensure there is no other recent consultation/engagement data on the same or similar issue by searching the Consultation and Engagement Hub and log;
 - 6.4.3 determine resources required for each phase of the consultation/engagement process and secure support (e.g. staff resource, time, materials, methods, meeting spaces)

- 6.4.4 consider whether there is a statutory or legal process that needs to be followed;
 - 6.4.5 build in monitoring, data analysis and evaluation from the start of the process;
 - 6.4.6 confirm the decision-making process and timescales;
 - 6.4.7 manage political expectations;
 - 6.4.8 consider reputational risk to the Council; and
 - 6.4.9 be the guardian of best practice.
- 6.5 **The Consultation Advisory Panel** will:
- 6.5.1 as a minimum, meet monthly to assess proposed consultation/engagement activities against the Consultation and Engagement Standards;
 - 6.5.2 provide an advisory report to the consultation/engagement owner indicating whether they are satisfied with the information provided or if improvement action is required;
 - 6.5.3 provide a recommendation to the consultation/engagement owner on whether to proceed with their consultation/engagement;
 - 6.5.4 refer any significant high-assessed consultation/engagement activities to CLT for final review; and
 - 6.5.5 periodically pull a sample of low / medium assessed consultation/engagement activities in for review, to ensure the standards are being applied consistently across all consultation and engagement activity.
- 6.6 **Elected members** in their role as representatives of the Council, must have an awareness of the policy and ensure, wherever possible, that requests for consultation/engagement are made in line with this.
- 6.7 **Third parties** (e.g. contractors, voluntary and not for profit organisations) performing a public function for the City of Edinburgh Council must also adhere to the requirements set out in this policy.

Related documents

- 7.1 [The Consultation and Engagement Hub](#)
- 7.2 [The 7 National Standards for Community Engagement](#)
- 7.3 Consultation Advisory Panel – Terms of Reference

Integrated impact assessment

- 8.1 The policy contributes directly to the delivery of the Equality Act 2010 general duties of advancing equality of opportunity, eliminating unlawful discrimination, harassment and victimisation, and fostering good relations.
- 8.2 It ensures a consistent approach to consultation and engagement activity that promotes equality of opportunity by identifying relevant affected stakeholder groups during the planning process and making appropriate methods and opportunities available to individuals to share their views and inform decision-making.

Risk assessment

- 10.1 Risk of weak internal governance and service delivery complications through a failure to raise and maintain awareness and use of the consultation and engagement policy, framework and standards amongst Council colleagues.
- 10.2 Risk that continued financial pressures adversely affect how consultation/engagement is carried out by services. Services that are under resourced do not have the capabilities or support to effectively manage consultation/engagement activity; increasing the risk that different stakeholder groups, particularly those seldom-heard or disengaged with public services, are prevented from effectively taking part in the consultation/engagement process.
- 10.3 Risk of excessive consultation through a failure to identify and apply appropriate criteria to proposed consultation or engagement activities.
- 10.4 Risk of reputational damage and lack of public trust due to ineffective consultation, engagement and decision-making.
- 10.5 Risk to citizens that the Council will mismanage their service provision due to inadequate and poorly managed consultation/engagement activity.
- 10.6 Risk of legal challenge because of ineffective consultation/engagement; where the scope for decision-making is not clearly identified or defined, appropriate opportunities to inform the process are unavailable and / or insufficient resource available to consult/engage effectively.

Review

- 11.1 This policy will be reviewed annually or when required by significant changes to legislation, regulation or business practice.

Consultation Advisory Panel: Terms of Reference

1. Purpose / Role of Group

On 30 October 2019, Corporate Leadership Team (CLT) agreed to the development of a new consultation policy which reinforces the Council's commitment to effective consultation by strengthening our management and governance of consultation activity through the establishment of a 3-tier approach to consultation, moderated by a Consultation Advisory Panel (CAP), with top-tier, major consultations being signed off collectively by CLT. Following a review of the consultation policy, it is proposed that engagement activity should also go through the same process.

Colleagues must assess their proposed consultation/engagement activity against seven criteria. In the event where any of the criteria are assessed as 'High', the consultation/engagement activity must be referred to the CAP. If two or more criteria are scored 'High', *the CAP* will then refer the consultation/engagement activity to CLT for final review and sign off.

The CAP acts as a gateway to support and challenge high-assessed consultation/engagement activity by evaluating proposed consultation/engagement activity against the consultation and engagement quality standards, offering advice on how to ensure that risks have been appropriately managed and considered, and advising whether they are satisfied that the consultation/engagement activity can begin.

2. Membership

The CAP is chaired on a rotational basis by the Strategy Manager (Insight), with two Heads of Service, one approved trained officer and at least one officer with sufficient experience in consultation or public engagement attending each meeting to review proposed consultation/engagement activities.

Officers on the CAP will be approved practitioners of consultation and engagement who have completed accredited training or have sufficient experience in consultation or public engagement. Panel attendance may be drawn from an approved practitioner list. The list will include officers across the council to draw from service-specific knowledge and experience.

The CAP will take specialist advice as required when assessing consultation/engagement proposals (e.g. from colleagues in Legal, Information Governance, Resilience).

3. Accountability

One of the approved practitioners of consultation and engagement from the Insight team will provide an initial advisory recommendation report to the consultation/engagement

owner indicating any improvement actions/ advice before the paper is considered by the panel.

Once the consultation/engagement owner has addressed the improvement actions, they should submit their proposals to the panel, including evidence of the completed improvement actions, for final recommendation.

The CAP will refer significant high-assessed consultation/engagement activities for final review and sign-off to CLT. The consultation/engagement owner and/or a representative from the panel may be expected to attend this review to aid discussion. As part of the feedback process, the consultation/engagement owner may also be required to present the consultation/engagement findings to CLT and demonstrate how this has influenced decision-making.

All consultation/engagement owners are required to complete an online proforma that captures the criteria assessment for *any* proposed consultation/engagement activity. Periodically, the CAP will pull a sample of low/medium assessed consultation/engagement activities for review, to ensure the standards are being applied consistently. In cases where the criteria have not been sufficiently assessed, or standards have not been met, the consultation/engagement activity will be escalated to CLT for scrutiny.

4. Review

Membership and terms of reference for the panel will be reviewed annually or when required by significant changes to legislation, regulation or business practice. This will be in line with the review of the Consultation and Engagement Policy.

An annual summary report will be provided to CLT, which will provide:

- Topline statistics on number of consultation/engagement activities conducted and responses received;
- A summary of how the CAP has provided value in ensuring effective consultation/engagement takes place;
- Any mitigating action required from the CAP to manage risks associated with high-assessed consultation/engagement activity;
- Any necessary adjustments to the Consultation and Engagement Policy or working methods of the CAP following the annual review.

5. Working methods / ways of working

The CAP will meet every month. Meetings will be organised by a member of the Insight team. Dates, times and locations for meetings will be agreed at the start of the year, with the calendar of dates available on the Orb and scheduled in diaries as appropriate.

Consultation/Engagement plans, and supporting paperwork, should be submitted to the panel two weeks before the meeting. A dedicated mailbox will be created for submissions

and communications relating to the CAP. Any proposals not submitted in time will be held for the following panel meeting.

The agenda for the meeting will be set by the Strategy Manager (Insight) and will be circulated from the CAP mailbox by Insight to the week before the meeting to the appropriate panel members. Insight will also facilitate note taking and arrange for final recommendation reports to be sent to consultation/engagement owners after the meeting has taken place.

In cases where time-critical, essential consultation/engagement activity requires review, a standalone meeting will be arranged. To accommodate diaries, these can be held via MS Teams.

Copies of the consultation/engagement proposals, supporting documentation and recommendation reports will be saved by an officer from Insight, in the Strategy and Insight folder on the Council's G: drive. This information will be retained in line with the Council retention schedule.

6. Further information

- The Consultation and Engagement Policy
- The Consultation and Engagement Framework
- [The 7 National Standards for Community Engagement](#)

Contact Details

Yvonne Gannon | Senior Policy and Insight Officer | yvonne.gannon@edinburgh.gov.uk

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Policy and Sustainability Committee

10am on Tuesday 24 October 2023

Direct Payment Policy, Procedure and Agreement

Executive/routine
Wards
All

1. Recommendations

- 1.1 The Policy and Sustainability Committee is asked to:
 - 1.1.1 Note the contents of this report.
 - 1.1.2 Approve the use and publication of the updated Direct Payment policy, procedure and agreement documents.

Mike Massaro-Mallinson

Interim Chief Officer, Edinburgh Health and Social Care Partnership

Contact: Sarah Hayden, Business Manager, South East Locality

E-mail: sarah.hayden@edinburgh.gov.uk | Tel: 0131 529 5151

Report

Direct Payment Policy, Procedure and Agreement

2. Executive Summary

- 2.1 On 13 June 2023 (reconvened to 27 June) a paper was brought to the Edinburgh Integrated Joint Board (EIJB) that provided an update on the process for reclaiming unused funds from people in receipt of a Direct Payment (DP). One of the report recommendations was to produce revised information for DP recipients, to be published on the Edinburgh Health and Social Care website. (Appendix 1 – EIJB SDS Report).
- 2.2 This paper shares the work taken to update and produce a revised policy, procedure, and agreement document in relation to Direct Payments, and seeks approval of these documents.

3. Background

- 3.1 Prior to 2023, a Direct Payments Policy, Procedure and Agreement existed to ensure compliance with The Community Care (Direct Payments) (Scotland) Regulations 2003, The Community Care (Direct Payments) (Scotland) Amendments Regulations 2007 and the Social Care (Self Directed Support) (Scotland) 2013 Act. This was approved on 11 November 2014 and was previously published and available to staff via the intranet.
- 3.2 Overtime these documents were removed from circulation for revision, but those revising them left their roles before the updated documents were approved and implemented.

4. Main report

- 4.1 Following the interest in the Direct Payments reclaims process, and updates to SDS legislation in 2022, it was felt that an updated policy, and procedure should be developed and published to improve the understanding of staff and members of the public in relation to Direct Payments.

- 4.2 In addition, an updated Direct Payments agreement document has been developed that clearly sets out the responsibilities of the DP recipient.
- 4.3 To support the development of these documents a sample of staff from the following departments and organisations have been consulted:
- Edinburgh Health and Social Care Partnership
 - Children and Families
 - Social Care Payments
 - Finance
 - Principal Social Work Officer
 - Lothian Centre for Inclusive Living (LCIL)
 - CEC Legal Team (updated agreement document only)

5. Next Steps

- 5.1 Should the Policy and Sustainability approve the use and publication of these documents, the following actions will take place:
- 5.1.1 Request documents be added to the Policy Register on the CEC public facing website.
- 5.1.2 Request documents be added to the Policy Register on the CEC intranet.
- 5.1.3 Request documents be added to the EHSCP public facing website.
- 5.1.4 Share updated documents with staff via the staff newsletter.
- 5.1.5 Engage with line managers to ensure staff are aware of updated documents.

6. Financial impact

- 6.1 No financial impact is expected as a result of these documents.

7. Equality and Poverty Impact

- 7.1 An Integrated Impact Assessment (IIA) was undertaken on 25 September 2023 (See Appendix 2).
- 7.2 A requirement for 'easy read' guidance to supplement these documents has been identified, which will be taken forward as part of the IIA action plan.

8. Climate and Nature Emergency Implications

- 8.1 No implications to climate or nature emergencies have been identified.

9. Risk, policy, compliance, governance and community impact

- 9.1 The documents have been co-produced with the departments and organisations listed in Section 4.
- 9.2 We will further engage with third sector partners in the development of 'easy read' guidance to supplement these documents as part of the IIA action plan.

10. Background reading/external references

- 10.1 Links to relevant background reading sources can be found in the draft Direct Payments policy (Appendix 3).

11. Appendices

Appendix 1 – Self Directed Support – Direct Payments. Paper to Edinburgh Integration Joint Board on 13 June 2023.

Appendix 2 – Integrated Impact Assessment (IIA) Dated: 25/9/2023

Appendix 3 – Draft Direct Payments Policy.

Appendix 4 – Draft Direct Payments Procedure.

Appendix 5 – Draft Direct Payments Agreement.

REPORT

Self Directed Support – Direct Payments

Edinburgh Integration Joint Board

13 June 2023

Executive Summary	<p>The purpose of this report is to:</p> <p>a) Update the Edinburgh Integration Joint Board on the process for reclaiming unused funds from people receiving a direct payment.</p>
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Recommendations	<p>It is recommended that the EIJB:</p> <p>a) Notes the operational approach to determining if those in critical need have underspent;</p> <p>b) Notes the impact on outcomes for people in need of removing allocated support;</p> <p>c) Notes the budget setting process and financial impacts;</p> <p>d) Notes that officers have committed to revising information for recipients of direct payments by September 2023 and publish this on the Edinburgh Health and Social Care Partnership website.</p>
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Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council & NHS Lothian	

Report Circulation

1. This report has not been presented elsewhere but the content and issues raised in the paper have been explored and discussed at Full Council, Policy and Sustainability Committee and Finance and Resource Committee.

Main Report

2. On 16 March 2023, Full Council received a [report](#) on Self Directed Support (SDS) in response to a motion by Councillor Nicolson regarding the reclaiming of unused funds from people receiving a direct payment. A [report](#) was referred to Policy and Sustainability Committee on 23 May 2023 and a briefing note was circulated to Finance and Resource Committee members for their information on the use of surplus direct payment funds. This report consolidates recent reports and briefings for EIJB members to consider.
3. A Direct Payment is a mechanism that an individual can use in order to have more choice and control over their care and support. A Direct Payment is a cash payment paid directly from the Local Authority to an individual (or a third party) who has been assessed as being eligible for social care support. The aim of the Direct Payment is to fulfil the individual's agreed outcomes. By choosing to use their social care money as a Direct Payment, an individual is choosing Option 1 of 4 options of Self-directed Support (SDS) within the Social Care (Self-directed Support) (Scotland) Act 2013. It is not a state benefit, personal income stream or cost of living payment.
4. A direct payment can purchase any outcome that any of the other Self Directed Support Options delivers. While the care and support arrangements may differ across the Options (e.g., recipients of a direct payment can contract unregulated care, by exemption from the Regulation of a Care Act 2001) the *outcomes* (living a more independent life by greater choice and control) should not differ.
5. As public funds are at stake, the Council needs to evidence due diligence in their disbursement, management and recovery of direct payments. Apart from any other audit reporting, either internal or external such as to Audit Scotland, accountability to the citizens of Edinburgh is paramount. The recovery of surplus direct payment funds is a considered process and one that is used by all other local authorities.

Operational approach to determining if those in critical need have underspent:

6. Identification of surplus funds can be identified in a range of different ways. It may be through the individual highlighting this or alternatively by a family carer, social care worker, managed account service or another relevant third

party. Contact is made by the Edinburgh Health and Social Care Partnership (EHSCP) with the person through a member of the social worker team to establish if the indicative surplus is an actual surplus. An actual surplus is considered as funds unused and unusable on any likely framework or pattern of approved purchase. Identifying an actual as opposed to an inferred surplus involves consideration of complex of factors that include the following:

- An unused respite allocation still appropriately being usable within the framework of a full year;
- 6 weeks of weekly direct payment being excluded from calculation as an inherent timing variation in all direct payments;
- Account is taken of unpaid invoices or unmet payroll costs including payments due to HMRC falling to the supported person;
- Contributions from other funders such as Independent Living Fund (ILF) or the persons' own assessed care charge;
- Recruitment delays that disrupt normal patterns of direct payment expenditure;
- The temporary unavailability of care provision, e.g., due to the impact of Covid and related restrictions;
- Fluctuations in purchase, normal to the supported person's life;
- Reporting delays generated by factors outside the person's control.

All of this needs to be considered in collaboration with the individual receiving the direct payment.

7. Briefing sessions have recently been delivered in localities and to relevant others on SDS with a particular focus on direct payments. The purpose of the briefing sessions is to increase or refresh staff's knowledge regarding direct payment and staff's duties under the act and ensure a more consistent approach to the use of SDS, including direct payments, across the city.
8. Officers have committed to revising the operational procedure for direct payments to include reclaiming of unused funds. This procedure will be used as written documentation to further support Assessors and complement briefings provided to staff.

Impact on outcomes for people in need of removing allocated support

9. Given the complexity of the factors relevant to identifying an actual surplus, a conversation with the supported person is key to any sound judgement and decision making regarding the allocated funds. No recovery is made without first raising and agreeing with the person concerned an appropriate sum to recover. Working to consent, while not a binding legal necessity given these are public funds, is good practice that we adhere to.

10. Care is taken to ensure that sufficient funds remain in the direct payment account to purchase in full on an ongoing basis the original outcome identified on the person's approved support plan.
11. In the remote and unintended event that, in consequence of recovery, insufficient funds remain in the direct payment account to deliver the approved support plan then any or all the recovered sums can be restored.
12. In addition, work is undertaken with the person to update or improve the support plan in such a manner as to avert future surpluses. Included in this is further advice that can extend the use of the direct payment to ensure the plan outcome is met in full - and for the person's better support.
13. Any recovery should aim to improve future outcomes for the person whose care and welfare is the primary purpose.
14. An accessible, public facing version of the procedure will be published on the Edinburgh Health and Social Care Partnership website so that recipients of direct payment will be aware of the process to better illustrate that unused funds are appropriately recovered. An update is also being made to the Direct Payment Agreement Form that will state that any unused funds can be reclaimed. These actions will be undertaken by September 2023.

The budget setting process and financial impacts

15. The 2022/23 budget for Direct Payments is £34.8m and is included in the overall budget delegated to the Edinburgh Integration Joint Board (IJB). When the budget is set it includes an assumption that there will be a certain level of reclaim of unused funds achieved. In 2022/23 this was £2.4m. Any change in practice agreed by the Council will therefore have a direct impact on the IJB's financial position. This which would have to be funded by the Council increasing the budget delegated to the IJB.

The total value of recovering unused funds each year for the last 5 year

16. The total funding reclaimed over the past five years is as follows:

Year	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Amount recovered	£1.9m	£2.6m	£2.2m	£1.9m	£5.6m

17. All funding that is recovered through this audit process is returned to the Direct Payment budget, so it can be reused to meet the needs of other people who have been assessed as being eligible for social care support.

Implications for Edinburgh Integration Joint Board

Financial

18. This process continues to be factored into the Medium-Term Financial Strategy as an efficient means of managing existing resource. A £3.4m recovery has been factored into the 2023/24 budget
19. Any recovered unused funds are returned to the Locality Direct Payment budget where the initial payment originated from.

Legal/risk implications

20. There are no legal implications with regard to the process outlined in this report.
21. If the Council did not recover unused funds in 2023/24, then it would increase the Partnership's financial deficit by £3.4m.

Equality and integrated impact assessment

22. No Integrated Impact Assessment has been completed for the purpose of this report.
23. As the recovery of direct payment funds is based on surplus funds, there should be no adverse impacts on the individual. As stated in sections 9 - 12 above, care is taken to ensure that sufficient funds remain in the direct payment account to purchase in full on an ongoing basis, the original outcome identified on the person's approved support plan.

Environment and sustainability impacts

24. There are no direct environmental or sustainability impacts arising from the content of this report.

Quality of care

25. As outlined throughout this report.

Consultation

26. This report has been prepared with the support of the colleagues in the City of Edinburgh Council and Health and Social Care Partnership.

Report Author

Mike Massaro-Mallinson

Service Director, Operations

Edinburgh Health and Social Care Partnership

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Background Reports

The legislative background underpinning direct payments:

- National Assistance Act 1948
<https://www.legislation.gov.uk/ukpga/Geo6/11-12/29>
- Social Work (Scotland Act) 1968
<https://www.legislation.gov.uk/ukpga/1968/49/section/12A>
- Community Care Act 1990
Part IV Scotland
<https://www.legislation.gov.uk/ukpga/1990/19/contents>
- Children (Scotland) Act 1995
<https://www.legislation.gov.uk/ukpga/1995/36/contents>
- Direct Payments Act 1997
<https://www.legislation.gov.uk/uksi/1997/734/contents/made>
- Community Care and Health (Scotland) Act 2002
<https://www.legislation.gov.uk/asp/2002/5/section/22>
- Social Care (Self-directed Support) (Scotland) Act 2013
<https://www.legislation.gov.uk/asp/2013/1/contents/enacted>
most recent guidance
<https://www.gov.scot/publications/statutory-guidance-accompany-social-care-self-directed-support-scotland-act-2013-2/>

Appendices

None

Integrated Impact Assessment – Interim Summary Report

Each of the numbered sections below must be completed
Please state if the IIA is interim or final

1. Title of proposal

Introduction of a Direct Payment policy, procedure and agreement.

2. What will change as a result of this proposal?

New policy will be introduced which gives greater clarity to staff and members of the public the duties and responsibilities EHSCP have in relation to Direct Payments.

3. Briefly describe public involvement in this proposal to date and planned

None

4. Is the proposal considered strategic under the Fairer Scotland Duty?

No

5. Date of IIA

25th September 2023

6. Who was present at the IIA? Identify facilitator, lead officer, report writer and any employee representative present and main stakeholder (e.g. Council, NHS)

Name	Job Title	Date of IIA training
Sarah Hayden	Business Manager	9 th March 2022 Facilitator & Report Writer
Deborah Mackle	Locality Manager – South West	EHSCP – Lead Officer
Catherine Mathieson	Cluster Manager – South East	EHSCP employee
Ashley Mazs	SDS Advisor	EHSCP employee
Antonis Samartzis	Project Manager	EHSCP employee
Andrea Ritchie	Team Manager – Social Care Payments	CEC employee
Lorraine Macfarlane	Team Leader – Social Care Payments	CEC employee

Name	Job Title	Date of IIA training
Vivienne Robertson		CEC employee
Zoe McIntyre		Stakeholder - LCIL

7. Evidence available at the time of the IIA

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Data on populations in need	Edinburgh Population and Demographics data – link here	The data are taken from a number of sources, most of which were published during 2020; some high-level estimates were published in 2022.
Data on service uptake/access	LGBF Bench marking 2020 – 21 - Link here	Page 111 shows that uptake of DP in Edinburgh is higher than the Scottish average.
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation.	Edinburgh Population and Demographics data – link here	
Data on equality outcomes		
Research/literature evidence		
Public/patient/client experience information		
Evidence of inclusive engagement of people who use the service and involvement findings		
Data on populations in need		
Data on service uptake/access		
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation.		

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Data on equality outcomes		
Research/literature evidence		
Public/patient/client experience information		
Evidence of inclusive engagement of people who use the service and involvement findings		
Evidence of unmet need		
Good practice guidelines	Direct Payment Factsheet - Link here Self-directed Support Legislation - Link here Self-directed Support – guide for carers: - Link here	
Carbon emissions generated/reduced data		
Environmental data		
Risk from cumulative impacts		
Other (please specify)		
Additional evidence required		

8. In summary, what impacts were identified and which groups will they affect?

Equality, Health and Wellbeing and Human Rights	Affected populations
<p>Positive</p> <ul style="list-style-type: none"> • Provides clarity for people in receipt of a Direct Payment of their responsibilities. • Provides clarity for people on the appropriate use of a Direct Payment meaning they are less likely to lose benefits. • Provides flexibility for people accessing services to meet their assessed, eligible need. • Detailed and clear documentation could reduce barriers for some people accessing direct payments. • Greater clarity on how the Direct Payment can be flexibly used to meet a person’s assessed, eligible need will be beneficial to some. • Gives people more control of how their assessed, eligible needs can be met. • Consulting with the cared for person is a core part of the assessment process, ensuring their voice is heard and they have more control of how their assessed, eligible needs are met. • By improving access to care and support, vulnerable children and adults are better protected and healthier lifestyles could be promoted. 	<p>All citizens that receive a Direct Payment. People in receipt of benefits, carers.</p> <p>People living in rural and coastal communities.</p> <p>People affected by discrimination. Equality of opportunity – improved access.</p> <p>Enable people to have more control of their social/work environment. Promote participation, inclusion, dignity and control over decisions.</p> <p>Protect vulnerable children and adults, promote healthier lifestyles.</p>
<p>Negative</p> <ul style="list-style-type: none"> • Complex document that could be difficult for some people to read and understand. • Trans people’s identities may be challenged as Allpay (bank) account would use legal name. • It may be difficult for some people to open bank accounts, which is a requirement of having a direct payment. • Frustration for people with a Direct Payment where no appropriate services exist in their area. 	<p>Older people, younger people, disabled people, minority ethnic people, refugees and asylum seekers, people with low literacy/numeracy, carers.</p> <p>Trans people.</p> <p>Refugees and asylum seekers.</p> <p>People living in rural and coastal communities. People affected by discrimination.</p>

Equality, Health and Wellbeing and Human Rights	Affected populations
<ul style="list-style-type: none"> • Complex documentation could make the Direct Payment process more intimidating for some people. • There is a lack of services in some areas of the city, meaning people are not always able to use the Direct Payment as flexibly as they would like. 	Equality of opportunity – improved access.

Environment and Sustainability including climate change emissions and impacts	Affected populations
Positive	None identified
Negative	None identified

Economic	Affected populations
Positive <ul style="list-style-type: none"> • Improved access to and use of community services. • Potentially could increase the use of PAs to provide support to the cared for person. 	Support local businesses. Improve local employment opportunities
Negative	

9. Is any part of this policy/ service to be carried out wholly or partly by contractors and if so how will equality, human rights including children’s rights, environmental and sustainability issues be addressed?

Not applicable.

10. Consider how you will communicate information about this policy/ service change to children and young people and those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.

If approved, the following process will be followed to communicate the documents to staff and members of the public:

- Policy, Procedure and Agreement to be updated on in the Adult Care Services section of the [Policy Register](#) on CEC’s public facing website.
- Policy, Procedure and Agreement documents to be added to the [Direct Payment](#) section of CEC’s public facing website.
- Policy, Procedure and Agreement documents to be made available of the CEC intranet for staff.

- Policy, Procedure and Agreement documents to be included in the staff newsletter.
- Policy, Procedure and Agreement documents to be shared with Managers for use with their staff.
- Staff information sessions will be set up to inform staff of the new documents.
- The agreement document will be shared with people in receipt of a direct payment.

It has been identified that easy read versions of the documentation is required to ensure all people are able to understand the policy, procedure and their responsibilities in relation to the agreement, which includes documents in non-English languages.

To mitigate this it is expected that the person’s allocated worker will explain the documents and purposes and responsibilities of having a Direct Payment to the supported person. The Social Care Payments Visiting Team can also support with this as required.

11. Is the plan, programme, strategy or policy likely to result in significant environmental effects, either positive or negative? If yes, it is likely that a Strategic Environmental Assessment (SEA) will be required and the impacts identified in the IIA should be included in this. See section 2.10 in the Guidance for further information.

Not applicable.

12. Additional Information and Evidence Required

If further evidence is required, please note how it will be gathered. If appropriate, mark this report as interim and submit updated final report once further evidence has been gathered.

13. Specific to this IIA only, what recommended actions have been, or will be, undertaken and by when? (these should be drawn from 7 – 11 above) Please complete:

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and job title)	Deadline for progressing	Review date
Create easy to read versions of all documents.	SDS Advice Team	March 2024	
Produce all documents in other languages.	SDS Advice Team	March 2024	
Edit documents to make them easier to use for disabled people, included replacing grey boxes with headings so that screen readers can be used, include a contents	SDS Advice Team	March 2024	

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and job title)	Deadline for progressing	Review date
page, enable the use of electronic signatures.			

14. Are there any negative impacts in section 8 for which there are no identified mitigating actions?

None

15. How will you monitor how this proposal affects different groups, including people with protected characteristics?

Through feedback with people and by liaising with organisations that support people with Direct Payments, such as LCIL.

16. Sign off by Head of Service

Name

Date

17. Publication

Completed and signed IIAs should be sent to:
integratedimpactassessments@edinburgh.gov.uk to be published on the Council website www.edinburgh.gov.uk/impactassessments
Edinburgh Integration Joint Board/Health and Social Care
sarah.bryson@edinburgh.gov.uk to be published at www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/

Direct Payments Policy

Implementation date: **1 October 2023**

Control schedule

Version control

Approved by		Edinburgh Health and Social Care Partnership	
Version	Date	Author	Comment
0.1	01/10/2023	Jack Blaik & Ashley Mazs	
0.2	28/09/2023	EHSCP – Executive Management Team	Brickchand Ramruttun, Interim Service Director - Operations

Subsequent committee decisions affecting this policy.

Date	Committee	Link to report	Link to minute
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Direct Payments Policy

Policy statement

This policy document ensures consistency of the City of Edinburgh Council's Direct Payments policy with <https://www.gov.scot/publications/statutory-guidance-accompany-social-care-self-directed-support-scotland-act-2013-2/> revised November 2022.

This policy ensures that the Health and Social Care and Children and Families Departments follow The Community Care (Direct Payments) (Scotland) Regulations 2003, The Community Care (Direct Payments) (Scotland) Amendments Regulations 2007, the Direct Payments Scotland Regulations 2014, and the Social Care (Self Directed Support) (Scotland) 2013 Act.

Scope

Since June 2003 the Council has had a duty to offer Direct Payments (DP) to children in need and adults who are assessed as requiring community care and/or housing support services due to illness or mental disorder or any form of disability or due to infirmity or age (if aged over 65). Support for continuing health needs may also lawfully be received as a Direct Payment.

The Social Care (Self Directed Support) (Scotland) Act 2013 which was implemented on 01 April 2014, places a duty on local authorities to offer anyone assessed as eligible for social care support **four** options of self-directed support:

1. A Direct Payment (DP).
2. The ability to 'direct' their own support package and ask the local authority or a third-party organisation to procure and manage that package on their behalf. This is also known as an Individual Service Fund (ISF).
3. Ask the local authority to choose, make arrangements for and manage their support package on their behalf.
4. A combination of any of the three options above.

The Act also places a duty on local authorities to explain each of the four options and their implications for the individual when offering them to a person assessed as eligible for social care support.

The principles and definitions within this policy apply to all Direct Payments activity carried out by or on behalf of The City of Edinburgh Council.

This policy should be read in conjunction with the "[Risk Assessment Policy](#)".

Those primarily involved are social workers, occupational therapists and community care assistants within the Edinburgh Health and Social Care Partnership and Communities and Families and their management teams. This includes Locality teams, hospital, reablement and mental health teams, service managers for disabled and older client group services (e.g., short breaks, housing support) and the Social Care Finance Team.

Definitions

Direct Payment (DP)

A Direct Payment is a form of self-directed support that **offers individuals increased flexibility, choice, and control over how their support needs are met**. The department makes the payment to them instead of arranging the services it has assessed as being required. The individual then uses the payment to secure the agreed care and support.

Direct Payments are an alternative to local authority arranged community care and children's services and therefore need only be offered at the point where the local authority would normally have assessed and agreed to provide the services. Service provision must be equitable and not put people who choose to receive either Direct Payments or a direct service arranged by the local authority at a disadvantage.

A Direct Payment (DP) is a cash payment made by the Edinburgh Health and Social Care Partnership to an individual (or in certain circumstances his or her representative) who has been assessed as needing community care (including housing support) or within children's services and who chooses to take up the Direct Payment route. It can be described by the term Self-Directed Support.

Glossary

AWI - Adults with Incapacity

Council - City of Edinburgh Council

DP - Direct Payment

Employer - An individual using Direct Payments to employ a Personal Assistant

SCP – Social Care Payments Team (previously Funding Independence Team)

LCiL - The Lothian Centre for Inclusive Living, an independent user-led disability support organisation

PA - Personal Assistant - a support worker employed by a Direct Payment recipient. All Personal Assistants should be members of the PVG scheme (see below)

Policy content

The aim of Direct Payments is to offer individuals increased flexibility, choice, and control over how their assessed and eligible support needs are met.

Personalisation is a core social work value and self-directed support (SDS) is central to the personalisation of health and social care services. Direct Payments are one of the key mechanisms of delivering SDS. Direct Payments aid social inclusion and independent living and help deliver a more person-centred and individualised approach to service provision.

Direct Payments can be used flexibly so long as the outcomes achieved are consistent with assessed and eligible need. They can be used for housing support, day service, home care, respite, equipment, and temporary adaptations and assessed support identified by children's services. The support services they purchase do not have to be the same as those that the Council would have arranged. Direct Payments (Adults) can also be used to meet continuing health needs; in these cases, the Council administers the funding on behalf of NHS Lothian for joint packages of support.

Direct Payments will be paid via an Allpay card and may in some instances be paid to a third party, e.g., pay roll company, attorneys, and guardians with the relevant AWI powers, and those with parental responsibility for a child up to age 18. This may arise when the person lacks the capacity, even with assistance, to manage their own Direct Payment because of adult incapacity in AWI terms, or where s/he is a child under 16 years. If an individual aged between 16 and 18 lacks capacity to fully manage their own Direct Payment, then the parent may support them to do this or continue to do this on their behalf. For children, the payment for support is paid to the person with parental responsibility.

The cost of providing the client with a Direct Payment will not be greater than the cost to the Council of providing or purchasing the support.

Under The City of Edinburgh Council's charging policy, there is no financial advantage or disadvantage to having a Direct Payment in lieu of an arranged service. All individuals (except children) are assessed for a financial contribution in the usual way.

Who can receive a Direct Payment

Adult Services:

Disabled persons aged 16 and over at the commencement of the Direct Payment. This includes people with any kind of disability including those with

physical, sensory, and learning disabilities and people who are disabled by illness (e.g., those with mental illness, arthritis, cancer or by HIV / AIDS) and who can manage Direct Payments with or without assistance.

Persons aged 65 and over, using community care services due to infirmity or old age.

Attorneys, guardians, or other adults acting as 3rd parties with the consent of the affected person.

Attorneys and guardians with the relevant welfare and/or financial powers, provided they consent to receive Direct Payments on behalf of people who are unable to give consent to arrange their own services.

Another third party, acting as a person's agent, may receive and handle the money. However, the legislation does not allow Direct Payments to be paid to a third party unless the recipient remains effectively in control of how the funds are spent. This is the case even when the services provided are specifically intended to assist the recipient's carer.

Carers, in their own right, where a carer is assessed as requiring a support service, and where we would provide a service under the Carers (Scotland) Act 2016, then the carer had a right to any SDS option in delivering that service including DP. As services to carers under the 2016 Act are not chargeable then the DP is paid gross.

Not everyone who is eligible for community care services will be eligible for Direct Payments. The 2003 Regulations, (made under [Section 12B \(1\) \(b\)](#) of the 1968 Act) specify those to whom Direct Payments may not be offered (see section 7).

Children's Services:

Since 2003, parents and/or those with parental responsibility can use Direct Payments to purchase services for children who have been assessed as being "in need". This definition includes all children who have an assessed support need, those who are affected adversely by the disability of any other person in the family, or those whose health or development may be impaired or below a reasonable standard without the intervention of care services. Any service should be aimed at safeguarding or promoting the welfare of the child/children in need.

Disabled People aged 16 or 17:

If a disabled individual aged 16 or 17 lacks capacity to manage their Direct Payments, then the adult with parental responsibility may continue to manage them on their behalf.

Disabled Parents:

Disabled parents can receive Direct Payments for services to assist them in their parenting role. Direct Payments can be used to meet the assessed social care needs of them and their families that arise from their disability.

Parents of a Disabled Child:

Direct Payments for children should be designed to maximise the child's abilities and give children the opportunity to lead lives that are as normal as possible. Direct Payments should only be made if the department is satisfied that the parent will make arrangements that are designed to safeguard and promote the welfare of the child to fulfil their potential.

Adults requiring Housing Support:

Direct Payments may be available for people moving from an emergency into a more long-term service (e.g., after a period of six months). They are not however appropriate for those in an emergency (i.e., homeless or at risk of homelessness) when support would be provided on a short-term basis to resolve the crisis.

Direct Payments are also not appropriate for services where people move into accommodation-based services where there are shared service costs. People will be considered to "opt in" when they enter services such as sheltered housing, supported housing and temporary accommodation and as such these services would be excluded.

Attorneys and Guardians ([See section Adult Services](#)).

A Third Party Acting as a Recipient's Agent ([See section Adult Services](#)).

Provision of a Direct Payment

Duty to Offer

If the person is assessed as eligible for services, the assessing worker has a duty to offer a Direct Payment as an alternative to arranged services, and to support the individual through the process of applying for the Direct Payment. Once the payment has been authorised, the worker must provide help, where required, either individually or by referral to the support/payroll service, to assist the person to understand how they can undertake the purchase of care and support.

Consent

All potential Direct Payment recipients must give their consent to receive such payments and should receive as much support as they need to reach a decision. If the person who requires the service is clearly unable to give consent, then an attorney or guardian, with the relevant powers, can give consent on their behalf.

Mechanism for Payment

A Direct Payment will be made to the individual via an Allpay account, or via a payroll provider or Solicitor acting as Power of Attorney/Financial Guardian. The Allpay account is pre-loaded with the agreed Direct Payment. The Allpay account is the default method of payment for all DP, unless a payroll provider or Solicitor is managing the DP.

Ability to Manage

Direct Payments should only be offered to people who are able to manage, both to direct their own care and manage the financial aspects, either alone or with assistance. The judgement as to whether someone can manage following initial support from the worker, must be made on an individual basis. If it is judged that someone could only manage Direct Payments with ongoing support, it is essential to confirm that this help is available over a sustained period before offering a Direct Payment.

The ability to manage a Direct Payment includes:

- willingness and ability to purchase and direct their own support to meet the agreed assessed care needs.
- willingness and ability to manage either the Allpay account or arrange for a Solicitor or Payroll provider to manage a designated bank account to pay for support.
- willingness and ability to maintain financial records:
 - for those employing Personal Assistants this includes keeping individual workers' time sheets, signed by them contemporaneously, confirming the actual hours they have worked for each period of the day.
 - evidence of Tax and National Insurance contributions
 - valid Employer's Liability Insurance
- ability to comply with employment law if the person chooses to recruit and employ their own staff.

Recipients of Direct Payments can use their payment to purchase:

Personal assistants (PA's)

Eligible service users can use Direct Payments to employ their own staff (i.e., Personal Assistants - PA) to provide the care and support which the Council has assessed is needed. PA's can also be used to support an individual to access alternatives to traditional services.

The Council **strongly recommends** that all prospective Personal Assistants employed by Direct Payment recipients should have registered for the PVG

scheme membership as part of safe recruitment practice. PA employers should be so advised at outset.

Homecare or Care at Home Services

The individual can arrange contracts with any care agency that is registered with the Care Inspectorate. The department cannot insist that the client only contracts with the service providers that the Council is currently using. The individual would need to top up any shortfall in funding.

Day Care Services

Day Care services can be purchased from the department or from another local authority. If the service is provided within Edinburgh, then travel costs to and from the service may be considered for inclusion in the package only if the individual is not entitled to a mobility allowance or is unable to take public transport. If the DP purchased service is provided in another authority, the individual may have to pay the travel costs to and from the service.

Housing Support Services

These include services, other than care or housing management, and excluding such services as noted at 4.1.6 above, which enable an individual to establish or maintain occupancy of a dwelling. Services purchased might include services to help set up a new tenancy, budgeting and building life skills to live more independently.

Equipment and Temporary Adaptations

Such a purchase, either of equipment and/or temporary adaptations, will usually be a one-off payment. Before making such a payment, the department should satisfy itself and agree the safe installation, the future ownership and where responsibility lies for service, maintenance, and repair – especially for complex and expensive pieces of equipment. Direct Payments cannot be used as a substitute for Home Improvement Grants, for adaptations required by the landlord or for equipment normally provided by the NHS.

Jointly Commissioned Services with Health

In general, Direct Payments cannot be used to purchase health services. However, they can be used where jointly commissioned services include aspects of continuing health care such as ventilation, skincare, and the management of pressure sores and the administration of percussive physiotherapy.

Practice/Locality Teams should work with their NHS partners to provide a joint Direct Payments package wherever possible, covering health and community care needs. The Health contribution to any package should be noted on the direct payment application form. This is because the NHS has no lawful mechanism to pay the person directly. People are paid the Health contribution in

their Direct Payment and the City of Edinburgh Council can claim it back from the NHS.

Direct Payments cannot be used for:

Long-term stays in Residential Accommodation

Other than short respite breaks, Direct Payments cannot be used to purchase residential care.

Goods – food, drink, fuel, clothes, etc

A Direct Payment cannot be used to pay for daily living expenses. Use of DP for regular daily living costs may risk disentitling the person to many welfare benefits. DP purchase of alcohol, tobacco, gambling, drugs, **must never be permitted**.

Transport

Another exception may be transport to and from day services or respite services, for both the person and Personal Assistant. Travel costs to and from the service may be considered for inclusion in the package only if the person is not entitled to a mobility allowance or is unable to take public transport or requires specialist transport such as an ambulance.

Who cannot be employed using a Direct Payment?

The 2007 amendment regulations (Adult Support and Protection (Scotland) Act 2007) amends Direct Payments legislation and changes the rules on employing close relatives using Direct Payments under the 2003 regulations.

The regulations specify that usually, relatives of the person cannot be employed using Direct Payments. The restriction applies because the relationship between the two people is primarily personal rather than contractual.

From 12 November 2007, unless a local authority is satisfied that securing a service from such a person is necessary to meet the beneficiary's need for a service, or that securing the service from such a person is necessary to safeguard or promote the welfare of the child in need, a local authority may not allow certain close relatives to be employed to provide support services (the precise services to which this applies are specified in regulation 4 of the 2003 regulations as amended by the 2007 regulations).

The 2007 regulations also expand the list of close relatives of the beneficiary from which services may not normally be purchased. This is to reflect modern family set-ups and applies irrespective of where they live. For more detail consult SDS Guidance November 2022 as given above.

This general position remains important because of the very different relationships that a person would have with an employee and a family member and the conflicts of

interest that can result from employing a close relative. This applies to relatives irrespective of where they live.

In no circumstances can a PA manage a Direct Payment by payment to themselves, nor should any Direct Payment paid PA be the Direct Payment recipient. The latter circumstance would arise if the employed relative were receiving the Direct Payment on behalf of the person as an authorised third party (e.g., AWI). Therefore, the Power of Attorney or Guardian of the individual cannot also be their PA. In both cases there would be a clear conflict of interest that would not be in the best, or sustainable, interest of the supported person.

Exceptional circumstances can only be applied if authorised by Senior Management and if in line current SDS Guidance issued by Scottish Government.

Independent Advice and Support

The Lothian Centre for Inclusive Living (LCiL) is funded by the City of Edinburgh Council to provide independent information to Direct Payment recipients in the following areas:

- employing Personal Assistants - job descriptions, advertising and recruitment of staff including criminal record checks
- tax and national insurance
- health and safety at work
- emergency cover
- employer's liability insurance.

LCiL also offers the following services:

- payroll services (incurs a charge)
- training for employers
- training for Personal Assistants.

PVG Scheme membership

Eligible individuals can use Direct Payments to employ their own staff (i.e., Personal Assistants) to provide the support which the Council has assessed is needed. The Council strongly recommends that all prospective Personal Assistants employed by Direct Payment recipients should have registered for PVG scheme membership as part of safe recruitment practice.

See <https://www.mygov.scot/organisations/disclosure-scotland>

Termination of Direct Payment

This can occur where the recipient chooses to end the Direct Payment, or through the death or increasing incapacity of the recipient. It can also occur when the Council determines that a DP is no longer appropriate or safe.

On termination payment may be made:

- a. Up to 4 weeks beyond termination date to give sufficient or required notice to a Regulated Provider, taking any outstanding invoices to the termination date into account.
- b. Up to 6 weeks beyond termination date to give sufficient payment in lieu of notice or redundancy where Personal Assistants were employed, taking any gross wages or HMRC payments to termination date into account.

Any claim for payment more than these periods will require legal representation to the Council and in the latter case supplementary payroll summaries evidencing length of contracted service.

The extent of any payments made will be determined by the circumstances of the termination and at the Council's discretion.

The Council is not liable for the cost of contracts of employment, or contracts with regulated providers, that exceed the funding the Council provides or entered into without the Council's knowledge and agreement.

Recovery of unused funds

This will take place when it is determined that there are funds in a Direct Payment account that have not been used, nor are reasonably expected to be, to meet the individuals assessed eligible need.

The Council will, after discussion with the DP recipient, or where appropriate their legal proxy, and having reviewed the individual Personal/Child's Support Plan recover those public funds the Council in its best judgement can determine as unused and unusable.

- Any recovery of funds will be based on the minimum balance in the account over the most recent 6 months activity. The following will also apply to the calculation of any reclaim; Any outstanding invoices/salaries due to be paid on the advice of the person or with their knowledge their payroll provider.
- Where the DP remains active, 6 weeks of the regular DP in effect at the time of the recovery will be deducted from the amount reclaimed. This to protect the person from an error in recovery or an unidentified liability unknown to the person.
- 6 months of respite cost is a recommended sum to remain in the account at any one time. The remaining sum after these factors are taken into consideration will be the amount to recover.

The DP recipient will be advised of the sum proposed to be reclaimed and provided with an opportunity to notify any additional factors that may be relevant for consideration prior to the reclaim.

The Council will make every effort, reasonable in its own judgement and consistent with SDS Guidance issued by the Scottish Government, to satisfy the person and seek their consent to the action.

Only in the last resort will the Council act as single arbiter on the recovery of these public funds.

If further information emerges after recovery that the sum reclaimed was for any reason in error, some or all the recovery will be restored to the person on the Council's best judgement and at the earliest period that administration enables.

Overriding every other consideration will be the safety, sound care and independent living of the person at the heart of the support the DP sustains. No recovery will occur without a qualified social worker or occupational therapist making a judgement on these lines. This will be recorded to file.

Any person dissatisfied with any outcome can make complaint of the Council's actions in the normal manner by contacting Adult's [0131 553 8395](tel:01315538395) or email socialwork.complaints@edinburgh.gov.uk Children's [0131 529 2572](tel:01315292572) or email childrensservices.socialworkcomplaints@edinburgh.gov.uk

Recovery of misuse of funds

If the DP has in the best judgement of the Council been misused and funds are to be recovered, the practitioner will email: FundingIndependentLiving@edinburgh.gov.uk to advise them.

Implementation

This policy document is a revision of an existing policy, which has been updated in line with an update in legislation. Once agreed, the policy document along with supporting materials will be made available to staff via the Orb. It will also be made available to members of the public via the Policy Register on the City of Edinburgh Council's website.

Roles and Responsibilities

All relevant Edinburgh Health and Social Care Partnership and Children and Families staff are responsible for complying with this policy. Including Agency staff.

Related documents

Legislative Context

The Social Work (Scotland) Act 1968

Sections 12B and 12C of the 1968 Act place a duty on local authorities to make Direct Payments available to certain adults and children who wish to receive them. This includes disabled people.

Direct Payments are an alternative to local authority arranged community care and children's services and therefore need only be offered at the point where the local authority would normally have agreed to provide the services. They must not put people who choose to receive local authority services at a disadvantage.

The Community Care (Direct Payments) (Scotland) Amendment Regulations 2003, and the Mental Health (Care and Treatment) (Scotland) Act 2003 (Modification of Subordinate Legislation) Order 2005.

Where a person is over 18 and clearly unable to give consent, or is under the age of 18, the 2003 Regulations specify certain categories of people who can give consent on behalf of the person, namely those with parental responsibility, and attorneys and guardians (AWI Act 2000) who have powers to manage the Direct Payment on the person's behalf.

Not everyone who is eligible for community care or children's services will be eligible for Direct Payments. The 2003 Regulations (as amended by the 2005 Order) specify that Direct Payments may not be offered to certain people who are restricted by certain mental health or criminal justice legislation. People in these groups are required to receive specific community care services. Offering them Direct Payments in lieu of those services would not give a sufficient guarantee that the person would receive the services required. Details of these categories are given in National Direct Payment Guidance.

Adult Support and Protection (Scotland) Act 2007

Section 63 of this Act amends Direct Payments legislation. The Act empowers local authorities to offer increased flexibility in tailoring individualised packages of support.

The 2007 amendment regulations (see below) change the rules on employing close relatives using Direct Payments under the 2003 regulations.

The Community Care (Direct Payments) (Scotland) Amendment Regulations 2007

From 12 November 2007, unless a local authority is satisfied that securing a service from such a person is necessary to meet the beneficiary's need for a service, or that securing the service from such a person is necessary to safeguard or promote the welfare of the child in need, a local authority may not allow certain close relatives to be employed to provide support services (the precise services to which this applies are specified in regulation 4 of the 2003 regulations as amended by the 2007 regulations). The 2007 regulations also expand the list of close relatives of the beneficiary from which services may not normally be purchased. This is to reflect modern family set-ups and applies irrespective of where they live.

Associated Documents

- [The Social Work \(Scotland\) Act 1968 \(guidance on the sections relating to direct payments\)](#)
- [The Children \(Scotland\) Act 1995](#)
- [The Community Care \(Direct Payments\) Act 1996](#)
- [Regulation of Care \(Scotland\) Act 2001](#)
- [Community Care and Health \(Scotland\) Act 2002](#)
- [Community Care \(Direct Payments\) \(Scotland\) Regulations 2003](#)
- [National Health Service Reform \(Scotland\) Act 2004 \(asp 7\)](#)
- [The Community Care \(Direct Payments\) \(Scotland\) Amendment Regulations 2005 \(SSI 2005 No. 114\)](#)
- [The Mental Health \(Care and Treatment\) \(Scotland\) Act 2003 \(Modification of Subordinate Legislation\) Order 2005 \(SSI 2005 No. 445\)](#)
- [The Disability Equality Duty \(DED\) as enacted 2006](#)
- [Adult Support and Protection \(Scotland\) Act 2007](#)
- [The Community Care \(Direct Payments\) \(Scotland\) Amendments Regulations 2007 \(SSI 2007 No. 458\)](#)
- [The Social Care \(Self-directed Support\) \(Scotland\) Act 2013](#)
- <https://www.gov.scot/publications/carers-scotland-act-2016-statutory-guidance-updated-july-2021/pages/1/>
- Direct Payments procedure
- This policy should be read in conjunction with the "[Risk Assessment Policy](#)".

Further information:

- The full 2013 Act here: <https://www.legislation.gov.uk/asp/2013/1/enacted>
- Original 2014 Statutory Guidance here: <https://www.gov.scot/publications/statutory-guidance-accompany-social-care-self-directed-support-scotland-act-2013/pages/8/>
- Full text of the 2014 Regulations here: <https://www.legislation.gov.uk/ssi/2014/25/made>
- Existing SDS Practitioner Guidance at <https://www.gov.scot/publications/self-directed-support-practitioners-guidance/pages/6/>
- More information on human rights in Scotland at <https://www.scottishhumanrights.com/projects-and-programmes/human-rights-based-approach/>
- Audit Scotland Self-directed Support report (PDF): https://www.audit-scotland.gov.uk/uploads/docs/report/2017/nr_170824_self_directed_support.pdf
- My Support My Choice reports: <https://www.sdsscotland.org.uk/mysupportmychoice/>
- National Care Service, visit: <https://www.gov.scot/policies/social-care/national-care-service/>
- SDS Framework of Standards: <https://www.gov.scot/publications/self-directed-support-framework-standards-including-practice-statements-core-components/documents/>
- Getting it right for every child, and guidance on Children and Young People (Scotland) Act 2014 Part 12: Services in Relation to children at risk of becoming Looked After: <https://www.gov.scot/publications/children-young-people-scotland-act-2014-national-guidance-part-12/documents/>
- The 2014 Act: <https://www.legislation.gov.uk/asp/2014/8/contents/enacted>, which made some amendments to the 1995 Act (<https://www.legislation.gov.uk/ukpga/1995/36>)
- The Carers Charter: <https://www.gov.scot/publications/carers-charter/>

Integrated impact assessment

An Integrated Impact Assessment (IIA) of this Policy was undertaken in September 2023 by council officers and third sector organisations.

As this is a revision of an existing policy, which has been updated in line with an update in legislation, the group found no significant negative impacts to any groups because of the policy. However, recommendations were received to improve accessibility and readability of the policy which will be taken forward.

Risk assessment

Failure to adopt this policy and contents carry the following risks:

Non-compliance with Social Care (Self Directed Support) (Scotland) 2013 Act as it is a requirement to offer four options, including Direct Payments following assessment of need.

Review

This policy will be reviewed every 2 years, or more frequently because of changes to legislation or statutory guidance.

Direct Payment Procedure

VERSION 1.0
 IMPLEMENTATION DATE 01/10/2023
 REVIEW DATE 01/10/2025

DEPARTMENT RESPONSIBLE

Department:	Edinburgh Health & Social Care Partnership		
Division:	Operations		
Section:	South East Locality		
Owner:	Nikki Conway		
DPIA :	Yes <input type="checkbox"/> No <input type="checkbox"/>		
	Link to DPIA:		
IIA:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
	Link/Location:		
If appropriate, has Health and safety had oversight of this procedure	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
	Name of contact:	Date: July 2023	

VERSION HISTORY

VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
V1.1	Nikki Conway, SE Locality Manager	24/09/23		Jack Blaik & Ashley Mazs
V1.2	Brickchand Ramruttun, Interim Service Director - Operations	28/09/23		Catherine Mathieson

PURPOSE

The purpose of the procedure is to detail all the activities undertaken by the Council/EHSCP staff in the setting up of Direct Payments, for Adults and Children. We aim to give people more choice and control over their care, and we want to create a flexible and individual care package to meet the required needs and desired outcomes.

SCOPE

The procedure relates to all activities in relation to the making of, closing of, and auditing of Direct Payments (DP). The activities within the procedure will be conducted by the Council/EHSCP, Children Services, the Social Care Payments Team, Locality Business Support, and the DP Audit Team.

1. Duties under the SDS Act 2013
 - I. Duty to have regard to the general principles of involvement, informed choice, and collaboration as part of the assessment and the provision of support.
2. Duty to take reasonable steps to facilitate the person's dignity and participation in the life of the community in which the person lives.
3. Duty to offer four options to the supported person.
 - I. Direct Payment (DP)
 - II. Individual Service Fund (ISF)
 - III. Service managed by the Local Authority
 - IV. A mixture of the above
4. Duty to explain the nature and effect of the four options and to signpost to other sources of information and additional support (applies to adults, children/families, adult carers, and young carers).

DEFINITIONS

TERM	DEFINITION
CEC	The City of Edinburgh Council
SDS	Self-Directed Support
DP	Direct Payment
EHSCP	Edinburgh Health & Social Care Partnership
SCP	Social Care Payments Team (previously Funding Independence Team - FIT)
PSP	Personal Support Plan
AWI	Adult with Incapacity
PA	Personal Assistant
KYC	Know Your Customer
FMS	Financial Management Service
LCiL	Lothian Centre for Inclusive Living
FBS	Fife Business Services
BACS	Solicitor's or FMS bank account
CAB	Citizens Advice Bureau
FSA	Financial Services Authority

PROCEDURE

- The Practitioner will visit the person and discuss the four options of SDS and agree on a suitable care plan. Staff carrying out assessments of an individual's service needs and desired outcomes, must ensure that the appropriate eligibility criteria are satisfied before social care services are provided. Once the Personal Support Plan is completed, the Practitioner work flows this to their Manager/Senior to be approved.
- The PSP should contain all relevant information, what the person's needs, and desired outcomes are and what services are required to meet their needs and outcomes. The more information that is provided the better it will avert misunderstanding or confusion. Clearly state what the DP funds can be used for. For Eligibility Criteria see:
https://orb.edinburgh.gov.uk/downloads/file/10456/eligibility_criteria_for_adult_social_care

- The start date is the date the service i.e., PA/Agency start. If the PA/Agency has not started, please record: 'To be Confirmed' in the start date section on the PSP, then advise SCP once a date is known. An exception is where the DP is for Respite, an arrangement where DP funds can accumulate if intended for a short break.
- All new DPs should transact through the Allpay account, unless being managed by a Solicitor or Financial Management Service. The cardholder must be able to manage telephone or online banking and be aware of their responsibilities. In the cardholder information section on the PSP, please also give an email address of the cardholder to allow SCP to email the relevant forms. If the cardholder wishes to have these forms posted, please also write this in the relevant box.
- If the account is to be managed by a FMS, it is the responsibility of the Practitioner to contact the relevant FMS provider and set up that arrangement. The FMS provider will then send a BACS to SCP to set up the relevant bank account for the DP funds to be paid to. The FMS providers CEC have in our Framework Contract are: LCiL, FBS and Accountability. The person can choose any FMS Provider of their own if they so wish, if they are registered with the FSA.
- The DP is paid 4 weekly in advance.
- If the person/proxy is due back dated funds, please ask them to email SCP at: FundingIndependentLiving@edinburgh.gov.uk or call 0131 469 3334. Proof of invoices/payment is required.

What can a DP be used for:

A Direct Payment is a mechanism that an individual can use to have more choice and control over their care and support. The DP must be used to meet the assessed, eligible needs of an individual but can be used in a flexible way that provides a more personalised range of options for the person.

- Home Based Care
- Day Service (can be for activities if there is an assessed need for a day service, and where this meets identified outcomes. Agreements on what this will entail must be itemised in the Personal/Child Support Plan and financially approved. The cost cannot be greater than the cost of a day service the Council/EHSCP would provide)
- Respite (can be used for short breaks or 'holidays' as an alternative to respite - if there is an unpaid carer and an assessed need, and where this meets identified outcome, food or drink, in any form, should not be included in the cost. This can include the individual and the unpaid carer going on holiday together as a form of respite. But the DP would only pay for the individual and only up to the agreed respite budget. Any excess cost for the individual would need to be met by them and no increase in the DP will be given for future respite if the full budget for respite has been within that respite year)

- Equipment (needs approval from a Senior)
- Equivalency model for residential/nursing care (as a DP Budget, see below)
- Creative solutions that meet the person's assessed needs and outcomes e.g., Alexa, Gym equipment/membership, electronic tablet, Football Season Ticket, Art Therapy, Sports Fees, etc.

What a DP cannot be used for:

- Alcohol
- Cigarettes or other drugs
- Gambling
- Food or household items
- Restaurants/Take Aways
- Holiday (other than an assessed respite break)
- Paying any type of utility/bill (other than care bills)
- Paying an agency or provider not regulated by the Care Inspectorate
- Care and support outside the UK, other than from a PA – as being a care service not regulated in the UK i.e., that outcome would need to be self-funded.
- Long term Residential/Nursing Home care
- Health services (other than some continuing health needs)
- Private health care
- Loan repayments
- Self-payment – i.e. to and by the supported person or their Guardian/active Power of Attorney
- Cash
- Transport – (other than the Council/EHSCP may pay for a support worker/Personal Assistant to drive the car for an individual or to accompany them on a journey, but this must be part of the assessed need and desired outcomes. There may be some exceptional circumstances where the Council/EHSCP would agree to pay for transport e.g., specialist transport is needed such as an ambulance to transport for an individual to respite).

DP in lieu of service

The cost of a DP should not normally exceed the cost of the service for which it is a surrogate or proxy. [Guide to Price information can be found on the Orb.](#)

Community based services generally have known cost. This cost will be net of any charge normally applied. A DP should therefore be netted of the charge that would normally be applied to a service.

Where the DP is made in lieu of residential/nursing home care on the basis that the person remains in their own home, then the latter will not be a realisable asset. DP in lieu of residential/nursing home care should be made at a value of the placement cost in effect at the time and uprated accordingly in line with service practice. For older people this will be the National Care Home Contract rate, other than in exceptional circumstances whereby a care home would charge more due to exceptional needs e.g., behaviours that challenge. For those under 65 years old appropriate care homes should be approached to ascertain what they would charge to meet the person's needs. Where possible several costs should be obtained and the most appropriate used.

Employing a PA:

- PAs are, not regulated by the Care Inspectorate.
- They are exempt from the Regulation of Care (Scotland) Act 2001.
- PAs are not yet subject to mandatory PVG or verified identity by the Council/EHSCP.
- The person receiving support will usually be the employer. [They must fully understand the responsibilities they are taking on prior to recruiting staff.](#)
- The **employer** must pay their **employee** no less than the Scottish Living Wage.
- The employer should be aware that the DP rate paid is not the gross rate to give the PA.
- The **employee's** gross pay may be subject to Tax/NI, depending on personal circumstances.
- The Council/EHSCP staff should **not** give employment advice or set an exact wage rate for the **employee**. Instead, they should signpost the employer to a support organisation such as LCIL – or signpost to the PA Handbook <https://handbook.scot/>
- The contingency is retained to pay for HMRC, Holiday/sick pay for PA, pension and future years Employer's Liability Insurance, training, and other **employer** costs etc. When setting up a DP for PA, include payroll costs and first year's Employer's Liability Insurance costs ([DP Payroll Support](#)).
- Obtain financial approval. Ensure you **ONLY** use the agreed standard agency rate and agreed standard PA rate (higher PA rate is for exceptional, complex circumstances e.g., someone is ventilated, peg fed etc).
- If the person wishes to have a self-employed PA, this needs to be discussed as the best option **and** be an arrangement agreed the Manager/Senior. A [Self-Employed PA Disclaimer form](#) must be completed by both the DP recipient or their legal representative and the PA.
- A self-employed PA is funded at the net rate normally applied to PA; no contingency is paid.
- The DP regulations specify that usually relatives of the person cannot be employed using Direct Payments. Exceptional circumstances can only be applied if authorised by Senior Management, via the financial approval process, and if in line current SDS Guidance issued by Scottish Government.

- In no circumstances can a PA manage a Direct Payment by payment to themselves, nor should any Direct Payment paid PA be the Direct Payment recipient. The latter circumstance would arise if the employed relative were receiving the Direct Payment on behalf of the person as an authorised third party (e.g., AWI). Therefore, the Power of Attorney or Guardian of the individual cannot also be their PA. In both cases there would be a clear conflict of interest that would not be in the best, or sustainable, interest of the supported person.

RESPONSIBILITIES

- Practitioner Visits the person at home to discuss their needs and their expectations.
- Practitioner Explains the 4 SDS Options if necessary and discuss what will meet the needs of the person. Have information on costs, i.e., equivalency model for DP Budgets in lieu of Care Home placements. Assess the person for capacity or consider whether there is a proxy (Guardianship or Power of Attorney) in place to manage the DP on their behalf. If the person does not have capacity in the meaning of AWI, the proxy must have POA or Guardianship to manage the DP and Allpay account.
- Practitioner Should refer the person to LCiL to get advice on Care Agencies and becoming an Employer. LCiL receives funding from CEC to manage this on CEC behalf. If the person wishes to employ a PA, you can also refer them to CAB.
- Practitioner Once the PSP is agreed with the person, the worker submits this to their Senior/Financial Huddle – depending on budget for approval of funding. Once approved, the PSP is work flowed to Social Care Payments (SCP) (7230).
- Practitioner Take a copy and discuss the DP Agreement form with the person/proxy so they understand the DP is in lieu of a service and their responsibilities.
- SCP Process the PSP, setting up a DP Tracking Case Note, then email the cardholder with the KYC form and DP Agreement to sign. One Allpay account is required for each person.
- Practitioner Should ensure the person is able to complete the forms and return to SCP. The cardholder must be resident in the UK – if no other appropriate cardholder available, a Financial Management Service could be considered.
- Practitioner Must give the person or their proxy a copy of the PSP, and request confirmation of receipt. Confirmation of receipt of PSP is required to be signed on the DP Agreement.
- SCP Process the Allpay application (KYC) and wait on the account to be set up. If all the relevant information has been recorded on the PSP, and there is a start date for the service, the payment should be made on the next relevant payment run.

- SCP Set up the service and costs on Swift to ensure the DP will be paid and connect to bank details.
- SCP Send a letter to the cardholder to advise when the payment will be made and the amounts.
- Practitioner Must undertake a 6-week initial DP Review to ensure the correct funds are being paid, and the DP is being used appropriately. This is essential to avert future problems with the DP by identifying any issues early.

DP FOR END OF LIFE/PALLIATIVE CARE

- Practitioner Once the PSP is approved, please email: ehscpescalations@edinburgh.gov.uk to request the DP be prioritised.

RECOVERY OF UNUSED FUNDS

Recovery will start with a conversation with the person by the key worker, taking the persons views fully into account.

The following approach will be adopted:

- Determine the extent of funds appropriate to recover the baseline of the minimum balance in the account over the most recent 6 months activity will be used.
- Ensure enough funding remains to pay outstanding invoices/salaries, on the advice of the person.
- Ensure enough funding remains to cover 6 weeks of regular DP activity. This is to protect the person from an error in recovery or an unidentified liability unknown to the person.
- 6 months of Respite funding to remain in the account.
- The remaining sum after these factors are taken into account will be the amount to recover.
- This sum will be communicated to the person, to give further opportunity for a conversation and to identify costs not yet considered. The person can be supported through advocacy or 3rd party support of their choice in this conversation.
- The SDS Advice Team will make every reasonable effort, consistent with SDS Guidance issued by the Scottish Government, to satisfy the person and seek their consent to the recovery of funds.
- Only in the final event should EHSCP act as single arbiter on the recovery of these public funds.

- If further information emerges after recovery that the sum reclaimed was for any reason in error, some or all the recovery will be restored to the person on the team's best judgement and at the earliest period that administration enables.
- Overriding every other consideration will be the safety, sound care and independent living of the person at the heart of the support the DP sustains. No recovery will occur without a qualified social worker or occupational therapist, or community care assistant involved and will be recorded in line with the organisations case recording guidelines.

DP BACS – The Locality Business Support team (HSC.DPAudits@edinburgh.gov.uk) request necessary audit information by letter and process service users audit paperwork on the Swift system. Standard checks are carried out by Business Support prior to a service users annual review such as considering that the care plan is being adhered to, if CEC funds are being spent as agreed and highlighting any concerns when necessary to the Locality Cluster team for investigation and or further action.

Once an Audit return is processed on Swift, the details of the return must be entered on the SE Direct Payment Tracker, this is sent via email to the Cluster Managers at the end of each month to allow progress to be monitored.

DP Allpay – A yearly Review should be carried out on DP's, and Allpay statements can be requested from: FundingIndependentLiving@edinburgh.gov.uk. Please see the Review Checklist for guidance.

WHEN THE PERSON IS IN HOSPITAL

The DP will continue to be paid for four weeks. After this period, the Locality need to review the situation and advise if the DP is to continue, depending on the period of hospitalisation and if PAs are being paid.

WHEN REVIEWING A DP

Please use the [DP Review Checklist](#).

RECOVERY OF FUNDS DUE TO MISUSE OR OVERPAYMENT:

If the DP has been misused and funds are to be recovered. The Practitioner must discuss this with their manager and alert the Locality Manager. The Practitioner should inform the DP recipient of the plan to recover funds and must then email: FundingIndependentLiving@edinburgh.gov.uk and provide the following information:

- Name and AIS number
- DP Contact name and address if different from above
- Total amount to be repaid and period of repayment (this should be discussed and agreed)

ENDING A DP

If a DP is to end, e.g. the person has gone into residential care, moved to another SDS option, moved LA, is no longer able to manage the DP or the DP is no longer required, the worker **must** either workflow confirmation to Social Care Payments (7230) or email to advise them of this:

FundingIndependentLiving@edinburgh.gov.uk.

Outstanding payments on the ending of a DP for any reason, including death of the supported person:

- where a Regulated Provider was contracted with all or part of the DP, the relevant proportion can be funded up to 4 weeks beyond termination date to enable payments to the Provider.
- where a reported Self-Employed PA was contracted, no payments beyond termination date will be made in respect of that worker as there is no entitlement to notice or redundancy payments.
- where the PA was directly employed, payments up to 4 weeks' notice can be funded, with a potential further element for redundancy costs. Approval from Budget Holder will be required which may include advice from Council Solicitor and the pay roll provider.
- where the package cost was shared with ILF this funder should be approached for a proportion of the cost.
- in the event of death, where there is a recognised Executor, that person will be expected to manage the closing of the DP by making payment to relevant parties. Where there is no known Executor, the Council may make these closing payments directly.

Flexible uses of DP

- A key benefit of a DP is that it increases the amount of choice, control and flexibility that people have over their lives. It should be used to support the individual to achieve the outcomes agreed in their Personal Support Plan to meet their eligible assessed needs in a person-centred way.

- In line with SDS Guidance issued by Scottish Government the Council/EHSCP aims to evidence person centred creativity of use across all the SDS Options including SDS option 1 namely Direct Payments (DP).
- Because a DP is literally a payment method it risks being conflated with other forms of public funding including welfare benefits. If used instead of these sources to fund **other than community care needs** DP risks generating a disentitlement to Benefits that leaves the person potentially poorer.
- As a further example if a family member is employed by means of a DP **their earnings properly treated by the state** may result in lost Benefits. Some family members may not fully appreciate this aspect.
- It is important therefore that DP's are used on a lawful basis as intended **as a form of community care service**.
- Creativity is in achieving those outcomes that a community care service aims to provide. Creativity is not a means to reduce cost of living expenses for disabled people.
- The Council/EHSCP wishes to maximise worker autonomy in line with SDS Guidance.
- Regarding any purchase or outcome **not already authorised in the PSP**, or where the PSP is unclear, the following guidelines will apply:
 - To encourage creativity and a truly outcomes focussed approach, while doing so with equity and consistency across the Council/EHSCP a framework for authorising the creative use of DP is required.
 - Currently that framework will take the form of authorisation structured on accountable levels **that match current finance approvals in service provision**.
 - All those authorising such payments must **on their best professional judgment** be capable of defending their decision as "the delivery of outcomes appropriate to a community care service."
 - The PSP must be updated to reflect what has been approved.

Appendix 1 Quick Guide Direct Payment Application Process

1. Complete an assessment which clearly shows needs and desired outcomes and ensure eligibility criteria are met.
2. Ensure the person has capacity or there is a proxy (Guardianship or Power of Attorney) in place to manage the DP on their behalf. Ensure they understand what it means to have a DP.
3. Complete the Personal/Child's Support Plan, clearly showing what the DP will be used for:

Quick Guide to Using a Direct Payment

YES:

- Home Based Care
- Day Service (can be for activities if there is an assessed need for a day service, and where this meets identified outcomes. Agreements on what this will entail must be itemised in the Personal/Child Support Plan and financially approved. The cost cannot be greater than the cost of a day service the Council/EHSCP would provide)
- Respite ((can be used for short breaks or 'holidays' as an alternative to respite - if there is an unpaid carer and an assessed need, and where this meets identified outcome, food or drink, in any form, should not be included in the cost. This can include the individual and the unpaid carer going on holiday together as a form of respite. But the DP would only pay for the individual and only up to the agreed respite budget. Any excess cost for the individual would need to be met by them and no increase in the DP will be given for future respite if the full budget for respite has been within that respite year)
- Equipment
- Equivalency model for residential/nursing care as a DP Budget (made at a value of the placement cost in effect at the time and uprated accordingly in line with service practice. For older people this will be the National Care Home Contract rate, other than in exceptional circumstances whereby a care home would charge more due to exceptional needs e.g., behaviours that challenge. For those under 65 years old appropriate care homes should be approached to ascertain what they would charge to meet the person's needs. Where possible several costs should be obtained and the most appropriate used).
- Creative solutions that meet the person's assessed needs (including carers) and outcomes e.g., Alexa, Gym equipment/membership, electronic tablet, Football Season Ticket, Art Therapy, Sports Fees, etc.

NO:

- Alcohol
- Cigarettes or other drugs
- Gambling
- Food or household items
- Restaurants/Take Aways
- Holiday (other than an assessed respite break)
- Paying any type of utility/bill (other than care bills)
- Paying an agency or provider not regulated by the Care Inspectorate – that's unlawful
- Care and support outside the UK, other than from a PA – as being not regulated there i.e., that outcome would need to be self-funded.
- Long term Residential/Nursing Home care

- Health services (other than some continuing health needs)
 - Private health care
 - Loan repayments
 - Self-payment – to the supported person or their Guardian/active Power of Attorney
 - Cash
 - Transport – (other than the Council/EHSCP may pay for a support worker/Personal Assistant to drive the car for an individual or to accompany them on a journey, but this must be part of the assessed need and desired outcomes. There may be some exceptional circumstances where the Council/EHSCP would agree to pay for transport e.g., specialist transport is needed such as an ambulance to transport for an individual to respite).
4. Record the start date of the DP on the Personal/Child's Support Plan (PSP).
- The start date is not the date of assessment, it is **the date the service starts**.
 - If the service has not started, record 'To be confirmed'. Unless the DP is for Respite, as that funding can build up, if required for a short break.
 - Advise the person to phone the Social Care Payments Team (0131 469 3334) once they have a start date. Ask them to **leave a message** with their name, telephone number and start date.
5. Ensure you inform the person of the correct current Gross PA rate:
- The Council/EHSCP pay the DP recipient the amount on the PSP, as the gross rate **paid to the employer**.
 - Gross rate includes a contingency amount to cover the **employer's** cost of holiday/sick pay, pensions, employer liability insurance, training, and other **employer** costs etc.
 - The **employer** should pay their **employee** no less than the Scottish Living wage, as the Council/EHSCP fund them to deliver no less than that outcome.
 - The **employee's** gross pay may then be subject to Tax/NI, depending on personal circumstances.
 - The Council/EHSCP staff should **not** give employment advice or set an exact wage rate for the **employee**. Instead signpost the employer to a support organisation like LCIL – or signpost to the PA Handbook <https://handbook.scot/>
6. Obtain financial approval in the usual way, including for any exceptional requests. Ensure you **ONLY** use the agreed standard agency rate and agreed standard PA rate (higher PA rate is for very exceptional, complex circumstances e.g., someone is ventilated). If a PA is being used in lieu of a Day Service you must use the PA rate, not the Day Service Rate.
7. Ensure the Allpay cardholder details are on the PSP. Preferably an email address, if the cardholder agrees, or advise if a KYC (Know Your Customer) form is to be posted to them instead. Give the person/their proxy a copy of the PSP, ensure they understand and agree. Ensure you record that this has been done.

9. Once financially approved and agreed by the person/their proxy, the PSP should be work flowed to the Social Care Payments Team (7230).
10. The DP Agreement form and Allpay Card form (KYC) will be sent to the cardholder by the Social Care Payments Team once the PSP is received and the process begins. The cardholder must be resident in the UK – if no other appropriate cardholder available, a Financial Management Service could be considered.
11. The DP Agreement form must be signed and this recorded. The Assessor is responsible for ensuring this happens and that the person understands the DP Agreement.
12. Allpay Card form (KYC) must be completed and this recorded. The Assessor is responsible for ensuring this happens and the person understands how the Allpay card will work.
13. The Assessor must keep in touch with the person/their proxy throughout the process and complete an initial review after the DP has been paid and the service is in place.

KNOWN RISKS

RETENTION PERIOD

RECORD	LOCATION	RESPONSIBLE OFFICER	RETENTION PERIOD

ASSOCIATED DOCUMENTS

DOCUMENT	TYPE
Title of document, where possible hyperlink to location.	(e.g. legislation, process, forms)
Direct Payments Policy	
Direct Payments Agreement	

DRAFT

Dear

**Direct Payment Agreement
Social Care (Self Directed Support) (Scotland) Act 2013**

I am writing to advise you that your Direct Payment budget has been approved for XXXX and I am attaching herewith a copy of your Direct Payment Agreement.

The Direct Payment is awarded for the purchase of support to meet your assessed personal needs and outcomes as detailed in the Personal/Child's Support Plan that you agreed with your Assessor.

Please note that the award of a Direct Payment is subject to the following conditions:

- The Direct Payment funding must comply with the attached Agreement.
- The Direct Payment funding must only be used to purchase support as detailed in the Personal/Child's Support Plan you agreed with your Assessor.
- The Personal/Child's Support Plan will be reviewed regularly, where you will have the opportunity to discuss any issues relating to the administration of the Direct Payment.
- The Direct Payment start date is the date your service i.e., PA/Agency starts.
- That you act to the Council/EHSCP's advice on the use of the Direct Payment, as a condition of payment

If you have chosen to employ staff directly, the Direct Payment includes provision for your salary costs, National Insurance and Tax (where applicable), Statutory Sick Pay (SSP), annual leave cover as well as Employers Liability Insurance – **which you must renew annually**. Please note that if you are purchasing support from a regulated care provider (see 5.3 on DP Agreement) these costs will be met by your chosen provider.

If you are assessed by the Council or Edinburgh Health and Social Care Partnership (EHSCP) as no longer eligible to continue to receive a Direct Payment, you or your representative/s will be required to repay any payments made in advance by the Council/EHSCP for periods during which you are not entitled to receive Direct

Payments. The Council/EHSCP's calculation of the amount due to be repaid shall be binding.

If you have any queries regarding your Personal/Child's Support Plan you should contact your Assessor or local office.

If you are satisfied with your Personal/Child's Support Plan and the terms contained within the attached Direct Payment Agreement, please can you:

- Complete the attached Allpay 'Know Your Customer' (KYC) form. If you wish your Direct Payment to be managed by a third party instead, such as a solicitor or payroll company, please tell us which company or organisation this will be.
- Sign your Direct Payment Agreement on pages 13 and 14 (two copies – one for your records and one to return to us).
- If you are signing the Direct Payment Agreement on behalf of the named supported person as their Power of Attorney or Welfare and/or Financial Guardian, a copy of your certificate or order should be returned with the signed agreement.
- Return both the Direct Payment Agreement and KYC Form within 14 days of receipt either by email to FundingIndependentLiving@edinburgh.gov.uk or posted to the address below. Please retain the Direct Payment Agreement copy for your future reference.

Once we are in receipt of your signed Direct Payment Agreement, your completed KYC form, and any other requested documents, and once there is a confirmed start date for your service, the Council/EHSCP will commence payment of your Direct Payment.

PLEASE NOTE THAT COUNCIL/EHSCP CANNOT START YOUR DIRECT PAYMENT UNTIL YOU HAVE SIGNED AND RETURNED THESE DOCUMENTS.

If you require any advice or support with the management of your Direct Payment you can contact the Council/EHSCP's local support organisation, Lothian Centre for Inclusive Living (LCIL), Norton Park, 57 Albion Road, Edinburgh, EH7 5QY, Tel: 0131 475 2350 Email: admin@lothiancil.org.uk

Yours sincerely

Social Care Payments | Transactions - Assessment and Finance | Customer and Digital Services| Corporate Services | The City of Edinburgh Council | Waverley Court, Level C.3, 4 East Market Street, Edinburgh, EH8 8BG

Option 1 (Direct Payment) Agreement

FOR THE PROVISION OF A DIRECT PAYMENT to meet identified care, support, and personal outcomes.

Between

THE CITY OF EDINBURGH COUNCIL, a local Council constituted under the Local Government etc (Scotland) Act 1994 and having its Principal Offices at: Waverley Court, 4 East Market Street, Edinburgh, EH8 8BG (who and whose statutory successors and permitted assignees are hereinafter referred to as “the Council”)

And

Supported Person (*Full Name*) hereinafter referred to as “you” or “your”

Name:

Address (including postcode):

Swift Reference Number:

WHEREAS:

1. A Direct Payment is used when a Supported Person has chosen Option 1 of the Social Care (Self- directed Support) (Scotland) Act 2013. This means the Supported Person, or their representative will direct their own support and manage their Direct Payment in agreement with their Assessor.
2. The Council has an obligation to provide care and support to Supported Persons who are eligible within its area and the Council is committed to increasing choice and control for people who are assessed as needing services to assist them to achieve their agreed personal outcomes and empowering those Supported Persons to make decisions about their support and how this is delivered.
3. The Council/Edinburgh Health and Social Care Partnership, in consultation with the relevant professionals and others involved in your care, has carried out an assessment of your needs and have drawn up a Personal/Child’s Support Plan to reflect your needs and personal outcomes.
4. This Agreement sets out the terms and conditions together with the rights and responsibilities of the Council and the Supported Person under this Agreement.

1. DEFINITIONS

For the purposes of this Agreement the following words and phrases shall have the meanings stated below:

“Agreement” means this Agreement between you and The City of Edinburgh Council together with Schedule 1.

“Care Inspectorate” means the name for the time being given by Social Care and Social Work Improvement Scotland (SCSWS) the body established under section 44 of the Public Services Reform (Scotland) Act 2010 having its headquarters for the time being at Compass House, 11 Riverside Drive, Dundee, DD1 4NY.

“the Council” means The City of Edinburgh Council constituted in terms of the Local Government (Scotland) Act 1994 and having its principal office at Waverley Court, 4 East Market Street, Edinburgh, EH8 8BG

“Direct Payment” means the individual budget paid to you under the Social Care (Self-Directed Support) (Scotland) Act 2013 to meet your agreed personal outcomes as set out in your Personal Support Plan.

“Disclosure” means a criminal record certificate or enhanced criminal record certificate issued by Disclosure Scotland under Part V of the Police Act 1997.

“Disclosure Scotland” means the Disclosure Bureau empowered under Part V of the Police Act 1997 to issue criminal record certificates and enhanced criminal record certificates and based for the time being at the Scottish Criminal Record Office, Pacific Quay, Glasgow, G51 1EA.

“Legal Representatives” means a person who has been appointed to and on your behalf in a legal capacity and includes an ongoing power of attorney or a financial and welfare guardian (which may in the case of a child include the parent).

“Nominated Representative” means someone you may appoint to act on your behalf but who has no legal powers to take decisions on your behalf. Where you remain the decision maker.

“Option 1” means option 1 of the Social Care (Self-Directed Support) (Scotland) Act 2013.

“Outcomes” means the aims and objectives agreed in your Personal Support Plan.

“Personal Assistant” is any individual who you may have employed directly to provide care and support services.

“Provider” means the person, organisation, charity or company regulated by the Care Inspectorate, or equivalent UK body outside Scotland, with whom you enter into an Agreement to provide your care and support services.

“PVG Scheme” means the disclosure system as defined by Section 44 of the Protection of Vulnerable Groups (Scotland) Act 2007 (the PVG Act) and managed by

Disclosure Scotland for persons undertaking Regulations Work with Protected Adults and/or Children as defined in the PVG Act.

“**Schedule 1 Form**” means the separate form completed (or to be completed) by you in connection with this Agreement detailing your Allpay account or other account or payroll provider (as the case may be).

“**Assessor**” means the lead social worker, occupational therapist, health worker or other professional employed by EHSCP or NHS Lothian, who has undertaken your assessment.

“**Personal/Child’s Support Plan**” means the plan which details the support you require to meet your assessed needs and personal outcomes as agreed between you and your Assessor.

2. PERIOD OF AGREEMENT

- 2.1** This Agreement shall commence on the start date and shall continue until terminated in accordance with the appropriate provisions of this Agreement.

3. COUNCIL OBLIGATIONS

3.1 It is the responsibility of the Council to:

- a. Pay your Direct Payment either:
 - I. into your designated Direct Payment Allpay bank account; or
 - II. by such other method as the Council may choose, acting reasonably, and intimated to you.
- b. Review, regularly, your Personal/Child’s Support Plan which will include reviewing your identified personal outcomes.

4. YOUR OBLIGATIONS

4.1 You will be responsible for:

- a) Using the Direct Payment **only to purchase support** as detailed in your Personal/Child’s Support Plan.
- b) Exercising overall control and responsibility for your Direct Payment and any support services purchased or Personal Assistants employed. This includes where you have nominated a representative to administer your Direct Payment on your behalf.

- c) Complying with the Council's Financial Monitoring in accordance with Clause 9 (Financial Monitoring)
- d) Keeping your Assessor advised of any material changes to your circumstances.

5. YOUR SERVICE

- 5.1** Your Direct Payment is being provided to you to enable you to arrange and purchase your own care and support in accordance with your agreed Personal/Child's Support Plan. You can choose to either employ your own Personal Assistant/s or contract the services of a regulated care and support Provider, purchase your chosen short break and/or purchase items/services.
- 5.2** If you choose to employ Personal Assistant/s under this Agreement, it will be your responsibility:
- a) To ensure that all employment liabilities including tax, national insurance and pension payments are paid as appropriate. Your Direct Payment may be terminated should you employ personal assistant/s on an informal basis and/or without HMRC registration.
 - b) To have appropriate employers' liability insurance and third-party cover.
 - c) To comply with all aspects of employment law in relation to your personal assistant/s employment.
 - d) To satisfy yourself of the employment status of your worker, and directly with HMRC if required.
- 5.3** If you choose to purchase your care and support as a service from a Regulated Provider:
- a) The Council **strongly recommends** that you ask for a signed agreement between you and the Provider detailing the services, the rates they are charging, and any notice period required to terminate the service. The Council may not be liable to pay notice.
 - b) The Council **strongly recommends** you ensure the Provider holds the appropriate registration for your care and support with the Care Inspectorate or their successor thereof. Registration with the Care Inspectorate is a legal requirement. You can check a Provider's registration by going to www.careinspectorate.com.

5.4 You are fully responsible for obtaining your own legal advice in relation to:

- a) This Agreement; and
- b) The items and/or services you secure under your Direct Payment.

5.5 **The Council's sole liability is to pay the Direct Payment to you and has no direct liability to any Provider or Personal Assistant arising under this Agreement. The Council does not and will not indemnify you in any way in respect of any claim which may be made against you by any Personal Assistant/s you have employed or any Provider with whom you have contracted to provide services.**

6. EMPLOYING STAFF

6.1 **Employing a potentially illegal worker without carrying out appropriate checks on their right to work and remain in the UK may make you liable to a civil penalty** so, if you decide to employ an individual to provide some or all your care, the Council **strongly recommends all of the following:**

- a) You ask to see proof of identity, including present and recent addresses.
- b) You ask to obtain proof of Right to Live and Work in the UK. The local support service can advise you further about this.
- c) You obtain a self-declaration from prospective employees and/or Personal Assistants that details any past criminal history, including ongoing criminal investigation, or other information as to their conduct and behaviour, that makes them unsuitable to undertake such work.
- d) You check any Personal Assistant employed by you is a member of the Protecting Vulnerable Groups (PVG) Scheme. This means they are not barred from working with children and/or vulnerable adults.
- e) You ask your Personal Assistant to let you see his or her Scheme membership statement from Disclosure Scotland.
- f) If your Personal Assistant is not a member of the Scheme, you ask them to join the Scheme prior to them commencing employment.
- g) You offer any post subject to a trial period.

- h) The Council **strongly recommends** you consider carefully before you contract with an ostensibly self-employed worker and consider seeking advice from the local support service. You must sign and return a Disclaimer form provided by the Council/EHSCP.
- 6.2 The local support service can help you with any queries regarding employing your Personal Assistant/s. Your Assessor will provide you with their contact details.
- 6.3 If you fail to comply with any relevant employment laws the Council shall be entitled, but not necessarily obliged, to terminate this Agreement under clause 17.3 on the grounds of your breach of a civil obligation.

7. EMPLOYING RELATIVES

- 7.1 The Self-directed Support (Direct Payments) (Scotland) Regulations 2013 state that a family member as provided at 7.3 **may** provide support only in certain circumstances. You must have the Council's **written agreement prior to employment commencing** before employing a family member to provide your support.
- 7.2 **In the event you employ a family member without the prior approval of the Council, your Direct Payment may be terminated in terms of clause 17.**
- 7.3 In the Regulations "family members" means:
 - a) The spouse or civil partner of the direct payment user
 - b) A person who lives with the direct payment user as if their spouse or civil partner
 - c) The direct payment user's...
 - I. Parent
 - II. Child
 - III. Brother or sister
 - IV. Aunt or uncle
 - V. Nephew or niece
 - VI. Cousin
 - VII. Grandparent
 - VIII. Grandchild
 - d) The spouse or civil partner of any person listed in sub-paragraph (c).

- e) A person who lives with any person lived in sub-paragraph (c) as if their spouse or civil partner.

8. FINANCE

- 8.1** The Council will pay your Direct Payment into your designated Allpay or to a nominated third party such as a Solicitor or payroll provider. No cash transactions or withdrawals can be made from any account holding your DP.
- 8.2** The Council fully reserves the right to change the method of payment. Any such changes will be intimated to you prior to being implemented.
- 8.3** The Council will pay your Direct Payment 4 weekly in advance.
- 8.4** The Council can monitor your Allpay account, therefore you do not need to keep bank statements on using this account.

9. FINANCIAL MONITORING

- 9.1** The Council will monitor how your Direct Payment has been spent. You will be asked to submit a return detailing your expenditure including bank statements, invoices, receipts, and any other relevant materials to evidence this. If you are on the Allpay account, you will not normally need to send these unless requested. Failure to provide the requested information may result in your Direct Payment being terminated in accordance with Clause 17.
- 9.2** If the Council identifies there is a surplus in your Direct Payment account that is not required to cover unpaid care costs given in your Personal/Child's Support Plan, the Council reserves the right to recover any surplus DP funds that the Council deems appropriate.
- 9.3** Should the surplus funds fail to be returned, the Council reserves the right to terminate your Direct Payment and seek recovery. This clause shall not apply to funds being held against services which have been delivered but not yet paid for.
- 9.4** In the event of termination of the Agreement, the Council reserves the right to recover the funds remaining in the Direct Payment account.

10. EDINBURGH COUNCIL CHARGES

- 10.1** Where the Council has a policy to charge individuals an assessed contribution towards their care services, your assessed contribution will be deducted from your Direct Payment.
- 10.2** Should you be required to pay a contribution, the Council will advise you of this prior to this charge coming into effect.

11. PAYING FOR SERVICES

- 11.1** If you have chosen to have your Direct Payment paid to a nominated third party such as a Solicitor or payroll provider, the Council will pay your Direct Payment directly to them. The nominated third party will be responsible for making the appropriate payments to your Personal Assistant/s or Provider on receipt of the appropriate time sheets or invoices from you.
- 11.2** You will remain responsible for ensuring that the appropriate payroll information for your employees is submitted to the nominated third party.
- 11.3** If you have chosen to have your Direct Payment paid to a nominated third party, you will still retain overall responsibility for your Direct Payment in accordance with Clause 4.1b.
- 11.4** If you have chosen to manage your Direct Payment yourself and are employing the services of a Provider, you will be responsible for ensuring the Provider's invoices are paid timeously.

12. EQUAL OPPORTUNITIES AND DISCRIMINATION

- 12.1** You shall not unlawfully discriminate in contracting with or employing others either directly or indirectly on such grounds as colour, race, nationality or ethnic origin, gender, physical abilities, age, religious beliefs, or sexual orientation. Without prejudice to the generality of the foregoing you shall not unlawfully discriminate within the meaning and scope of the Equality Act 2010 or other relevant or equivalent legislation. You shall ensure the observance of this condition by any employees or representatives.

13. SERVICE REVIEW

- 13.1** The Council will review your Personal/Child's Support Plan as required in accordance with Clause 3.1b. Your review will include discussion about how you are managing your Direct Payment and if this option remains the most appropriate for you.
- 13.2** The level of payment made to you may be revised following a review of your Personal/Child's Support Plan in accordance with Edinburgh Council's Eligibility Criteria. Your Assessor will advise you of any change if required.
- 13.3** Acting responsibly, you may request a review of your Personal/Child's Support Plan or your option to take a Direct Payment at any time. This is in addition to your review. You may do this by contacting your allocated Assessor or Social Care Direct on 0131-200 2324 (0131-200 2327 for Children & Families).

14. COMPLAINTS

- 14.1** Should you wish to make a complaint about the support you have received from The City of Edinburgh Council, you can do so in writing, in person, by telephone, by email or online.

A complaint may relate to situations such as: -

- Failure or refusal to provide a service.
- Inadequate quality or standard of service
- Dissatisfaction with one of our policies or its impact on the individual involved.
- Failure to properly apply law, procedure or guidance when delivering services.
- Failure of administrative process
- Delays in service provision
- Treatment by or attitude of a member of staff and/or
- Disagreement with a decision made in relation to social work services.

You can find out more about the Council's complaints procedures on the Edinburgh Council website <https://www.edinburgh.gov.uk/complaints>.

15. NOTICES

15.1 We may need to give you notice of Termination – see Section 17 below

16. EFFECT OF ANY EARLIER AGREEMENTS

16.1 This Agreement shall supersede any prior Option 1 (Direct Payment) Agreement(s) between the parties.

17. TERMINATION OF YOUR DIRECT PAYMENT

17.1 Your Direct Payment or part of your Direct Payment will be terminated if any of the following circumstances arise: -

- a) You have secured the provision of care and/or support services from a relative and the Council are not satisfied that you are eligible to do so in accordance with Clause 7 of this Agreement.
- b) The Council acting reasonably considers that you have not been managing the Direct Payment appropriately and in accordance with the requirements of this Agreement.
- c) The Council, acting reasonably, considers your care needs and personal outcomes are not being met by virtue of the services you are purchasing.
- d) You have used any of your Direct Payment for items or services not agreed with The City of Edinburgh Council and detailed in your Personal/Child's Support Plan. In this event, the Council will require reimbursement of the misspent payments in accordance with clause 9.3 of this Agreement.
- e) Your circumstances require that the local authority provide you with residential and/or nursing care for a period more than 28 days in any 12-month period.
- f) After a review of your needs and outcomes it has been determined that care and support is no longer required.
- g) You do not comply with the requirements to monitor how you Direct Payment has been used in accordance with Clause 9 (Financial Monitoring) of this Agreement.

- h) You do not comply with the requirement to review your care needs and outcomes in accordance with Clause 13 (Services Review) of this Agreement or.
- i) You have failed to comply with any of the conditions or this Agreement resulting in a material breach of contract.
- j) If you otherwise become ineligible to receive Direct Payments.

17.2 You will be given 4 weeks' notice of the termination of the Direct Payment in any of the above circumstances including confirmation of the grounds for your termination and the effective date of the termination.

17.3 If the Council considers on reasonable grounds that you have breached the criminal law or a civil law obligation in relation to the support to which the Direct Payment related, your Direct Payment may be terminated with immediate effect.

17.4 If the Council, acting reasonably, is satisfied you are at risk of significant financial abuse it shall be entitled to terminate your Direct Payment. The Council will then consult with you about alternative arrangements to support your care.

17.5 This Agreement shall terminate automatically on the date of your death.

18. PROPER LAW AND JURISDICTION

18.1 This Agreement shall be subject to and constructed and interpreted in accordance with Scots Law and, shall be subject to the exclusive jurisdiction of the Scottish Courts to which both Parties hereby submit.

By signing below, you are entering into legally binding contract and are required to comply with the conditions of this Agreement.

The Supported Person:	
Print Name:	
Signed:	 <i>(Supported Person or POA/Guardian)</i>
Date:	

PLEASE NOTE:

You are advised to read this Agreement carefully before signing. By signing this Agreement, you are committing to a legally binding contract.

If you are in any doubt about the content of this agreement you should obtain independent legal advice.

If you are signing as Power of Attorney or Welfare and/or Financial Guardianship for the named Direct Payment recipient, a copy of your certificate or order should be returned with this Agreement.

If your account is to be managed by a third party, the City of Edinburgh Council will contact your named Solicitor/payroll provider to obtain their bank details and make payment directly to them. **Please be aware that as the named recipient of the Direct Payment or the person acting on the recipients' behalf, you will be responsible for these funds.**

If no confirmation of account details is declared, payments will not be processed.

I confirm that I have read and understood the terms and conditions contained in this Self-Directed Support Option 1 Agreement and herewith accept the Option 1 (Direct Payment) budget from The City of Edinburgh Council.

Signed:		Print Name:		Date:	
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I confirm I have received a copy of my Personal/Child's Support Plan, and will use the Direct Payment funding for my assessed needs accordingly, as recorded on, and in line with, my Personal/Child's Support Plan.

Signed:		Print Name:		Date:	
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by virtue of paragraph(s) 8, 9 of Part 1 of Schedule 7A
of the Local Government(Scotland) Act 1973.

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