Policy and Sustainability Committee

10.00am, Tuesday, 01 December 2020

Adaptation and Renewal Programme

Executive

Wards

Council Commitments

1. Recommendations

- 1.1 Note the Council's latest Covid-19 position following the most recent guidance from Government. This information is correct as of 25 November 2020.
- 1.2 Note the decisions taken to date under urgency provisions from 13 September to 23 November 2020 outlined at Appendix 1.
- 1.3 Note the Covid-19 Response Dashboard outlined at Appendix 2.
- 1.4 Note the update on Voluntary Early Release Arrangement (VERA) applications and Flexible Working options following Council approval of the use of the allocated Workforce Transformation reserve on 15 October 2020.
- 1.5 Note the Covid-19 Vaccine Planning and Roll Out planning has begun.
- 1.6 Note the next steps ahead of the proposed 2021/22 Budget being considered by Council and the intention to publish both a Business Plan and People Strategy/Workforce Plan.

Andrew Kerr

Chief Executive

Contact: Gillie Severin, Strategic Change and Delivery Senior Manager Strategy and Communications: Division, Chief Executive's Service E-mail: Gillie.Severin@edinburgh.gov.uk | Tel: 0131 469 3493



Policy and Sustainability Committee

Adaptation and Renewal Programme

2. Executive Summary

- 2.1 Edinburgh continues to respond to the Covid-19 global pandemic and follow Scottish Government guidelines.
- 2.2 As agreed at the Policy and Sustainability Committee on 28 May 2020, the Adaptation and Renewal Programme provides monthly Committee updates. This is the seventh report to Committee and covers decisions taken in period 13 September to 23 November 2020 and the latest Covid-19 Dashboard. It includes a progress update on the VERA and Flexible Working exercise which has been extended to include Heads of Service in addition to officers at Grades 9 12.
- 2.3 This report also sets out the proposed approach for the development of the budget which will be presented to February Council. The intention is to publish a Council Business Plan and People Strategy at the same time setting out a three-year plan for Our Future Council.

3. Background

Responding to Covid-19

- 3.1 The Council is now responding to the impacts of the Covid-19 second wave and maintaining critical services in line with protection level 3 of the Scottish Government's Strategic Framework. The Council continues to review and, where restrictions allow, expand key service delivery in line with government and public health guidance, subject to sufficient resource and budget being available. At present, the Chief Executive participates on a weekly call with the Scottish Government officials and Senior Public Health officials where both the infection rate and protection levels are reviewed.
- 3.2 The Council's response aligns with Scotland's Strategic Framework, which includes a Protection Level Framework, introduced on 2 November 2020. Under the new system, each local authority area of Scotland is designated a Covid-19 protection

- level, ranging from 0 (the lowest) to 4 (the highest), depending on the area rate of infection and related variables. Relevant variables include infection rates of neighbouring areas, the location of outbreaks and overall infection rates.
- 3.3 On 2 November 2020 the Edinburgh local authority area commenced these new arrangements in level 3. Protection levels are reviewed weekly and, depending on the public health situation, restrictions may be eased or further tightened. The detail of the restrictions in each level will also be part of the review process, for example, hospitality restrictions such as opening hours could be adjusted.
- 3.4 The framework, which can be found in the link in section 6.2 of this report, provides guidance on specific public service restrictions, though not all services are detailed in the document. Where the guidance includes services relevant to the Council, it provides details on the level of restrictions / measures to be implemented as part of any re-commencement or temporary cessation.
- 3.5 The majority of Council services have remained in operation throughout the pandemic. To comply with government restrictions such as the national lockdown and, latterly, the new Protection Levels, some Council services may have to cease, either in full or in part. For example, Edinburgh Leisure gyms remain open for individual exercise, but all classes have ceased while in level 3.
- 3.6 Some council buildings are temporarily closed following a government directive for employees to work from home where practicable, which remains in place for all protection levels (0 to 4). Schools can remain open in all protection levels, with standard protection measures at tier / protection levels 0 to 2 and enhanced protective measures at tiers / protection levels 3 to 4.
- 3.7 The re-commencement of Council services is covered later in the report and the Council is undertaking an exercise to review its current use of buildings and safe service resumption under the new framework. Decisions on service resumption that are outside the agreed budget set by Council will continue to be taken to the appropriate Committee and the Council for decision.

Governance

- 3.8 Edinburgh continues its work to respond to the Covid-19 pandemic with the Council Incident Management Team (CIMT) taking decisions to protect public health, mitigate the effects of ongoing protective measures and support safe service resumption in line with government restrictions.
- 3.9 The Political All-Party Oversight Group (APOG) provides additional scrutiny, oversight and feedback which contributes to the development of options for the Policy and Sustainability Committee. The next APOG is due to meet on the 30 November.

3.10 The Policy and Sustainability reporting cycle means that this is the last Committee meeting ahead of Council on 18 February where the Budget will be presented to members. It is therefore proposed to use the Finance and Resources committees on the 3 December and 21 January to ensure continued member scrutiny of the Adaptation and Renewal Programme. In addition, further Policy and Sustainability APOGs are being programmed into the committee calendar ahead of 18 February.

4. Main report

Covid-19 Dashboard

- 4.1 The Covid-19 dashboard (Appendix 2) provides the latest position about key data relating to the pandemic. Content for the dashboard continues to be kept under review based on the emerging situation and feedback received.
- 4.2 Page four of the dashboard includes the key indicators used by the Scottish Government to align Council areas to Covid-19 levels. Following member feedback, the dashboard includes the criteria for Edinburgh's current level (level 3) and there is also a link to the relevant Scottish Government website for more information on Covid-19 protection levels and indicators.

Decisions taken from 13 September to 23 November 2020

4.3 A full list of decision taken under urgency provisions by the Chief Executive in consultation with the Leader and Deputy Leader from 13 September to 23 November 2020 is at Appendix 1. Matters requiring a decision under urgency powers by the Chief Executive are discussed at CIMT which continues to meet twice a week or at the weekly the Corporate Leadership Team meeting.

Update on Voluntary Early Release Arrangement (VERA) and Flexible Work Options

- 4.4 On 15 October 2020, Council approved the use of the allocated Workforce Transformation reserve for a targeted VERA exercise focussing upon management roles.
- 4.5 Following this decision colleagues in Grade 9-12 (excluding colleagues within the Edinburgh Health and Social Care Partnership and Teachers) and Heads of Service have been invited to express an interest in VERA or to consider reducing their hours through the existing Flexible Work Options policy.
- 4.6 57 colleagues across the Council have expressed an interest in VERA and directorates are currently considering which notes of interest can be supported. There were no requests to consider Flexible Work Options, although this is not a time limited option given that this policy exists for all Council employees to apply and be considered on an ongoing basis.

4.7 At this stage the Corporate Leadership Team has made no further commitment to extend VERA to other staff groups below Grade 9 roles, at this time. Any operational decision to extend VERA below Grade 9 will depend upon the organisation's ability to release those at Head of Service and G9-12 who have expressed interest, coupled with the agreed organisation reviews which will be commencing.

Vaccine Planning and Roll Out

- 4.8 The Council is assessing its role within the future vaccine roll out as information becomes available. An Events Planning and Operations Group (EPOG) meeting covering all the Lothians was convened on Wednesday 25 November. All relevant agencies participated, and a programme of future meetings will be set up for the individual Local Authority areas. Participating agencies in the initial EPOG include NHS Lothian, Local Authorities (Edinburgh, Mid, East and West Lothian) and the emergency services.
- 4.9 The Local Authority subgroups will have a more specific membership to focus on local issues, such as traffic management, and will include venue owners / managers. N.B. not all venues have been decided at this time. These subgroups will report back to a smaller Core Group that will co-ordinate the Lothian wide response.

Adaptation and Renewal Programme Updates:

Service Operations Working Group

- 4.10 This programme brings together the portfolio of Council wellbeing services which include Libraries, Adult Education, Cultural Estate, Outdoor Education Centres as well as our relationship with Edinburgh Leisure. The focus has been on coordinating workstreams to ensure a coherent vision and relevant outcomes for Wellbeing feeding into the Council Business Plan. To date, the approach has sought to understand current services including the geographic locations, service offerings, demands, trends and synergies with external and internal partners.
- 4.11 There has been a concerted cross council focus on re-opening a total of 10 Libraries by December 2020. Furthermore, the Policy and Sustainability Committee on 10 November agreed to ask officers to accelerate the request from the Jack Kane Centre to reopen for indoor youth work and to consider how to make rapid progress on indicative requests to reopen from 9 other Community Centres. It was also agreed 'to approve the addition of youth work (as defined by Youthlink Scotland) and community services that supported the vulnerable to the list of essential services that required access to community centres' and 'to approve that community centres would be able to apply to reopen for indoor youth work'.

4.12 Officers within Property and Facilities Management, supported by Legal Services, have developed a new temporary lease which can be used to allow Management Committees to reopen without requiring direct Council support and staffing. The lease passes on the responsibility for cleaning (including enhanced cleaning required as a result of Covid-19) onto the management committee, including health and safety compliance. The Council retains responsibility to keep the property in a wind and watertight condition, as well as costs for utilities such as heating and lighting and statutory compliance.

Public Health Advisory Working Group

- 4.13 A review of the Public Health Advisory and Triage group's remit is underway, so that the Council can continue to effectively respond to Covid-19 operational requirements. Understanding the implications of the new tiered approach and how the current service delivery and resumption plans align to these restrictions will be essential in continuing service delivery safely.
- 4.14 The CLT has agreed that the forward-looking elements of this group will join the Life Chances Working Group so that work can be aligned with poverty and prevention. The Chief Officer of the Edinburgh Integration Joint Board (EIJB) will therefore also join the Life Chances Working Group.
- 4.15 The Public Health Advisory Group working with the Triage Working Group will focus on developing a clear strategic response to the protection level system. The Working Group will ensure the required services are coordinated to respond to the protection level in which Edinburgh is placed.

Economic Recovery Working Group

- 4.16 Since the establishment of the programme, key deliverables to support economic resilience and recovery have included:
 - 4.16.1 Administration and delivery of over £110m of Government funded crisis support and grant schemes;
 - 4.16.2 Over 50,000 direct communications with businesses concerning Covid-19 Business advice;
 - 4.16.3 Design and delivery of a successor to the Edinburgh Guarantee to support citizens back into jobs and positive destinations;
 - 4.16.4 Acceleration of the building of affordable homes across the city, and sustainable regeneration. To this end, teams have been working with contractors across both the housing and operational capital investment contracts to support a safe return to sites. Consideration has also been given to supporting appropriate claims for additional contract costs and offering supplier relief in line with Scottish Government guidance;

- 4.16.5 Contract award and procurement processes have continued to progress including the renewal of the Council's Professional Services Framework, appointing over 50 consultants to progress key design work for the council's capital programme in the coming years;
- 4.16.6 Granton Waterfront Outline Business Case for upfront investment in infrastructure. This is needed to unlock development and the creation of a new vibrant coastal town for Edinburgh and the region. This is underway and is expected to complete in autumn 2021. The investment is expected to generate up to 10,640 direct construction jobs, 6,000 indirect jobs and 220+apprenticeships. A programme of early action projects will bring forward around 600-net zero homes for sale and rent in advance of the wider programme, with works expected to commence on-site from 2022. Ongoing investment in creative enterprise space, active travel and leisure opportunity will ensure health, wellbeing and community wealth building remains at the heart of proposals;
- 4.16.7 Mixed Use Programme: Progress has been made at Fountainbridge,
 Meadowbank and Powderhall. There are works on site in each case, with
 enabling works at Powderhall and Fountainbridge, and the sports stadium
 well advanced at Meadowbank;
- 4.16.8 Edinburgh BioQuarter: The partnership has continued to progress the development of a Health and Life Sciences Innovation District. The project has the ability to make a significant contribution to advancing healthcare and will generate significant employment for the region. The development of the Outline Business Case is in its final stages and will be reported to this Committee in February 2021 for approval prior to the formal procurement stages starting. Looking to the future, officers have also started work on the preparation of a Strategic Development and Investment Programme; and
- 4.16.9 Working with the organisations that make Edinburgh a global cultural capital to re-think their programmes & ways of working to adapt to a changed operating environment. Towards this, measures have included:
 - the re-purposing of funds such as Strategic Partners cultural grant, and the new arts & health project fund towards crisis impact mitigation and resilience planning; and.
 - progress and awarding Diversity and Inclusion Funds to ensure that allocated project resources would still go out to the sector's artists and practitioners to facilitate on-going creative development (with all projects being deliverable in the Covid-19 environment).

Change, People and Finance Working Group

- 4.17 The programme is made up of the following four workstreams: Change Strategy and Finance; Digital and Smart City; People and Culture; and, Political and Operational Governance. Key highlights for each of the programme's projects over the last month are detailed below:
 - 4.17.1 The Change Strategy and Finance teams are working to deliver a refreshed Council Business Plan which will incorporate the Change Vision and enablers to support delivery such as a new People Strategy/Workforce Plan and embed our Purpose Led Organisation approach.
 - 4.17.2 Work continues to reduce in-year budget pressures with more detail provided in the revenue budget position update report to the Finance and Resources Committee on 3 December. Discussions continue in relation to 2021/22 budget through both COSLA and Directors of Finance meetings with Scottish Government officials. There is an estimated budget gap of circa £26m for 2021/22, at present, which relates to unmitigated pressures, saving delivery shortfalls and the ongoing impact of Covid-19 relating to income losses and increased expenditure.
 - 4.17.3 Work in relation to the Digital and Smart City Project continues to progress rapidly with a number of initiatives at various stages across the project lifecycle. Business Cases are being finalised for (i) Phase 1 of the Smart City Operations Centre which, if approved, will deliver transformational change to how the city delivers proactive service delivery in waste, CCTV and preventative maintenance for our housing stock, and (ii) rollout of 1:1 devices for students across the city.
 - 4.17.4 A new initiative is set to launch in collaboration with NHS Scotland through NHS National Services Scotland to investigate the roll out of a GIS solution that will provide local health insights and patterns to support how services are organised to deliver health related activities.
 - 4.17.5 A timeline and revised scope for Your Pay, Your Benefits, the Council's approach to the consolidation of the Scottish Local Government Living Wage has been agreed which will see the formal consultation phase commencing in January 2021.
 - 4.17.6 The Political and Operational Governance workstream is progressing a number of workstreams including delivery of required infrastructure and technology to enable 'blended' Executive Committees.
 - 4.17.7 Operational Governance is progressing delivery of a best assurance model for the Council that will seek to strengthen processes, controls and standards across the organisation. In parallel with this, the Council Scheme of

Delegation is in review and similarly the Integration Scheme (Integration Joint Board) is being reviewed with colleagues from NHS Lothian, the EIJB and the Council during December.

Life Chances

- 4.18 Key highlights for each of the programme's projects over the last month are detailed below:
 - 4.18.1 The Immediate Support workstream team continues to provide support to those in crisis due to Covid-19. The most recent activity has been on self-isolation and crisis grants, Business Closure funds and outbound welfare calls for citizens self-isolating. The team are also involved in facilitating conversations with the 3rd Sector and EVOC regarding food distribution. The Scottish Government recently announced that £20m of unallocated welfare funds would be provided to Local Authorities. On 12 November 2020, Edinburgh's funding was confirmed as £1.362m, payable over the period 1 October 2020 to 31 March 2021. This funding is designed to provide support for those in financial crisis or that require immediate food and essentials, relating to Covid-19 and Brexit. A paper providing options for fund allocation will be considered by CLT on 2nd December.
 - 4.18.2 The Digital Learning and Teaching workstream is made up of three main parts: (1) Early support for work during Covid-19 (2) Work during Covid-19 to prepare for August 2020. This included managing the SG funding request, purchase of devices, review of Bring Your Own Device (BYOD), procurement and configuration of a new Mobile Device Management tool (3) Creation of business case for the wider 1:1 device roll out. The basis for this has been established in the Edinburgh Learns for Life programme and is embedded in the Digital and Smart City Strategy approved by Policy and Sustainability Committee in October 2020. The business case will be shared with the Working Group in draft form on 4 December.
 - 4.18.3 The Poverty and Prevention workstream have been holding engagement sessions across the council and with third sector partners. The work to date was presented to a previous APOG and the next phase is to develop the plan and progress with delivery. A brief will be produced and shared with the Working Group by 18 December.
 - 4.18.4 The Edinburgh Learns 4 Life workstream has set itself three main goals which are (1) Transform We will provide inclusive, equitable, valuable learning opportunities for everyone (2) Connect We will use a place-based approach to build collaborative and sustainable learning communities and networks (3) Empower We will co-create the environments where learners

can lead and shape their own learning. The workstream has agreed to use the Scottish Government's Learning Estate Strategy to guide projects as the principles align with the Councils Change Strategy. The workstream will present their Plan to the Working Group in December to seek approval for the proposed direction. The group is planning a Head Teacher conference in January 2021 to brief them on the vision and goals. This discussion is intended to secure stakeholder agreement to help drive the project forward.

Business Plan

4.19 The role of the Adaptation and Renewal Programme is to both guide the Council's response to Covid-19 and deliver future plans to transform the Council over a 10-year period. This will also ensure that the Council and remains on a sound financial footing. To this end, a Business Plan and People Strategy/Workforce Plan will be presented to February Council alongside the Budget. The Business Plan will respond to the recommendations in the Best Value Assurance report by bringing together our intended policy objectives into a single narrative accompanied with a 3-year revenue and 10 year- capital budgets.

5. Financial impact

- 5.1 The financial impacts arising from this report are dealt with in the monitoring report to Finances and Resources on 29 October.
- 5.2 Planning is underway to open an additional 10 Libraries as outlined in Section 4.11.

6. Background reading/external references

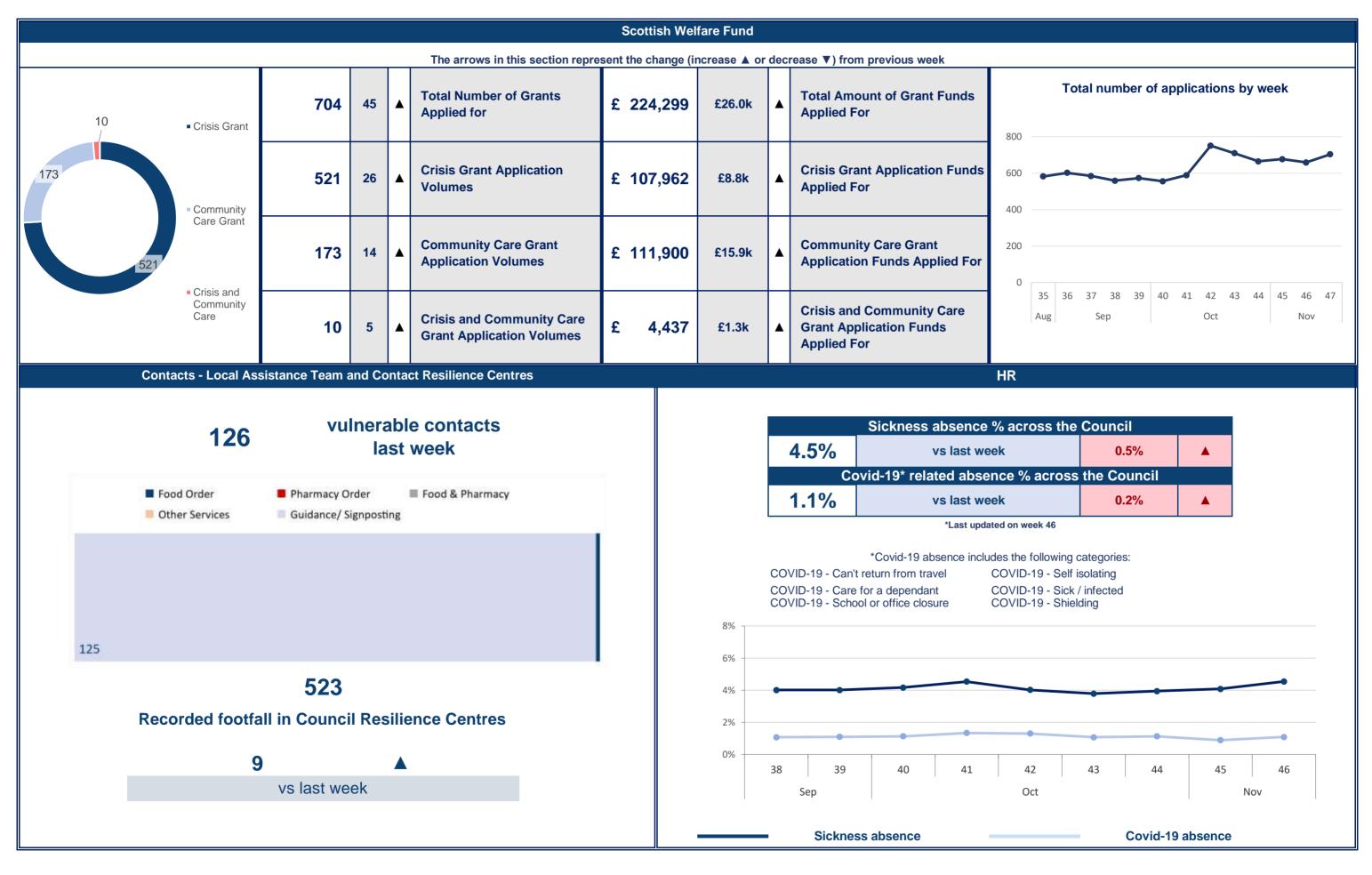
- 6.1 <u>Adaptation and Renew Programme Update, Policy and Sustainability Committee, 25 June 2020</u>
- 6.2 Covid-19 Protection Levels Scottish Government

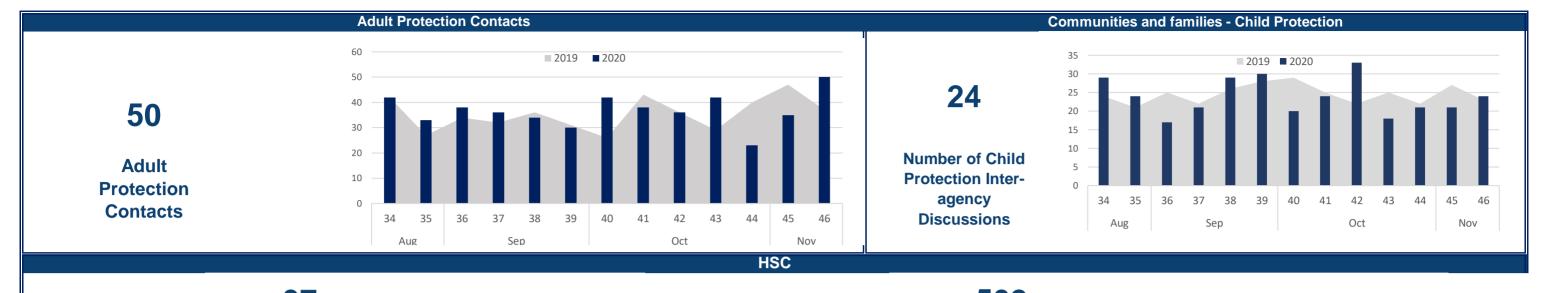
7. Appendices

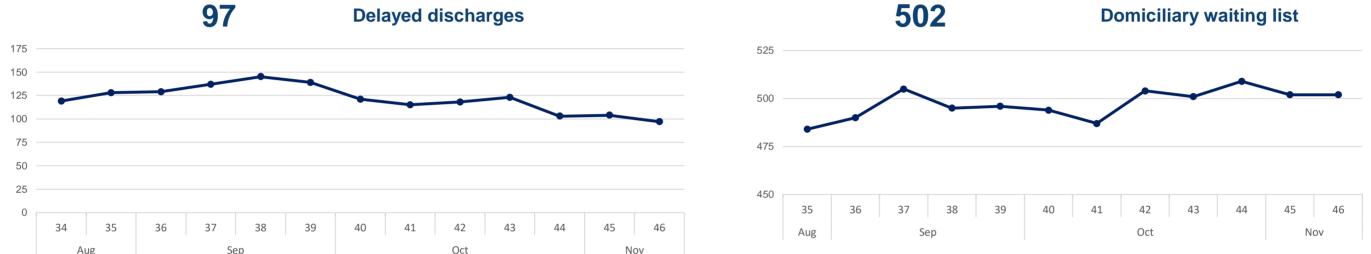
Appendix 1 - Decisions taken from 13 September – 30 November 2020

Appendix 2 - Covid-19 Response Dashboard

| Ref. | APPENDIX 1 - Decisions taken to date | Date |
|------|--|------------|
| D251 | City Chambers – Covid-19, Preparation and Reopening Strategy discussed and agreed for implementation when the protection level approach allows. | 02/11/2020 |
| D252 | Liberton Wave 4 Update/GME/Proposals for Gaelic Secondary Education in Edinburgh. | 02/11/2020 |
| D253 | Outdoor Learning Residential Centres – Lagganlia fixed term contract extensions for employees. | 02/11/2020 |
| D254 | Service Adaptation Proposal - C90 - CCTV Service, Public Realm Upgrade, contractor allowed access to the City Chambers. | 05/11/2020 |
| D255 | Leith Library and Registrars, 28-30 Ferry Road – Testing Centre – approved, communication to Ward Councillors to inform them of this decision. | 05/11/2020 |
| D256 | Spaces for People Projects - Castleview Primary School, Craigentinny Primary School, St Catherine's RC Primary School and St John Vianney's Primary School to progress. | 09/11/2020 |
| D257 | Service Adaptation Proposal - C92 CRCs support Shakti Women's Aid within appropriate accommodation. | 12/11/2020 |
| D258 | Spaces for People Project Approvals – Brunstane, Carrick Knowe and Prestonfield Primary Schools to progress. | 12/11/2020 |
| D259 | New Health Protection Regulation: Delegation – noted info and agreed delegation. | 12/11/2020 |
| D260 | Jack Kane Community Centre – lease has been signed and will reopen - led by the management committee. | 16/11/2020 |
| D261 | Scottish Government Discretionary Grant Funding (SGDGF) for Self-Employed and Businesses – To agree that decisions taken on SGDGF would be taken by CIMT and the Leader and Deputy Leader would be informed. | 19/11/2020 |
| D262 | Service Adaptation Proposal - C88 – Weather Response using the Inch and Murrayburn. | 19/11/2020 |







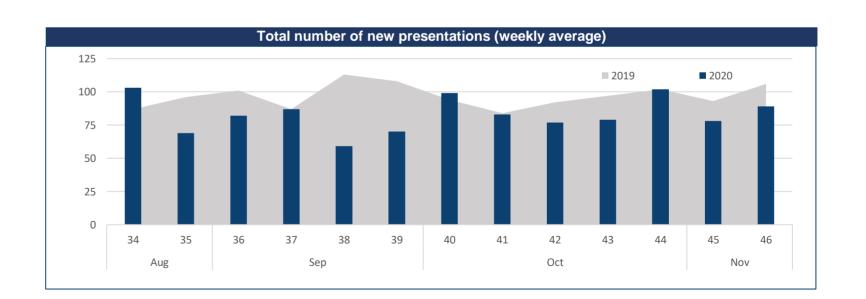
Homelessness



| Total number of new presentations (weekly average) | | |
|--|--------------|-------|
| 89 | vs last week | 11 🔺 |
| 09 | vs last vear | -17 ▼ |



| Number of families in B&B | | | |
|---------------------------|--------------|-----|---|
| 0 | vs last week | -6 | ▼ |
| 0 | vs last year | -16 | ▼ |



*Indicators in this page last updated on week 46

Covid-19: latest figures

3,550 cases tested positive in Scotlandpatients who tested positive have died in Scotland

12,659 cases tested positive in NHS Lothian

patients who tested positive have died in NHS
Lothian

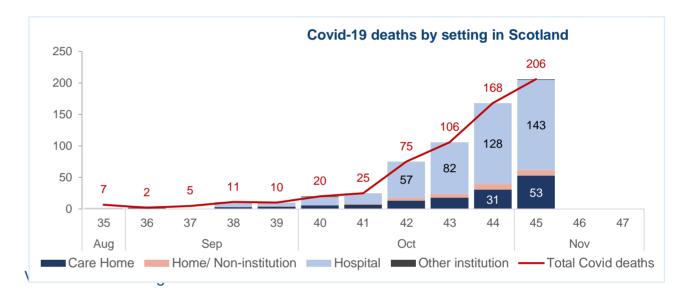
7,084 cases tested positive in Edinburgh
301 patients who tested positive have died in Edinburgh

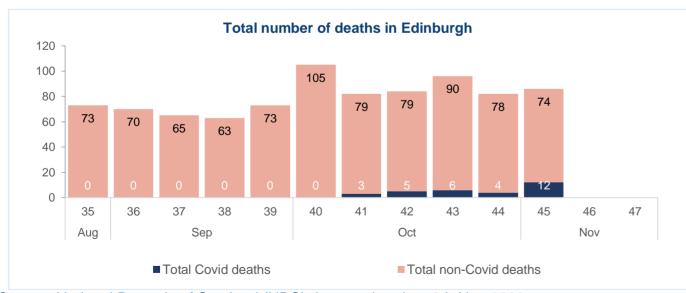
Source: Public Health Scotland

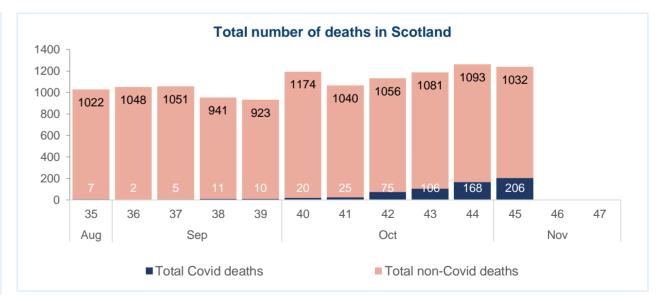
Last update: 20/11/2020

Updates:

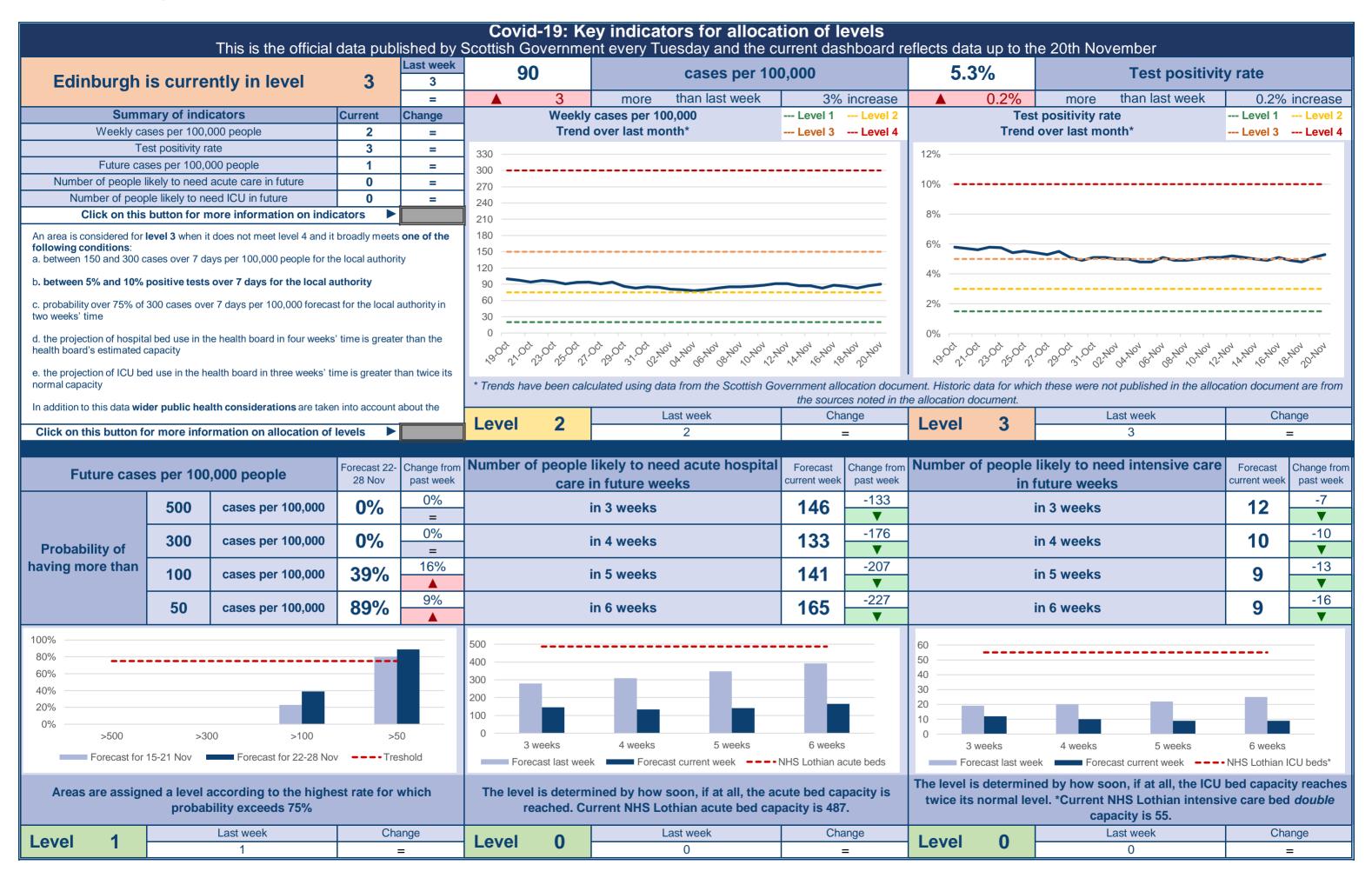
- The cumulative figures are now extracted from Public Health Scotland open data, published daily.
- The figure for patients who tested positive and have died in Edinburgh is now made available by PHS open data.
- The Covid-19 deaths by setting in Edinburgh is no longer published by NRS.
- The data used to feed the charts in this page in now published monthly and uses a wider definition of Covid-19 deaths, including all where Covid-19 was mentioned on the death certificate.





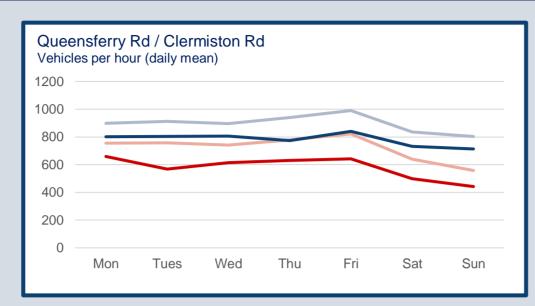


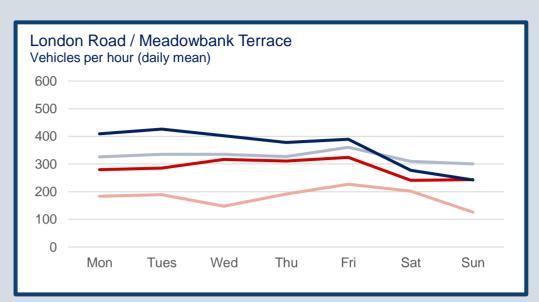
Source: National Records of Scotland (NRS). Last updated on 8th Nov 2020



Traffic Level - Weekly comparator

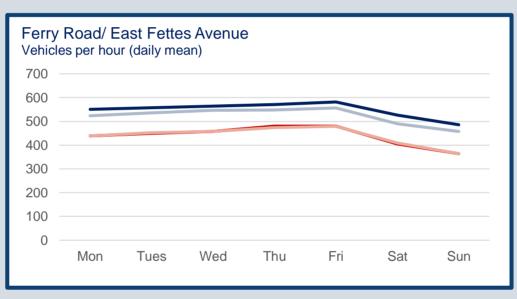


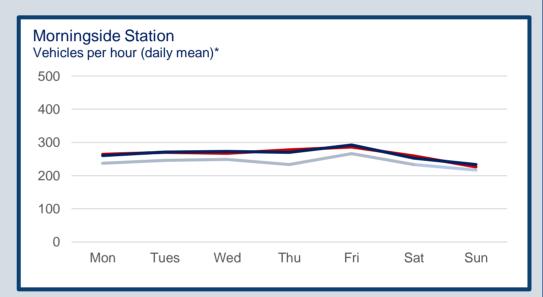




6 traffic signal sites:

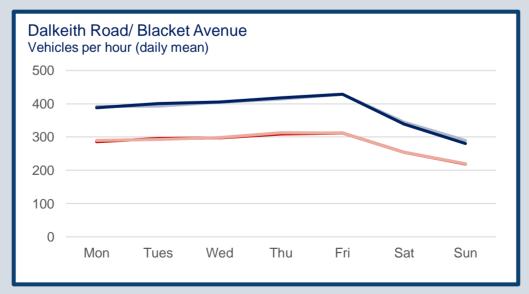
Queensferry Road / Clermiston Road North London Road / Meadowbank Terrace Ferry Road / East Fettes Avenue Morningside Station Dalkeith Road / Blacket Avenue Salamander Street / Seafield Place

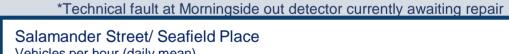


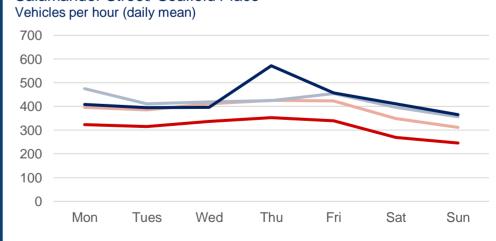


2019 - Week 47 commencing on 11/11/19

2019 Inbound 2019 Outbound







2020 - Week 47 commencing on 16/11/20

2020 Inbound 2020 Outbound

Traffic Level - Annual comparator

2019 and 2020 Traffic Levels shown at Daily Peak in each month





6 traffic signal sites:

Queensferry Road / Clermiston Road North London Road / Meadowbank Terrace Ferry Road / East Fettes Avenue Morningside Station Dalkeith Road / Blacket Avenue Salamander Street / Seafield Place





16/3/20 - Non-Essential Travel guidance

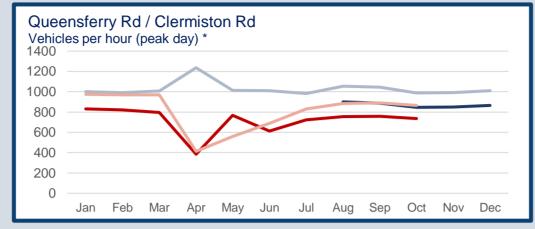
23/3/20 - Effective Lockdown

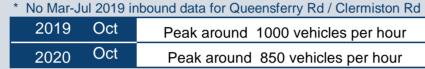
29/5/20 - Move to Phase 1 of easing lockdown

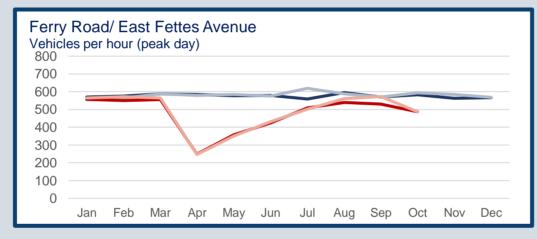
Key dates **19/6/20** - Move to Phase 2 of easing lockdown

10/7/20 - Move to Phase 3 of easing lockdown

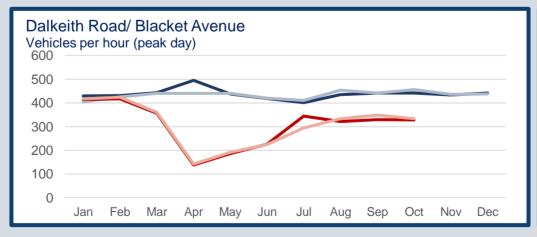
02/11/20 - Edinburgh enters Tier 3 of



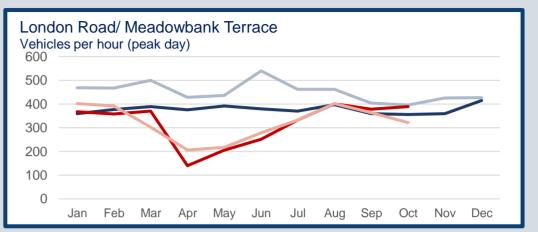




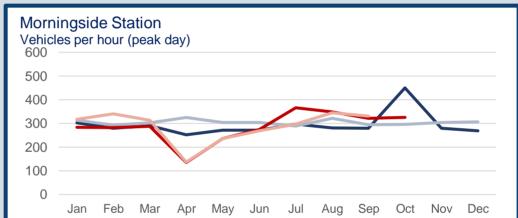
| 2019 Oct | Peak around 600 vehicles per hour |
|----------|-----------------------------------|
| 2020 Oct | Peak around 500 vehicles per hour |



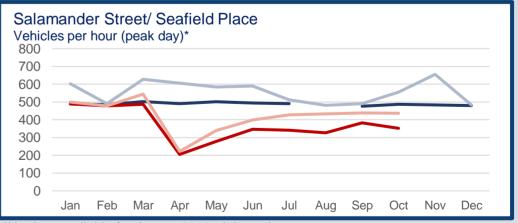
| 2019 Oct | Peak around 450 vehicles per hour |
|----------|-----------------------------------|
| 2020 Oct | Peak around 350 vehicles per hour |



| 2019 Oct | Peak around 400 vehicles per hour |
|----------|-----------------------------------|
| 2020 Oct | Peak around 400 vehicles per hour |



| 2019 Oct | Peak around 450 vehicles per hour |
|----------|-----------------------------------|
| 2020 Oct | Peak around 350 vehicles per hour |
| | |



| *No data available for Au | ugust 2019 - Inbound |
|---------------------------|----------------------|
|---------------------------|----------------------|

| 2019 Oct | Peak around 550 vehicles per hour |
|----------|-----------------------------------|
| 2020 Oct | Peak around 450 vehicles per hour |