

Notice of meeting and agenda

The City of Edinburgh Council

10.00 am, Thursday, 28 May 2015

Council Chamber, City Chambers, High Street, Edinburgh

This is a public meeting and members of the public are welcome to attend

Contact

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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 The City of Edinburgh Council of 30 April 2015 – (circulated) submitted for approval as a correct record

5. Questions

- 5.1 By Councillor Jackson – LED Street Lanterns – for answer by the Convener of the Transport and Environment Committee
- 5.2 By Councillor Rose – Recycling – for answer by the Convener of the Transport and Environment Committee
- 5.3 By Councillor Rose - Fall in Oil Prices and Price of Plastics Recycling - for answer by the Convener of the Transport and Environment Committee
- 5.4 By Councillor Rose – Whistleblowing – for answer by the Convener of the Finance and Resources Committee
- 5.5 By Councillor Whyte –Emissions Based Residents Parking Permit Charges – for answer by the Convener of the Transport and Environment Committee

6. Leader's Report

- 6.1 Leader's report

7. Appointments

- 7.1 Appointment of Depute Convener – report by the Director of Corporate Governance (circulated)
- 7.2 Review of Appointments to Committees, Boards and Joint Boards for 2015/2016 – report by the Director of Corporate Governance (circulated)

- 7.3 Appointment of Parent Representative to the Education, Children and Families Committee – report by the Director of Corporate Governance (circulated)
- 7.4 Appointment to the Board of NHS Lothian – report by the Director of Corporate Governance (circulated)
- 7.5 Transport for Edinburgh Ltd - Appointment of Non-Executive Directors – report by the Acting Director of Services for Communities (circulated)
- 7.6 Appointments to Outside Bodies – Business Loans Scotland Ltd (Pan Scotland Local Authority Business Loan Fund) – report by the Director of Economic Development (circulated)
- 7.7 Appointment to the Board of Edinburgh International Festival Council – report by the Director of Corporate Governance (circulated)

8. Reports

- 8.1 Succession Planning –Chief Executive - Recruitment – report by the Chief Executive (circulated)
- 8.2 Capital Coalition Pledges Performance Monitoring November 2014 – April 2015 – report by the Director of Corporate Governance (circulated)
- 8.3 Proposed Lease of Custom House, Commercial Street, Leith – report by the Acting Director of Services for Communities (circulated)
- 8.4 Edinburgh and South East Scotland City Region City Deal – report by the Director of Economic Development (circulated)
- 8.5 City Strategic Investment Fund – Industrial Units – referral from the Economy Committee (circulated)

9. Motions

- 9.1 By Councillor Lewis - 250th Anniversary of the Birth of Thomas Muir

“Council notes that:

- Scotland has enjoyed an important role in promoting political democracy and of setting an example to others in this respect.
- 2015 will mark the 250th anniversary of the birth of Scotland’s foremost democratic champion, Thomas Muir of Huntershill. Thomas Muir spent his life promoting universal suffrage, establishing reform societies in Scotland and promoting votes for all.
- Thomas Muir had a strong connection with the Capital. He completed his law studies at the University of Edinburgh, prior to being admitted to

the Faculty of Advocates in 1787 at the age of 22. He then established a large practise working from rooms at Carubbers Close near North Bridge. In 1792 Edinburgh hosted a 'Convention of the Delegates of the Scottish friends of the People' which called on government for parliamentary reform. Additionally the Political Martyrs Monument on Calton Hill, erected in 1844 by the Friends of Parliamentary Reform, commemorates five political reformists among them Thomas Muir.

- To mark this anniversary, various historical groups in Scotland are planning a series of events throughout the year. In Edinburgh it is intended that the Martyrs Monument will provide an appropriate focus for a commemoration service followed by a parade to the Scottish Parliament. Edinburgh will promote a better understanding and recognition of the prominent memorial to Thomas Muir and the other political 'martyrs' in Old Calton Burial Ground.
- The Museum of Edinburgh will hold an Enlightenment-focussed exhibition over the summer. 'A Clearer Light' is the story of Thomas Muir's contemporary Sir David Dalrymple a lawyer, writer and influential Edinburgh figure who lived at Newhailes in Musselburgh. The exhibition will run from end of June to September. A Thomas Muir display will also be in place at Central Library.
- Members are encouraged to support these commemorative events."

Carol Campbell

Head of Legal, Risk and Compliance

Information about the City of Edinburgh Council meeting

The City of Edinburgh Council consists of 58 Councillors and is elected under proportional representation. The City of Edinburgh Council usually meets once a month and the Lord Provost is the Convener when it meets.

The City of Edinburgh Council usually meets in the Council Chamber in the City Chambers on the High Street in Edinburgh. There is a seated public gallery and the Council meeting is open to all members of the public.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Allan McCartney, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 4246, e-mail allan.mccartney@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 www.edinburgh.gov.uk/cpol.

Webcasting of Council meetings

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The City of Edinburgh Council

Edinburgh, Thursday 30 April 2015

Present:-

LORD PROVOST

The Right Honourable Donald Wilson

COUNCILLORS

Elaine Aitken
Robert C Aldridge
Norma Austin Hart
Nigel Bagshaw
Jeremy R Balfour
Gavin Barrie
Angela Blacklock
Chas Booth
Mike Bridgman
Deidre Brock
Steve Burgess
Andrew Burns
Steve Cardownie
Maggie Chapman
Maureen M Child
Bill Cook
Nick Cook
Gavin Corbett
Cammy Day
Denis C Dixon
Karen Doran
Paul G Edie
Catherine Fullerton
Nick Gardner
Paul Godzik
Joan Griffiths
Bill Henderson
Ricky Henderson

Dominic R C Heslop
Lesley Hinds
Sandy Howat
Allan G Jackson
Karen Keil
Richard Lewis
Alex Lunn
Melanie Main
Mark McInnes
Adam McVey
Eric Milligan
Joanna Mowat
Gordon J Munro
Jim Orr
Lindsay Paterson
Ian Perry
Alasdair Rankin
Vicki Redpath
Keith Robson
Cameron Rose
Frank Ross
Jason G Rust
Alastair Shields
Stefan Tymkewycz
David Walker
Iain Whyte
Norman Work

1. Minutes

Decision

To approve the minute of the Council of 12 March 2015 as a correct record.

2. Questions

The questions put by members to this meeting, written answers and supplementary questions and answers are contained in Appendix 1 to this minute.

3 Leader's Report

The Leader presented his report to the Council. The Leader commented on:

- Congratulations to the Lord Provost for completing the London Marathon
- City Region Deal
- Nepal – encouragement to donate
- General election – encourage electors to vote

The following questions/comments were made:

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|----------------------|---|
| Councillor Rose | - Congratulations to the Lord Provost for completing the London Marathon |
| | - Public Meeting regarding house break-ins in the Newington area |
| Councillor Burgess | - Tackling fuel poverty and cutting pollution – installation of gas boilers |
| Councillor Cardownie | - Congratulations to the Lord Provost for completing the London Marathon |
| | - Heart of Midlothian Football Club – congratulations on winning Championship |
| Councillor Bagshaw | - Cutting air pollution – Supreme Court ruling |
| Councillor Aitken | - Congratulations to the Lord Provost for completing the London Marathon |
| | 114 th Braids Scouts – Congratulations on 75th Anniversary and to Michael Denvir on selection to attend World Jamboree in Japan in June 2015 |

- | | |
|----------------------------|--|
| Councillor McVey | - Pedal on Parliament – funding support for active travel |
| | - East Coast Rail line - strike |
| Councillor Day | - Partnership Projects - delays |
| Councillor Heslop | - Local Development Plan - sign off |
| Councillor Shields | - Internet trolling activities |
| Councillor Hinds | - Pedal on Parliament |
| Councillor Brock | - Pedal on Parliament – encourage colleagues to take part in 2016 |
| Councillor Ricky Henderson | - The Willow Service - congratulations |
| Councillor Whyte | - Congratulations to the Lord Provost for completing the London Marathon |
| | - Congratulations to Councillor Hinds for Pedal on Parliament |
| | - City Deal for Edinburgh - proposals |
| Councillor Edie | - Congratulations to the Lord Provost for completing the London Marathon |
| | - Nepal – encouragement to donate |
| | - Internet trolling - condemnation |

4. Appointment to the Scottish LGPS Scheme Advisory Board

The Council had noted the new governance structure and associated documentation for the Local Government Pension Scheme (LGPS).

Details were provided on the proposed appointment of Councillor Rankin as Convener of the Pensions Committee, to the Scheme Advisory Board for the Scottish Local Government Pension Scheme.

Decision

To agree the appointment of Councillor Rankin, as Convener of the Pensions Committee, to the Scheme Advisory Board for the Scottish Local Government Pension Scheme.

(References – Act of Council No 12 of 5 February 2015; report by the Director of Corporate Governance (submitted))

5. Pensions Committee Appointment

The Council had appointed two non-councillor members to the Pensions Committee as part of the implementation of governance changes which required the Council to accommodate the new arrangements for the Local Government Pension Scheme.

Details were provided of a further application which had been received and overlooked due to an administrative oversight, and on one of the previous appointees who had now withdrawn his application.

Decision

To approve the appointment of Richard Lamont as a member of the Pensions Committee, being nominated from the employer group in place of Darren May.

(References – Act of Council No 5 of 12 March 2015; report by the Director of Corporate Governance, submitted.)

6. Elected Member Remuneration

Details were provided on the Scottish Parliament's agreement for an increase of 1% in remuneration for Councillors in 2015/16.

Decision

To note the increase in elected member remuneration as set out in Appendix 1 to the report by the Director of Corporate Governance.

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

7. Local Government Boundary Commission for Scotland Ward Proposals – Consultation Response

Details were provided on the Local Government Boundary Commission for Scotland's proposals for the reconfiguration of wards together with an overview of matters for inclusion in the Council's response.

Decision

- 1) To write to the Local Government Boundary Commission for Scotland outlining the Council's response as outlined in the report by the Director of Corporate Governance and request that the Commission:
 - a) reviews its proposals in light of the significant changes in actual and forecast electorate data before it develops its final recommendations for submission to Scottish Ministers;

- b) reviews its proposals for ward boundaries as outlined in paragraph 3.8 of the report;
 - c) changes the name of Ward 16 Liberton/Gilmerton to Gilmerton, if proposals are agreed; and
 - d) notes the City of Edinburgh Council's concerns that any slippage in the review schedule could have significant impact on the implementation of changes to electoral arrangements for the Local Government election in May 2017.
- 2) To note that the next stage of the review was expected to commence in July 2015 and there would be consultation with the public on ward boundary proposals.

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

8. Health and Social Care Integration Scheme: Consultation Responses

The Corporate Policy and Strategy Committee had approved the Draft integration Scheme between NHS Lothian and the City of Edinburgh Council in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 for consultation.

Details were provided on the responses received to the public consultation on the Draft Integration Scheme between NHS Lothian and the City of Edinburgh Council.

Decision

- 1) To note the responses to the consultation and the approach taken due to the timescale for submission.
- 2) To note the summary of responses received and the feedback from the Council and NHS Lothian.
- 3) To note that changes were made to the Integration Scheme prior to submission to Scottish Government.
- 4) To note that the remainder of the comments and suggestions would be forwarded to the shadow Integration Joint Board and shadow Strategic Planning Group for Action.

(References – Corporate Policy and Strategy Committee 20 January 2015 (item 6); report by the Director of Health and Social Care, submitted.)

Declaration of Interest

Councillor Edie declared a financial interest in the above item as Chair of the Care Inspectorate and left the meeting during the Council's consideration.

9. Request for Prudential Borrowing and Award of Contract for Stair Lighting – Energy Efficiency Proposal

Details were provided on the outcome of the business case which had been developed to advise on the costs of an LED replacement programme and the projected savings which could be generated through reduced maintenance and electricity costs as well as a reduction in carbon emissions. Approval was sought for prudential borrowing of £2.13 million over 10 years and the award of a one year contract for the upgrading of approximately 22,500 light fittings.

Decision

- 1) To approve the capital costs of approximately £2.13million, required to fund the LED lighting upgrade for the next year from prudential borrowing.
- 2) To award a one year contract for the supply of LED rear trays and diffusers to Edmundson Electrical Ltd at an estimated contract value of £1.35million.
- 3) To agree to receive a further report in April 2016 and on an annual basis until the project was completed on the roll out of the project and to approve the installation of the gear trays and diffusers by Edinburgh Building Services (EBS) at a cost of £0.725 million.

(Reference – report by the Acting Director of Services for Communities, submitted.)

10. 2014 Edinburgh People Survey Headline Results – referral from the Corporate Policy and Strategy Committee

The Corporate Policy and Strategy Committee had referred a report which summarised the results of the Edinburgh People Survey in the context of the previous five years of survey research and highlighted the long term positive progress made across the broad range of services.

Motion

- 1) To note the 2014 Edinburgh People Survey headline results.
- 2) To note that the Committee had agreed to the next steps outlined in paragraphs 3.38 and 3.39 of the report by the Director of Corporate Governance.

- 3) To note that the Committee had affirmed the Council's commitment to address highlighted priorities and local issues.
- 4) To note that the Committee had agreed the planned programme of briefings and communications as detailed in Appendix 4 of the report by the Director of Corporate Governance.
- 5) To note that a follow-up report would be discussed at the next Corporate, Policy and Strategy Committee on 12th May 2015; and that actions being taken to improve performance against the earlier highlighted indicators, would be identified and recommended for approval.
- 6) To note within the latest "Local Government Benchmarking Framework" ...
(see:
http://www.edinburgh.gov.uk/downloads/download/581/local_government_benchmarking_framework)

... it is possible to examine and compare performance across the range of services that the City of Edinburgh Council provides, against other Scottish Local Authorities.

- 7) To note that Under the **five strategic outcomes**, outlined in the Council's Strategic Plan 2012-17, the main measurable findings were:
 - A Edinburgh's children and young people enjoy their childhood and fulfil their potential**
 - S5 attainment rates for both all pupils and pupils in the 20% most deprived areas of the city show a steady improvement over the three year period to 2013/14.
 - The proportion of pupils entering positive destinations dipped slightly in the year to 2013/14, but continues to compare well against other Scottish major city authorities.
 - Cost per pupil of primary and secondary education, and pre-school registration all show a drop over the past three years, at a rate of decline higher than the Scottish average.
 - B Edinburgh's economy delivers increased investment, jobs and opportunities for all**
 - Data for 2013/14 shows an above average increase in Edinburgh over the last two years in the percentage of unemployed people assisted into work from Council operated Employability Programmes.
 - The proportion of unemployed people assisted into work by the Council increased from 5.0% to 8.6%. This was a larger increase than the Scottish average over the same period, which changed from 9.6% to 12.6%.

C Edinburgh is an excellent place in which to live, study, work, visit and invest

- Average times taken to complete non-emergency repairs are below the Scottish average in 2013/14.
- Latest data show an above average proportion of housing stock meet SHQS and energy efficiency standards.
- Data for 2013/14 shows the real cost per premises of waste collection and disposal in Edinburgh has dropped more quickly than the Scottish average over the past three years.
- Recycling rates have grown more quickly than the Scottish average since 2010/11, and in 2013/14 remain higher than in any other major Scottish city authority.
- Latest data show a significant and above average drop in the real cost per person of street cleaning in Edinburgh. This comes alongside an improvement in Edinburgh's ranking against other authorities for the percentage of streets meeting cleanliness standards.

D Health and wellbeing are improved in Edinburgh and there is a high quality of care and protection in place for those who need it

- The cost per resident of adult residential care dropped by 12% over 2010/11 to 2013/14, compared to a Scottish average drop of 10%.
- Cost of home care provision per hour dropped by almost 10% in the latest year for which data is available, reversing an increasing trend over the previous two years.
- Self directed support (SDS) spend as a % of total social spend on adults shows a steady increase over the last three years. At 5.99% in 2013/14, Edinburgh records the second highest rate recorded across all Scottish Local Authorities.

E The Council is an efficient, effective organisation and a great place to work

- Cost per resident of democratic core services shows a decline of 16% over the past three years, significantly higher than the Scottish average change for the period. These costs, it should be noted, extend beyond direct support to members, with the majority of reported expenditure relating to officer support of the Council's democratic structures.
- On equalities measures, women account for 54% of the top 5% earning council staff. This represents an improving trend over the past three years.
- Cost per dwelling of collecting council tax is down by 7% over the past three years. At the same time, council tax collection rates show a slight improvement over the period and remain higher than in other Scottish city authorities.

- 8) To acknowledge that the most recent “Local Government Benchmarking Framework” report indicated a series of measurable, positive findings for City of Edinburgh Council services; when these services were compared to other Scottish Local Authorities.
- 9) To acknowledge that performance in specific service areas, as identified by the 2014 Edinburgh People Survey, was perceived as declining in standard.
- 10) To acknowledge that actions were being taken to improve performance against these highlighted indicators, with a follow-up report to be discussed at the next Corporate, Policy and Strategy Committee on 12th May 2015.

- moved by Councillor Burns, seconded by Councillor Howat

Amendment

- 1) To note with concern the results of the 2014 People’s Survey which highlighted the increasing dissatisfaction amongst Edinburgh residents with core services provided to all residents.
- 2) To note that the refuse and recycling services had undergone service redesign which had not achieved forecast savings or recycling targets and had seen satisfaction levels drop from 78% to 62% for refuse collection and 84% to 65% for recycling.
- 3) To note the reduction in satisfaction with management of dog fouling from 48% to 30%.
- 4) To further note that the survey showed a worsening trend around management of violent crime, vandalism and graffiti.
- 5) To consider that the Capital Coalition’s time in administration was marred by a lack of focus on core services and a failure to address the need for structured change to meet financial savings and continue to deliver improving services.
- 6) To call for reports to the relevant Committees with plans to improve performance in refuse collection and recycling within one cycle and to continue to report performance against these plans at every Committee until the trend is reversed.
- 7) To request officers to revise the Local Policing Plan and Service Level Agreement with the Edinburgh Division for the forthcoming year to take account of the worsening trend and to deliver improvements in these areas reporting this through the Police and Fire Scrutiny Committee.
- 8) To agree the next steps outlined in paragraphs 3.38 and 3.39 of the report by the Director of Corporate Governance.

- 9) To affirm the Council's commitment to address highlighted priorities and local issues.
- 10) To agree the planned programme of briefings and communications as detailed in Appendix 4 of the report by the Director of Corporate Governance.
- 11) To note that the Committee was concerned that, whilst resident satisfaction with the City as a place to live and certain areas of Council performance was consistently high, there were at least a dozen examples where Council performance was now below 60% and had been worsening or had not significantly improved over the last 5 years, for example:
 - Feeling able to have a say on local issues and services
 - Management of anti-social behaviour issues
 - Facilities for older people
 - Protection and support for vulnerable people
- 12) To request that for these areas of Council performance, a further report be provided which included;
 - Further explanation of the possible reasons for the levels of satisfaction in each of these areas of Council performance
 - Actions that could be taken to improve performance in each of these areas of Council performance

- moved by Councillor Mowat, seconded by Councillor Nick Cook

Voting

The voting was as follows:

For the motion	-	36 votes
For the amendment	-	18 votes

Decision

To approve the motion by Councillor Burns

(References – Corporate Policy and Strategy Committee 24 March 2015 (item 8); referral report from the Corporate Policy and Strategy Committee, submitted.)

11. Pan Scotland Local Authority Business Loan Fund – referral from the Finance and Resources Committee

The Finance and Resources Committee had referred a report on proposals that had been developed by the boards of East of Scotland Investment Fund (ESIF), the West of Scotland Loan Fund (WSLF), the Scottish Local Authority Economic Development Group (SLAED) and the Scottish Government to form a new £18million Pan-Scotland Local Authority Business Loan Fund for approval of the Council's membership.

Decision

To approve the Council's membership of the Business Loan fund and to delegate authority to the Director of Economic Development in consultation with the Head of Legal, Risk and Compliance to enter into the necessary legal agreements to allow the Council to become a member of the Scottish Local Authority Business Loan Fund Limited; and transfer funds from both existing schemes (ESIF) and (ESBLF) to the new company.

(References – Finance and Resources Committee 19 March 2015 (item 27); referral report from the Finance and Resources Committee, submitted)

12 The Willow Service – Motion by Councillor Ricky Henderson

The following motion by Councillor Ricky Henderson was submitted in terms of Standing Order 16:

“Council notes the success of the Willow Service in winning the Gold Award 2015 in the category of tackling inequalities and improving health at the COSLA Excellence Awards for outstanding quality of service.

Council also notes that the Willow Service is not only a partnership of the Council, NHS Lothian and the third sector but that service users are engaged in the design and continuous improvement of the service.

Council thanks all those involved in this ground-breaking work with women who have been marginalised within society - often coming from backgrounds of trauma and abuse - supporting them into recovery and away from their former lifestyles.

Council gives special congratulations to the service users who have not only moved successfully into recovery but also worked to improve the service and given presentations on their experiences as part of the winning bid.”

Decision

To approve the motion by Councillor Ricky Henderson.

13. Shelter Scotland's "Making Renting Right" Campaign – Motion by Councillor Burgess

The following motion by Councillor Burgess was submitted in terms of Standing Order 16:

“This Council:

Welcomes Shelter Scotland's 'Make Renting Right' campaign and supports the charity's calls for reform of the private rented sector: in particular, to provide tenants with greater security of tenure, including longer standard tenancies; and measures to improve the predictability and affordability of rents for tenants, including a cap on rent rises, and limiting the frequency of rent rises.”

Motion

This Council:

- 1) Welcomes Shelter Scotland's 'Make Renting Right' campaign and supports the charity's calls for reform of the private rented sector so therefore supports Shelter Scotland's calls for a private rented sector that:
 - offers stability for people wanting to make rented housing their home,
 - provides flexibility for people to stay in their home as long as they need
 - provides a modern tenancy that gives security and flexibility for tenants AND landlords
 - ensures a fair system for sorting out renting problems when they occur; and
 - ensures predictable rents for tenants and landlords.
- 2) Notes that the Council's response to the Scottish Government's consultation on a new tenancy for the private rented sector in December 2014 sought to increase security for tenants, whilst not putting supply at risk.
- 3) Notes the ongoing partnership working with landlords through the Private Rented Sector forum and the Housing Service's efforts over recent months to crack down on poor landlord practices.

- 4) Requests that the Leader and Depute Leader sign up to Shelter Scotland's campaign.

- moved by Councillor Burgess, seconded by Councillor Day

Amendment

Council notes Shelter Scotland's 'Make Renting Right' campaign. Council considers that whilst many of the measures it includes may be superficially attractive, such as rent caps, these would in practice work against the interests of private rented tenants in the longer term. Evidence from across the UK and around the world conclusively demonstrates that rent controls lead to poorer quality accommodation, fewer homes being rented and ultimately higher rents.

In particular rent controls decimated the private rented sector between the introduction of the 1939 Rent and Mortgage Interest Restrictions Act, and the abolition of rent controls at the end of the 1980s. During this period the UK private rented sector fell from 55% of households to just 8% and many landlords could not afford to improve or maintain their homes leading to worsening conditions for tenants.

Council considers that alternative measures could have a much greater beneficial impact for tenants such as:

- an expansion of the provision of affordable housing;
- the use of conditional exemptions to the Land and Building Transactions Tax when private buy-to-let investors commit to offering affordable rents for a set period of time;
- and an increase in the use of long-term rent lock schemes to ensure affordable rents for tenants whilst guaranteeing a rental income to the landlord.

Council notes that, UK wide, private rents have fallen in real terms every year since 2010 and considers that the interests of tenants are best served by measures which encourage choice and competition, rather than excessive regulation.

- moved by Councillor Whyte, seconded by Councillor Rust

Voting

The voting was as follows:

For the motion (as adjusted)	-	41 votes
For the amendment	-	11 votes

Decision

To approve the motion by Councillor Burgess as adjusted.

Declaration of Interest

Councillor Corbett declared a financial interest in the above item as an employee of Shelter Scotland and left the meeting during the Council's consideration.

14. Exploitation of Workers – Motion by Councillor Rankin

The following motion by Councillor Rankin was submitted in terms of Standing Order 16:

“This Council condemns the exploitation of workers through the use of zero hours with exclusivity clauses, the payment by workers of employers' NI contributions, the rolling-up of holidays to deny paid leave and the use of expenses and Performance Related Pay as so-called pay supplements.

This Council recognises that, whilst the practice is particularly prevalent in the construction industry, where blacklisting and the exploitation of bogus self-employment has been a long standing concern of the trade union movement, there is a real danger that the exploitation of workers is spreading to other sectors, including organisations known as ‘umbrella companies’.

This Council is particularly concerned that workers engaged on public sector contracts may be subjected to exploitation.

This Council therefore resolves to:

- Instruct appropriate Council officials to investigate and report back on any use of exploitative practices on Council related contracts;
- Review the terms of all new contracts in which the Council is involved, with a view to securing direct employment, with full employment rights, for workers;

Communicate the Council's concerns regarding the use of exploitative contracts to the Scottish Government urging them to introduce measures to render them illegal.”

Motion

- 1) To approve the motion by Councillor Rankin.
- 2) To insert a new bullet point at the start of the list:
 - Build on the Green Group Motion of September 2013 which agreed an investigation of the use of zero hours contracts by the Council and by contractors working on behalf of the Council – with a report on

progress with that motion to go to the Finance and Resources Committee no later than June 2015.

3) In the final bullet point add “and UK Government” after Scottish Government.

- moved by Councillor Rankin, seconded by Councillor Bill Cook.

Amendment

- 1) Council notes concerns that illegal and exploitative employment practices are occasionally used in some industries to take advantage of workers.
- 2) Council agrees that this should not be the case on any Council contracts and recognises the helpful legislative framework already in place at UK and European levels to address this. Specifically Council:
 - welcomes the action taken by the UK Government through Section 153 of the Small Business, Enterprise and Employment Act 2015 which outlawed exclusivity provisions in zero hours contracts;
 - notes that the European Court of Justice ruled that the practice of “rolling up” holiday pay contravenes the Working Time Directive and is therefore unlawful and that the Scottish Court of Session ruled the practice unlawful in terms of the Working Time Directive in the case of MPB Structure v Munro.
- 3) Council recognises that the update report on Zero Hours Contracts presented to the Finance and Resources Committee on Thursday 28 November 2013 states that, “It has also been determined that it would not be legally possible to compel [Council] contractors to provide contractual information about their employees”.
- 4) Council further notes the operation of around 2,500 “supply” or “casual” employment contracts within the Council itself which provide a wide-range of cover for absence and seasonal/occasional work, including teachers, learning assistants, foster carers, home carers and social workers. These are providing flexible working terms for both employer and employee.
- 5) Council therefore instructs the Director of Corporate Governance:
 - to investigate and report back on any suspected use of exploitative practices on Council related contracts;
 - Review the terms of all new contracts in which the Council is involved to ensure that the use of illegal employment practices by contractors and sub-contractors is a default of contract and that the previous

behaviour of potential contractors in regard to employment law is investigated through the PQQ process;

- Investigate the use of the Council's "Safe-Call" whistleblowing facility as a means by which employees of Council contractors and their sub-contractors could report breaches of employment law to the Council.

- moved by Councillor Rust, seconded by Councillor Whyte

Voting

The voting was as follows:

For the motion (as adjusted)	-	44 votes
For the amendment	-	11 votes

Decision

To approve the motion by Councillor Rankin, as adjusted.

15 Oxgangs Neighbourhood Centre – Motion by Councillor Rust

The following motion by Councillor Rust was submitted in terms of Standing Order 16:

"Council:-

- 1) Congratulates Oxgangs Neighbourhood Centre (ONC) on its 20th birthday.
- 2) Notes that ONC was established in 1995 to address the needs of residents in the Oxgangs high rise flats that it particularly focussed on vulnerable and socially isolated members of the community and continues to provide a range of activities to the surrounding area for locals of all ages.
- 3) Thanks the management committee, staff, volunteers and key partners for their work in making ONC such a success and in particular for their efforts in securing funding and as broad a range of activities as possible.
- 4) Requests that the Lord Provost recognise this anniversary in an appropriate manner."

Decision

To approve the motion by Councillor Rust.

16 Nepal – Emergency Motion by the Lord Provost

The Lord Provost 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 Council to give early consideration to this matter.

The following motion by the Lord Provost was submitted in terms of Standing Order 16:

“Council expresses its deep concern and sympathy for the people of Nepal following recent disastrous events in one of the poorest countries in the world.

Council urges Edinburgh’s residents to show their generosity by sending an emergency donation now to the Mercy Corps Earthquake Appeal. See <https://www.mercycorps.org.uk/u/earthquake-survivors-need-you-now> .

Council agrees to hold a Candlelit Vigil in support of Nepal at 4pm on Saturday 2 May 2015 in the Quadrangle at the City Chambers.

Edinburgh residents are invited to join the Lord Provost and Elected Members of the Council for this important occasion.”

Decision

To approve the motion by the Lord Provost.

Appendix 1

(As referred to in Act of Council No 2 of 30 April 2015)

QUESTION NO 1

By Councillor Aldridge for answer by the Convener of the Health, Social Care and Housing Committee at a meeting of the Council on 30 April 2015

Question

- (1)** What are the numbers of people on waiting lists for social care assessments throughout the city? Please provide the information broken down by client group and geographical area.

Answer

- (1) The number of people on waiting lists for social care assessments (as at 20 April 2015) is 1320. Based on the data recorded on the system, approximately 58% are outwith the departmental target timescale for assessment (Urgent - within 24 hours; A - within 2 weeks; B - within 4 weeks).

This is shown in the following tables, split by client group and geographical area (Council wards).

(Note: Includes people who are within the target timescale for assessment.)

Number of people on the waiting list as at 20 April 2015 by client group

Category	Total
Substance misuse	45
Carers	25
Learning Disability	65
Mental Health Problems	76
Other vulnerable groups	94
Physical Disability	158
Older People	815
Not Known	42
Grand Total	1320

Number of people on the waiting list as at 20 April 2015 by ward

Ward	Total
Almond	19
City Centre	77
Colinton/Fairmilehead	134
Corstorphine/Murrayfield	107
Drum Brae/Gyle	105
Forth	48
Leith Walk	121
Liberton/Gilmerton	80
Meadows/Morningside	50
Pentland Hills	149
Portobello/Craigmillar	194
Sighthill/Gorgie	131
Southside/Newington	41
Not Recorded	56
Outwith Edinburgh	8
Grand Total	1320

Question (2) What is the average waiting time for assessment since 2012? Please provide the information broken down by client group and geographical area.

Answer (2) The average waiting time for assessment since April 2012 is 21.7 days.

This is shown in the following tables, split by client group and geographical area (Council wards).

(Note: only includes assessments which have been completed)

Average number of days on the waiting list since April 2012 by client group

Category	Average number of days
Substance misuse	21.4
Carers	30.6
Learning Disability	31.8
Mental Health Problems	19.0
Not Known	18.0
Other vulnerable groups	16.5
Physical Disability	28.2
Older People	21.1
Grand Total	21.7

Average Number of days on the waiting list since April 2012 by ward (on next page)

Ward	Average number of days
Almond	23.8
City Centre	23.1
Colinton/Fairmilehead	23.1
Corstorphine/Murrayfield	22.4
Drum Brae/Gyle	19.9
Forth	19.6
Leith Walk	17.4
Liberton/Gilmerton	25.0
Meadows/Morningside	20.0
Not Known	16.6
Pentland Hills	26.2
Portobello/Craigmillar	23.6
Sighthill/Gorgie	24.6
Southside/Newington	23.7
Grand Total	21.7

Question (3) What has been the longest waiting time for an assessment since April 2012? Please provide the information broken down by client group and geographical area.

Answer (3) The longest recorded waiting time for an assessment is 301 days (as at 20 April 2015). The individual is waiting for a social work assessment in the South West sector (geographical area: Sighthill/Gorgie; client group: Other vulnerable groups).

Supplementary Question

(1) Thank you for the detailed answers. My reading of the answers are that the average number of days that you have to wait for an assessment let alone a care package, if you're a carer, if you have a learning disability or if you have a physical disability in this city is well outwith the 4 week target for the least urgent cases. That means well over half of people waiting longer than the target for the least urgent cases.

Convener, are you as outraged as I am that this area of your remit seems totally out of control at present, what are you doing about it and when will you meet the agreed departmental targets?

Supplementary Answer

(1) Thank you Councillor Aldridge for your follow-up. I agree with him that there is a lot of complex and detailed information in there and I would also agree with him that it is a matter of regret that we're not reaching our targets and we do wish to achieve the highest possible standards.

He will be aware, as I'm sure all members are, that there are now far more people who live in Edinburgh who are over the age of 85 and who have a greater need of care assessments and care services and these demographic pressures result in a substantial increase in terms of the pressure on the Department – it's up round about 30% during the time of this particular Administration. Of course he'll also be aware of the funding pressures that we're currently under and continue to be under and I think probably for the foreseeable future. However, in spite of those challenges, I hope Councillor Aldridge will take some comfort from the fact that the average waiting time during this Administration has actually reduced to 21.7 days from the 23.4 days which was the average waiting time for assessments that was recorded between 2007 and 2012. This has been achieved through a number of restructurings and efficiencies within the Department, so I think it shows good progress despite the pressures that we have and the challenges that we have and we'll continue to work towards achieving the targets that we've set out.

QUESTION NO 2

**By Councillor Rose for answer by the
Convener of the Finance and
Resources Committee at a meeting
of the Council on 30 April 2015**

Question (1) How many employees have been found under the influence of, or in possession of, illegal drugs during work hours for each of the last three years (up to 31.3.15)?

Answer (1) There is no recorded information in relation to these questions. There is however, clear guidance on dealing with employee alcohol and drug misuse contained in the Council's [Policy on Alcohol, Drugs and Substance Misuse](#), which was considered by the former Policy and Strategy Committee on 9 August 2011 (item no 6).

Question (2) How many (if any) have been reported to Police Scotland?

Answer (2) See above

Question (3) What other action has resulted from such cases?

Answer (3) See above

Supplementary Question (1) I thank the Convener for his answer to my question. I'm well aware of the Council's policy on Alcohol, Drugs and Substance Misuse, but would you not like to know the answer to my question – How many people have been found with illegal drugs at work and if any such people have been reported to Police Scotland? I think it would be a helpful piece of information to know – do you?

Supplementary Answer (1) I thank Councillor Rose for his question. Yes indeed, I think these things would be useful to know and you would expect them to come to light in the course of the observance of the Council's Policy on Dugs and Alcohol Misuse. I can't see what more we could do really unless you're suggesting that we have some more intrusive form of policy, but I'm happy to look at any changes to that policy that you think might be constructive and help us to identify any of these issues but, I'm not clear that it is in general an issue in the Council.

Supplementary Question (2) Can I just follow up then Lord Provost. In that case would you be happy to find the information in answer to my question so that we can know to what extent it is a problem within the Council.

Supplementary Answer (2) I'd be happy to look at just how effective the use of resources it would be to obtain that information. I'm not sure necessarily that the amount of effort would be proportionate to the result we might get but I think it's certainly a matter I'd be happy to continue to discuss with you.

QUESTION NO 3

**By Councillor Rose for answer by the
Convener of the Finance and
Resources Committee at a meeting
of the Council on 30 April 2015**

Question (1) Could the number of employees who have left Edinburgh Council in each of the last three years under Voluntary Early Release Arrangements, voluntary or compulsory redundancy or Voluntary Severance, be updated to the end of March 2015?

Answer (1)

Year	Total number of Exit Packages
2012/13*	223
2013/14*	152
2014/15**	64

* As per Audited Financial Statements for 2013-14

** To date - accounts not closed so figure may change

Link to Audited Financial Statements for 2013-14:

http://www.edinburgh.gov.uk/meetings/meeting/3527/city_of_edinburgh_council (8.4 - page 145)

Question (2) How many of these, over the three years, were the subject of disciplinary action or contemplated disciplinary action?

Answer (2)

Year	
2012/13	5
2013/14	1
2014/15	1

QUESTION NO 4

By Councillor Rust for answer by the Convener of the Education, Children and Families Committee at a meeting of the Council on 30 April 2015

Question (1) In respect of the various changes to the senior management team at Castlebrae Community High School during the past five years, who appointed the senior management team?

Answer (1) In February 2011 Graeme Thomson was appointed as the substantive Head teacher through normal recruitment and selection procedures.

Following the Council's decision to keep the school open in March 2013 a staff and management refresh was identified as a priority for action and there have been regular reports to the Education, Children and Families Committee on Castlebrae Community High School where Committee were informed about management arrangements and endorsed the approach being progressed.

On 21 May 2013 the Education, Children and Families Committee approved a report on Castlebrae Community High School which included the recommendation "to request the Director of Children and Families to proceed with short term improvement actions including a refresh of teaching and senior management staff".

On 10 December 2013 the Education, Children and Families Committee "approved the introduction of a revised management structure to deliver Castlebrae Learning Community by August 2015 and the appointment of a permanent Headteacher by August 2015".

On 9 December 2014 the Education, Children and Families Committee "noted the progress in management arrangements with the Castlebrae Learning Community".

In addition there was also an officer-member working group on Castlebrae, which looked at the future of the school in detail and received regular updates on progress (minutes of working group meetings on 18 June 2013, 28 June 2013, specifically outlined progress on staffing). This working group was Chaired by Councillor Fullerton and included cross party and community representation.

The appointment of an acting Headteacher in June 2013 was taken forward by the Head of Schools and Community Services. The appointment of acting Deputes was taken forward by the Acting Headteacher. This was in accordance with council policy which allows staff to be transferred, on a temporary basis with their agreement, if required.

The recruitment of a permanent Headteacher is underway and the post will be advertised nationally in May 2015 to start in August 2015.

Question (2) Were full recruitment and selection procedures followed?

Answer (2) In February 2011 the appointment was made through normal recruitment and selection procedures.

The appointment of an acting Headteacher in June 2013 was in accordance with council policy which allows staff to be transferred, on a temporary basis. Council policy permits the transfer of staff, on a temporary basis with their agreement, if required in exceptional circumstances without following full recruitment and selection procedures. The circumstances here were judged as exceptional.

Following the decision not to close Castlebrae school it was agreed that there should be a refresh of the management of the school and that this needed to happen swiftly. Given the school's low roll and unique circumstances normal recruitment processes were judged unlikely to be successful at that time. The previous national advert for the Headteacher position had attracted very few applicants.

An experienced, serving Headteacher was asked if he would be willing to lead the school on a temporary basis until a permanent successor could be appointed.

At the first officer-member working group the temporary headteacher appointment was welcomed by community representatives and elected members.

**Supplementary
Question**

I thank the Convener for his answer. Two points in relation to Question 2 – there seems to be some confusion or possibly it's just me, between full and normal recruitment selection procedures and I just wondered if he could explain what the difference is, if there is one.

Secondly, when was the last national advert for the Headteacher position at Castlebrae placed, how many people applied and who got the post.

**Supplementary
Answer**

Councillor Rose will be aware that the Headteacher recruitment for Castlebrae High School is underway at this point in time and we are looking to appoint a substantive Headteacher as quickly as possible. The recruitment process is underway and I hope and I'm sure that every member of this Council hopes and we would all agree that what the school needs now is stability and that is what we are seeking.

With regard to Councillor Rust's substantive points, I'm happy to meet with him to discuss the historical recruitment process in full and we can go through that in detail.

QUESTION NO 5

By Councillor Rust for answer by the Convener of the Education, Children and Families Committee at a meeting of the Council on 30 April 2015

National 5's

Question (1) In respect of the National 5 timetable, which schools cap the number of subjects which may be taken in one session to six subjects?

Answer (1) The Senior phase of Curriculum for Excellence aims to prepare young people for qualifications and develop skills for future learning, life and work. A young person's attainment on leaving school, i.e. the totality of their qualifications and achievements on leaving school, is the key measure of success.

Edinburgh's implementation of Curriculum for Excellence is judged by Education Scotland to be strong.

Education attainment in Edinburgh has improved significantly since 2007 with performance above the national average and comparators on most measures where data is available. Using Average Tariff Score measures, Edinburgh's highest performing 20% of students achieved 38 points above the national average, the middle 60% achieved 23 points above and the lowest achieving 20% achieved 10 points above the national average.

The number of young people leaving school into positive destinations has increased significantly and is now in line with the national average.

Education Scotland note that "The guiding principle is that qualifications, awards and achievements are taken at the right pace and stage for the individual over the Senior Phase which for an increasing number of young people will be for up to three years. A strong pattern is emerging where the majority of schools are offering six or seven subjects at the end of S4".

Fife, West and East and Midlothian have taken the same approach as Edinburgh. Edinburgh schools are offering a core model of either six, seven or eight subjects at the start of S4, alongside a range of other opportunities to take account of wider achievement.

Schools offering a core model of six National 5s:

- Castlebrae
- Craigmount
- Craigroyston
- Drummond
- Forrester
- Gracemount
- Leith
- Liberton
- Queensferry
- Trinity
- Tynecastle
- WHEC

Question (2) Which of these schools offer the ability to undertake additional courses under extra-curricular arrangements?

Answer (2) Schools respond to individual pupil needs. This session (2014/15) the schools below have made the following additional arrangements to their core six Nat 5 model.

Drummond – languages, ESOL

Tynecastle – languages

Craigroyston - languages

Liberton - music

Queensferry - physics

Trinity – geography, biology

Question (3) Which schools offer an option of more than six subjects and if so, how many do they offer?

Answer (3) **Seven** - Balerno , Broughton, St Augustine's
Eight - Boroughmuir, Currie, Holy Rood, JGHS, Portobello, St Thomas's, The Royal High, Firrhill.

Question (4) What consultation was undertaken in each school to reach the decision on subject availability?

Answer (4) In line with national advice, the rationale and design of each CEC school's curriculum should be based on shared values and learners' entitlements, take account of local circumstances, of local and national advice and reflect the views of parents.

CEC has supported all secondary schools to devise their own rationale and curriculum, through detailed consultation with key partners including parents, to best meet the needs of their learners and local communities. Each school has details of specific consultation undertaken with parents.

All schools are expected to refresh and review their curriculum annually in line with local and national guidance to provide depth of learning for pupils. It is anticipated that Edinburgh schools will move, in line with the national pattern, towards a core model of up to 7 subjects in S4. This will be done in full consultation with parents.

QUESTION NO 6

By Councillor Orr for answer by the Council Leader at a meeting of the Council on 30 April 2015

Since May 2012 to the present day, what contact has there been senior Capital Coalition councillors and any current or former employees or representatives of either of the following two political lobbying firms: "Connections International Planning and Development Company" (which is understood to have been run by a former City of Edinburgh councillor) and "Scottish Political Solutions". Specifically:

Question (1) How many formal or informal meetings have been held, on what dates and at what locations, and what was being lobbied for at each meeting or what was the business or other purpose of the meeting?

Answer (1) See below

Question (2) How extensive have exchanges been by email, phone or text message and what was being lobbied for or what were the reasons for the exchanges?

Answer (1&2) The information requested is not held centrally.

Councillors are bound by the Councillors' Code of Conduct which sets out key principles and a set of rules of good conduct to be observed in all situations where councillors are acting as councillors. In order for the Council to fulfil its commitment to being open, accessible, and responsive to the needs of the public, it needs to encourage appropriate participation by organisations and individuals in the decision-making process. Councillors must observe the rules and standards in the Code in their contacts with those who seek to influence them. There is, however, no requirement to formally record all contacts.

Question (3) What gifts or hospitality of any value or description (if any) have been received by the senior councillors, and what other councillor colleagues were present or involved on each occasion?

Answer (3) Section 3 of The Councillors' Code of Conduct gives guidance on the acceptance of gifts and hospitality and on when they should be entered on the Councillors' Register of Interests. The Register of Interests and Expenses is available on the Council's website ([here](#)).

Supplementary Question Can I thank Councillor Burns for his response to my question. It's not quite really what I was after obviously. Councillor Burns reports that the information's not held centrally and we have no record of contacts with the lobbyists. The reason I'm asking is, that I think Lord Provost, that everyone in this room wants to subscribe to the very highest standards of accountability and transparency. The Code of Conduct is referred to and one of the key parts of the Code of Conduct is openness and I'm not quite sure that this reply quite meets the highest standard of openness.

I think if we have friends who become lobbyists then that friendship sort of changes and any Councillor or any lobbyist should know that any meeting really should be on the public record and I feel that if I ask a colleague to disclose whether or not they've been meeting with lobbyists I should be told the answers.

Could I just ask Councillor Burns does he agree with me that if one Councillor wants to ask another Councillor about meetings with lobbyists that he should be told the details.

Supplementary Answer Can I thank Councillor Orr for his question and his supplementary. Lord Provost, I do agree with the broad thrust of Councillor Orr's question and I do my very best in my position as Council Leader to lead a Council that is open and transparent and I think even our opponents would acknowledge that we have made significant strides. The webcasting that you've just referred to earlier Lord Provost is one small incidence of opening up the Council. So I think Councillor Orr is right to press on

these issues but it's not for me as Council Leader or for Council officers centrally to hold a record of every single meeting that each individual Councillor has and if Councillor Orr has a question about a specific Councillor then he needs to ask about a specific Councillor or group of Councillors. Overall the collection of meetings for all Senior Councillors would run into the thousands and it's not held centrally.

I think Councillor Orr probably knows that on reflection, if he wants to be more specific in a future question then he needs to be so.

**Additional
Comments**

Just briefly, in response to what Councillor Burns said actually my initial questions did detail every Senior Councillor but I was told by the clerks that they were not admissible so I asked my question in the way that I did but we can discuss that at another time.

QUESTION NO 7

**By Councillor Orr for answer by the
Convener of the Regulatory
Committee at a meeting of the
Council on 30 April 2015**

Question

Which individual, organisation or company was the ultimate beneficiary of the license approved by the Licensing Sub-Committee for “Edinburgh 2014” under item 6.1.2 (application for a street trading license for hot food) on 23rd May 2014 and what was the estimated financial value of the license under the improved conditions for this license finally agreed on 20th June 2014?

Answer

The Council received an application for a temporary Street Trading Licence from a Company named ‘Edinburgh 2014 Ltd’ and for which the named day to day manager for the licence is Ms Elaine Douglas. This was to trade from a location in Hunters Square between 1 and 25 August 2014. The application was granted by the Licensing Sub-Committee on 23 May 2014.

Subsequent to that decision an application to vary the licence to allow trading to 3am and a second application to exempt the traders from the requirement to obtain a late hours catering licence was received on 4 June 2014.

These applications were in the same company name and manager’s name as the previous application. Both subsequent licence applications were granted by the Licensing Sub-Committee on 20 June 2014.

All the above information, in terms of applicant details, is contained in the Public Register of licences which appears on the Council website.

Businesses licensed by the Council are required to pay the appropriate fee set by the Council.

The Council does not have any role in monitoring the value of any licence and has no legal power to require that information.

**Supplementary
Question**

My questions relate generally to the Tron Kirk Project which colleagues will know has been the subject of comment in the national press and so what I'm really doing with these questions is basically asking questions the answers to which I already know to put them on the record. Again with this question there's not really an answer that's come forward and I thank Councillor Barrie for the effort but it's not really answering the question. The actual answer to the question for who was the ultimate beneficiary of this hot food stall is a Funfair firm in Edinburgh, which I wanted to put on the public record.

So I'd like to ask Councillor Barrie if he doesn't agree with me that given these two meetings in May and June 2014 were a bit fractious, both of the deals were done following a division in the Committee. Given that these food stalls were totally against Council policy, there was huge opposition from local Councillors, several officers, the police, numerous local businesses and given that the two parties that were involved in the licence, one of them is the former business partner of a Senior Councillor in this Council, another one is the Funfair firm also closely connected to Senior Councillors in this Council, does Councillor Barrie not think that perhaps colleagues should have been told of these connections before the decision was taken.

**Supplementary
Answer**

Councillor Orr, I'll have to disagree with you. The paper that was put before Council had all of the relevant detail we needed to make a decision. As you'll be perfectly aware the Regulatory Committee and the Licensing Sub-Committee are not whip Committees, there is an open debate. As Convener I absolutely encourage a division if that's the way Councillors feel, to do anything else would be false and belie the fact that it is a non whipped and partial quasi judicial Committee.

The benefactors probably of these Licenses were probably members of the public who were hungry and could get street food which is not normally allowed.

Currently it is Council policy, it is Council policy, to allow such street trading as this. If you have some difficulty in finding out what Council policy is, I'm sure I can help you myself or perhaps get a Council officer. Similarly the

question you asked is all freely available on the Council's website.

It's a pity you hadn't done the right thing and looked that up yourself rather than making this the subject of a Council question. I don't believe this is appropriate.

QUESTION NO 8

**By Councillor Orr for answer by the
Convener of the Culture and Sport
Committee at a meeting of the
Council on 30 April 2015**

Question

Can the Festivals and Events Champion summarise the nature of the involvement of any former employees or representatives of lobbying firm Connections International Planning and Development Company in the running of the Tron Kirk as a venue in 2013 and 2014 and the involvement of any of their family members, and (if appropriate) also confirm that any financial interest was disclosed to the Edinburgh International Jazz and Blues Festival Board (and so minuted) when the decision was made to use the Tron Kirk as a main hub for the 2013 and 2014 festivals?

Answer

The Tron Kirk property is leased to Mr Kenneth Waugh for the summer festival periods in 2013, 2014 and 2015. The lease is a contractual relationship between the Council and Mr Waugh and the Estates department has had no involvement with Connections International Planning and Development.

The request for confirmation of disclosure of financial interest and minutes is a matter for the Edinburgh Jazz and Blues Festival Board.

**Supplementary
Question**

Is it appropriate for me to ask a question on the Edinburgh International Jazz and Blues Festival Board of Councillor Lewis as we elect him to that Board.

Can I ask a supplementary on that Board?

The Jazz and Blues Festival use the Tron Kirk as their hub so the question is for Councillor Lewis.

One of the lobbyists that I've been asking questions about has a financial interest in the Tron Kirk, I think personally and I think certainly via a family member who actually ran the bar in the venue. Now given that that person's also on the Board of the Jazz and Blues Festival, can I ask

Councillor Lewis to confirm that that financial interest was disclosed to fellow Jazz and Blues Festival Board Members before the decision was taken to use the Tron Kirk as the hub for the Festival.

**Supplementary
Answer**

I confess I'm slightly bemused at the question – I mean – as you all know the Jazz and Blues Festival's an independent organisation and any such questions it's only right in terms of the governance would have to go to the Chairman, Brian Fallon and the Board at that point would make a decision about how they would respond.

Item no 5.1

QUESTION NO 1

By Councillor Jackson for answer by the Convener of the Transport and Environment Committee at a meeting of the Council on 28 May 2015

In regard to the installation/fitting of LED street lanterns.

Question (1) Have any complaints been received in the streets where they have been installed?

Answer (2)

Question (2) If so how many individual complaints and from how many streets?

Answer (2)

Question (3) Have any planned installations been put on hold?

Answer (3)

Question (4) If so how many and where?

Answer (4)

Question (5) What is the current situation regarding dealing with any reported problems/complaints?

Answer (5)

Question (6) Have the scheduled reviews been carried out as planned?

Answer (6)

Question (7) Has the current programme been completed, if not what is the estimated completion date?

Answer (7)

Item no 5.2

QUESTION NO 2

**By Councillor Rose for answer by the
Convener of the Transport and
Environment Committee at a meeting
of the Council on 28 May 2015**

Question

The Council website contains a webpage for current delays to rubbish and recycling collections. This is updated from time to time. Is the list on the website the full list of delays?

Answer

Item no 5.3

QUESTION NO 3

By Councillor Rose for answer by the Convener of the Transport and Environment Committee at a meeting of the Council on 28 May 2015

Question (1) What has been the impact of the steep fall in the price of oil over the past year on the Council's plastics recycling policy and activity?

Answer (1)

Question (2) What has been the financial impact to date and what is the projected financial impact, if any, on the Council's recycling policies and its revenue spend, including takings from the sale of plastics for recycling and cost from landfill taxes?

Answer (2)

Item no 5.4

QUESTION NO 4

**By Councillor Rose for answer by the
Convener of the Finance and
Resources Committee at a meeting
of the Council on 28 May 2015**

Whistleblowing Policy - May 2014

Given that the policy states that there is "Protection against
Victimisation" (section 6) for whistleblowers can you:-

Question (1) State who is responsible for ensuring that support is given?

Answer (1)

Question (2) Demonstrate how effective this has been in the individual
cases since its inception in May 2014?

Answer (2)

Item no 5.5

QUESTION NO 5

By Councillor Whyte for answer by the Convener of the Transport and Environment Committee at a meeting of the Council on 28 May 2015

The Council charges for Residents Parking Permits based upon the vehicle emissions category with the aim of encouraging residents to own lower emissions vehicles.

Please provide information detailing for each permit zone:

- | | |
|-----------------|---|
| Question | (1) The number of permits issued, the cost of a permit and the total revenue generated per annum from these permits immediately prior to the introduction of the emissions based charging scheme. |
| Answer | (1) |
| Question | (2) The number of permits issued for each vehicle category, the cost of a permit by category and the total revenue generated per annum from these permits for each category immediately after the introduction of the emissions based charging scheme; |
| Answer | (2) |
| Question | (3) The most recent figures for the number of permits issued for each vehicle category, the cost of a permit by category and the total revenue generated per annum from these permits for each category. |
| Answer | (3) |



May 2015

New Chief Executive appointment



I am delighted to announce that Andrew Kerr is our preferred candidate to replace Sue Bruce as Chief Executive.

It was essential we chose the right calibre of person for this important and challenging leadership role and we ran a rigorous, competitive recruitment process with a strong field of candidates.

Currently Chief Executive of Cornwall Council, Andrew will bring a wealth of local government experience and enthusiasm at a time when we face many unprecedented challenges and opportunities. I am confident that his energy and drive will play a central role in shaping the continued success of Edinburgh as a 21st century capital city.

Following approval at next Thursday's council meeting, Andrew will take up his post later this year with the exact date to be confirmed in due course.

Stability restored at Lothian Buses

I am also pleased to announce the appointment of several new non-executive board members to Transport for Edinburgh, Lothian Buses and Edinburgh Trams, for which the Council is majority shareholder.

While recent issues at management level within Lothian Buses have caused uncertainty, we welcome the results of KPMG's independent report, which demonstrates that the Council acted consistently and in accordance with the proper governance procedures in dealing with the situation.

I am confident that the latest appointments to the board will now allow us to look to the future of public transport in Edinburgh, building on the work of outgoing Chair, Tony Depledge, to ensure stable and effective management, and providing the first-class, integrated service the city deserves.

Elections success

I want to put on record my thanks to Sue Bruce, in her final shift as Returning Officer, and her team in delivering yet another slick and efficient election on 7 and 8 May. It doesn't take a mathematical genius to work out that the smooth-running of such an event is a massive undertaking and involves a huge effort by many hundreds of dedicated public servants over a number of weeks and months.

It was a real pleasure to have the count in the EICC for the first time and I have heard many comments from fellow politicians, the media and our own staff about how impressed they were with the facilities.

My congratulations also to my coalition colleague and Deputy Lord Provost, Deidre Brock, in becoming the MP for Edinburgh North & Leith, a constituency I am sure she will represent extremely well in Westminster.

Nepal earthquake

Shortly after my last Leader's Report, Nepal was struck by a devastating earthquake followed by a second one, almost as severe, ten days ago.

Since the initial quake and the humanitarian crisis it caused, we have been working closely with our aid partner, Mercy Corps. Our actions have included a [candle-lit vigil](#) led by the Lord Provost, turning the Melville monument red (the colour of the Nepalese flag) to promote the appeal as well as work with schools and charitable street collections.

Mercy Corps' hard work continues in Nepal; focusing on reaching people in parts of the country so far overlooked and ensuring they get much needed clothing, food and hygiene supplies. You can read more about the work in Nepal and [make a donation to support the ongoing relief](#) effort on Mercy Corps' website.

Housing development sails off with top award

Well done to all involved in [The Sailmaker Apartments](#) project in Leith, which was awarded *Best Partnership in Affordable Housing* at the prestigious Homes For Scotland Awards 2015.

The development, consisting of 145 affordable homes, was built through the National Housing Trust scheme in a partnership between the Council, Scottish Futures Trust, Hillcrest Housing Association, Cruden and Rettie and Co.

Also commended in the same category was Merchant's Court in Liberton and the Greendykes C development in Craigmillar, both of which delivered much-needed social rent and mid-market rent properties.

Volunteering champions

Edinburgh wouldn't be the city it is without its army of volunteers, working tirelessly to support the homeless, vulnerable, young, elderly and disabled.

Every year, we get the opportunity to thank this community at the annual Volunteer Awards, organised by the [Volunteer Centre Edinburgh](#) and presented by our volunteer ambassador, the Lord Provost.

This year's awards will also feature our new Honour Board, a lasting tribute to those who receive the *Lord Provost's Inspiring Volunteer of the Year Award* each year. This will be unveiled at a special ceremony on 3 June as part of [National Volunteer Week](#).

No place for intolerance

In many countries around the world, lesbian, gay, bisexual, and transgender (LGBT) people are still subject to ostracisation, imprisonment and execution merely for whom they love. Although Scotland has made progress towards equality, there remains much work to be done.

Last Monday, 17 May, was International Day Against Homophobia and Transphobia and, to mark this, [LGBT Youth Scotland](#) launched a new report on Life in Scotland for LGBT Young People (aged 13–25), focusing on their social experiences and acceptance in their families and wider communities.

While the research does demonstrate progress here, it does also show that many LGBT young people still face high levels of discrimination and experience barriers to feeling included.

Stay in the picture

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• EDINBURGH •
THE CITY OF EDINBURGH COUNCIL

The City of Edinburgh Council

10am, Thursday, 28 May 2015

Appointment of Depute Convener

Item number	7.1
Report number	
Executive/routine	
Wards	All

Executive summary

Councillor Deidre Brock has tendered her resignation as Depute Convener of the Council. The Council is asked to appoint to this vacant position.

Links

Coalition pledges	n/a
Council outcomes	n/a
Single Outcome Agreement	n/a

Appointment of Depute Convener

Recommendation

- 1.1 To appoint a member to the vacant position of Depute Convener.

Main report

- 2.1 Councillor Deidre Brock was appointed as Council Depute Convener on 17 May 2012.
- 2.2 She has now tendered her resignation from this position, and the Council is invited to appoint her successor.
- 2.3 As agreed by the Council on 30 April 2015, the post-holder is entitled to claim a Senior Councillor allowance of £25,090.

Measures of success

- 3.1 Not applicable

Financial impact

- 4.1 The post carries a Senior Councillor allowance of £25,090.

Risk, policy, compliance and governance impact

- 5.1 Not applicable.

Equalities impact

- 6.1 Not applicable.

Sustainability impact

- 7.1 Not applicable.

Consultation and engagement

- 8.1 Not applicable

Background reading / external references

[Elected Members Remuneration](#)

Alastair D Maclean

Director of Corporate Governance

The City of Edinburgh Council – 28 May 2015

Contact: Allan McCartney, Clerking Manager

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Links

Coalition pledges

Council outcomes CO25 – The Council has efficient and effective services that deliver on objectives.

Single Outcome Agreement

Appendices None

The City of Edinburgh Council

10.00am, Thursday 28 May 2015

Review of Appointments to Committees, Boards and Joint Boards for 2015/2016

Item number	7.2
Report number	
Executive/routine	
Wards	None

Executive summary

Standing Order 3.2 requires the Council to make various appointments at its first ordinary meeting in May. The Council is invited to review its appointments to Committees, Boards and Joint Boards for 2015/2016.

Links

[Coalition pledges](#)
[Council outcomes](#)
[Single Outcome Agreement](#)

Review of Appointments to Committees, Boards and Joint Boards for 2015/2016

Recommendations

- 1.1 It is recommended that the Council specifies its appointments to the following positions for 2015/2016:
- (a) The Leader and Depute Leader of the Council;
 - (b) Conveners and Vice Conveners of the Corporate Policy and Strategy Committee, Executive Committees and other Committees of the Council
 - (c) Members of the Corporate Policy and Strategy Committee, Executive Committees and other Committees of the Council;
 - (d) Members of the Neighbourhood Partnerships;
 - (e) Members of the Integration Joint Board and Joint Committees.
 - (f) The Vice Convener of the Integration Joint Board
- 1.2 The Council is also asked to note the membership of the Lothian Valuation Joint Board and Licensing Board.

Background

- 2.1 On 1 May 2014 the Council made appointments to Committees, Boards and Joint Boards for 2014/2015.
- 2.2 Some adjustments to Committee memberships and Conveners were also agreed at Council meetings on 20 November 2014 and 12 March 2015.

Main report

- 3.1 Standing Order 3.2 requires the Council to make various appointments at its first ordinary meeting in May. The Council is invited to specify its appointments to the following positions for 2015/2016:
- The Leader and Depute Leader of the Council;
 - Conveners and Vice Conveners of the Corporate Policy and Strategy Committee, Executive Committees and other Committees of the Council (Appendix 1 details current Conveners and Vice Conveners and the Council's previous decision on Group allocations);

- Members of the Corporate Policy and Strategy Committee, Executive Committees and other Committees of the Council (Appendix 2 details current membership);
- Members of Neighbourhood Partnerships (Appendix 3 details current membership);
- Members of the Licensing Board, Joint Committees and Joint Boards that the Council should appoint (see paragraphs 3.2 - 3.6 below) (Appendix 4 details current membership)

Joint Boards

- 3.2 Standing Order 3.2 requires the appointment of members of Joint Boards, and the Council is asked to determine its representation on the Integration Joint Board.
- 3.3 There is now no requirement to re-appoint members to the Forth Estuary Transport Authority as responsibility for the operation and maintenance of the Forth Road Bridge transfers to Transport Scotland with effect from 1 June 2015.
- 3.4 The legislation relating to the Lothian Valuation Joint Board provides for the members first appointed to it to hold office for the life of the Council.
- 3.5 If there is to be any change in the Council's membership of this Joint Board, the co-operation of existing members is required by their resigning from the Board. New appointments cannot be made until a letter of resignation is received.
- 3.6 The Council is therefore invited to note the current membership of this Joint Board, detailed at Appendix 4.
- 3.7 In terms of the Integration Scheme, the Council and NHS Lothian share the appointments of Convener and Vice-Convener of the Integration Joint Board. The Council currently holds the Vice-Convener position and is asked to appoint to this.
- 3.8 The appointments to the Health and Social Care Partnership are until such time as the Integration Joint Board replaces it.

Licensing Board

- 3.9 Similar provisions apply to the membership of the Licensing Board. Section 5 and Schedule 1 of the Licensing (Scotland) Act 2005 require that a vacancy on the Licensing Board must formally exist. In this connection, any member intending to resign from the Licensing Board must do so in writing to the Clerk and ensure that their letter is received before 1 May 2015.
- 3.10 The Council is asked to note the membership of the Licensing Board, also set out in Appendix 4.

- 3.11 The Act also states that any member appointed to the Licensing Board cannot take their place on the Board until they have completed an external training course and passed an examination.
- 3.12 A councillor who is a premises licence holder, or the employee of a premises licence holder and works as such in licensed premises, whether alone or in partnership with another person engaged in the business of producing or selling alcohol, or a director or other officer of a company so engaged or an employee of any person so engaged and working as such in that business, shall not act as a member of a Licensing Board for any purpose under the Act.

Senior Councillor Allowances

- 3.13 When specifying appointments, the Council can appoint 24 Senior Councillors within maximum budget set out in the Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2013. The Council on 30 April 2015 agreed elected member remuneration for 2015 – 16, including payments to designated Senior Councillors.

Measures of success

Not applicable.

Financial impact

Not applicable.

Risk, policy, compliance and governance impact

Not applicable.

Equalities impact

Not applicable.

Sustainability impact

Not applicable.

Consultation and engagement

Not applicable.

Background reading / external references

Elected Member Remuneration report to 30 April 2015 Council [Elected Members Remuneration](#)

Alastair D Maclean

Director of Corporate Governance

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Links

Coalition pledges

Council outcomes

Single Outcome Agreement

Appendices

Appendix 1 – Conveners and Vice Conveners of Committees

Appendix 2 – Membership of Committees

Appendix 3 – Members of Neighbourhood Partnerships

Appendix 4 – Joint Committees and Boards, The Licensing Board and Lothian and Borders Community Justice Authority

APPENDIX 1

APPOINTMENTS FOR 2014/2015

CONVENERS AND VICE CONVENERS OF COMMITTEES

EXECUTIVE COMMITTEES		
Corporate Policy and Strategy (Leader and Deputy Leader of the Council as Convener and Vice Convener)	Convener: Vice-Convener:	Councillor Burns Councillor Howat
Communities and Neighbourhoods (Capital Coalition members)	Convener: Vice-Convener:	Councillor Child Councillor Bill Henderson
Culture and Sport (Capital Coalition members)	Convener: Vice-Convener:	Councillor Lewis Councillor Austin Hart
Economy (Capital Coalition members)	Convener: Vice-Convener:	Councillor Ross Councillor Munro
Education, Children and Families (Capital Coalition members)	Convener: Vice-Convener:	Councillor Godzik Councillor Fullerton
Finance and Resources (Capital Coalition members)	Convener: Vice Convener:	Councillor Rankin Councillor Bill Cook
Health, Social Care and Housing (Capital Coalition members)	Convener: Vice-Convener:	Councillor Ricky Henderson Councillor Day
Transport and Environment (Capital Coalition members)	Convener: Vice-Convener:	Councillor Hinds Councillor McVey
OTHER COMMITTEES		
Governance, Risk and Best Value (Conservative Group member as Convener)	Convener:	Councillor Balfour
Police and Fire Scrutiny Committee	Convener: Vice-Convener:	Councillor Bridgman Councillor Redpath
Leadership Advisory Panel (Leader of the Council as Convener)	Convener:	Councillor Burns

Petitions (Green Group member as Convener)	Convener:	Councillor Chapman
Pensions (Capital Coalition member as Convener)	Convener:	Councillor Rankin
Planning/Development Management Sub	Convener: Vice-Convener:	Councillor Perry Councillor Dixon
Regulatory/Licensing Sub	Convener: Vice Convener:	Councillor Barrie Councillor Blacklock
Committee on the Jean F Watson Bequest	Convener:	To be appointed from agreed Committee membership
APPEALS		
Committee on Discretionary Rating Appeals	Convener:	To be appointed from agreed Committee membership
Personnel Appeals Committee	Convener:	Councillor Austin Hart
Committee on Pupil/Student Support	Convener:	Councillor Godzik
Placing in Schools Appeals		Independent Chairperson
Social Work Complaints Review Committee		Independent Chairperson
RECRUITMENT		
Recruitment Committee	Convener:	Council Leader

APPENDIX 2

APPOINTMENTS 2014/15

MEMBERSHIP OF COMMITTEES

Corporate Policy and Strategy Committee – 15 members – 5 Labour, 4 Scottish National Party, 3 Conservative, 2 Green, 1 Scottish Liberal Democrat

Leader of the Council (Councillor Burns) (Convener)	Convener of the Health, Social Care and Housing Committee (Councillor Ricky Henderson)
Deputy Leader of the Council (Councillor Howat) (Deputy Convener)	Convener of the Transport and Environment Committee (Councillor Hinds)
Convener of the Communities and Neighbourhood Committee (Councillor Child)	Councillor Rose
Convener of the Culture and Sport Committee (Councillor Lewis)	Councillor Mowat
Convener of the Economy Committee (Councillor Ross)	Councillor Nick Cook
Convener of the Education, Children and Families Committee (Councillor Godzik)	Councillor Burgess
Convener of the Finance and Resources Committee (Councillor Rankin)	Councillor Chapman
	Councillor Edie

EXECUTIVE COMMITTEES

Communities and Neighbourhoods Committee – 13 members – 5 Labour, 4 Scottish National Party, 2 Conservative, 1 Green, 1 Scottish Liberal Democrat

Councillor Child (Convener)	Councillor Lunn
Councillor Gardner	Councillor Jackson
Councillor Keil	Councillor McInnes
Councillor Robson	Councillor Bagshaw
Councillor Walker	Councillor Edie
Councillor Bridgman	Leader (ex officio)
Councillor Cairns	Deputy Leader (ex officio)
Councillor Bill Henderson (Vice-Convener)	

Culture and Sport Committee – 13 members – 5 Labour, 4 Scottish National Party, 2 Conservative, 1 Green, 1 Scottish Liberal Democrat

Councillor Austin Hart (Vice Convener)	Councillor Lewis (Convener)
Councillor Doran	Councillor Balfour
Councillor Hinds	Councillor Paterson
Councillor Milligan	Councillor Booth
Councillor Munro	Councillor Shields
Councillor Cairns	Leader (ex officio)
Councillor Fullerton	Deputy Leader (ex officio)
Councillor Bill Henderson	

Economy Committee – 13 members – 5 Labour, 4 Scottish National Party, 2 Conservative, 1 Green, 1 Scottish Liberal Democrat

Councillor Blacklock	Councillor Ross (Convener)
Councillor Gardner	Councillor Paterson
Councillor Griffiths	Councillor Rust
Councillor Milligan	Councillor Corbett
Councillor Munro (Vice Convener)	Councillor Edie
Councillor Barrie	Leader (ex officio)
Councillor McVey	Deputy Leader (ex officio)
Councillor Rankin	

Education, Children and Families Committee – 20 members – 7 Labour, 6 Scottish National Party, 4 Conservative, 2 Green, 1 Scottish Liberal Democrat

Councillor Austin-Hart	Councillor Key
Councillor Child	Councillor Lewis
Councillor Day	Councillor Aitken
Councillor Godzik (Convener)	Councillor Nick Cook
Councillor Milligan	Councillor Jackson
Councillor Redpath	Councillor Rust
Councillor Robson	Councillor Corbett
Councillor Brock	Councillor Main
Councillor Dixon	Councillor Aldridge
Councillor Fullerton (Vice-Convener)	Leader (ex officio)
Councillor Howat	Deputy Leader (ex officio)

Added Members for Education Matters

A Craig Duncan (Church of Scotland)	John Swinburne (Teacher Representative)
Ms Marie Allan (Roman Catholic)	Vacancy (Parent representative)
Rev Thomas Coupar (The Robin Chapel)	
Allan Crosbie (Teacher Representative)	

Finance and Resources Committee – 13 members – 5 Labour, 4 Scottish National Party, 2 Conservative, 1 Green, 1 Scottish Liberal Democrat

Councillor Bill Cook (Vice Convener)	Councillor Ross
Councillor Griffiths	Councillor Jackson
Councillor Godzik	Councillor Whyte
Councillor Ricky Henderson	Councillor Corbett
Councillor Walker	Councillor Edie
Councillor Dixon	Leader (ex officio)
Councillor McVey	Deputy Leader (ex officio)
Councillor Rankin (Convener)	

Health, Social Care and Housing Committee – 15 members – 5 Labour, 4 Scottish National Party, 3 Conservative, 2 Green, 1 Scottish Liberal Democrat

Councillor Day (Vice Convener)	Councillor Aitken
Councillor Doran	Councillor Heslop
Councillor Gardner	Councillor Rust
Councillor Griffiths	Councillor Chapman
Councillor Ricky Henderson (Convener)	Councillor Burgess
Councillor Bridgman	Councillor Shields
Councillor Howat	Leader (ex officio)
Councillor Lunn	Deputy Leader (ex officio)
Councillor Work	

Transport and Environment Committee – 15 members – 5 Labour, 4 Scottish National Party, 3 Conservative, 2 Green, 1 Scottish Liberal Democrat

Councillor Doran	Councillor Jackson
Councillor Gardner	Councillor McInnes
Councillor Hinds (Convener)	Councillor Mowat
Councillor Keil	Councillor Bagshaw
Councillor Perry	Councillor Booth
Councillor Barrie	Councillor Aldridge
Councillor Brock	Leader (ex officio)
Councillor Bill Henderson	Deputy Leader (ex officio)
Councillor McVey (Vice-Convener)	

OTHER COMMITTEES

Governance, Risk and Best Value Committee – 13 members – 5 Labour, 3 Scottish National Party, 2 Conservative, 1 Green, 1 Scottish Liberal Democrat, 1 Independent

Councillor Blacklock
Councillor Child
Councillor Gardner
Councillor Keil
Councillor Munro
Councillor Howat
Councillor Lunn

Councillor Tymkewycz
Councillor Balfour (Convener)
Councillor Whyte
Councillor Main
Councillor Shields
Councillor Orr

Police and Fire Scrutiny Committee – 10 members – 3 Labour, 3 Scottish National Party, 2, Conservative, 1 Green, 1 Scottish Liberal Democrat

Councillor Child
Councillor Redpath (Vice-Convener)
Councillor Walker
Councillor Barrie
Councillor Bridgman (Convener)

Councillor Tymkewycz
Councillor Aitken
Councillor Mowat
Councillor Main
Councillor Edie

Petitions Committee – 10 members – 3 Labour, 3 Scottish National Party, 2 Conservative, 1 Green, 1 Scottish Liberal Democrat

Councillor Gardner
Councillor Keil
Councillor Redpath
Councillor Dixon
Councillor Key

Councillor Lunn
Councillor Balfour
Councillor Paterson
Councillor Chapman (Convener)
Councillor Edie

Pensions Committee – 5 members – 2 Labour, 1 Scottish National Party, 1 Conservative, 1 Independent (plus 2 external members)

Councillor Child
Councillor Bill Cook
Councillor Rankin (Convener)

Councillor Rose
Councillor Orr

External Members

John Anzani
Darren May

Planning Committee/Development Management Sub-Committee

15 members – 5 Labour, 6 Scottish National Party, 3 Conservative, 1 Green

Councillor Blacklock	Councillor Howat
Councillor Child	Councillor McVey
Councillor Milligan	Councillor Ross
Councillor Perry (Convener)	Councillor Heslop
Councillor Robson	Councillor Mowat
Councillor Brock	Councillor Rose
Councillor Cairns	Councillor Bagshaw
Councillor Dixon (Vice-Convener)	

Planning Local Review Body – All members of the Planning Committee comprising three panels as follows:

Panel 1

Councillor Blacklock	Councillor Howat
Councillor Robson	Councillor Mowat
Councillor Cairns	

Panel 2

Councillor Child	Councillor Ross
Councillor Perry	Councillor Rose
Councillor Brock	

Panel 3

Councillor Milligan	Councillor Heslop
Councillor Dixon	Councillor Bagshaw
Councillor McVey	

Regulatory Committee/Licensing Sub-Committee – 9 members – 3 Labour, 3 Scottish National Party, 2 Conservative, 1 Green

Councillor Blacklock (Vice-Convener)	Councillor Lunn
Councillor Gardner	Councillor Aitken
Councillor Redpath	Councillor Heslop
Councillor Barrie (Convener)	Councillor Burgess
Councillor Cairns	

Leadership Advisory Panel – 5 members of the Council plus 3 statutory representatives, appointed by the Education, Children and Families Committee when considering education business

Leader of the Council (Convener)	Green Group Leader
Deputy Leader of the Council	Scottish Liberal Democrat Group Leader
Conservative Group Leader	

Administration of Trust Funds

Committee on the Jean F Watson Bequest – 8 members plus one nominee of Friends of the City Arts Centre and two nominees of Director of Corporate Governance – 3 Labour, 2 Scottish National Party, 2 Conservative, 1 Green

Councillor Doran
Councillor Keil
Councillor Redpath
Councillor Lewis

Councillor Fullerton
Councillor Aitken
Councillor Paterson
Councillor Burgess

Reviews and Appeals

Committee on Discretionary Rating Relief Appeals – 5 members – 2 Labour, 2 Scottish National Party, 1 Conservative

Councillor Day
Councillor Griffiths
Councillor Tymkewycz

Councillor Work
Councillor Whyte

Personnel Appeals Committee – 9 members – 3 Labour, 3 Scottish National Party, 2 Conservative, 1 Green

Councillor Austin Hart (Convener)
Councillor Redpath
Councillor Walker
Councillor Barrie
Councillor Howat

Councillor Key
Councillor Aitken
Councillor Balfour
Councillor Chapman

Committee on Pupil and Student Support – 5 members and one religious representative – 2 Labour, 2 Scottish National Party, 1 Conservative

Councillor Godzik (Convener)
Councillor Keil
Councillor Dixon

Councillor Key
Councillor Rust
One religious representative

Placing in Schools Appeals Committee – 3 persons drawn from three Panels as described in Committee Terms of Reference and Delegated Functions number 17

Panel 1 – All members of Council and religious and teacher representatives on the Education, Children and Families Committee

Social Work Complaints Review Committee – 3 persons drawn from a panel approved by the Council (including all Councillors who are not members of the Education, Children and Families or Health, Social Care and Housing Committees)

Recruitment

Recruitment Committee

Leader of Council (Convener), Deputy Leader of the Council, Convener of the Finance and Resources Committee and the appropriate Executive Committee Convener and relevant opposition spokespersons (or nominees)

APPENDIX 3

APPOINTMENTS 2014/15

MEMBERS OF NEIGHBOURHOOD PARTNERSHIPS

ALMOND

Councillor Paterson
Councillor Shields

Councillor Work

CITY CENTRE

Councillor Doran
Councillor Mowat

Councillor Rankin

CRAIGENTINNY/DUDDINGSTON

Councillor Griffiths
Councillor Lunn

Councillor Tymkewycz

FORTH

Councillor Cardownie
Councillor Day

Councillor Jackson
Councillor Redpath

INVERLEITH

Councillor Bagshaw
Councillor Barrie

Councillor Hinds
Councillor Whyte

PENTLANDS

Councillor Aitken
Councillor Bill Henderson
Councillor Ricky Henderson

Councillor Heslop
Councillor Lewis
Councillor Rust

LEITH

Councillor Blacklock
Councillor Brock
Councillor Booth
Councillor Chapman

Councillor Gardner
Councillor McVey
Councillor Munro

LIBERTON/GILMERTON

Councillor Austin Hart
Councillor Bill Cook

Councillor Nick Cook
Councillor Robson

PORTOBELLO/CRAIGMILLAR

Councillor Bridgman
Councillor Child

Councillor Walker

SOUTH CENTRAL

Councillor Burgess
Councillor Godzik
Councillor Howat
Councillor Main

Councillor McInnes
Councillor Orr
Councillor Perry
Councillor Rose

SOUTH WEST

Councillor Burns
Councillor Corbett
Councillor Dixon
Councillor Fullerton

Councillor Key
Councillor Milligan
Councillor Wilson

WESTERN EDINBURGH

Councillor Aldridge
Councillor Balfour
Councillor Cairns

Councillor Edie
Councillor Keil
Councillor Ross

APPENDIX 4

APPOINTMENTS 2014/15

JOINT COMMITTEES AND BOARDS, THE LICENSING BOARD AND LoTHIAN AND BORDERS COMMUNITY JUSTICE AUTHORITY

Lothian Valuation Joint Board/Lothian Electoral Joint Committee – 9 members – 3 Labour, 3 Scottish National Party, 2 Conservative, 1 Green

Councillor Ricky Henderson	Councillor Work
Councillor Doran	Councillor McInnes
Councillor Keil	Councillor Rust
Councillor Howat	Councillor Bagshaw
Councillor McVey	

Forth Estuary Transport Authority – 4 members – 2 Labour, 1 Scottish National Party, 1 Conservative

Councillor Hinds	Councillor Work
Councillor Keil	Councillor Paterson

NOTE: There is now no requirement to re-appoint members to the Forth Estuary Transport Authority as responsibility for the operation and maintenance of the Forth Road Bridge transfers to Transport Scotland with effect from 1 June 2015.

Licensing Board – up to 10 members – 4 Labour, 3 Scottish National Party, 2 Conservative, 1 Green

Councillor Day	Councillor Bridgman
Councillor Milligan	Councillor Work
Councillor Redpath	Councillor Balfour
Councillor Walker	Councillor Nick Cook
Councillor Barrie	Councillor Booth

SEStran (South East of Scotland Regional Transport Partnership) – 5 members – 2 Labour, 2 Scottish National Party, 1 Conservative

Councillor Gardner
Councillor Hinds
Councillor Lunn
Councillor McVey
Councillor Mowat

Lothian and Borders Community Justice Authority – 1 member

Substantive member Convener of Health, Social Care and Housing Committee	Substitute member Councillor Bill Cook
--	--

Health and Social Care Partnership – 7 elected members – Convener and Vice Convener of the Health, Social Care and Housing Committee, 2 Capital Coalition members, 1 Conservative, 1 Green, 1 Scottish Liberal Democrat

Councillor Day	Councillor Aitken
Councillor Ricky Henderson (Convener)	Councillor Chapman
Councillor Howat	Councillor Shields
Councillor Work	

Integration Joint Board – 5 elected members – 2 Labour, 2 SNP, 1 Opposition Group

Councillor Griffiths	Councillor Work
Councillor Ricky Henderson	Councillor Aitken
Councillor Howat	

10.00am, Thursday, 28 May 2015

Appointment of Parent Representative to the Education, Children and Families Committee

Item number	7.3
Report number	
Executive/routine	
Wards	All

Executive summary

The Council is requested to confirm the appointment of Alexander Ramage to the Education, Children and Families Committee.

Links

Coalition pledges
Council outcomes
Single Outcome Agreement

Appointment of Parent Representative to the Education, Children and Families Committee

Recommendations

- 1.1 The Council is requested to confirm the appointment of Alexander Ramage as the parent representative on the Education, Children and Families Committee commencing session 2015-16 (term of office to run from July 2015 to May 2017).
- 1.2 That the appointment be conditional upon confirmation that the appointee will comply with the Councillors' Code of Conduct and on membership of the Protection of Vulnerable Groups (PVG) Scheme.
- 1.3 To thank Lindsay Law for her valued contribution to the work of the Education, Children and Families Committee during her term as parent representative.

Background

- 2.1 On 24 October 2013, the Council revised the term of office for the parent representative on the Education, Children and Families Committee to two and a half years. The term of office for the current parent representative on the Committee is due to expire at the end of June 2015.

Main report

- 3.1 In accordance with the regulations for the appointment of a parent representative, only members of the Consultative Committee with Parents (CCWP), duly appointed from Schools and Parent Councils, are eligible to be nominated as the parents' representative on the Education, Children and Families Committee.
- 3.2 On 14 May 2015, the Consultative Committee with Parents were invited to consider a nomination for the position of parent representative to the Education, Children and Families Committee. The CCWP nominated Alexander Ramage as the Parent Representative to the Committee.

Measures of success

- 4.1 Appointment of the parent representative to the Education, Children and Families Committee strengthens engagement of parents in education and continued participation with key stakeholder representatives.

Financial impact

- 5.1 The Parent Representative will be able to claim travel and subsistence for attendance at meetings.

Risk, policy, compliance and governance impact

- 6.1 Appointment of a parent representative is key in fulfilling committee business and decision making processes for the Education, Children and Families Committee.

Equalities impact

- 7.1 There are no direct equalities impacts as a result of this report.

Sustainability impact

- 8.1 There are no direct sustainability impacts as a result of this report.

Consultation and engagement

- 9.1 Parent Neighbourhood Groups supporting the Consultative Committee with Parents were informed of the appointment process and a briefing was provided to the CCWP on 26 February 2015.

Background reading/external references

[Consultative Committee with Parents 26 February 2015 - Appointment of Parent Rep to EC&F Committee - briefing note](#)

[Report to CCWP 14 May 2015 - Appointment of Parent Representative to Education Children & Families Committee](#)

Alastair D Maclean

Director of Corporate Governance

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Links

Coalition pledges

Council outcomes CO25 – The Council has efficient and effective services that deliver on objectives.

Single Outcome Agreement

Appendices None

10am, Thursday, 28 May 2015

Appointment to the Board of NHS Lothian

Item number	7.4
Report number	
Executive/routine	
Wards	All

Executive summary

Councillor Ricky Henderson, as Convener of the Health, Social Care and Housing Committee, was nominated by the Council as a non-Executive Director of the Board of NHS Lothian on 24 May 2012.

In accordance with Scottish Government advice to Health Board members, he resigned from the NHS Lothian Board prior to submitting his nomination papers as a candidate in the recent General Election. He ceased being a Board member at that stage.

The Council is asked to confirm Councillor Ricky Henderson's nomination in order that he can resume his place on the NHS Lothian Board.

Links

Coalition pledges	n/a
Council outcomes	n/a
Single Outcome Agreement	n/a

Report

Appointment to the Board of NHS Lothian

Recommendation

- 1.1 To nominate Councillor Ricky Henderson, as Convener of the Health, Social Care and Housing Committee, to the Board of NHS Lothian.

Main report

- 2.1 Councillor Ricky Henderson, in his role as Convener of the Health, Social Care and Housing Committee, was nominated to the Board of NHS Lothian as a non-Executive Director on 24 May 2012.
- 2.2 In accordance with Scottish Government advice to Health Board members, he resigned from this position in April 2015 prior to submitting his nomination as a candidate in the May 2015 UK General Election.
- 2.3 Councillor Henderson has confirmed his willingness to continue as an NHS Lothian Board member.
- 2.4 Scottish Government guidance on public appointments indicates that the nominated person should be one of the following:-
- the Leader of the Council, or
 - the Convener of the Health, Social Care and Housing (or equivalent) Committee.

Measures of success

- 3.1 The Council has elected member representation on the Board of NHS Lothian.

Financial impact

- 4.1 Not applicable

Risk, policy, compliance and governance impact

- 5.1 Not applicable.

Equalities impact

- 6.1 Not applicable.

Sustainability impact

7.1 Not applicable.

Consultation and engagement

8.1 Not applicable

Background reading / external references

[Council Minute of 24 May 2012](#)

Alastair D Maclean

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Links

Coalition pledges

Council outcomes CO25 – The Council has efficient and effective services that deliver on objectives.

Single Outcome Agreement

Appendices None

10.00am Thursday 28 May 2015

Transport for Edinburgh Ltd - Appointment of Non-Executive Directors

Item number 7.5
Report number
Executive/routine
Wards

Executive summary

There will shortly be a number of vacancies on the boards of Lothian Buses and Transport for Edinburgh. The Nominations Committee of Transport for Edinburgh have carried out a recruitment exercise and now seek Council approval for the appointment of new non-executive directors. Approval is also sought to amend the composition of the Board of Edinburgh Tram to allow for the appointment of three non-executive directors.

Links

Coalition pledges P19 P50
Council outcomes CO8
CO22 CO26
Single Outcome Agreement SO1

Transport for Edinburgh Ltd – Appointment of Non-Executive Directors

Recommendations

- 1.1 To recommend that Council:
 - 1.1.1 Agrees to amend the composition of the Board of Edinburgh Tram to include three non-executive directors;
 - 1.1.2 Subject to 1.1.1 above, approves the appointment of Charles Monheim, Charlene Wallace and Andy Neal to the Board of Edinburgh Tram for a period of 3 years;
 - 1.1.3 Approves the appointment of Charles Monheim as Chair designate of Edinburgh Tram;
 - 1.1.4 Approves the appointment of Jim McFarlane, Susan Deacon, Tony Rose, Mark Yexley and Charlene Wallace to the Board of Lothian Buses for a period of 3 years;
 - 1.1.5 Approves the appointment of Jim McFarlane as Chair designate of Lothian Buses;
 - 1.1.6 Approves the appointment of Jim McFarlane and Charles Monheim to the Board of Transport for Edinburgh for a period of 3 years; and
 - 1.1.7 Agrees to extend the appointment of Donald McLeod as a non-executive director of Lothian Buses for a further 2 years; and
 - 1.1.8 Agrees to delegate authority to the Director of Services for Communities (or such other officer as he shall nominate) to exercise all voting rights and powers of control available to the Council to procure or facilitate the foregoing.

Background

- 2.1 The Council, on 22 August 2013, approved the composition of the Board of Transport for Edinburgh and the Board of Edinburgh Trams. Subsequently, the Council entered into Shareholder Agreements with both Transport for Edinburgh and Lothian Buses in October 2013 to govern the Council's oversight of these companies. Further detail on these arrangements was recently reported to the Governance, Risk and Best Value Committee on 21 May 2015. As part of these arrangements, it was envisaged that the Board of Transport for Edinburgh would comprise seven non-executive directors of whom four are elected members of the Council with the remaining three being appointed on the basis of having suitable transport experience. The Board of Edinburgh Trams is currently composed of four executive directors drawn from Transport for Edinburgh and its subsidiary companies (Lothian Buses and Edinburgh Tram).
- 2.2 In regard to Lothian Buses, the Transport Act 1985 allows for a maximum of seven and a minimum of three non-executive directors to be appointed to its Board. On 12 December 2013 the Council approved the appointment of appointment of 3 new non-executive directors and to extending the appointment of three existing non-executive directors until July 2015.
- 2.3 A number of non-executive director positions on the Board of Lothian Buses and the Board of Transport for Edinburgh have become or are due to fall vacant because of resignations or the expiry of the term of the appointment. As a consequence the Transport for Edinburgh Nominations Committee has carried out a recruitment exercise and held short-leet interviews on 28 and 29 April 2015.

Main report

- 3.1 The recruitment exercise carried out by Transport for Edinburgh attracted an exceptionally strong field of well qualified and experienced candidates. The Nominations Committee is therefore able to recommend appointments for all the vacant positions on the Boards of both Transport for Edinburgh and Lothian Buses.
- 3.2 The current composition of the Board of Edinburgh Tram does not include non-executive directors, but Transport for Edinburgh believe Edinburgh Tram would benefit from the independent, external scrutiny and expertise that non-executive directors can bring. It is therefore proposed that the Council approves amending the composition of the Board of Edinburgh Tram to include three non-executive directors.

- 3.3 Following the interviews the Transport for Edinburgh Nominations Committee wishes to appoint the following non-executive directors:

Board of Lothian Buses

Jim McFarlane - Chair
Susan Deacon
Tony Rose
Mark Yexley
Charlene Wallace

Board of Transport for Edinburgh

Charles Monheim
Jim McFarlane

- 3.4 Subject to the Council approving the necessary amendment to Board composition the Nominations Committee also wish to appoint the following to the Board of Edinburgh Tram.

Charles Monheim - Chair
Charlene Wallace
Andy Neal

- 3.5 For the purposes of continuity during a time of change and for the particular financial skills that he brings it is also proposed to extend the appointment Donald MacLeod, one of the existing non-executive directors of Lothian Buses, for a further two years.
- 3.6 Jim McFarlane currently holds a part-time role as an interim General Manager of Lothian Buses, a role he would continue to hold alongside his role as a non-executive director and Chair of Lothian Buses, assuming the recommendations in this report are approved.
- 3.7 It should be noted that the Council does not require to approve the proposed appointment of the Chair of the Board of Edinburgh Trams, this being a matter for that Board to determine.

Measures of success

- 4.1 Delivery of a safe, efficient and cost effective integrated transport operation for the city.

Financial impact

- 5.1 There are no financial impacts as a result of this report

Risk, policy, compliance and governance impact

- 6.1 The appointment of non-executive directors to the boards of Lothian Buses, Edinburgh Tram and Transport for Edinburgh helps to ensure there is good governance, management of financial risk and independent, external scrutiny of the operation and management of these companies. Non-executive directors owe, by law, certain fiduciary duties to the company to act in its best interests.

Equalities impact

- 7.1 The recruitment process for the non-executive directors was carried out in accordance with Transport for Edinburgh's Recruitment policy which complies with the relevant equalities legislation.
- 7.2 Transport for Edinburgh and its companies provide high quality, accessible transport and which helps to promote social inclusion.

Sustainability impact

- 8.1 The principle operation undertaken by Transport for Edinburgh and its companies contributes greatly towards a high quality, accessible and well integrated public transport system. This reduces dependency on car travel, reduces congestions and emissions.

Consultation and engagement

- 9.1 The Nominations Committee included the Convener and Vice Convener of the Transport and Environment Committee as well as two of the existing non-executive directors from Transport for Edinburgh.
- 9.2 The minority shareholders were consulted on the recruitment and officers attended the interviews in an observer capacity.

Background reading/external references

Edinburgh Tram - Preparing for Operations – The City of Edinburgh Council 22 August 2013

Transport for Edinburgh Ltd and Lothian Buses Board Composition – Transport and Environment Committee 29 October 2013

Transport for Edinburgh Ltd – Appointment of Non-Executive Directors and Lothian Buses Board Composition

Sue Bruce

Chief Executive

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Links

Coalition pledges	P19 - Keep Lothian Buses in public hands and encourage the improvement of routes and times P50 – Meet greenhouse targets, including the national target of 42% by 2020
Council outcomes	CO8 – Edinburgh’s economy creates and sustains job opportunities CO22 - Moving efficiently – Edinburgh has a transport system that improves connectivity and is green, healthy and accessible CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
Single Outcome Agreement	SO1 – Edinburgh’s economy delivers increased investment, jobs and opportunities for all
Appendices	None

The City of Edinburgh Council

10.00am, Thursday, 28 May 2015

Appointments to Outside Bodies – Business Loans Scotland Ltd (Pan Scotland Local Authority Business Loan Fund)

Item number	7.6
Report number	
Executive/routine	
Wards	All

Executive summary

At its meeting on 30 April 2015, the Council approved membership of Business Loans Scotland Ltd, (the Pan Scotland Businesses Loan Fund) and requires to nominate a representative for the governance structure for the company.

Links

Coalition pledges	P28
Council outcomes	CO8
Single Outcome Agreement	SO1

Appointments to Outside Bodies – Business Loans Scotland Ltd (Pan Scotland Local Authority Business Loan Fund)

Recommendations

- 1.1 To approve the appointment of one Elected Member to represent the City of Edinburgh Council in the governance for Business Loans Scotland Ltd.

Background

- 2.1 The Finance and Resources Committee received a report on 19 March 2015 and supported the recommendation that the Council joins the new Pan Scotland Local Authority Business Loan Fund (now registered under the company name Business Loans Scotland).

Main report

- 3.1 Business Loan Scotland Ltd has been established with the 32 Scottish Local Authorities as members of the company.
- 3.2 The Members Agreement sets out the governance arrangements which include:
 - Three Regional Management Groups (East, West and North), comprising one senior representative from each member Council;
 - One Company Board, comprising nine directors, three nominated by each of the Regional Management Groups
- 3.3 The role of the Regional Management Group is operational and includes assessment of individual loan applications, monitoring of regional performance against targets and general fund performance.
- 3.4 The Company Board will carry out all functions required of a Limited Company but will refer any decisions of a policy nature to all 32 members.
- 3.5 The Council is required to nominate a representative to the East Regional Groups and to participate in the operational governance of the company as set out in the Members Agreement.

Measures of success

- 4.1 Business Loans Scotland) operates a successful Loan scheme on behalf of Scottish Local Authorities and that the City Of Edinburgh Council is suitably represented in the governance arrangements.

Financial impact

- 5.1 There are no financial impacts arising from this report.

Risk, policy, compliance and governance impact

- 6.1 The recommendations comply with Council Practice in relation to External Organisations.

Equalities impact

- 7.1 There are no equalities impacts arising from this report.

Sustainability impact

- 8.1 There are no sustainability impacts arising from this report.

Consultation and engagement

- 9.1 No consultation or engagement is required.

Background reading/external references

[Pan Scotland Local Authority Business Loan Fund](#)

Greg Ward

Director of Economic Development

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Links

Coalition pledges	P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and
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	protect the economic well being of the city
Council outcomes	CO8 - Edinburgh's economy creates and sustains job opportunities
Single Outcome Agreement	S01 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all
Appendices	None

The City of Edinburgh Council

10.00am, Thursday, 28 May 2015

Appointment to the Board of Edinburgh International Festival Council

Item number	7.7
Report number	
Executive	
Wards	All

Executive summary

After completing the maximum period of two terms on the board of directors of the Edinburgh International Festival Council, Councillor Joanna Mowat retired from the board at the AGM on 27 April 2015. The Council is asked to appoint a replacement to the Festival Council board.

Links

Coalition pledges	P24
Council outcomes	CO20 , CO26
Single Outcome Agreement	SO1 , SO3

Appointment to the Board of Edinburgh International Festival Council

Recommendations

- 1.1 It is recommended that the Council appoint a replacement for Councillor Joanna Mowat on the board of directors of the Edinburgh International Festival Council.

Background

- 2.1 The Council re-appointed Councillor Mowat to the board of directors of the Edinburgh International Festival Council on 24 May 2012. Councillor Mowat has now retired from the board having served the maximum period of two terms, each of three years' duration, and the Council is asked to appoint a replacement.

Main report

- 3.1 The Edinburgh International Festival Society is a charitable company limited by guarantee of its members, which has the aim of promoting and encouraging the arts, and specifically of promoting the Edinburgh International Festival.
- 3.2 Anyone may join the Society on payment of an annual membership fee. There are currently 122 members of the Society.
- 3.3 Members of The Festival Council are all non-executive Directors of the Company and Trustees under charity law. All must be members of the Festival Society. Festival Council members are drawn from a wide representation of local interests:
 - 3.3.1 seven are nominated by the City of Edinburgh Council;
 - 3.3.2 seven are elected by the Festival Society members;
 - 3.3.3 one is nominated by the Chamber of Commerce;
 - 3.3.4 one is nominated by the Edinburgh Trades Union Council; and
 - 3.3.5 five are co-opted by the Festival Council.
- 3.4 The board of directors currently includes the Lord Provost and Councillors Austin Hart, Booth, Brock, Lewis and Munro.
- 3.5 The Festival Council meets three to four times each year. Members are appointed to serve a term of three years, and can be re-appointed for a second

term, with a maximum of six years in total. There is no remuneration attached to these positions.

Measures of success

- 4.1 Appointment of an elected member to the board of the Edinburgh International Festival Council.

Financial impact

- 5.1 There is no direct financial impact to the Council arising from the recommendation in this report.

Risk, policy, compliance and governance impact

- 6.1 There are no risk, compliance or governance impacts arising from the recommendation in this report. The Edinburgh International Festival is one of the 12 major Festivals in Edinburgh and is a grant client supported by the Council's Culture and Sport service. Engagement with the Edinburgh International Festival Council supports the Council's Cultural Policy.

Equalities impact

- 7.1 Not applicable.

Sustainability impact

- 8.1 Not applicable.

Consultation and engagement

- 9.1 Not applicable.

Background reading/external references

None.

Alastair D Maclean

Director of Corporate Governance

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Links

Coalition pledges	P24 - Maintain and embrace support for our world-famous festivals and events
Council outcomes	CO20 - Culture, sport and major events – Edinburgh continues to be a leading cultural city where culture and sport play a central part in the lives and futures of citizens CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
Single Outcome Agreement	SO1 - Edinburgh's economy delivers increased investment, jobs and opportunities for all SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential
Appendices	None.

10.00am, Thursday 28 May 2015

Succession Planning – Chief Executive - Recruitment

Item number 8.1

Report number

Executive/routine

Wards

Executive summary

This report refers the recommendation of the Recruitment Committee for the appointment to the post of Chief Executive to Council for approval.

Links

Coalition pledges

Council outcomes

Single Outcome Agreement

Succession Planning – Chief Executive - Recruitment

Recommendations

- 1.1 That Council approve the Recruitment Committee's recommendation for appointment to the post of Chief Executive subject to any necessary pre-employment checks.

Background

- 2.1 Council noted on 12 March 2015 a report from the Chief Executive which provided details on the process and the indicative timescales for the search and appointment of a successor Chief Executive. Council agreed that a further report be submitted to the Corporate Policy and Strategy Committee on 24 March. The Corporate Policy and Strategy Committee agreed a timetable for recruitment, that the composition of the Recruitment Committee would be agreed with Group Leaders and that the final appointment would be ratified by the Council on 28 May 2015.

Main report

- 3.1 Group Leaders agreed that the Recruitment Committee would comprise of Councillors Burns, Child, Howat, Rankin, Rose, Burgess and Edie.
- 3.2 The Recruitment Committee shortlisted applications on Tuesday 21 April. Those shortlisted were invited to attend an Assessment Centre and Recruitment Committee Interview. These were held on Thursday 14th and Friday 15th May 2015.
- 3.3 The Recruitment Committee agreed to recommend that the Council appoint Andrew Kerr to the post of Chief Executive.

Measures of success

- 4.1 That a successor Chief Executive is appointed within the timescale agreed by the Council and the Corporate Policy and Strategy Committee.

Financial impact

- 5.1 As noted in the Report agreed by Corporate Policy and Strategy Committee on 24 March 2015, Aspen People have been competitively procured for Chief Officer recruitment.

Risk, policy, compliance and governance impact

- 6.1 The appointment process complies with the Council's policies.

Equalities impact

- 7.1 The appointment process complies with relevant equalities legislation.

Sustainability impact

- 8.1 There is no direct sustainability issue arising from this report.

Consultation and engagement

- 9.1 The Recruitment Committee is described at paragraph 3.1 above.
- 9.2 The Recruitment process was agreed with political Group Leaders and was set out in the Report agreed by Corporate Policy and Strategy Committee on 24 March 2015.
- 9.3 The recruitment process has been conducted openly and transparently.

Background reading/external references

Succession Planning – Chief Executive, Report to Council, [12 March 2015](#)

[Succession Planning – Chief Executive](#) – Recruitment; report by the Chief Executive to the Corporate Policy and Strategy Committee

Sue Bruce

Chief Executive

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Links

Coalition pledges

Council outcomes

10.00am, Thursday 28 May 2015

Capital Coalition Pledges Performance Monitoring November 2014 – April 2015

Item number	8.2
Report number	
Executive/routine	
Wards	All

Executive summary

This report provides an update on performance against the Capital Coalition pledges from November 2014 to April 2015. Reporting of the pledges complements wider corporate performance reporting to Committees.

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All

Capital Coalition Pledges Performance Monitoring November 2014 – April 2015

Recommendations

- 1.1 It is recommended that the Council agree performance against the Capital Coalition's Pledges for November 2014 to April 2015.

Background






- 2.1 After the local government election in May 2012, the Capital Coalition set out 53 specific pledges to deliver the following high-level commitments:
- Ensuring every child in Edinburgh has the best start in life
 - Reducing poverty, inequality and deprivation
 - Providing for Edinburgh's prosperity
 - Strengthening and supporting our communities and keeping them safe
 - Ensuring Edinburgh, and its residents, are well-cared for
 - Maintaining and improving the quality of life in Edinburgh.
- 2.2 Further details on the Council revised performance framework aligned to the Council's strategic outcomes, Capital Coalition Pledges and Single Outcome Agreement were agreed by Corporate Policy and Strategy on 10 June 2014.

Main report






- 3.1 Performance against delivery of the Capital Coalition pledges is reported to Council every six months. A report on performance for the period November 2014 to April 2015 is outlined in Appendix 1. The next planned performance update will be published in November 2015.
- 3.2 Reporting of the pledges complements wider corporate performance reporting to Committees. Along with scrutiny at committee, web pages have been developed which are updated regularly with performance against the pledges. These pages are accessed via the Council's main website, from which any member of the public can seek an overview of progress against all 53 pledges or any individual pledge.

- 3.3 In order to improve the quality of information provided, since the last report presented in November 2014 an adjustment has been made to the way progress against pledges is reported. This includes an introduction of the assessment of the timescale over which pledges are expected to be delivered. The assessment aims to provide a more accurate and meaningful view on progress towards pledge delivery. The analysis provided distinguishes between ‘short term’ pledges (for which all stated commitments and actions are expected to be delivered within the timescale of this administration), and ‘long term’ commitments for which the outcomes and benefits described by the pledge are not expected to be met in full until after May 2017.
- 3.4 The approach further recognises that, in line with Scottish Government recommendations, many Coalition pledges aim for a long term transformation of Council services extending beyond the period of a single political administration.
- 3.5 It is important to note that even where ‘short term’ pledges are rated as ‘achieved’, the framework continues to monitor delivery and ensure that actions are in place to maintain progress. Similarly, while ‘long term’ pledges may not be fully delivered until after May 2017, the framework allows for progress towards specific short term, measurable milestones to be monitored and reported against.
- 3.6 This change has been introduced to improve the consistency of reporting across pledges, improve the clarity of status descriptions and give a more accurate overall description of progress to date.
- 3.7 The table below shows performance in comparison against the previous period. Details of actions delivered in the last six months are provided in the main report, alongside key milestones to be met in the next six months.

















May to October 2014

-  **13** pledges are achieved
-  **29** pledges are on track
-  **10** pledges are within tolerance
-  **1** pledge is under development
-  **0** pledges have milestones/targets not met

November to April 2015

-  **11** pledges are achieved
-  **33** pledges are on track
-  **8** pledges are within tolerance
-  **1** pledge is under development
-  **0** pledges have milestones/targets not met

3.8 Despite the visual display the performance of the Coalition Pledges has improved. Since the last year's update the following pledges have shown change in status:

- **Pledge 06** - Establish city-wide childcare co-operatives for affordable childcare for working parents: has changed status from within tolerance  to on track 
- **Pledge 10** - Set up a task force to investigate ways to bring empty homes into use: has changed status from on track  to achieved 
- **Pledge 12** - Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes: has changed status from achieved  to on track 
- **Pledge 21** - Consult further on the viability and legality of a transient visitor levy: has changed status from achieved  to on track 
- **Pledge 24** - Maintain and enhance support for our world-famous festivals and events: has changed status from achieved  to on track 
- **Pledge 30** - Continue to maintain a sound financial position including long term financial planning: has changed status from on track  to within tolerance 
- **Pledge 32** - Develop and strengthen local community links with the police: has changed status from within tolerance  to on track 
- **Pledge 35** - Continue to develop the diversity of services provided by our libraries: has changed status from within tolerance  to on track 

Pledges 12 and 24 have previously been described as 'achieved' in the short term. As a result of the review of all pledges it was recognised while some work has been completed, there is more work to be done in these two pledges and therefore it has been repositioned as 'long term' status.






Pledge 21 has been altered from 'achieved' to 'on track' as a result of the Economy Committee decision.

3.9 Alongside this high level summary, performance in each priority pledge area is shown below. Overall 44 of 53 pledges are reported as being either 'achieved' or 'on track' for planned delivery. Of all pledges, one pledge - Investigate the possible introduction of low emission zones – has actions still under development as at April 2015, leaving only 8 pledges with key milestones or targets within tolerance.






					Total
1. Ensure that every child in Edinburgh gets the best start in life	1	4	1	0	6
2. Reduce poverty, inequality and deprivation	1	6	1	0	8
3. Provide for Edinburgh's economic growth and prosperity	7	9	1	0	17
4. Strengthen and support our communities and keep them safe	0	4	0	0	4
5. Ensure that Edinburgh is well-cared for and promote the wellbeing of our residents	1	6	1	0	8
6. Maintain and enhance the quality of life in Edinburgh	1	4	4	1	10
Total	11	33	8	1	53

3.10 This report, shows that 32 of the 53 pledges included within the 'Contract with the Capital' are described as 'short term' or deliverable by May 2017. The remaining 21 describe commitments that are not expected to be delivered in full until after this date. Over a third of all 'short term' pledges have been achieved and have actions in place to ensure continued progress. Of the remaining 'long term' pledges, 18 are rated as 'on track' for delivery on their planned schedule. Only 3 pledges have key milestones or targets within tolerance.



Short Term pledges

-  **11** pledges are achieved
-  **15** pledges are on track
-  **5** pledges are within tolerance
-  **1** pledge is under development
-  **0** pledges have milestones/targets not met

Long term pledges

-  **0** pledges are achieved
-  **18** pledges are on track
-  **3** pledges are within tolerance
-  **0** pledge is under development
-  **0** pledges have milestones/targets not met

3.11 In the period since November 2014, significant progress has been made in delivery of a number of Capital Coalition pledges. Key highlights include:

-  Pledge 3 - Portobello and all other school developments are proceeding according to plan.
-  Pledge 8 - 1,437 new affordable homes were under construction across the city during March 2015.

- Pledge 12 - Edinburgh Alcohol and Drug Partnership commissioning plans outline a range of developments underway to expand the availability and effectiveness of these programmes.
- Pledge 13 - For Council tenancies, new rent payment cards have been introduced and further phases of the 'pay your rent' campaign will take place in 2015.
- ✔ Pledge 29 - The Council Apprenticeship programme currently has 110 individuals working toward completion of their Modern Apprenticeship. Approximately 40 are due to leave before March 2016.
- Pledge 33 - The 2014-17 local community plans have been delivered across the twelve Neighbourhood Partnerships following extensive community engagement.
- Pledge 37 - A range of activity is taking place in care homes for older people to foster and embed a co-operative culture and ethos.
- Pledge 42 - The refreshed Physical Activity and Sport Strategy identifies priorities for the next five years, including infrastructure improvements. Major ongoing projects include the National Performance Centre for Sport.
- Pledge 46 - An outline implementation plan and Speed Limit Order for the roll out of the citywide 20mph network, has been prepared following a public consultation.
- Pledge 50 - The Council approved the Sustainable Energy Action Plan (SEAP) on 24 February 2015. This plan sets out the programme for the reduction of carbon emissions by 42% by 2020.

Measures of success

- 4.1 The Capital Coalition Pledges are monitored and publicly reported on the [Council's website](#) which is tracked and delivered through a series of milestones and performance updates. Performance is set out in Appendix 1.

Financial impact

- 5.1 The financial impact is set out within the Capital Coalition Pledges.

Risk, policy, compliance and governance impact

- 6.1 Risk, policy, compliance and governance impact is integrated within the Capital Coalition Pledges.

Equalities impact

- 7.1 Reducing poverty, inequality and deprivation is integrated within the Capital Coalition Pledges.

Sustainability impact

- 8.1 The sustainability impact is set out within the Capital Coalition Pledges.

Consultation and engagement

- 9.1 The Capital Coalition is committed to Edinburgh becoming a Cooperative Capital where public services work better together and communities have more influence over the services which affect their lives.

Background reading / external references

The [Council's Performance Framework](#) approved by the Corporate Policy and Strategy Committee on 10 June 2014.

Background reading includes information on [The Capital Coalition Pledges](#).

Alastair D Maclean

Director of Corporate Governance

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Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All
Appendices	Appendix 1: Capital Coalition Pledges update November 2014 – April 2015

Appendix 1: Capital Coalition Pledges Update November 2014 – April 2015



Performance Monitoring November 2014 – April 2015

City of Edinburgh Council
28 May 2015

Capital Coalition Pledges Performance Monitoring

Welcome to the Capital Coalition Pledges Performance Monitoring Report.

After the local government election in 2012, the Capital Coalition set out its commitments to Edinburgh in the 'contract with the capital' which has six priorities and 53 pledges that support them:

- Ensuring every child in Edinburgh has the best start in life
- Reducing poverty, inequality and deprivation
- Providing for Edinburgh's prosperity
- Strengthening and supporting our communities and keeping them safe
- Ensuring Edinburgh, and its residents, are well cared-for
- Maintaining and improving the quality of life in Edinburgh

This report provides an update outlining the current performance levels directly related to the Capital Coalition Pledges to April 2015.

Performance against the pledges is formally reported to the City of Edinburgh Council every six months with the next update due in November 2015.



Andrew Burns
Council Leader
Scottish Labour Party



Sandy Howat
Deputy Council Leader
Scottish National Party

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Lead politicians for each of the pledges

Lead Politician

Pledges



Paul Godzik
Convener of Education, Children
and Families Committee
Scottish Labour Party

- 1 Increase support for vulnerable children, including help for families so that fewer go into care
- 2 Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations
- 3 Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools
- 4 Draw up a long-term strategic plan to tackle both over-crowding and under use in schools
- 5 Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum
- 6 Establish city-wide childcare co-operatives for affordable childcare for working parents



Frank Ross
Convener of Economy Committee
Scottish National Party

- 7 Further develop the Edinburgh Guarantee to improve work prospects for school leavers
- 15 Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors
- 16 Examine ways to source new funding to support small businesses
- 17 Continue efforts to develop the City's gap sites and encourage regeneration
- 20 Work with the Scottish Government to deliver a larger return of business rate receipts as part of the Business Rates Incentivisation Scheme (BRIS)
- 21 Consult further on the viability and legality of a transient visitor levy
- 22 Set up an independent forum to promote locally-owned retail businesses
- 23 Identify unused council premises to offer on short low-cost lets to small businesses, community groups and other interested parties
- 28 Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the City
- 29 Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work



Maureen Child
Convener of Communities and
Neighbourhoods Committee
Scottish Labour Party

- 33 Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used
- 36 Develop improved partnership working across the Capital and with the voluntary sector to build on the "Total Craigroyston" model

Lead Politician

Pledges



Ian Perry
Convener of Planning Committee
Scottish Labour Party

- 40 Work with Edinburgh World Heritage Trust and other stakeholders to conserve the City's built heritage



Lesley Hinds
Convener of Transport and
Environment Committee
Scottish Labour Party

- 18 Complete the tram project in accordance with current plans
- 19 Keep Lothian Buses in public hands and encourage the improvement of routes and times
- 44 Prioritise keeping our streets clean and attractive
- 45 Spend 5% of the transport budget on provision for cyclists
- 46 Consult with a view to extending the current 20mph traffic zones
- 47 Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs
- 48 Use Green Flag and other strategies to preserve our green spaces
- 49 Continue to increase recycling levels across the city and reduce the proportion of waste going to landfill
- 50 Meet greenhouse gas targets, including the national target of 42% by 2020
- 51 Investigate the possible introduction of low emission zones
- 52 Oppose industrial biomass incineration in Edinburgh
- 53 Encourage the development of Community Energy Cooperatives



Cammy Day
Vice-Convener of Health, Social
Care and Housing Committee
Scottish Labour Party

- 8 Make sure the City's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites
- 9 Work in partnership with Scottish Government to release more funds for Council homes for rent
- 10 Set up a task force to investigate ways to bring empty homes into use
- 11 Encourage the development of cooperative housing arrangements
- 13 Enforce tenancy agreements (council and private landlord) with a view to ensuring tenants and landlords fulfill their good conduct responsibilities
- 14 Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities
- 32 Develop and strengthen local community links with the police
- 34 Work with police on an anti-social behaviour unit to target persistent offenders

Lead Politician

Pledges



Alasdair Rankin
Convener of Finance and
Resources Committee
Scottish National Party

- 25 Introduce a “living wage” (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development
- 26 Establish a policy of no compulsory redundancies
- 27 Seek to work in full partnership with Council staff and their representatives
- 30 Continue to maintain a sound financial position including long-term financial planning
- 41 Take firm action to resolve issues surrounding the Council's property service



Richard Lewis
Convener of Culture and
Sport Committee
Scottish National Party

- 24 Maintain and enhance support for our world-famous festivals and events
- 31 Maintain our City's reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure
- 35 Continue to develop the diversity of services provided by our libraries
- 42 Continue to support and invest in our sporting infrastructure
- 43 Invest in healthy living and fitness advice for those most in need









Ricky Henderson
Convener of Health, Social Care
and Housing Committee
Scottish Labour Party









- 12 Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes
- 37 Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users
- 38 Promote direct payments in health and social care
- 39 Establish a Care Champion to represent carers

Capital Coalition Summary of Performance

Ensure that every child in Edinburgh gets the best start in life

-  1 Increase support for vulnerable children, including help for families so that fewer go into care
-  2 Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations
-  3 Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools
-  4 Draw up a long-term strategic plan to tackle both over-crowding and under use in schools
-  5 Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum
-  6 Establish city-wide childcare co-operatives for affordable childcare for working parents






Reduce poverty, inequality and deprivation

-  7 Further develop the Edinburgh Guarantee to improve work prospects for school leavers
-  8 Make sure the City's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites
-  9 Work in partnership with the Scottish Government to release more funds for Council homes for rent
-  10 Set up a task force to investigate ways to bring empty homes into use
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-  12 Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes
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-  14 Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities

Provide for Edinburgh's economic growth and prosperity





-  15 Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors
-  16 Examine ways to source new funding to support small businesses
-  17 Continue efforts to develop the City's gap sites and encourage regeneration
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Key

-  Pledge achieved, with further actions in place to maintain progress
-  Actions agreed and on track, all milestones and targets met
-  Actions agreed, but some milestones/targets not met within tolerance
-  Actions agreed, but key milestones/targets not met and out-with tolerance
-  Actions not yet agreed/new actions under development

-  27 Seek to work in full partnership with Council staff and their representatives
-  28 Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the City
-  29 Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work
-  30 Continue to maintain a sound financial position including long term financial planning
-  31 Maintain our City's reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure

Strengthen and support our communities and keep them safe

-  32 Develop and strengthen local community links with the police
-  33 Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used
-  34 Work with police on an anti-social behaviour unit to target persistent offenders
-  35 Continue to develop the diversity of services provided by our libraries






Ensure that Edinburgh is well-cared for and promote the wellbeing of our residents

-  36 Develop improved partnership working across the capital and with the voluntary sector to build on the "Total Craigmyle" model
-  37 Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users and care providers
-  38 Promote direct payments in health and social care
-  39 Establish a care champion to represent carers
-  40 Work with Edinburgh World Heritage Trust and other stakeholders to conserve the City's built heritage
-  41 Take firm action to resolve issues surrounding the Council's property services
-  42 Continue to support and invest in our sporting infrastructure
-  43 Invest in healthy living and fitness advice for those in most need

Maintain and enhance the quality of life in Edinburgh

-  44 Prioritise keeping our streets clean and attractive
-  45 Spend 5% of the transport budget on provision for cyclists
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Capital Coalition Pledges Detailed Performance

Priority: Ensure every child in Edinburgh has the best start in life

Priority: Reduce poverty, inequality and deprivation

Priority: Provide for Edinburgh's prosperity

Priority: Strengthen and support our communities and keep them safe

Priority: Ensure Edinburgh and its residents are well cared for

Priority: Maintain and improve the quality of life in Edinburgh

1. Ensuring every child in Edinburgh has the best start in life

Pledge 01  **Increase support for vulnerable children, including help for families so that fewer go into care**

Lead politician: Paul Godzik **Lead service:** Children and Families **Contact:** Gillian Tee

Where are we now:

Council has invested £8.6m in support for vulnerable children and families through the Early Years Change Fund. This includes services to provide additional support for families, including social care workers, home makers and volunteers, the expansion of Family Group conferencing and kinship care support and the implementation of additional evidence-based programmes of intervention to keep families together.

Since the implementation of the fund, good progress has been made towards delivering each of the four objectives: Strengthen universal antenatal and early years services, especially for vulnerable children and families; Reduce the need for children and young people to become Looked After; Improve support for children and young people Looked After at home to reduce the need for children to be accommodated; Increase CEC fostering capacity and strengthen Kinship Care arrangements to achieve best outcomes for children and young people and provide best value placements.

To achieve the objectives there has been a strong emphasis and focus on: Strengthening universal antenatal and early years services especially for vulnerable children and families focusing on prevention and early intervention; building parenting and family capacity and confidence pre and post birth; working effectively with parents and carers as partners; helping communities to provide a supportive environment for children, young people and families; delivering high quality integrated services that meet the holistic needs of children and families; achieving an appropriate mix of universal and targeted services; ensuring children are supported to reach appropriate developmental milestones through effective earlier identification; developing a workforce with the skills to deliver prevention and early intervention.

The Corporate Parenting Member Officer Group continues to ensure that outcomes for looked after children are a high priority for all Council services and partner agencies. Robust scrutiny is in place with particular focus on closing the gap on educational outcomes.

A Looked After Children Transformation Programme was established along with the Balance of Care Performance Management Group to develop the performance framework and to monitor progress. A progress report has been presented regularly to the Council Management Team, to the Education, Children and Families Committee and to the Governance, Risk and Best Value Committee.

Challenges:

The challenge is to reduce the numbers of children who need to be looked after in the context of overall rising child population and rising numbers of vulnerable children.



Where do we want to get to:

We aim to reduce the numbers of children who need to become Looked After by supporting families earlier and more effectively. Where possible we will help children remain in their own family networks by supporting kinship placements. We will improve supports for children who are Looked After at home to reduce the need for them to be accommodated. By doing this we can invest more in early and effective prevention work. We also aim to shift the balance of care towards more family-based care and make sure more children who are accommodated live with City of Edinburgh Council foster carers. This in turn will release more resources for earlier intervention.

Actions achieved	When	Notes
Report to Scottish Government from partnership on the local operation of the Early Years Change Fund 2013/14.	24-Nov-2014	Milestone completed. Second annual report to Scottish Government.

Report on progress of Balance of Care Transformation programme to CLG, Education, Children and Families Committee and the Governance, Risk and Best Value Committee.	05-Mar-2015	Milestone completed. Initial report to Governance, Risk and Best Value Committee on 25 September 2013. Progress to the end of December 2014 was reported to Education, Children and Families Committee on 3 March 2015.
Monitoring performance of Development Fund Projects.	31-Mar-2015	Milestone completed. Innovation fund in place and allocations made. Client monitoring template and guidance developed by March 2014. Training event on 22 April 2014 where monitoring arrangements were discussed and agreed.
Start delivery of Parenting Programmes.	31-Mar-2015	Milestone completed. Practitioners identified, trained and delivering Incredible Years and Triple P in half of the city (North/South/SouthWest).
Continue to pilot Family Group Conferencing vulnerable babies project in South West Team.	31-Mar-2015	Milestone completed. Project piloted in SW neighbourhood and funding secured to continue.

Actions in progress	When	Notes
Evaluation of Development Fund Projects.	30-Jun-2015	Templates developed and distributed to projects.
Continue and expand Family Group Conferencing vulnerable babies project in second team.	01-Oct-2015	Identify funding by May 2015 to allow expansion of the project to another team (Leith and Hospital Practice Team) by 1 October 2015.
Roll out of Psychology of Parenting Programme (POPP) across the whole of the city.	30-Sept-2016	Identify and train practitioners in the delivery of Incredible Years and Triple P in East/ West/ South/ SouthWest by July 2015. Start delivering programmes by August 2015.

Indicator	13/14	Target	Status	Latest note
Children who need to be looked after (rate per 1,000 aged 0-18)	16.9	16.7		Through early support for children and families (while still responding to need), we aim to reduce the rate of growth in the number of children who need to be looked after. The national figure is 15.0. The data is published in 'Children's Social Work Statistics Scotland, 2013-14' by the Scottish Government on 31 March 2015 and relates to the position as at end July 2014.
Indicator	Mar 15	Target	Status	Latest note
Number of Looked After Children	1,425	1,456		Latest data show 1,425 children who need to be looked after in the city. The number of children who need to be looked after has shown a steady increase since 2007 and is projected to continue to increase for the next 5 years. We aim to minimise this projected increase through early support for children and families (while still responding to need). The Balance of Care Performance Monitoring Group has set targets for the next four years and monitors progress on a monthly basis. Performance remains within target.

Pledge 02  **Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations**

Lead politician: Paul Godzik **Lead service:** Children and Families **Contact:** Gillian Tee

Where are we now:

Performance in this pledge specifically refers to the ratio of class sizes of 25:1 in accordance with Scottish Government guidelines.

All P1 classes have a maximum pupil:teacher ratio of 25:1 unless additional pupils have been allocated places on exceptional grounds by the independent placing appeals committee. Where lack of physical accommodation restricts additional classes being established, team teaching arrangements are used in accordance with Scottish Government guidelines.


Challenges:

The challenge is to maintain P1 classes at a maximum pupil:teacher ratio of 25:1 in the context of rising school rolls and pressure on school places in some areas of the city (though there are around 5,000 spare places overall, they are not in the right areas and the majority are in the upper year stages). Lack of physical accommodation and places allocated on exceptional grounds by the independent placing appeals committee are barriers to achieving this target.

Where do we want to get to:

All P1 class sizes operate at a pupil:teacher ratio of 25:1 or fewer.

Actions in progress	When	Notes
Reduce class sizes further by focusing on Positive Action Schools within current resources.	31-Oct-2015	Our priority in reducing class sizes further is to focus on positive action schools. The situation will be reviewed on an annual basis.

Indicator	14/15	Target	Status	Latest note
Pupils in P1 classes of 25 or fewer	99.4%	100%		Where a lack of accommodation restricts additional classes being established, team teaching arrangements are used in accordance with Scottish Government guidelines. As at Census in September 2014, there was 1 P1 class in 1 school with a class size of 26 due to an excepted pupil on Placing Appeal. The data relates to 26 pupils out of 4590.


Where are we now:

The latest five year capital programme to 2019/20 commits the Council to the delivery of £120m of investment (excluding Scottish Government funding) in projects including the provision of new school buildings for Boroughmuir High School, James Gillespie's High School, Portobello High School, St John's RC Primary School and St Crispin's Special School.

The most recent Children and Families Asset Management Plan 2014 was approved by the Education, Children and Families Committee on 9 December 2014 and identified the significant capital expenditure that will be incurred in the Children and Families estate in the next five years. The report included an action plan which identified the various Children and Families asset related projects and initiatives which were either already underway, or planned.

An update will be provided to the Education, Children and Families Committee every six months regarding progress in delivering the action plan. The first such update is being considered by Committee on 19 May 2015 and shows that all actions, including the delivery of the new Portobello High School and all other planned school developments, are on track.

A report was considered by Council on 25 September 2014 Council regarding Future Investment in the School Estate – Wave 4. Council noted the current position regarding the two existing unfunded priorities in the Wave 4 school investment programme and approved the approach to determining the remaining scope. Phase 1 of that process, to identify an initial shortlist of schools for further consideration, is currently being progressed and, once complete, will be reported back to Council.

Challenges:




The challenge is to secure fabric improvements in schools in the context of budget constraints.

Where do we want to get to:

Complete the delivery of all schools in the Wave 3 school replacement programme (and for which the funding has now been fully identified) and all other capital projects within the Children and Families estate at the earliest opportunity. We need to ensure that the capital investment available to maintain the fabric of all schools is targeted towards the areas of greatest need and priority as informed by up-to-date condition surveys. That every school is assessed as Level A or B.

Actions achieved	When	Notes
Private Bill approved by the Scottish Parliament and legislation passed to allow the new Portobello High School to be built on Portobello Park.	30-Sept-2014	Milestone completed.
New St John's RC Primary School.	11-Dec-2014	Milestone completed. Council approved the outcome of the consultation process regarding potential site options and the recommendations regarding the way forward.
New James Gillespie's Campus.	21-Apr-2015	Milestone completed. The new James Gillespie's High School Teaching Block was successfully delivered and opened on time; it has been very positively received.

Actions in progress	When	Notes
'Children and Families Asset Management Plan 2014 – Update' – paper to be presented to Education, Children and Families Committee.	19-May-2015	This report provides an update on all actions, including the delivery of the new Portobello High School and all other planned school developments, all of which are on track.

Indicator	13/14	Target	Status	Latest note
Primary school condition assessed at Level A or B	90%	100%		Level A = 'Performing well and operating effectively'. Level B = 'Performing adequately but showing minor deterioration'. Target is to maintain at the high level. National average for 2013/14 was 83%.
Secondary school condition assessed at Level A or B	91%	100%		Level A = 'Performing well and operating effectively'. Level B = 'Performing adequately but showing minor deterioration'. Target is to maintain at the high level; 2013/14 data is based on assumption of all Wave 3 schools being replaced. National average for 2013/14 was 84%.
Special school condition assessed at Level A or B	100%	100%		Level A = 'Performing well and operating effectively'. Level B = 'Performing adequately but showing minor deterioration'. Target is to maintain at the high level. National average for 2013/14 was 73%.


Lead politician: Paul Godzik

Lead service: Children and Families

Contact: Gillian Tee

Where are we now:

An updated [Children and Families Asset Management Plan 2014](#) was approved by the Education, Children and Families Committee on 9 December 2014. Responding to the issue of rising rolls continues to be a challenge in all sectors, however, is one which is being successfully addressed.

Three school based Sports Hubs have been established to provide sports opportunities for young people resulting in nearly 80,000 youth participant visits. The success of this approach was detailed in the '[School Based Sports Hubs](#)' report to Education, Children and Families Committee on 3 March 2015. The report also highlighted the commitment to roll out the approach to other schools and neighbourhoods in the city.

The review of Community Access to Schools has resulted in the implementation of a revised staffing structure to coordinate and manage community access to schools on a neighbourhood basis. Work continues to ensure the aims of the review will be achieved by financial year 2016/17.

Challenges:

There are around 5,000 spare places across the primary school estate however these are not necessarily in the right locations of the city to address rising demand and particular schools have pressure on places and many of the spare places are in the upper year stages. Expansion of some schools will require additional resources. Capacity pressure in the south of the city is putting a number of schools under significant pressure and will necessitate the need for additional capacity to be delivered in that area.

Effective promotion of facilities and establishing an effective funding solution which does not exclude priority groups.

Where do we want to get to:

To develop a school estate that is of a sufficient size and scale that it can adequately respond to demands from the relevant catchment area.

Increase the level of use of schools' facilities, primarily by the local community.

Actions achieved	When	Notes
Updated Children and Families Asset Management Plan to be taken to the Education, Children and Families Committee for consideration.	09-Dec-2014	Milestone completed. An updated Children and Families Asset Management Plan 2014 was approved by the Education, Children and Families Committee on 9 December 2014.
Review of Community Access to Schools – Revised Scale of Charges , committee paper submitted to Finance and Resources Committee in February 2015.	03-Feb-2015	Milestone completed. Finance and Resources Committee approved the introduction of a revised and consistent scale of charges for use of secondary school facilities and participation in city-wide Adult Education programmes from August 2015.

Actions in progress	When	Notes
‘Children and Families Asset Management Plan 2014 – Update’ – paper to be presented to Education, Children and Families Committee.	19-May-2015	This report provides an update on all actions, including the delivery of the new Portobello High School and all other planned school developments, all of which are on track.
Paper to be presented to Education, Children and Families Committee in October 2015 on Community Access to Schools.	31-Oct-2015	Paper to present update on progress of CATS review and development of an on-line booking and payment system for letting of school facilities.


Where are we now:

Curriculum for Excellence implementation plans are in place and progress being monitored. Educational attainment continues to improve in almost all indicators with the average tariff score indicators showing Edinburgh performing better than the national average and our virtual comparator authority in 2014.

Education Scotland recently fed back very positively about education services in Edinburgh. They judged education services as 'good' with a sound capacity for improvement. They highlighted:

- the Council's effective political and managerial leadership with a clear vision for education;
- the commitment to parent and pupil engagement;
- the effective implementation of Curriculum for Excellence;
- the strong promotion of children's wider achievements.

Management Structures

A report to the Education, Children & Families committee in December 2014 provided details on progress in addressing specific issues of impact of the Revised Secondary Management Structures on attainment and on staff morale.

The Revised Secondary Management Structures were implemented in August 2011. All Secondary schools now have middle management structures of Curriculum Leaders and Pupil Support Leaders/Support for Learning Leaders and senior management structures of Depute Head Teachers and a Head Teacher.

The City of Edinburgh Council's Employee Survey found:

- 55% of Children and Families school based staff respondees (3% above the CEC average) reported that morale was good.
- 84% of Children and Families school based staff respondees (3% above the CEC average) reported that they got the help and support they needed from colleagues.
- 67% of Children and Families school based staff respondees (5% above the CEC average) reported that they felt valued for the work they do.

Further information available in the ['Progress Report on the Implementation of Revised Secondary School Management Structures'](#) to Education, Children and Families Committee, 9 December 2014.

Challenges:

To ensure shared understanding of standards in assessing Curriculum for Excellence levels.

To implement new qualifications ensuring a shared understanding of the standards.

To continue to review revised secondary management structures jointly with Teacher Unions to refine structures as appropriate to meet pupil and staff needs.






Where do we want to get to:

The new curriculum is introduced and delivered effectively in Edinburgh schools and the new management arrangements are implemented successfully.

Actions achieved	When	Notes
Report to Standards Sub-Committee on Curriculum for Excellence implementation and the quality of schools.	31-Sept-2014	Milestone completed. Progress report on implementation of Curriculum for Excellence since last report on 20 August 2013.
Report to Education, Children and Families Committee on revised management structures.	09-Dec-2014	Milestone completed. Report provided an update on the long term impact of revised secondary management structures on attainment and staff morale. Continuing Action Plan noted.

Annual attainment report to Education, Children and Families Committee.	03-Mar-2015	Milestone completed. Educational Attainment 2014 provided a summary of the analysis of attainment in the City of Edinburgh's schools for the year 2013-14.
Introduce new Higher courses.	31-May-2015	Milestone completed. National qualifications have been introduced in S4. Plans are in place to introduce new Higher Courses from 2014/15.

Actions in progress	When	Notes
Support establishments to report consistently for individual children using Curriculum for Excellence levels.	18-Aug-2015	
Carry out review, with Head Teachers, of the allocation of management time and agree guidance for consistent practice across all secondary schools.	30-Sept-2015	

Indicator	13/14	Target	Status	Latest note
Primary school attendance	95.5%	95.3%		Latest data relates to performance over the school year 2013/14, taken directly from SEEMIS, and shows improvement. No national data will be published for 2013/14. The national average in 2012/13 was 94.9%.
Secondary school attendance	93.0%	92.8%		Latest data relates to performance over school year 2013/14, taken directly from SEEMIS, and shows improvement. No national data will be published for 2013/14. The national average in 2012/13 was 91.9%.
Attendance by pupils in special schools	90.4%	90.6%		Latest data relates to performance over school year 2013/14, taken directly from SEEMIS, and shows a slight decline. No national data will be published for 2013/14. The national average in 2012/13 was 90.5%.
Attainment - 5+ awards at Level 6 or above	30.4%	30.0%		Data is pre-appeal and the indicator is defined by the Improvement Service Benchmarking programme. No targets set beyond 2015/16 due to the change in the exam system. The national average was 28.1%.
Sickness absence for teaching staff	3.12%	3.10%		The challenging target of 3.1% was not quite achieved. Comparative data is not available for 2013/14. Edinburgh has performed well in the past compared with other Local Authorities.



Where are we now:

An 'After School Club Co-operative Charter' has been formally launched and continues to be developed. Support using grant funding is currently being given by Lothian Association of Youth Clubs (LAYC) to support parent led organisations to encourage mutual support and quality improvement using co-operative principles. Support to a group of playgroups is being piloted to identify how cooperative practices might be developed to support these organisations in a more structured way. This model could mirror the support that has been developed for after school care clubs.

Almost all schools and centres have successfully implemented the increased hours (from 475 to 600 for all 3-4 year olds and eligible 2 year-olds_ and have provided favourable feedback. In order to develop more flexibility in how families access their 600 hours of early learning and childcare two working groups with representation from local authority and the private sector were established to explore different ways of delivery. Consultation with parents took place in small focus groups across the city to obtain parental views on more flexible options for delivery of 600 hours. Following this consultation we intend to trial various options across the localities.

Breakfast clubs are in place in 53 of our 88 primary schools and we are looking to the remaining schools to consider starting breakfast clubs.

Further information available in the ['Early Years Strategy Report'](#) to Education, Children and Families Committee, 19 May 2015.

Following a statutory consultation, three new early learning and childcare establishments were approved by the council to be built and opened by August 2015 at Duddingston, Fox Covert and Wardie Primary Schools. All centres are now in the building stage. Two of the new establishments at Fox Covert and Wardie Primary Schools are being delivered at schools that have not previously had early learning and childcare provided by the school but have local voluntary providers in close proximity to the school. This has provided an opportunity to develop the new service co-operatively with voluntary providers. It is proposed that working groups should be continued and be developed to become a stakeholders group which will have a role in developing the early year's service based on the key principles of co-production highlighted in the Cooperative Capital Framework.

Further information available in the ['New Early Years Provision at Fox Covert and Wardie – A Cooperative Approach'](#) to Education, Children and Families Committee, 19 May 2015.

Challenges:

The challenge will be the expansion of childcare within the context of budget constraints.

Where do we want to get to:

At least one significant provider of childcare in Edinburgh is working on, or towards, a co-operative basis. Thereafter, to develop a network of childcare provision operating on a co-operative basis across the city, including pre-school and after-school/holiday clubs.

Actions achieved	When	Notes
Increase the number of out-of-school childcare provision who have a Charter Mark.	31-Oct-2014	Milestone completed. LAYC promoting Charter through membership 2014/15 and working with the Council to support this through increased collaboration with schools.
Work with those community-based organisations providing out-of-school childcare who are interested in becoming co-operatives.	31-Oct-2014	Milestone completed. Two community-based after school clubs approved/submitted applications to OSCR to convert to SCIOs and two are significantly amending their existing legal governance. No ASC currently seeking to become a co-operative.

Event to highlight the vision for affordable childcare and explore solutions.	11-Nov-2014	Milestone completed. An event jointly planned with Children and Families and Economic Development, to highlight the vision for affordable childcare and explored solutions. Colleagues from across the Council, the business community and third sector attended alongside parents. The event was also an opportunity to hear about the national Childcare Alliance.
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Actions in progress	When	Notes
Establish new nursery provision at Wardie and Fox Covert providing flexible childcare on a co-operative basis.	31-Jul-2015	
Introduce more flexibility in the way families can use their entitlement to 600 hours of free early learning and childcare.	31-Aug-2015	600 hours (an increase of 26% from 475 hours) of free early learning and childcare for all 3-4 year olds and eligible 2 year olds has been introduced from August 2014. The aim is to introduce more flexibility in the way families can use their entitlement.
Work with partners to develop a 'Childcare Guarantee'.	31-Aug-2015	Childcare Guarantee will be based on the Edinburgh Guarantee model to encompass childcare to support employment and training and universal breakfast and after-school club provision.

2. Reducing poverty, inequality and deprivation

Pledge 07



Further develop the Edinburgh Guarantee to improve work prospects for school leavers

Lead politician: Frank Ross

Lead service: Economic Development

Contact: Ken Shaw

Where are we now:

The Edinburgh Guarantee is not a programme, but a partnership between the city's private, public and community interests to increase and sustain the number of school leavers entering a positive destination and thereby reducing youth unemployment and under-employment.

By 2017 it aims to:

- Increase the % of school leavers moving into positive destinations, matching or exceeding the performance of the highest ranked Local Authority area
- Increase the % of "looked after children" moving into a positive destination, matching or exceeding the performance of the highest ranked Local Authority area
- Reduce the % of young people (16-24 yrs) who are unemployed, matching or exceeding the performance of the highest ranked Local Authority area

The latest (Follow up) School Leaver Destination report (SLDR) shows sustained positive destinations now at 91%. This compares with a rate of 83.1% when the Guarantee was launched. The proportion of looked after children moving into a positive destination was 65% in 2013/14. This is above the Scottish average at 60% and the best comparable city, Aberdeen, at 56%. The registered unemployment rate for 18-24 year olds in the city is 2% which is 0.1% higher than the average overall claimant count for the City, but is below the Scottish rate of 3.7%. Whilst the Edinburgh Guarantee prime focus remains on the school leaver cohort it has become an important brand in the city's strategic employer engagement effort and is aligned with a range of programmes and initiatives that have been secured.

The Edinburgh Guarantee website is now live. Over 600 registrations for the EG Newsletter, over 900 young people registered for job alerts, over 150 service providers registered for job alerts. Data analysis on registered young people was carried out and the intelligence offers insight into young people's aspirations and qualifications.

Challenges:

To be sustainable programme with a tailored approach to unlock job opportunities within Small to Medium sizes Enterprises. The recommendations from Educations Working for All! Wood Commission Final Report was to create a continuous and more developed partnership with employers, colleges, Skills Development Scotland and Education Scotland.

Where do we want to get to:

Employability initiatives, backed by a variety of public and private sector employers will help reduce youth employment amongst young people.




Developing Young Work Force Regional Invest in Young People Group established for Edinburgh and the Lothians college region.

The use of community benefit clauses in tenders will help secure new employment and training opportunities for local residents.

Aligning local 'added value' youth recruitment service to the National Modern Apprenticeship advertising service to ensure employers and young people can access opportunities both provide.

Actions achieved	When	Notes
Edinburgh Guarantee outcomes.	31-Mar-2015	Milestone completed. Direct outcomes achieved from November 2014 to date include a further 227 opportunities identified and a further 211 young people matched into opportunities. Totalling 623 opportunities identified 2014/15 and 401 matched into jobs. (Not including Inspiring Young People).
Edinburgh Guarantee website.	31-Mar-2015	Milestone completed. Next step is to use data to inform marketing, targeting and value added service for employers.

Actions in progress	When	Notes
Integrated Business to schools offer pilot.	31-May-2015	The pilot is in test stage with three high schools. An early Integrated Management System has been developed to offer a 'Market Place' where schools can engage with offers from employers. This is now being led by Children and Families.
Development of a Regional Invest in Young People Group (RIIYPG).	30-Jun-2015	Timeline in place to present a proposal for the Edinburgh Guarantee leadership group to evolve and adapt to take on the agenda of the Regional Invest in Young People Group.

Indicator	12/13	Target	Status	Latest note
Follow-up destinations of school leavers	91%	90%		Latest data shows that 91% of pupils were still in a positive destination, six months after leaving the 2012/13 school session from a mainstream school. Performance showed continued improvement from 83.1% in 2009/10 and exceeded the target level of 90% - the national average was reached.
Indicator	13/14	Target	Status	Latest note
Destinations of Looked After Children six months after leaving school	65%	70%		Latest data is taken from the Scottish Government publication 'The Educational Outcomes for Looked After Children' published in June 2014. National performance was 62%.
School leavers' destinations	91.2%	92.3%		Data is for leavers from 2013/14 school session from mainstream schools. The target to reach the national average was met in 2012/13 but not in 2013/14.

Pledge 08 

Make sure the city's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites

Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Alex Blyth

Where are we now:

- The Council approved the delivery of 1,437 affordable homes in 2014/15. In addition to approving new homes, 1,055 affordable homes were completed by the end of the financial year.
- 422 affordable homes have been completed through the first phase of the National Housing Trust (NHT) initiative. NHT2B has been approved and will provide up to 96 homes at Goosander Place by December 2016. A third phase of NHT could provide up to 500 new affordable homes by 2019.
- In March 2015, 1,173 affordable homes were under construction at 27 sites in the city, 25 of which are brownfield sites

Challenges:



- Edinburgh is a growing city. 36,000 new homes are required over the next ten years. Demand for affordable homes is growing and changing, with difficulties securing mortgages and increasing demand for rented housing.
- Private house building decreased significantly since 2007-08. Public sector schemes have led new developments in Edinburgh.

Where do we want to get to:

Everyone can have a home that is affordable to maintain and heat by 2022.

Actions achieved	When	Notes
Report on Strategic Housing Investment Plan (SHIP).	11-Nov-2014	Milestone completed. Report to Health, Social Care and Housing Committee highlighted capacity to deliver affordable housing (and resources required) from 2015-2019.
Private Rented Sector Seminars.	10-Dec-2014	Milestone completed. Seminars held to bring together developers, investors and housing associations to promote new build private rented sector developments. Health, Social Care and Housing Committee 21 April 2015 approved recommendation to consult with partners on Edinburgh Homes model.

Actions in progress	When	Notes
Work to assess viability of specific sites for affordable housing development.	Ongoing	Pipeline of 71 affordable housing sites, of which 59 are brownfield. 1,173 affordable homes under construction in March 2015.
Expansion of 21st Century Homes Programme.	16-Jun-2015	Expansion of 21st Century Homes Programme is being financially modelled and Council housing investment is under review in consultation with tenants. Proposals for leaseback arrangements are being explored following approaches from private sector developers and investors. Capacity studies completed on several sites suitable for development and transferred from General Fund to Housing Revenue Account.
Consultation with partners on scope, purpose and options for new housing company (Edinburgh Homes) to support delivery of new homes for market rent.	30-Sept-2015	Health, Social Care and Housing Committee 21 April 2015 approved recommendation to consult with partners.

Indicator	Mar 15	Target	Status	Latest note
Number of affordable homes approved 2014/15	1,437	1,000		1,437 homes approved at the end of the year: 649 Affordable Housing Supply Programme 413 National Housing Trust 298 Open Market Shared Equity 5 Council Tax Discount Fund 1 HRA acquisition through Acquisitions & Disposals Pilot 70 AHP unsubsidised homes 1 Mortgage to Rent Scheme
Number of affordable homes completed 2014/15	1,055	1,000		1,055 homes completed at year end: 546 Affordable Housing Supply Programme 94 21st Century Homes 298 Open Market Shared Equity 89 National Housing Trust 1 HRA acquisition through Acquisitions & Disposals Pilot 26 Golden Share (AHP) 1 Mortgage to Rent Scheme

Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Elaine Scott

Where are we now:

- Since 2009 the Council has secured nearly £15m worth of Scottish Government funding to support Council house building. £5.8m was approved in 2013/14 for the social rented programme at Pennywell.
- The Council's 21st Century Homes programme is progressing and is providing a mix of new affordable homes to rent and buy.
- Health, Social Care and Housing Committee in November 2014 approved expanding 21st Homes Programme with business case for 400 homes.

Challenges:

- Availability of traditional forms of public sector investment such as central government subsidy and private sector investment is restricted and increasingly costly.
- There is a need to ensure that the Council delivers best value for money with available funding.

Where do we want to get to:

Everyone can have a home that is affordable to maintain and heat by 2022.

Actions achieved	When	Notes
Business case for expansion of 21st Century Homes programme reported to Health, Social Care and Housing Committee.	11-Nov-2014	Milestone completed. Health, Social Care and Housing Committee in November 2014 approved expanding 21st Homes Programme with business cast for 400 homes.

Actions in progress	When	Notes
Housing design work is being taken forward for North Sighthill and developer procurement has commenced.	13-May-2015	Approved by Health, Social Care and Housing Committee 21 April 2015 and will report to Finance and Resources Committee 13 May 2015.
Expansion of 21 st Century Homes Programme.	16-Jun-2015	Report due to June Health, Social Care and Housing committee on delivery of additional 400 homes through expanded 21 st Century Homes Programme.
Pennywell	31-Aug-2015	108 homes under construction at Pennywell Phase 1. Lettings will begin summer 2015. Application for detailed Planning consent submitted for Phase 2.
Leith Fort	31-Aug-2015	Tenders now being assessed and approval to award tender to be sought from Finance and Resources Committee in June. Estimated site start July/August 2015. Will provide 54 mid market rent homes and 32 homes for social rent.
Craigmillar	30-Sep-2015	Discussions ongoing with Parc on opportunity to develop Council homes through 21st Century Homes.

Pledge 10 

Set up a task force to investigate ways to bring empty homes into use

Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Gillian Campbell

Where are we now:

- An Empty Homes task force was established with representation from all political groups and key partners. This has now merged with the Co-operative approaches to housing Sounding Board to form the Housing Pledges Working Group. It continues to meet quarterly.
- Empty Homes Officer recruited on one year pilot following decision at Health, Social Care and Housing Committee 17 June 2014.
- Edinburgh has a low number of empty homes compared to other local authorities.

Challenges:

- Reluctance of owners to make properties available for renting or for sale because they lack the skills or finance to bring up to a suitable standard.
- Limited strategic impact on the overall need for new homes of bringing a small number of empty homes back into use.

Where do we want to get to:

Return up to 10 identifiable empty homes to use each year.

Actions achieved	When	Notes
Empty Homes Officer to be recruited on a one year pilot.	31-Dec-2014	Milestone completed. Health, Social Care and Housing Committee approved recruitment of Empty Homes Officer 17 June 2014.

Actions in progress	When	Notes
Continue to support Link in administering the Empty Homes Loan Fund.	Ongoing	Four empty properties brought back into use as affordable housing through the Empty Homes Loan Fund to date. Exploring feasibility of Loan to Sell provision to improve uptake of Empty Homes Loan Fund.
Empty Homes Officer taking forward key work.	Ongoing	Key work includes: <ul style="list-style-type: none"> – Identify opportunities to bid for new Scottish Government Town Centre Empty Homes Fund – Target long term empty properties affecting neighbourhood with a case management approach – Information to go out to empty home owners after council tax notifications sent out.

Pledge 11



Encourage the development of cooperative housing arrangements

Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Gillian Campbell

Where are we now:

- Housing cooperatives have been encouraged and supported across the city, including Craigmillar, West Pilton Crescent and Greendykes. The Council has also supported students from Edinburgh University in setting up a co-operative to provide affordable homes for students.
- Collaborative approaches have been taken to service provision, such as the stair cleaning panel with Edinburgh Tenant’s Federation, and in reshaping homelessness advice and support services. A Tenants Panel has been set up to enable tenants to be more involved in decision making.

Challenges:

- Co-operative approaches to development of new social rent are limited by subsidy and investment priorities - more potential for mid market rent and low cost home ownership.
- Tenant and customer commitment to co-operative models needs to be significant.

Where do we want to get to:

Be recognised as the leading Scottish Local Authority in delivering co-operative approaches to housing by 2017.

Actions achieved	When	Notes
Planning Permission granted for Craigmillar Eco Housing Co-op project.	31-Oct-2014	Milestone completed. Grant funding from Council enabled pre-development activity to take place and Planning Permission has been granted. Work continues on site investigations and site acquisition.
Piloting Community Co-ops to encourage co-operative approaches to housing and estate management.	11-Feb-2015	Milestone completed. Pilot being taken forward in new 21st Century Homes developments at West Pilton Crescent and Greendykes. Greendykes tenants have made decision on the use of an area of communal space. West Pilton post allocation visits complete and first residents meeting took place on 11 February 2015.
Tenant Participation Strategy.	21-Apr-2015	Milestone completed. Tenant participation strategy for 2015-2018 has been developed along with tenant representatives. New strategy approved by Health, Social Care and Housing Committee on 21 April.

Actions in progress	When	Notes
Co-operative approaches to service review and delivery.	Ongoing	Co-operative approaches as part of service reviews involving tenants and service users. Tenant led inspection for repairs reporting process underway April 2015. Further collaborative consultation on homelessness prevention commissioning plan workstreams to take place in 2015.
Engaging with Registered Social Landlords (RSL) partners who are setting up Our Power Energy Supply Company (ESCO) to tackle fuel poverty by providing competitive energy tariffs to low income groups, targeting social housing tenants initially.	Ongoing	The Business Plan has been completed and a number of other housing association and local authority landlords across Scotland have registered interest in joining.

Working with existing co-op to explore opportunities for expansion and opportunities for new co-operative housing projects.	Ongoing	
Set up stair cleaning pilot with Edinburgh Tenants Federation.	31-May-2015	10-12 blocks identified. Letters sent April 2015 seeking participation.
Community Co-op Pilot approach to be extended to Pennywell development.	30-Sept-2015	First phase of 108 homes under construction and due for handover summer 2015.

Pledge 12 

Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes

Lead politician: Ricky Henderson

Lead service: Health and Social Care

Contact: Monica Boyle

Where are we now:

The Edinburgh Alcohol and Drug Partnership (EADP) is the strategic partnership, which addresses problems associated with alcohol and drug use. Partners include NHS Lothian, Police Scotland, the City of Edinburgh Council and third sector organisations.

The EADP Commissioning Plan: Commissioning for Recovery 2012-15 was published in February 2012. The three key objectives are to:

1. Ensure that people receive the right services at the right time;
2. Provide coordinated care;
3. Develop strong recovery communities.

The EADP has also developed a joint Commissioning Plan with Children and Families which was approved by the Children and Families Committee in September 2014. There has also been a joint review of homelessness services that focus on alcohol and addictions which was carried out in partnership with the EADP.

Following joint commissioning work between relevant agencies, the following services have been arranged and are now providing support:

- New Offender recovery services started 1 April 2014
- New Centre for Women Offenders opened 17 March 2014
- The joint review of homelessness services resulted in the transfer of two services to Temporary Accommodation, the retention of a dry facility, development of pathways to EADP services and a significant increase in provision to homeless people in Edinburgh
- Establishment of an NHS step-down unit for people who have Alcohol related brain damage
- Action plan for delivery of recovery-orientated system of care is in place from June 2014.

Challenges:


1. Work in partnership with a range of diverse service providers to achieve a more recovery oriented system of care.
2. Shift commissioning from an output focus on outcomes.
3. Develop governance arrangements which ensure that service users are engaged effectively in the planning development and delivery of services.
4. Shift the balance of care so that people have access to employability, housing, family support and mental health services, as well as treatment and support.
5. Improve service planning across commissioning bodies using the SWIA Commissioning Cycle to ensure that people can access the services they need at the right time during their recovery journey.

Where do we want to get to:

The vision within the EADP Strategy is that Edinburgh is a city which promotes a healthy and responsible attitude to alcohol and where recovery from problem alcohol and drug use is a reality. A range of services have been jointly commissioned to ensure person centred support for people. There is an ongoing commitment to ensuring that joint commissioning continues for future developments of services.

Actions achieved

All milestones under this pledge are completed.

Indicator	Mar 15	Target	Status	Latest note
Proportion of cases meeting the three week target timescale from referral to start of treatment for drugs and alcohol	79%	90%		This figure is an underestimation of actual performance. There are significant data quality issues with the recording of this data at present following the largest provider moving to a new recording system. Work is in progress to resolve these issues.


Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Jennifer Hunter

Where are we now:

- Rent collection: ongoing enforcement of rent collection and compliance with pre-action requirements for court. Rent service re-design project with new payment methods and mitigation of welfare reform to ensure that tenants fulfill their tenancy responsibilities.
- Introduction of new rent payment cards April 2015 – reinforce message of importance of rent payment and help available.
- PRS Forum has been established. Private rented sector projects taken forward on checking landlord non-compliance and working with letting agents on their responsibilities.

Challenges:

- Council's wider responsibilities to support vulnerable people and to protect and support children.
- The legislative and regulatory framework for tenancy management places significant and increasing weight on the rights of tenants. Scottish Housing Regulator, European Convention on Human Rights (ECHR) and, equalities legislation.
- Lack of investment and professional management of the private rented market.

Where do we want to get to:

Effective use of enforcement measures to increase resident satisfaction with neighbourhood.

Actions achieved	When	Notes
Publication of Tenants Courier.	31-Oct-2014	Milestone completed. Tenants Courier published regularly and sent to all Council tenants. October 2014 issue highlighted tenant responsibilities on rent payment and keeping gardens tidy. Also included landlord (Council) performance information.
PRS enforcement action.	31-Dec-2014	Milestone completed. Ongoing work on enforcement of PRS. Through 2014 672 complaints about HMO properties and 923 allegations about unregistered landlords were resolved. Significant effort has been made on bringing problematic landlords to committee to challenge their fitness and propriety, resulting in 7 landlords being excluded from private renting.
Introduction of rent payment cards.	06-April-2015	Milestone completed. Introduction on new rent payment cards rolled out in April 2015. Reinforces importance of rent payments, and simplifies payment methods.

Actions in progress	When	Notes
Work with the PRS Forum to identify key priorities and workstreams for improving conditions in the PRS and take forward actions with partners.	Ongoing	Priorities discussed with PRS Forum members and projects taken forward over last 6 months. Various projects ongoing to enforce landlord responsibilities in private rented sector – Letting Agents project, Landlord Compliance Checklist.

<p>Tenant Handbook being updated as part of ongoing communications on tenant responsibilities.</p>	<p>31-Aug-2015</p>	<p>Being updated in consultation with ETF as part of ongoing communication on tenant responsibilities. Key aspects include:</p> <ul style="list-style-type: none"> • Developing a more inclusive approach to tenant communications (including development of ‘easy read’ materials) • Focusing on key elements of tenant responsibilities: <ul style="list-style-type: none"> - Payment of rent - Reasonable behaviour (both within the home and wider neighbourhood) - Respecting the environment (both within the home and wider neighbourhood). <p>Webpage will be updated and videos made to tie in with tenant responsibilities messages. Continue to use Tenants Courier to highlight key messages on tenant responsibilities. Next issue due to be published May 2015.</p>
<p>Implement Action Plan on joined up working in response to anti-social behaviour.</p>	<p>30-Sept-2015</p>	<p>Joint working between housing and community safety teams. Includes:</p> <ul style="list-style-type: none"> - identifying gaps in training - options for early support to victims of anti-social behaviour - focus on pre-tenancy advice and support - continued use of sensitive lets - reinforcing messages on response to anti-social behaviour.
<p>Seek to work with Scottish Government in developing Housing Act guidance that supports pledge objectives (for private and council tenancies).</p>	<p>31-Mar-2016</p>	<p>Scottish Government timescales for the commencement of the Act indicate that guidance will be released at the end of 2015. Contact has been made with the Scottish Government to take part in informal consultations on guidance in run up to this.</p>


Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Karen Allan

Where are we now:

- The Housing (Scotland) Act 2014 sets out the new legislative framework for tenancy management and allocations. A review of Council tenancy management and allocation policies will be carried out to reflect changes in legislation and regulatory framework as further guidance and consultation comes forward.
- A tenant will not normally be considered for a transfer to another tenancy or mutual exchange when they have rent arrears or subject to anti-social behaviour investigation. However, in order to assist tenants who are affected by Housing Benefit under-occupation reforms, the Council is considering allowing these moves to go ahead where the tenant is working with the Council to reduce outstanding arrears.
- Existing social housing tenants prioritised for mid market rent if they do not have rent arrears and are not subject to anti-social behaviour investigation.
- EdIndex Board (Council and Housing Association partners) discussing joint approach to core allocations principles where possible.

Challenges:

- Council's wider responsibilities to support vulnerable people and to protect and support children.
- Allocations policies are heavily prescribed by the Scottish Housing Regulator and legislative requirements.


Where do we want to get to:

Tenants feel that responsible behaviour is valued and that there is no reward for irresponsible behaviour (by 2014).

Actions achieved	When	Notes
Specific lettings policy for new mid-market rent homes.	31-Dec-2014	Milestone completed. Specific lettings policy for new mid-market rent homes let in 2014. Sensitive lettings approach with local lettings plans: tenants with previous anti-social behaviour would not be eligible for mid-market rent homes.

Actions in progress	When	Notes
Continue to restrict moves to new tenancy if tenant in breach of tenancy agreement and prioritise existing social tenants for new homes if no rent arrears or anti-social behaviour issues.	30-Sep-2015	Ongoing.
Good Neighbour Award.	30-Sep-2015	Explore options for having Tenant/Good Neighbour of the Year Award – nominated by neighbours.
Work with Scottish Government to establish guidance on new allocations powers.	31-Mar-2016 (but subject to Scottish Government timetable)	Contact has been made with the Scottish Government to ensure participation in informal consultation and working groups. Current timescales (as of April 2015) indicates that guidance is to be released in late 2015, following informal consultations with stakeholders.
Review allocation policy in light of new Scottish Government guidance.	31-Mar-2016 (long term) Committee report on approach June 2015	Review to take account of legislative changes in Housing (Scotland) Act 2014. This will be done in partnership through EdIndex Board to ensure consistency in approach. Report on proposed approach to allocations policy review to go to Health, Social Care & Housing Committee June 2015.

3. Providing for Edinburgh's economic growth and prosperity

Pledge 15 	Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors	
Lead politician: Frank Ross	Lead service: Economic Development	Contact: Elaine Ballantyne

Where are we now:

The Economic Development Service is working with several organisations to promote Edinburgh to investors in line with the Council's Economic Strategy "A Strategy for Jobs 2012 – 2017".

This is done by targeting investors in specific sectors and geographies. These have been selected as they are deemed to offer the best potential for success. The work is led by the Investor Support team who use a range of methods to target potential investors including attending or hosting sector events, engaging with existing contacts and building on civic links to raise Edinburgh's profile in important markets.

Some of the highlights that have been achieved over the last six months include:

- Edinburgh was placed in the top 3 in Europe for 'Overall Mid-sized and small cities' by FDI magazine
- Edinburgh was promoted to international property investors as part of the Scottish Cities Alliance stand at MIPIM
- Hotel investment opportunities were promoted at the International Hotel Investment Forum in Berlin in partnership with Scottish Development International.
- An Edinburgh Investment & Innovation Showcasing Mission took place in Beijing and Shenzhen.
- A campaign promoting Edinburgh's tech sector was launched called StartEDIN. Edinburgh's tech sector was further promoted at an event in London held in partnership with Skyscanner and Amazon. It was also promoted alongside Amazon at an event in Krakow, Poland.
- The 'Edinburgh: Great place for Tech' film was launched and has over 34,000 views online.

A new external funding team was set up and established to support corporate funding across services

Challenges:



Finding more targeted ways of promoting Edinburgh's investment opportunities and continuing to identify niche opportunities for investment in a highly competitive environment. Strengthening the international branding and promotion of the city and maximising access to EU and other sources of international funding for the city.

Where do we want to get to:

Increased ability to reach a more targeted investment audience. Create a range of green projects to showcase innovative practice and attract investment. Bring forward pipeline of investment opportunities to showcase internationally. Increased ability to maximise EU and external funding opportunities to fulfil strategic objectives and to use the city's international connections to access best practice in service delivery. Create a portfolio of eligible funding opportunities, including Smart Cities and Communities to showcase innovative practice and attract investment.

Actions achieved	When	Notes
New external funding resource.	30-Nov-2014	Milestone completed. Two external funding officers to support corporate funding across service areas have been appointed.
Target series of geographical and sector campaigns.	31-Dec-2014	Milestone completed. A campaign promoting Edinburgh's tech sector was launched called StartEDIN and further promoted at events in London and Krakow.
Actions in progress	When	Notes
Partnership working with SDI, Scottish Government and local partners to promote Edinburgh as a quality destination for investors.	31-Oct-2015	There are many different timelines within the campaign, therefore projects are ongoing. A set of key deliverables for 2015/16 have been identified to measure activity.

Continue with targeted series of geographical and sector campaigns.	31-Oct-015	Represent Edinburgh at major trade events within target sectors. Engage with decision makers in targeted sectors.
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Indicator	14/15	Target	Status	Latest note
To support £200 million (net) of physical investment by the end of 2014/15 (cumulative total)	£213.3m	£200m		£213 million refers to the period up to December 2014. New targets will be established for the end of 2016/17.
To support the creation and safeguarding of 2,000 (net) jobs by the end of 2014/15	2,037	2,000		2,037 (net) jobs refer to the period up to December 2014. New targets will be established for the end of 2016/17.



Lead politician: Frank Ross

Lead service: Economic Development

Contact: Jim Galloway

Where are we now:

Since April 2014 we have advanced two loans through East of Scotland Investment Fund (ESIF) to the value of £74,000 and three loans through Edinburgh Small Business Loan Fund (ESBLF) to the value of £7,500. There are four other ESIF Loans in the pipeline.

Negotiations are now at an advanced stage to replace the East of Scotland Investment Fund and West of Scotland Loan Fund. A report was presented at the Economy Committee in December 2014, the Finance & Resources Committee in March 2015 and the full Council in April 2015. This will be a new collaboration with councils throughout Scotland to make funding available from 2015 onwards to small/medium businesses in Edinburgh.

A pilot of the Start Up Loan Scheme started in June 2014. The aim was to make finance available to more start up businesses in Edinburgh. The pilot continues until the end of September 2015 and is operated through Business Gateway. A total of eight businesses have been assisted to successfully apply for a start up loan from Start Up Finance Scotland. Demand is however significantly less than had originally been anticipated due to changing trends in the economy and increased access to other forms of funding support. In view of the demand to date the target for the pilot phase to 30 businesses assisted.

Challenges:

The key challenge is to build capacity in SMEs to demonstrate to lenders that they are sustainable businesses with the ability to a) repay and b) grow. The second challenge is to respond to market failure by supporting match and direct loan funding through the Council's two loan funds (East of Scotland Investment Fund and Edinburgh Small Business Loan Fund).

Where do we want to get to:

- The Council will engage with high growth firms to ensure that the potential benefits of growth are realised.
- Businesses in the City will have a single point of contact for all business-facing Council services.
- Business Gateway support will be fully integrated with other Council services.
- Edinburgh will develop its strong entrepreneurial culture with rising levels of self-employment.
- Spin-outs from the City's universities will demonstrate innovation in knowledge sectors such as renewable energy and life sciences.
- The creative industries sector will thrive, following investment in innovative workspace for start-ups.

Actions achieved	When	Notes
Collaboration to identify new funding stream.	30-Apr-2015	Milestone completed. Report presented to the Council on 30 April seeking authority to become a member of the new Pan Scotland Local Authority Loan Fund.
ESIF and ESBLF are both in place.	30-Apr-2015	Milestone completed. Five loans have been advanced across the two programmes to the value £82,500.

Actions in progress	When	Notes
Capital Credit Union.	30-Jun-2015	Further discussions being held with Capital Credit Union re their provision of small loans to replace our provision through ESBLF.
Pan Scotland Local Authority Loan Fund.	31-Jul-2015	Expected date for fund to go live.
Start Up Loan Scheme.	31-Oct-2015	There are currently an additional ten applications in progress from businesses who are seeking to raise a total of £101,050. Pilot will end in September 2015 - a full evaluation to take place and realistic target for number of businesses to be assisted in next 12 months to be set.



Lead politician: Frank Ross

Lead service: Economic Development

Contact: Steve McGavin

Where are we now:

- On track to deliver the following in the 5 year period 2013 to 2018:
 - o Gross Development Value in excess of £2.14 billion
 - o Up to 20,000 FTE jobs and 28,000 construction jobs
 - o Approximately 1,706 hotel bedrooms
 - o Approximately 1.3 million sq ft of 'grade A' office space
 - o Approximately 800,286 sq ft of retail and leisure space
 - o Approximately 1,590 residential units.
- Former Royal High School - a series of workshops have taken place and which have been attended by representatives from across Council Services and external stakeholders. Two public consultations have also taken place.
- The sale of the King's Stables Road development site has been approved. The proposed joint venture between Peveril Securities and Campus Development Management is for a mixed use development.
- Standard Life has confirmed its intention to take office space at the St Andrew Square development.
- The Edinburgh 12 Programme Board continues to meet quarterly. These meetings provide the opportunity for representatives from the developments which form the Edinburgh 12 to provide progress reports.
- A Project Board has been formed to support the delivery of the Edinburgh St James development
- A Project Board has been formed to support the delivery of the Register Lanes development.

Challenges:


The prevailing market conditions have affected the ability of developers to obtain funding for speculative construction.

Where do we want to get to:

- The city's four development zones will progress, creating opportunities for affordable housing and regeneration focused on job creation
- Edinburgh will lead the way in the use of innovative funding and delivery mechanisms to support development and regeneration focused on job creation.
- The city's care for its heritage and sustainability will ensure that new development is of the highest possible environmental standard and sympathetic to the city's character
- Investment in the public realm will transform the city centre and strengthen retail performance
- Edinburgh's expertise in low carbon technologies will generate local benefits; in particular improving the energy performance of the city's housing stock.

Actions achieved	When	Notes
Edinburgh 12 Committee Report.	31-Dec-2014	Milestone completed. An Edinburgh 12 progress report (one year on) was presented to Economy committee on 18 December 2014.
New Waverley.	31-Jan-2015	Milestone completed. An agreement has been reached with Planning and Legal for the release of the remaining £100,000 S69 money from the previous Mountgrange scheme.
Programme Board for Donaldson's site development.	31-Jan-2015	Milestone completed. The developers of Donaldson's site spoke to the Programme Board about their plans for the Playfair Building and new build crescent to the rear of the existing property.

Actions in progress	When	Notes
The Programme Board for the Haymarket development.	31-May-2015	Interserve, the developer behind The Haymarket Edinburgh, will present to the Programme Board on progress.
Register Lanes Delivery Group.	31-Oct-2015	Continue to support this development.
Development Pipeline.	31-Oct-2015	Continue to identify potential development sites which may benefit from Council support.

Indicator	14/15	Target	Status	Latest note
To support £200 million (net) of physical investment by the end of 2014/15 (cumulative total)	£213.3m	£200m		£213 million refers to the period up to December 2014. New targets will be established for the end of 2016/17.

Pledge 18 **Complete the tram project in accordance with current plans****Lead politician:** Lesley Hinds**Lead service:** Corporate Governance;
Services for Communities**Contact:** Colin Smith**Where are we now:**

The project was completed and handed over to the Operator on 30 May 2014 with service beginning on 31 May 2014.

Challenges:

- Managing civil engineering system and controls works.
- Managing procurement, delivery, testing and commissioning of Trams.
- Completion of shadow running of Trams to bring ready for revenues service by Spring 2014.
- Engagement of competent Operator.
- Governance arrangements in place to oversee Tram Service.

Where do we want to get to:

Objectives achieved within the revised programme and budget

Actions achieved	When	Notes
Closely managed governance.	31-May-2014	Milestone completed. Fortnightly report monitored by the Tram Client Group and the Tram Transition Board. Monthly meeting with senior representatives of the Project Team, Operator and Principal Contractors.
Efficient and clear financial controls.	31-May-2014	Milestone completed. Tram Client Group monitors monthly financial reports and a Change Control process is embedded in meetings.
Clear communications.	31-May-2014	Milestone completed. Tram Transition Board monitor Communication reports from a dedicated Communications project team. Monthly Communications control meeting held at site level attended by Project Team, Operator and principal contractors.
Forward planning of works.	31-May-2014	Milestone completed. Meetings held to monitor progress between Project Team and Principal Contractors. Fortnightly site control meetings resolve issues relating to, testing and commissioning and preparing for operations.
Reporting to Council to provide clarity of work stages.	31-May-2014	Milestone completed. Further report to Council 25 September 2014.
Maintaining continuity of reporting to All Party Oversight Group.	31-May-2014	Milestone completed. Last presentation 25 August 2014.


Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: David Lyon

Where are we now:

Transport for Edinburgh has been established to manage and integrate bus and tram operations. Transport for Edinburgh's role in integrating these operations will build on the earlier success of Lothian Buses and will strengthen the bus operator's position. Consultation on the issues for the Council's new Local Transport Strategy 2014-2019 indicated public support for improving bus services.

The Public and Accessible Transport Action Plan (PATAP), approved in August 2013, seeks to improve public transport in the city. It sets out a number of initiatives: e.g. developing Bus Lane Camera Enforcement, to improve reliability; introducing an enhanced bus priority corridor; encouraging operators to develop the range of, and access to, multi-modal, multi-operator, multi-journey tickets; installing more Bustracker signs; and speeding up selected bus corridors by selective vehicle traffic signal phasing. The PATAP programme runs until 2020. The actions in PATAP are designed to assist Lothian Buses and other bus operators in the improvement of routes and times.

The Council has undertaken a range of activities that contribute to the improvement of bus routes and times. These include a new contract for advertising on street furniture which was tendered awarded to JCDecaux. This new contract will involve the replacement of all advertising bus shelters and some non-advertising bus shelters. The contract also includes the management, maintenance and cleaning of all bus shelters in the city and will bring a significant improvement to bus shelter provision and cleanliness.

Current Capital budget allocation is being used to improve accessibility to a number of bus stops, renew and strengthen the road surface at those stops where the road has suffered high levels of wear and tear and for approximately 50 new and replacement shelters which are programmed for installation with works currently progressing. Bustracker will be integrated with SEStran's real time information project and will allow First and Stagecoach information to be shown on all appropriate Bustracker signs. Selective Vehicle Detection has been installed and successfully tested at 100 signal controlled junctions. This will be further rolled out and will allow bus priority to be given to late running buses (Lothian Buses only at this stage).

Challenges:

Reductions in Bus Service Operators' Grant and Concessionary Travel Reimbursement, expanding population and changing demographics leading to more demand for bus services. Competition and commercial issues for bus operators re integrated ticketing.

Where do we want to get to:

Edinburgh having an enhanced public transport network (bus and tram) which is fully integrated and operates with improved reliability.

Actions achieved	When	Notes
Contract for on street advertising furniture awarded to JCDecaux.	14-Nov-2014	Milestone completed. The contract covers the design, installation and maintenance of 436 advertising bus shelters and management of all non-advertising bus shelters in the city. JCDecaux will also provide interactive "LiveTouch" screens in the main hub of Princes Street providing tourist, local and council information. 60 large-format billboards are included. The firm will discuss the provision of wayfinding signage and a city-wide bicycle-hire scheme with the Council.
Actions in progress	When	Notes
Preparation of a tool to assess and rank the cost effectiveness of supported bus services in Edinburgh.	29-May-2015	Work being undertaken by consultants. This tool will enhance the Council's capability to make use of available funding to improve bus routes and times.

Integration of Tram and Bus ticketing and bus service improvements.	31-Dec-2018	These are actions proposed in the Public and Accessible Transport Action Plane (PATAP) over the short to medium term. The due date reflects a process involving the development of both tram / bus and bus / bus integrated ticketing. The establishment of Transport for Edinburgh provides an approach to facilitating this type of integration.
Regular meetings with Lothian Buses and other bus operators where integrated ticketing is on the agenda.	31-Dec-2018	The CEO of Lothian Buses and Head of Transport meet regularly. The Service Manager meets on a fortnightly basis.

Lead politician: Frank Ross **Lead service:** Economic Development; Corporate Governance **Contact:** Hugh Dunn

Where are we now:

A scheme was introduced for 2012/13 and while the Council did not meet its target, twelve councils received incentivisation payments totalling £9 million. A number of concerns were, however, expressed concerning the effectiveness of the scheme as originally designed. Following suspension in 2013/14, a simplified scheme has therefore now been put in place, with council-specific targets for 2014/15 and 2015/16 also confirmed.

Challenges:

While the underlying principle of incentivisation is widely understood, the actual level of NDR income in any given year is subject to a number of factors, many of which are outside the Council's direct control. The revised scheme acknowledges this point by focusing more specifically on the underlying "buoyancy" in the number and associated rateable values of properties in the city.

Where do we want to get to:

To supplement existing levels of funding to sustain a virtuous cycle of additional investment in the City.

Actions achieved	When	Notes
Working with COSLA and the Scottish Government, agree changes to the scheme design that will more effectively incentivise councils to invest in actions directly or indirectly contributing to growing their respective tax bases.	31-Dec-2014	Milestone completed. The Head of Finance participated on a joint Scottish Government/COSLA advisory group and a revised scheme has now been approved, with council-specific target increases in buoyancy set for 2014/15 and 2015/16.

Actions in progress	When	Notes
Confirm audited outturn position for 2014/15 to determine whether Council is eligible for incentivisation payment.	31-Oct-2015	



Lead politician: Frank Ross

Lead service: Economic Development

Contact: Steve McGavin

Where are we now:

Corporate Policy and Strategy Committee agreed that that further consultation should be undertaken with relevant sectors and stakeholders to construct a voluntary funding mechanism with a sectoral BID being one of the options considered. Subsequently, it was agreed that Marketing Edinburgh will undertake further research into means of generating revenue from the visitor economy including potentially a sectoral BID.

Since November 2014, Marketing Edinburgh have had internal meetings to discuss a variety of options. No conclusion as to the exact mechanism has been finalised and the seed corn funding is in place. Decisions are still to be made on how the money would be raised and spent and these would be referred back to councillors for approval.

In March 2015 the Corporate Policy and Strategy Committee approved a motion by Councillor Burgess to make further representation to the Scottish Government and its commission on the introduction of a transient visitor levy.

Challenges:

Consult further on the viability and legality of a transient visitor levy or alternative funding options.

Where do we want to get to:

To conclude whether a transient visitor levy or another alternative funding mechanism could be introduced in Edinburgh.

Actions achieved	When	Notes
Support Marketing Edinburgh.	30-Apr-2015	Milestone completed. Met with Marketing Edinburgh to identify if Council support is required.

Actions in progress	When	Notes
Identify suitable mechanism for destination promotion.	31-Oct-2015	Further work in this area will continue to identify a mechanism that affords the city the necessary and competitive funding to continue to compete on a global stage.

Where are we now:

- Good press coverage for Small Business Saturday held on the 6 December 2014
- Retail mentoring events completed between independent retailers and premium high street trader
- From the Retail mentoring events, best dressed window competition successfully completed, winner notified and associated press coverage
- Support provided to Portobello traders to deliver successful Christmas Street Festival attracting around 1,000 attendees
- Support provided to Elm Row traders to additional Christmas lights
- Brokered successful contact between South West social enterprise and major investor for corporate social responsibility activity.

Challenges:

Planning legislation does not allow the Council to control the occupants of a retail unit. There may be State Aid issues around directly supporting specific businesses. Ensuring clear understanding around definitions of 'locally owned business' and 'independent forum'. Some areas of city have robust and active traders groups; others not.


Where do we want to get to:

Edinburgh will develop its strong entrepreneurial culture with rising levels of self-employment; Investment in the public realm will transform the city centre and strengthen retail performance; Joined up Council services will provide effective, targeted support for investors.

Actions achieved	When	Notes
Retail mentoring events.	30-Nov-2014	Milestone completed. Collaboration between premium high street retailer and Federation of Small Businesses. Attendee feedback very positive.
Small Business Saturday 2014.	30-Nov-2014	Milestone completed. Collaboration with Federation of Small Businesses and good press coverage for Small Business Saturday held on the 6th December 2014.
Best dressed window competition.	30-Nov-2014	Milestone completed. Competition successfully completed, winner notified and good press coverage achieved.
Support provided to Portobello traders.	31-Dec-2014	Milestone completed. Support to deliver successful Christmas Street Festival. Event attracted around 1,000 attendees.
Support provided to Leith Walk traders.	31-Dec-2014	Milestone completed. Support provided to Elm Row traders for additional Christmas lights.
Initiated social enterprise collaboration.	31-Jan-2015	Milestone completed. Brokered successful contact between South West social enterprise and major investor for corporate social responsibility activity.
Busking Bikes.	30-Apr-2015	Milestone completed. Street science comes to six town centres. Collaboration with Edinburgh International Science Festival.
Vintage Trail Brochure.	30-Apr-2015	Milestone completed. Press call and distribution of leaflets.

Actions in progress	When	Notes
Hamilton Place Mural.	31-Aug-2015	All stakeholders engaged. Contractors' proposal to be presented & preferred candidate identified.

Mural Tour.	31-Aug-2015	Walking tour & accompanying brochure of Leith's murals to align with Edinburgh Arts Festival.
Arts Open Day.	30-Sept-2015	To include Techbase, Edinburgh Palette, Abbeyhill Colonies and Leith School of Art. In collaboration with 'LeithLate'.
Retail Mentoring.	31-Oct-2015	Identify suitable retailer & programme.
Small Business Saturday 2015.	31-Oct-2015	Meet with Small Business Saturday, Federation of Small Businesses and others to identify suitable activity for 2015.
Great Junction Street.	31-Oct-2015	Engage with traders to identify suitable activities to raise profile of street. Shutter Project to place artwork on three shutters in area.
Gorgie Shutter Project.	31-Oct-2015	Look at replicating Leith Shutter Project in other town centre.

Indicator	14/15	Target	Status	Latest note
Edinburgh retail vacancy rates	5.8%	10.4%		Edinburgh retail vacancy rate remains lower than Scottish average of 10.4%

Pledge 23 

Identify unused council premises to offer on short low-cost lets to small businesses, community groups and other interested parties

Lead politician: Frank Ross

Lead service: Services for Communities

Contact: Peter Watton

Where are we now:

The Council has a large portfolio of properties which are held for non-operational purposes and leased to small businesses, community groups and other interested parties. This includes approximately 140 properties which are let at a concessionary rent i.e. less than market value. The majority of the portfolio is occupied but when a property does become vacant, every effort is made to advertise its availability and bring it back into use as soon as possible. This will include, where practical, agreeing a short term lease pending a longer lease or sale being concluded.

A report was submitted to the Economy Committee on the 29 April 2014 and the Finance and Resources Committee on the 7 May 2014 with recommendations for the creation of a Council Policy on the sale or lease of property at less than market value.

As the property market improves, there are fewer properties becoming available with vacancy periods tending to be shorter. Although increasingly challenging, opportunities continue to be identified with vacant properties being matched with the database of requirements.

Challenges:

- Some investment may be required.
- Need to continue to maximise income/capital receipts.
- Lack of available property
- The need to support Small, Medium-sized Enterprises (SME's), community groups and third parties in an increasingly challenging market.

Where do we want to get to:

Council premises to be fully utilised and occupied.

Actions achieved	When	Notes
Implement short term lets of unused buildings.	31-Mar-2015	Milestone completed. Examples include: <ul style="list-style-type: none"> • Short-term Licences for allotments, pavilion and adventure playground at Fountainbridge. • Leases of 181/183 Canongate for both an art exhibition and art installation. • Lease of industrial unit at Peffermill for construction of 'pop-up' market stalls. • 48 temporary event lets during the summer period. • Lease of Tron Kirk for festival venue and Victorian market. • Temporary let of Lutton Court to the Commonwealth Games. • Licence of Festival Square for a 'pop-up' market.

Where are we now:

Edinburgh has 12 major festivals which work together as Festivals Edinburgh. An independent study assessed the full range of their impacts in 2010; their positive impacts included improving quality of life for residents; building capacity amongst volunteers and temporary workers; building confidence and inspiring creativity; developing skills and talents of performers; attracting tourists and journalists; building Edinburgh’s reputation worldwide; over 4 million visits to Edinburgh each year and an economic impact of £245m for the city. Nevertheless, other cities in the UK and around the world have created their own festivals and are attracting increasing attention, funding and visitors. The 2006 Thundering Hooves Study and its resulting Action Plan remain important: the Action Plan focuses on what Edinburgh must do to stay ahead of this competition. Major events also have numerous similar benefits for the city.

On 17 December 2013, the Culture and Sport Committee approved funding for a range of events as part of the Festivals and Events core programme for 2014. Additions to the Festivals and Events Core Programme (2014 and 2015) were approved by the Culture and Sport Committee on 27 May 2014. This report also noted that the six Festival projects received a total of £255,000 of support over 2013 to 2014 from the 2012 – 2014 enhanced programming budget held by the Culture and Sport service.

Activities to welcome the Queen’s Baton to Edinburgh and the Commonwealth Games to Scotland in 2014 included a Gala Concert at the Usher Hall on 13 June; a series of community events on 14 and 15 June including the School Run which started at the Palace of Holyroodhouse and finished at Meadowbank Stadium; and a concert at the Ross Bandstand.

The Museum of Edinburgh’s 2014 exhibition Active City – Celebrating Edinburgh’s Sporting Heritage explores the capital’s long association with sport and the Commonwealth Games.

Challenges:

For the Festivals, challenges include securing sufficient funding to continue to stay ahead of the competition and develop innovative programming; cultural infrastructure; achieving sustainable development of the festivals; growing competition from other cities.

Challenges for major events include: sufficient funding to research and bid for key events; associated costs for the city’s infrastructure (related to roads and transport; parks and greenspace; waste; policing/security; Event Planning and Operation Group support); competition from other cities for key events; new events and growth of sector.

Where do we want to get to:

Maintain and build on Edinburgh’s reputation as an ideal location for major events and the pre-eminent Festivals.

Actions achieved	When	Notes
Festival of Sport 2014 and Munich 'Twin Cities' project.	05-Oct-2014	Milestone completed. The annual Festival of Sport took place across the city between 20 September to 5 October 2014, showcasing a huge variety of sport and physical activity opportunities. A host of free events included taster sessions, demonstrations and competitions to encourage people of all ages to discover the benefits of an active lifestyle. Werner Kern, world-renowned coach for Germany’s Bayern Munich Football Club, addressed 95 industry professionals from 52 football organisations about nurturing young sporting talent. His talk formed part of the 60th Anniversary Twin City celebrations between Edinburgh and Munich.
Where Do I End And You Begin.	19-Oct-2014	Milestone completed. As part of the Glasgow 2014 Cultural Programme, and during the year of Homecoming Scotland, Edinburgh Art Festival in partnership with the City Art Centre presented a major international exhibition of contemporary art selected by five curators from Commonwealth countries. Taking its title from a work by Indian artist, Shilpa Gupta, the exhibition explored the ideas, ideals and myths which underpin notions of community, common-wealth, and the commons.

Outcomes of the 2014 Summer Festivals.	31-Dec-2014	Milestone completed The Culture and Sport Committee on 16 December 2014 considered a report on the 2014 Summer Festivals and noted that attendance had increased for the majority of the Summer Festivals since 2012.
Scottish Chamber Orchestra's 40th anniversary season.	31-Dec-2014	Milestone completed The SCO's 40th anniversary season included a number of concerts at the Usher Hall and two performances of a family concert, Sir Scallywag and the Golden Underpants, at the Assembly Rooms.

Actions in progress	When	Notes
Thundering Hooves 2.0.	31-Aug-2015	The Festivals, the Council and other stakeholders have decided to commission a second study – to be called Thundering Hooves 2.0 – to examine the factors that will be crucial to sustaining Edinburgh's position as the world's leading Festival City. On 19 August 2014, the Culture and Sport Committee noted that Festivals Edinburgh and stakeholders have appointed consultants to produce Thundering Hooves 2.0. The final Thundering Hooves 2.0 study will be reported to Committee in August 2015.
Host a Stage of the Tour of Britain.	30-Sept-2015	Planning on track.
Partner City Anniversaries Working Group.	31-Dec-2015	External Relations - support the Lord Provost as chair of the Partner City Anniversaries Working Group to develop projects and ideas with Edinburgh's twin and partner cities for 2015/16 with particular focus on Krakow and Florence.
Festivals Edinburgh international campaigns.	31-Dec-2015	External Relations - Support Festivals Edinburgh in their international campaigns and international promotions and work on developing an Edinburgh / Munich festivals project.
Edinburgh's Hogmanay.	05-Jul-2020	A new consortium is managing and delivering Edinburgh's Hogmanay, and the related Christmas events programme, on the Council's behalf from 2013 onwards. An update on this was reported to the Culture and Sport Committee on 26 May 2014.
Festivals continue to update the Thundering Hooves Action Plan.	05-Jul-2020	Progress on the Thundering Hooves action plan was last reported to the Culture and Leisure Committee in June 2011. Additional resources were approved for the period 2012 – 2014 to the major festivals and to Festivals Edinburgh to enhance product and marketing. The enhanced activity in 2012 was reported to the Culture and Leisure Committee in October 2012. The first ever Edinburgh Culture Summit was held in the city on 13 and 14 August 2012, and the second summit was held in August 2014. A third is programmed for 2016. A major programme of cultural diplomacy during the summer months of 2012 was supported by the Council, the British Council, Creative Scotland, EventScotland, Scottish Enterprise and the Scottish Government, and a second programme of cultural diplomacy in summer 2013 was supported by the Council, the British Council, Creative Scotland and Festivals Edinburgh. This workstream has continued during the 2014, the year of the Commonwealth Games and Ryder Cup in Scotland and the second Year of Homecoming.

Pledge 25 

Introduce a “living wage” (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development

Lead politician: Alasdair Rankin

Lead service: Corporate Governance

Contact: Linda Holden

Where are we now:

The Council introduced a Living Wage rate of £7.50 per hour for its employees on 1 January 2013. This increased to £7.65 per hour on 1 April 2014 and £7.85 per hour on 1 April 2015 in line with the recommendations made by the Living Wage Foundation.

These Living Wage rates have also been applied to temporary agency workers on assignment with the Council since 1 January 2013.

The impact of the Living Wage on the Council’s current pay and grading structure has still to be determined. This is dependent on whether the Living Wage is agreed as the lowest hourly rate of pay for Local Government Employees, which is being discussed by COSLA and the Trades Unions as part of the 2015/16 national pay negotiations.

The Council has been exploring the options available within the current legal and financial constraints to encourage wider adoption amongst contractors. A pilot tender approach that encourages the Living Wage, and other favourable workforce related conditions, has been agreed. The pilot outcome will be reported to the relevant Committee to inform future practice.

Challenges:

Challenges remain the impact on budgets/costs; the potential impact on the pay and grading structure; the impact on other policies (including the commitment to a policy on no compulsory redundancies).

Where do we want to get to:

Continued application of the Living Wage within the Council's pay structure and its voluntary adoption by Council contractors and the wider business community in Edinburgh.

Actions achieved

Further consultation and dialogue with the Trades Unions, procurement and other stakeholders.

Pledge 26 **Establish a policy of no compulsory redundancies****Lead politician:** Alasdair Rankin**Lead service:** Corporate Governance**Contact:** Linda Holden

Where are we now:

A policy of no compulsory redundancies is operating in practice. There have been no compulsory redundancies since the introduction of the pledge. All efforts have been made to redeploy surplus staff. The policy continues to be monitored closely for cost effectiveness and business efficacy on a case by case basis.

Challenges:

Challenges remain the impact on budgets; the impact on current severance schemes; the impact on employment policies such as redeployment and the associated resource requirements; the availability of suitable alternative employment; the impact on training resources including budgets.

Where do we want to get to:

The continuation of a no compulsory redundancy policy and a focus on internal redeployment and training, where possible.

Actions achieved

The commitment will continue to be progressed through consultation with elected members, the Corporate Leadership Group and the Trades Unions.

Pledge 27 

Seek to work in full partnership with Council staff and their representatives

Lead politician: Alasdair Rankin

Lead service: Corporate Governance

Contact: Linda Holden

Where are we now:

Strong working relationships between the Council and the Trades Unions continue. A well developed structure of formal and informal consultation and negotiating meetings operate at corporate and service levels. These meetings cover proposed amendments to terms and conditions of employment, organisational reviews, health and safety requirements, project based change initiatives and budget updates.

The development of employment policy/procedure continues to be undertaken in consultation with the Trades Unions using an agreed model that encourages trade union input to both development and implementation of the final policy/procedure as a collective agreement.

Engagement with all Council staff remains an important focus with Pride in our People, as well as Director and staff sessions at service level. Staff have also been asked to contribute, either individually, as teams/groups or at engagement events, to the Transformation Programme.

Challenges:

A key challenge is ensuring consistency of good practice to staff engagement at a time of great financial pressure.

Where do we want to get to:

Positive working together with the Trades Unions and engagement with staff to achieve Council objectives.

Actions in progress	Notes
Full partnership working with TUs will involve establishing a joint strategy, agenda, goals and objectives and collaborative working.	Partnership working between elected members, staff and TUs will be achieved through empowerment and the opportunity to influence decisions.

**Lead politician:** Frank Ross**Lead service:** Economic Development**Contact:** Steve McGavin**Where are we now:**

The Edinburgh Business Forum (EBF) is a panel of leading businesses and public sector organisations providing a strategic perspective on the future development challenges facing the City. The EBF is chaired by Hugh Rutherford of Montagu Evans. The Council Leader, Convenor of the Economy Committee, Chief Executive and Director of Economic Development are also represented.

The EBF presently has a strong focus on the current Council-led discussions around regionalisation and the development of a City Deal. EBF members are offering their full support by working with the Council to ascertain where their expertise can be used to add most value. This includes gaining a clear understanding of the skills landscape in the city region

The EBF held a specially convened meeting in November 2014 at which Sir Howard Bernstein, CEO, Manchester City Council, shared his experience of regionalisation and the Manchester Devolution Agreement. This meeting helped shape the thinking of the EBF on this subject.

EBF members are offering their expertise to the Council on a number of areas connected to infrastructure and development, particularly around development and housing. The EBF's Infrastructure Workstream members are working with the Council to identify the best ways to meet the Council's housing targets.

In the international context the External Relations and Investor Support teams have commenced operations to further business opportunities for Edinburgh in China. This includes the establishment of the Edinburgh Creative Industries Incubator in Shenzhen opening in May 2015. This will develop future relations between both cities to maximize opportunities from international markets.

Challenges:

Maintaining engagement from the EBF members and ensuring that the EBF reaches the right people with access to the right networks. Reduced budgets will impact on the events which the EBF can host, therefore resources will have to be used to best effect to ensure maximum impact.

Realising international protocol and markets.

Where do we want to get to:

Maintaining an informed authoritative business view on Edinburgh's future economic challenges. Strong partnership with the business community, working together towards the shared goals outlined in the Council's Economic Strategy. An agreed and robust methodology developed to monitor and communicate achievements of EBF.

Increased ability to exploit business opportunities for Edinburgh in China to fulfil strategic objectives, including the Memorandum of Understanding in Shenzhen.

Actions achieved	When	Notes
Issues and opportunities facing the city and the city region.	30-Nov-2014	Milestone completed. At the EBF's November Strategy Group meeting members discussed: poverty in the city; CSR; the Edinburgh 12; and EBF's role in the city region.
Regionalisation and the City Deal.	30-Nov-2014	Milestone completed. The EBF held a specially convened meeting at which Sir Howard Bernstein, CEO, Manchester City Council, shared his experience of regionalisation and the Manchester Devolution Agreement.
Opportunities for young people.	31-Dec-2014	Milestone completed. Members of the EBF visited Inch Park to speak to the young people benefitting from the training opportunities available and to see firsthand the work which is being carried out.
Sustainability and Low Carbon Workstream.	31-Dec-2014	Milestone completed. The EBF's Sustainability and Low Carbon members offered their support to the Council in the development of the SEAP and the ESCo.

Edinburgh Business Forum Main Group Meeting.	30-Apr-2015	Milestone completed. Discussions held on the City Deal and areas where the EBF can potentially offer support to the Council.
Actions in progress	When	Notes
Launch of Edinburgh-Shenzhen incubator (Shenzhen).	31-May-2015	External Relations is attending weekly meetings with Investor Support in the run up to the mission and planning accordingly.
Skills Workshop.	30-Jun-2015	This workshop will be aimed at organisations which provide a link between employers and job seekers to gain an understanding of the current landscape and identify duplication where this exists.
CheckPoint Group.	31-Oct-2015	The EBF will be represented on the Council's CheckPoint Group, offering support from a business perspective.
City Deal and regionalisation.	31-Oct-2015	The EBF will continue to support the Council as required.

Pledge 29 

Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work

Lead politician: Frank Ross

Lead service: Economic Development

Contact: Ken Shaw

Where are we now:

The Council has negotiated a contract with Skills Development Scotland to take on an additional 57 apprentices in 2015/16. The Council currently have 110 Modern Apprentices working with the organisation. Approximately 40 are due to leave before March 2016.

Modern Apprenticeships currently make up 0.7 per cent of the Council's FTE workforce against a target of 1 per cent. Apprenticeships typically last for 2 to 4 years, therefore these numbers change frequently as young people graduate the programme. The majority of graduating apprentices are retained in main grade posts. The high retention rate of apprentices into main grade posts following participation in the scheme has increased the proportion of Council's workforce in the 16 to 24 years old age bracket to 8 per cent.

Challenges:

Reorganisation and budget challenges are beginning to impact and service managers are finding it difficult to commit to creating additional apprenticeships. We have only 10 new apprenticeships confirmed so far for 2015/16.

It costs in the region of £2.5 million per annum to support apprentices and only 6 per cent of these costs are met by Skills Development Scotland with the majority of costs being paid by the employing service. Economic Development budget savings mean that the Skills Development Scotland's income was retained in the 2014/15 Economic Development Service's budget to pay for training and administration costs therefore not distributed to service budgets.

Where do we want to get to:

The Council leads by example in providing or sourcing apprenticeship, employment or training opportunities to ensure that every school leaver is well informed about labour market opportunities and has an agreed and meaningful positive destination on leaving school.

Actions achieved	When	Notes
Modern Apprenticeship Awards took place in Edinburgh.	30-Nov-2014	Milestone completed.
Inspiring Young People will support an additional 60 young people in 2014/15.	31-Mar-2015	Milestone completed and exceeded. Inspiring Young People supported 88 young people in 2014/15.
70 apprentices recruited.	31-Mar-2015	Milestone completed.

Actions in progress	When	Notes
Modern Apprenticeship week.	31-May-2015	
Modern Apprenticeship Graduation event.	31-May-2015	
Development of pilot of a supportive apprenticeship for young people with a disability.	31-Oct-2015	
Investigate the options to expand the Buchanan Scholarship.	31-Oct-2015	

Lead politician: Alasdair Rankin

Lead service: Financial Services

Contact: Hugh Dunn

Where are we now:

A balanced budget for 2015/16 was [approved by Council](#) on 12 February 2015. Given the extent of demand-led pressures affecting current and future years' budgets, however, the F&R Committee of 3 February approved a motion setting out a range of further actions geared towards securing the Council's longer-term financial sustainability, including (i) a detailed review of the current and medium-term position of the Health and Social Care budget and (ii) the convening of monthly budget monitoring and challenge meetings across the main service areas, with appropriate political representation, to increase the robustness of current scrutiny arrangements.

The review of the Health and Social Care budget has now been completed, with initial findings to be reported to the F&R Committee meeting of 4 June. The first two rounds of monthly budget "challenge" meetings have also taken place. The Head of Finance has furthermore presented the results of an additional savings assurance assessment to CLG, with any outstanding delivery plans, or sustainable alternative measures, requiring to be identified by 31 March.

In recognising that the transformation proposals will address only an element of subsequent years' savings requirements, [an interim update on the Council's Long-Term Financial Plan](#) was considered by the F&R Committee on 19 March. To this end, CLG has now agreed to develop additional proposals to a value of £34m, developed in light of the Council's priorities and capable of delivery from April 2016, for discussion with elected members.

Challenges:


- Increased demand for a range of services, including the impact of demographic changes
- Reducing capital and revenue resources;
- Additional pressures resulting from Welfare Reform;
- Uncertainty over the level of grant funding
- Finding creative solutions to tackle these issues.

Where do we want to get to:

To preserve financial stability, maximise efficiency, increase partnership working and focus on excellent service delivery of key outcomes.

Actions achieved	When	Notes
Establish quarterly progress reporting to Finance and Resources Committee for five themes underpinning longer-term framework.	31-Dec-2014	Milestone completed. Following earlier quarterly updates, bi-monthly progress updates on the transformation programme have now been introduced, the first of which was reported to the F&R Committee on 13 May.
Set balanced budget for 2015/16 as part of a longer-term framework.	12-Feb-2015	Milestone completed. A balanced budget for 2015/16 was approved by Council on 12 February 2015.

Actions in progress	When	Notes
Introduce monthly budget mentoring and challenge meetings for all service areas.	Ongoing	The first two rounds of meetings have now taken place.
Issue for public engagement a balanced set of draft budget proposals for 2016/17.	30-Sep-2015	A combination of transformation plan and service prioritisation-based proposals is being developed for consideration by the Capital Coalition.

Indicator	Q3 14/15	Target	Status	Latest note
Revenue: current year's projected outturn (Council-wide)	100.3%	100%		While significant demand-led pressures within the Health and Social Care service have been reported during the year, the provisional outturn for the year indicates that across the Council as a whole, a balanced position for 2014/15 has been achieved, including approved use of Council reserves.


Lead politician: Richard Lewis

Lead service: Culture and Sport

Contact: Lynne Halfpenny

Where are we now:

The Edinburgh Cultural Venues Study, which was reported to the Culture and Leisure Committee in May 2009, described the priorities for investment in Edinburgh's cultural infrastructure. 73 venues in public, private, higher education and third sector ownership, with a 200 plus capacity, were assessed and priorities identified. The following projects have been completed: the Usher Hall, the Church Hill Theatre, the National Museum and new stands for the Tattoo. A major refurbishment of the Assembly Rooms and interim investment in the King's Theatre were completed in July 2012. The Council would expect to facilitate or support developments of venues in non-Council ownership or management through strategic rather than fiscal mechanisms such as site ownership and planning options (such as the Potterrow development by the Festival City Theatres Trust). This multi-purpose studio hosts rehearsals, workshops, small-scale performances and festival events. The Council's Museums and Galleries continue to undergo a range of physical improvements and customer-focused enhancements. The Museum of Edinburgh officially launched its new visitor attraction and extended and refurbished facilities in July 2012; improvements in the City Art Centre are now complete; and improvements are planned at the Museum of Childhood. The Culture and Sport service grant funds 38 cultural clients in the city who make a significant contribution to the success of the city's cultural infrastructure.

Following the refurbishment projects completed in 2012 at the Museum of Edinburgh and Assembly Rooms, both venues were shortlisted for a 2013 Edinburgh Architectural Association Award. On 22 April 2013 the Assembly Rooms was announced as the winner. The Assembly Rooms was also nominated for eight other national awards, was the winner of the Commercial category in the Royal Incorporation of Chartered Surveyors' 2013 Awards, and was Highly Commended and Commended by four of the other Awards.

The Fruitmarket Gallery has secured a development award of £100,000. This will enable the Gallery to further develop its plans to refurbish and extend the existing gallery on Market Street. The Council provides strategic support to the Fruitmarket Gallery to achieve shared aspirations and has also offered office and storage facilities at the City Art Centre during the refurbishment of the Fruitmarket Gallery.

The Council has been working in partnership with the Collective Gallery and has committed £900,000 to relocate the Gallery to a refurbished City Observatory complex. The Collective Gallery secured a development award of £94,840 from Creative Scotland in 2014 to contribute towards the redevelopment of the site. This initial award will unlock a further contribution from Creative Scotland of £950,000 if Stage 2 is approved. This will allow buildings of historic significance on Calton Hill to be brought back into public use.

The Council supported Edinburgh Printmakers' application for Heritage Enterprise funding from The Heritage Lottery Fund. The Edinburgh Printmakers' bid for £5m has been approved.

On 27 May 2014, Culture and Sport Committee approved the appointment of Christine De Luca as the fourth Edinburgh Makar from 1 June 2014 and acknowledged Ron Butlin's achievements as Edinburgh Makar over his two terms from 2008 to 2014.

Challenges:

The Edinburgh Cultural Venues Study identified that a minimum of £25m would be needed to address the then basic requirements of existing venues across the city, £100m would bring the venues up to a competitive international standard and £200m would place Edinburgh at the forefront of venue provision in the world. Investment would improve the quality of existing venues; increase the quantity of quality product coming to the city; and meet identified gaps and market need. Additionally, £133.5m has been invested across Edinburgh in cultural infrastructure since publication of the Study.

Where do we want to get to:


Through partnership building, project facilitation and support, continue to assess the city's cultural infrastructure needs and contribute to meeting those needs.

Actions achieved	When	Notes
Assembly Rooms Annual Performance Report to August 2014.	31-Aug-2014	Milestone completed. The Assembly Rooms annual performance report presented to the Culture and Sport Committee on 19 August 2014 noted that the venue has consistently delivered successfully on its business plan and development targets since it reopened as a fully refurbished events venue in July 2012.
Festival City Theatres Trust Annual Performance Report to August 2014.	31-Aug-2014	Milestone completed. The Festival City Theatres Trust (FCTT) annual performance report presented to the Culture and Sport Committee on 19 August 2014 noted that the FCTT had met all its performance indicators and achieved substantial increases in the numbers attending performances and in box office income, making 2013/14 an exceptional year for the Trust. As a result of this, the FCTT's accumulated deficit of £473,000 at the end of 2012/13 was reduced by 85% to £73,000.
Usher Hall Annual Performance Report to August 2014.	31-Aug-2014	Milestone completed. The Usher Hall annual performance report presented to the Culture and Sport Committee on 19 August 2014 noted that 2013/14 had been another positive year for the venue, with a continued trend of growth across a number of key areas since re-opening in 2010, including record levels of ticket income and total income.

Actions in progress	When	Notes
Assembly Rooms Annual Performance Report.	31-Aug-2015	The next Annual Performance Report will be presented to the Culture and Sport Committee in August 2015.
Festival City Theatres Trust Annual Performance Report.	31-Aug-2015	The next Annual Performance Report will be presented to the Culture and Sport Committee in August 2015.
Usher Hall Annual Performance Report.	31-Aug-2015	The next Annual Performance Report will be presented to the Culture and Sport Committee in August 2015.
Florence Cultural Events.	31-Dec-2015	External Relations - Collaborating with the City of Literature Trust, Scottish Poetry Library, Royal Conservatoire of Scotland, Edinburgh College, Talbot Rice Gallery and the Italian Cultural Institute to produce a multi-media cultural event with twin city Florence in 2015.
CityofLiterature.tv	31-Dec-2015	External Relations - Directly supporting the establishment of a new cultural platform – CityofLiterature.tv in collaboration with the City of Literature Trust to facilitate further cultural project work with twin and partner cities.
Cultural Bid.	31-Dec-2015	External Relations - Working with cultural and creative organisations across the city and alongside other European cultural cities to develop a Council bid to the Creative Europe Programme that supports an entrepreneurial and innovative approach to cultural programming, development and assets.

Calton Hill partnership with the Collective Gallery.	31-Jan-2017	Phase 2 of the Calton Hill project, to redevelop and revitalise the Old City Observatory site, is under way with the Collective Gallery, which has relocated to this complex. Around 20% of the capital funding required to complete this project is being pursued by the Collective Gallery. In the meantime, the Court of Session has granted authority for the Council to enter into a 25-year lease with Collective Gallery for the Old City Observatory, the City Dome and the grounds in which they sit.
Facilitate and support the relocation of Edinburgh Printmakers.	31-Dec-2018	Edinburgh Printmakers was an original partner in the Arts Hub project. When the decision was taken not to proceed with the Arts Hub, the Council worked with the Edinburgh Printmakers to identify an alternative location for them, and has continued to facilitate and support Edinburgh Printmakers' move from their Union Street venue to the North British Rubber Company factory building in Gilmore Park/Fountainbridge Road as part of the overall master plan for the site. The Council supported Edinburgh Printmakers' application for Heritage Enterprise funding from The Heritage Lottery Fund. The Edinburgh Printmakers' bid for £5m has been approved.

4. Strengthening and supporting our communities and keeping them safe

Pledge 32  Develop and strengthen local community links with the police		
Lead politician: Cammy Day	Lead service: Services for Communities	Contact: Susan Mooney
Where are we now:		
<p>The Community Policing Service Level Agreement (SLA) and associated Key Performance Indicators for 2015/16 have been approved at Health, Social Care & housing Committee on April 21st 2015. A report on the full year's performance under the first SLA (2014/15) will be considered at the Police and Fire Scrutiny Committee on 1 May 2015. The Community Improvement Partnership (CIP) 2014 model, which replaced the Tasking and Coordination Groups, has been implemented both citywide and locally, and work is ongoing with Police Scotland to accommodate the data transfer required to enable consistent analytical reporting at each CIP.</p>		
Challenges:		
<p>Ensuring effective and representative community engagement; Encouraging reporting of incidents; Ensuring the move to the national police model does not diminish local community policing.</p>		
Where do we want to get to:		
<p>Increased community engagement. Further development of local community links with Police through:</p> <ul style="list-style-type: none"> • Increased co-location of officers; • Improved information sharing; • Development of Total Neighbourhood Model; • Committee approval of the 2015/16 SLA between the Council and Police Scotland. 		
Actions achieved	When	Notes
Development of a 2015/16 SLA between the Council and Police Scotland.	31-Mar-2015	Milestone completed. A new SLA for 2015/16 for Council funded officers was approved by Health, Social Care & Housing Committee on April 21 st 2015. The new SLA will result in two dedicated officers per ward and seven extra officers in the city centre to deal with issues associated with the night time economy. The SLA also now includes a contribution to the Edinburgh Divisional Violence Reduction Unit which allows for a flexible resource which can respond to the needs of the local community where there are particular issues of anti-social behaviour and crime.
CIPs rollout.	31-Mar-2015	Milestone completed. The CIPs have been rolled out across the six neighbourhood areas, and Council analysts are in place to provide analytical information at each meeting.
Information Sharing/Analysts.	31-Mar-2015	Milestone completed. Two analysts in post in community safety. Analytical product to support CIP process has been developed and distributed.
Actions in progress	When	Notes
Development of total Neighbourhood proposals/outcomes through East Project.	30-June-2015	Total Neighbourhood East (TNE) has established a Development Group which includes staff from the Council, NHS, and Improvement Service, who come together to share information and plan intervention work.

		<p>This approach supports community engagement and the development of sustainable solutions with a focus on prevention.</p> <p>TNE Development Group has agreed to develop 'Learning Reports' to help inform the development of the new Localities model. Following this, a review of key activities will be undertaken with a view to embedding a sharper focus of learned activity within core work streams.</p>
Developing shared front counter provision with Police Scotland in Drumbrae Community Hub and East Neighbourhood Centre.	West – July 2015- East – December 2015	<p>Police Scotland is leading on discussion for provision of a shared front counter in the Drumbrae Hub supported by the West Neighbourhood Team, although its development is on hold, as the public counter at Corstorphine Police Station remains open.</p> <p>A Police single point of contact has been agreed with uniformed officers present in the Hub and regularly sharing the Drumbrae facility.</p> <p>A uniformed police presence is also provided at the East Neighbourhood Centre.</p> <p>Development of a shared front counter at the East Neighbourhood Centre is on hold, pending changes occurring at Craigmillar Police Station over the next ten months, with the position to be reviewed thereafter.</p>
Information Sharing/Analysts (ongoing Review).	30-Sept- 2015	Ongoing review of information sharing protocols with Police Scotland in progress. This to include agreed access to Police data.


Lead politician: Maureen Child

Lead service: Services for Communities

Contact: Natalie McKail

Where are we now:

A continuous improvement programme to strengthen the Neighbourhood Partnerships (NPs) collaborative engagement and partnership role is underway. This programme of work is subject to continuous review to respond to opportunities and changes at local, city and national levels. A detailed progress update will be reported to the Communities and Neighbourhoods Committee on 5 May 2015. With the production of the new Local Community Plans 2014-17 and the public performance framework, the development and delivery of service responses to meet the identified priorities are being taken forward by service providers and the community through the NP sub groups.

Challenges:

Developing an effective neighbourhood response to legislative change e.g., Police Scotland, Health and Social Care integration and the Community Empowerment (Scotland) Bill; achieving an integrated approach to community engagement; demonstrating the NPs added value to improved outcomes for local communities.


Where do we want to get to:

Organisations working together with communities to improve the quality of people's lives through the design and delivery of better local outcomes.

Actions achieved	When	Notes
Refreshed Public Performance Framework for NPs approved.	25-Nov-2014	Milestone completed. Refreshed framework approved by Communities and Neighbourhoods Committee in November 2014.
Launch of Local Community Plans 2014-17.	31-Dec-2014	Milestone completed. Programme of targeted promotional activity carried out including citywide launch at the Edinburgh Partnership in Conference event, roadshow events including Central Library, staff drop in session at Waverley Court and promotion on plasma screens in libraries and Neighbourhood offices and using social media channels. Key element was feeding back to contributors to the development programme with Services for Communities Neighbourhood Teams carrying out a wide range of locally targeted activity.
Community Council Development and Support programme for 2015/16 produced.	31-Dec-2014	Milestone completed. The programme content developed in response to findings of survey of community councillors.
NP website redesign proposal produced.	31-Dec-2014	Activity forms one element of the new communications approach agreed by Communities and Neighbourhoods Committee in June 2014.
Participatory budgeting (PB) Development Plan produced.	31-Jan-2015	Milestone completed. PB activity forms one element of work aimed at increasing the influence of NPs and communities on the use of resources.
Ten day package of expert support secured as part of the Scottish Government's national programme for participatory budgeting.	11-Feb-2015	Milestone completed. PB activity forms one element of work aimed at increasing the influence of NPs and communities on the use of resources.
Inclusion of defined section on NP Local Community Plans in new Edinburgh Partnership City Community Plan.	19-Mar-2015	Milestone completed. Strengthens links from NPs to EP, enabling the contribution of local action to the delivery of city priorities to be demonstrated.

Tailored promotion of 'Inspiring Volunteering Awards' carried out to increase awareness of the value of volunteering across the areas.	31-Mar-2015	Milestone completed. Activity comprises one element of action plan to promote volunteering across the NPs. This work developed collaboratively with the Edinburgh Volunteer Centre and contributes to the city Volunteering Strategy.
Alcohol profiles produced for each NP.	31-Mar-2015	Milestone completed. Profiles developed collaboratively with the Edinburgh Drug and Alcohol Partnership and designed to support the development of targeted action across the NPs as part of the delivery of the LCP action plans.
NP contribution to the city Poverty and Inequality Framework articulated through production of one page blue print drawn from Local Community Plans.	31-Mar-2015	Milestone completed. Approach to be reported to Communities and Neighbourhoods Committee in May 2015.
Initial programme of work carried out, led by Edinburgh Voluntary Organisations' Council, to strengthen third sector involvement in NPs. Survey of third sector organisations completed. Direct development support provided to NP voluntary sector forums.	31-Mar-2015	Milestone completed. Activity completed will inform future improvement plan with this to include establishing mechanisms to build relationships between the Forums across the city to enable good practice to be shared, opportunities for joint training and mentoring and improved communications. Activity contributes to the new Compact Strategy for the city currently being developed.

Actions in progress	When	Notes
Delivery of communications approach and e-engagement. Key components planned for delivery in next six months to include refreshed NP website and introduction of Dialogue App.	31-Oct-2015	Approach forms a key element of work in strengthening community participation in the NPs and is part of a longer term strategy for NPs.
Delivery of year one of LCP Action Plans and annual report produced for Communities and Neighbourhoods Committee.	31-Nov-2015	To be developed and delivered collaboratively by service providers and the community through the NP sub groups, and recognising the NPs key role in addressing poverty and inequality and contribution to the city prevention strategy.
Implementation of action plan to promote volunteering across NPs.	31-Mar-2016	To include the development of a dedicated NP Community Award, and data research to map current levels of volunteering activity.
Delivery of Community Council Support and Development Programme. First session on 'Understanding NPs' delivered in March 2015.	31-Mar-2016	The first session was highly evaluated by the 37 community councillors attending. Remaining programme includes sessions on community engagement, communications, social media and funding.
Development and delivery of a programme of work to enhance equalities activity across the NPs.	31-Mar-2016	Activities to include guidance to support the participation of people with protected characteristics across the NPs and an enhanced local monitoring and evaluation framework.
Delivery of PB Development Plan and the design and implementation of Scottish Government's PB expert support programme.	31-Mar-2016	PB forms one element of a broader programme of work to strengthen NP influence on use of resources at local level with this forming part of the longer term strategy for NPs.
Enhancing the role of the business sector in NPs.	31-Mar-2016	Development of neighbourhood based activity as part of new Corporate Social Responsibility (CSR) Framework.

Indicator	14/15	Target	Status	Latest note
% of residents who feel that they are able to have a say on things happening or how services are run in their local area	37%	n/a		Around a third of residents felt they could have a say or influence decisions that affected their neighbourhood in 2014.

Lead politician: Cammy Day	Lead service: Services for Communities	Contact: Susan Mooney
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Where are we now:

The Anti-social Behaviour Review Group (ASBRG) established in June 2013 meets every three weeks to consider complex and lengthy cases, with a view to reaching workable resolutions as quickly as possible. To date, the Group has reviewed 115 cases and continues to share best practice across all of the neighbourhood community safety teams, in addition to cementing links with the Youth Tracking System developed in the South West of Edinburgh, and the Inclusive Edinburgh initiative, which seeks to explore the most suitable interventions for society’s most vulnerable and disengaged.

Challenges:

Effective reduction in persistent offenders’ behaviour requires joint partnership working beyond community safety and policing, and an emphasis on early intervention as well as response to current problems. It is critical that developments build on local knowledge and expertise and are in line with community priorities.


Where do we want to get to:

Partnership approaches which achieve improved resolution outcomes for communities and continue to reduce antisocial behaviour and crime year on year.

Actions achieved	When	Notes
Review of existing policies and procedures to focus on outcomes.	10-Mar-2015	Milestone completed. The Anti-social Behaviour Policy was approved by the Health, Social Care and Housing Committee in June 2014, and procedures have been reviewed to ensure a strong link between policy and practice. Existing policies and procedures are subject to ongoing regular review, to ensure they reflect best practice and are updated in line with relevant legislative change.
Training programme for Community Safety Officers to increase skills base, in particular dealing with challenging cases.	24-Mar-2015	Milestone completed. Two e-learning training modules have been developed for community safety staff, with more to follow. The training modules are designed to complement internal staff procedures for investigating and managing challenging anti-social behaviour cases, to ensure consistency of approach, and a focus on achieving best outcomes. In addition, a number of frontline Community Safety Officers and Environmental Wardens have attended conflict resolution training to develop their awareness of the techniques used in managing confrontational situations. Training is ongoing for the remainder of frontline staff within community safety.

Actions in progress	When	Notes
Development of ASB Strategy 2016 – 19.	30- Sept-2015	ASB Strategy expected to be completed by the end of September 2015. An ASB Policy has been developed and will be submitted at Health, Social Care and Housing Committee on 17 June 2015. Analysis of cases reviewed at the Anti-social Behaviour Review Group (ASBRG) shows that noise, threatening behaviour, and harassment to be the main three issues identified. Many cases also involved underlying drug and alcohol misuse along with mental health issues.

		<p>To address this, the ASBRG currently links in with the Health and Social Care led initiative, 'Inclusive Edinburgh', which was launched in January 2013 to tackle issues faced by those in society with complex needs. Both groups adopt a holistic and integrated approach building on the 'Total Neighbourhood' model, with the aim of achieving better and more sustainable outcomes for communities and individuals.</p>
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Indicator	14/15	Target	Status	Latest note
Perception of how safe people feel after dark	83%	n/a		

Pledge 35 

Continue to develop the diversity of services provided by our libraries

Lead politician: Richard Lewis

Lead service: Services for Communities

Contact: Susan Mooney

Where are we now:

Edinburgh’s Library and Information Services have continued to develop and expand services delivering on the Next Generation Libraries Strategy.



Challenges:

- Source funding for the long term transformation of Central Library.
- Continuing to deliver innovation in electronic and creative social impact services.
- Reduction in opening hours April 2015, maintain high levels of performance.

Where do we want to get to:

To provide high quality library services using both physical and virtual access, involving customers in development of services to ensure we meet customer demands and achieve service excellence.

Actions in progress	When	Notes
Delivery of options to redevelop Central Library.	Ongoing	Further feasibility study has been carried out and funding solutions are being investigated. Discussions are ongoing with National Library of Scotland to investigate joint funding options.
Deliver Gold Standards Programme.	Ongoing	8 libraries now awarded Gold Standard status.
Partnership development.	Ongoing	MacMillan Cancer Support funding awarded December 2014 to provide free advice and support throughout libraries in a non clinical setting.
Identify options to co-locate libraries.	Ongoing	Feasibility study for a possible merger of Public and School Library service ongoing.
Peoples Network –free access to PCs.	30-May-2015	Refresh and upgrade programme for library estate of public access computers due to roll out May 2015.

Indicator	14/15	Target	Status	Latest note
Visits to libraries	3,427,914	3,400,000		Exceeded target by 0.8%. 2% increase on 2013/14. Performance curtailed by closures for building works.
Electronic resources	5,000,000	5,379,256		Exceeded target by 7.5%. 12% increase on 2013/14.

5. Ensuring Edinburgh, and its residents, are well cared-for

Pledge 36



Develop improved partnership working across the Capital and with the voluntary sector to build on the "Total Craigroyston" model

Lead politician: Maureen Child

Lead service: Corporate Governance

Contact: Nick Croft

Where are we now:

Edinburgh Partnership

The Edinburgh Partnership agreed (19 March 2015) the a new Community Plan 2015/18 (SOA 5) which incorporates Strategic Partnership refined priorities under the four Strategic Outcomes :

- Edinburgh's economy delivers increased investment, jobs, and opportunities for all
- Edinburgh's citizens experience improved health and wellbeing with reduced inequalities
- Edinburgh's children and young people enjoy their childhood and fulfil their potential
- Edinburgh's communities are safer and have improved physical and social fabric

Total Place Initiatives

The value and benefit of locality based approaches has been recognised in the creation of a third "Total Place" initiative, focussed on Wester Hailes. Work continues at local level to test out different approaches to service delivery and co-producing new ways of tackling wicked issues. Lessons learned have been fed into the Council Transformation Programme and other strategic development groups. The Total Place methodology provides strong references for the Council Transformation Programme - Citizens and Neighbourhoods Services work stream and the development of the new Localities model. The latter initiative is undergoing service mapping activity, and local and city-wide engagement. Expansion of participatory budgeting in more neighbourhood management areas and in health and social care settings, signals solid progress in both developing partnership working in the city and on citizens influencing the services they receive in their community.

The Edinburgh COMPACT

The COMPACT's tenth anniversary is being marked with work to identify the benefits of Compact in Edinburgh and to coproduce an ambitious new strategy and action plan aimed at further strengthening the role of the third sector across the city and to drive prevention, poverty and inequality work across the city. Improved profiling of the third sector's economic and social contributions is to occur alongside greater focus upon enhancing social entrepreneurship and active citizenship.. This will be an ongoing initiative.

Challenges:

- Accountability for the Community Plan has been strengthened through the introduction of improved governance arrangements by the Edinburgh Partnership Board. Executive Officer level Advisor positions and the EP Lead Officers Group have been established to provide additional support to the Board and community planning implementation across the city. The Board has adopted a robust approach to its business meeting arrangements, including improvements to the alignment of reports and presentations with core business, and the quality of reports being accepted for consideration.
- The proposed Community Empowerment (Scotland) Bill may require the Council to improve its engagement with communities to consider options for the transfer into community ownership vacant and/or underutilised buildings or land; establish Local Outcomes Improvement Plans; and the preparation of Locality Plans for communities recognised as being of significant disadvantage.
- A need to improve the systematic use of National Standards for Community Engagement
- As the Council develops its approach to transforming commissioning of community services and takes account of the Procurement Reform (Scotland) Act, co-production and the use of public social partnerships (PSP), collaborative commissioning methodologies and community benefit clauses (across grants and contracts) joint working with third sector interests and key stakeholders will be critical in this transformational activity.
- Ensuring that COMPACT principles and values are inculcated across EP operations and routinely applied in service design and delivery
- A need to explore new methods to engage with young people and other communities of interest.

Where do we want to get to:

The Council engages well with partners and stakeholders to involve communities in the co-design of preventative services that achieve quality and value for money from public funds.

Actions Achieved	When	Notes
A second State of the Sector (annual) report will be submitted to the Communities and Neighbourhoods Committee in the early autumn highlighting the social and economic contributions and barriers to continued operational and financial sustainability.	23-Sept-2014	Milestone completed. The report to the Council's Communities and Neighbourhoods Committee shows that Edinburgh has 2630 charitable organisations which turn over £2.7Bn/yr, employ about 15,000 people and benefit from the contribution of about 175,000 volunteers. The upcoming Compact Third Sector Forum on 18 th May 2015 will focus upon barriers to third sector growth and identify opportunities to work in different ways to help with this.

Actions in progress	When	Notes
Implementation of the 'Consulting Edinburgh' framework and toolkit across the Council.	31-Apr-2015	The consultation framework has been further developed with the introduction of the <u>Consultation Hub</u> . As well as listing current consultations the hub provides easy access to the outcomes that consultations give rise to, so completing the feedback loop of - we asked, you said, we did. The hub was launched in early October 2014 and has most recently informed the budget consultation process. Continuing efforts will occur to ensure it is a mainstreamed element of our partnership working.
Develop staff awareness of the need to routinely consider a cooperative, partnership based approach, including co-production, involving the third sector, communities and service users in relation to service design and delivery.	31-Apr-2015	Coproduction Guidance and an e-learning package will be made available to all Council staff. An Edinburgh Partnership in Conference event in June 2015 will provide city partners with an opportunity to consider the application of coproduction in their own service.
Host Edinburgh's first Compact Third Sector Forum.	18-May-2015	This event will focus upon the economic and operational health of the city's third sector and key barriers and opportunities to continued growth.
The Edinburgh Partnership is developing a Prevention Strategic Plan which references public and third sector action and highlights the value of the third sector and active citizenship.	19-Jun-2015	The Plan will provide the cornerstone for the city's approach to prevention and will be applied across the business of the community planning Strategic Partnerships and Advisory Groups.
Coproduction of a Council policy on community asset transfer.	30-Nov-2015	The new policy (including leases and concessionary lets) is being coproduced across Council and third sector interests and draft policy proposals will come forward to the Corporate Policy and Strategy Committee in the autumn of 2015. This follows settlement of the Community Empowerment (Scotland) Bill and consideration of impacts by the Edinburgh Partnership.
Support the delivery of Edinburgh Partnership Community Plan outcomes.	31-Mar-2018	The Edinburgh Partnership Community Plan/SOA (5) 2015/18 was approved by the EP Board on 19 March. Integral to the successful delivery of the Community Plan and SOA outcomes, will be the realisation of the collaborative 'commitments to action', to be delivered by the city's Strategic Partnerships, Advisory Groups and partner agencies.

Supporting developments to improve youth and communities of interest engagement.	31-Mar-2018	<p>Communities of interest are invited to relevant Edinburgh Partnership meetings and conferences to develop and progress key Community Plan outcomes.</p> <p>Coproduction of youth services outcomes in Leith is currently taking place in order to identify suitable provision by Council and third sector services.</p>
Ensuring PSP methodologies, coproduction and collaborative commissioning methodologies are embedded as standard practice when developing contract and grant programmes under the direction of Executive Committees.	30-Mar-2020	Following the Review of Council Grants and in implementing the BOLD Payments to Third Parties for the Provision of Community Services workstream, new contract and grant programmes will be coproduced with input from service users and providers. Guiding principles will be produced to support these developments.


Lead politician: Ricky Henderson

Lead service: Health and Social Care

Contact: Monica Boyle

Where are we now:

This pledge has been extended to include people who receive support in their own home as well as in care homes. Work is progressing on both creating a co-operative culture in health and social care services and the development of cooperative businesses, owned and run by and for their members whether they are customers, employees or residents.

A range of activity has taken place in care homes for older people to foster and embed a co-operative culture and ethos. Through the "Working Together to Achieve Excellent Care" programme, the project team has worked with residents, relatives, providers and NHS Lothian colleagues, to review care home resident participation strategies; providing meaningful activities for residents in a way that recognises their own life stories and interests and progressing a variety of workforce development initiatives which draw on the expertise to be found in the communities in which care homes are located.

Our Market Shaping Strategy makes clear our commitment to the development of co-operative and social enterprises and has announced the launch of an Innovation Fund, worth £400k over 2 years, in October 2013. The Fund specifically invites applications for a contribution of up to £50,000 towards the cost of developing health and social care co-operatives and social enterprises. The Fund will also support initiatives being led by Edinburgh residents seeking to establish co-operatives dedicated to the long term care and support of their severely disabled adult relatives.

We are currently working with a local voluntary organisation to support three families of people with learning disabilities to establish a service user owned cooperative to manage and deliver services to meet their care and support needs.

Challenges:

Ensuring that sufficient time, effort and skill can be utilised to support engagement which produces good outcomes for all. Other challenges will be identified as these workstreams progress.

Where do we want to get to:

Better quality of life for people who live in care homes and those people who need support to remain in their own home.

Actions achieved	When	Notes
Monitoring of the use of the new tool which captures involvement preferences of residents for 6 months.	31-Mar-2015	Milestone completed. Monitoring of the use of the tool has been in place for 6 months and a review of the tool is now about to commence.
Actions in progress	When	Notes
Review of new tool to be undertaken.	30-Sept-2015	Following the tool being used in care homes for 6 months, a review of the tool is about to commence to be completed by Sept 2015 when a final format of the tool will be agreed. Following that, a communication strategy will be worked on.

**Lead politician:** Ricky Henderson**Lead service:** Health and Social Care**Contact:** Nikki Conway; Wendy Dale**Where are we now:**

The number of people receiving a direct payment in Edinburgh has increased each year from 120 during 2003-04 to 1,009 during 2013-14 and continues to rise. The latest available national data for 2012 showed that Edinburgh ranked fourth highest for the number of recipients (expressed as a rate per 10,000 population); and highest for spend per head of the population.

In April 2014, new Self Directed Support legislation came into force which increases people's choice and control over their social care supports. Ongoing monitoring of the take up of the different options available to people, of which Direct Payments is one, is in place.

Challenges:

The key challenges to promoting direct payments are listed below:

- The process of receiving a direct payment can be lengthy and complex;
- There is reluctance from some people who are eligible for social care support to use direct payments because they are concerned about taking on the responsibility of managing the budget and where they would like a Personal Assistant, the responsibility of becoming an employer. Support to people in managing and using their direct payment is currently provided at the outset and on an ongoing basis.

Where do we want to get to:

Increase the number of people who choose to direct their own support, and are assisted in doing so.

Actions achieved	When	Notes
Monitoring brokerage arrangements through the Personalisation Programme.	31-Jan-2015	Milestone completed. Several voluntary organisations have now signed up as 'brokers' for the new options available under the Self Directed (Scotland) Act. Monitoring of the uptake of this process is in place.

Actions in progress	When	Notes
Develop self directed support.	22-Apr-2019	Monitoring of the uptake of the various options chosen by people and the support they arrange, following the implementation of the Self Directed (Scotland) Act, is in place.

Indicator	Mar 15	Target	Status	Latest note
Direct payments	982	995		The number of people receiving direct payments is just 1% below target.

Pledge 39 **Establish a Care Champion to represent carers****Lead politician:** Ricky Henderson**Lead service:** Health and Social Care**Contact:** Monica Boyle**Where are we now:**

The remit for the role of Carers' Champion was developed and agreed in partnership with carers' organisations in the City and progress reports about carer support services provided to the Health, Wellbeing and Housing Committee.

All three new carer support schemes funded by the Change Fund have been implemented: a carer emergency card, the carer support payment and volunteer.net. Additional supports, for example the carers supported hospital discharge service, have also been set up.

Edinburgh's Joint Carers' Strategy has been developed in partnership with key local stakeholders from Health, Local Authority, the voluntary sector and carers. The Strategy outlines local priorities and outcomes for carers in Edinburgh for the next three years from 2014 to 2017. The aim is that this Strategy will be the main roadmap for support and improved outcomes for both young and adult carers in Edinburgh.

Challenges:

Ensure that carers are identified, referred, assessed and supported in a way that provides the best outcomes for them and the person that they care for.

Ensure that we are able to have the continued resources to provide support to carers and address the priority areas for both adult and young carers.

Where do we want to get to:

Carers feel valued and supported to continue in their caring role.

Actions achieved	When	Notes
All milestones under this pledge have been achieved.		

Ongoing actions

The Carers' Champion continues to raise the profile of carers and projects aimed at supporting carers to continue their caring role.

Pledge 40 

Work with Edinburgh World Heritage Trust and other stakeholders to conserve the city's built heritage

Lead politician: Ian Perry

Lead service: Services for Communities

Contact: David Leslie

Where are we now:

The Council, along with Historic Scotland, sponsors Edinburgh World Heritage Trust (EWH). A World Heritage Site (WHS) Action Plan has been developed and is being implemented. The Royal Mile Action Plan has been approved.

Challenges:

- To engage the residential community and the economic and commercial sectors in raising awareness of World Heritage Issues.
- To sustain funding for EWH and the world heritage site.
- To ensure the appropriate balance between conservation and development.
- To build on the trust developed through the consultation process to achieve buy-in to the Action Plan from the communities and businesses along the length of the Royal Mile.
- To harness funds to deliver the Royal Mile project in phases.

Where do we want to get to:

That the World Heritage Site is well managed and retains its vitality from a range of activities, which are supported by the economic and commercial sectors and resident communities. The appearance and management of the Royal Mile is transformed as a result of key organisations (including the Council), residents and businesses working together to an agreed plan.

Actions achieved	When	Notes
Forth Bridge Site status bid.	31-Jan-2015	Milestone completed. Nomination documents completed and submitted to UNESCO. Outcome will be notified at World Heritage Committee in June 2015.
Progress delivery of the Royal Mile Action Plan – autumn/ winter 2014-15.	31-Mar-2015	Milestone completed. This includes Castlehill public realm redesign, a successful trade waste pilot project, the creation of a Royal Mile Business Association, and support of a number of local initiatives.
Promote WHS by incorporating it within new wayfinding system.	31-Mar-2015	Milestone completed. This is being taken forward through the review of advertising and the street furniture contract. Contract awarded in summer of 2014; discussions on design of wayfinding system underway.
Progress review of Conservation Area Character Appraisals.	31 -Mar- 2015	Milestone completed. Completion of review of Grange and Queensferry Conservation Area Character Appraisals.

Actions in progress	When	Notes
Continue promoting a partnership approach to conservation.	Ongoing	Actively involved with all key heritage organisations and stakeholders. Developing innovative ways of working with community and University on projects e.g. Conservation Area Character Appraisals and 3D Model.
Continue partnership with EWH and Historic Scotland (HS) through development of SLA.	31-Dec-2015	Agree WH Co-ordinator service level agreement with HS and develop SLA with EWH for 2016/17.
Review Old and New Town Edinburgh World Heritage Management Plan.	31-Mar-2016	Commence review of Management Plan with HS and EWH.

Lead politician: Alasdair Rankin

Lead service: Corporate Governance

Contact: Alastair Maclean, Andrew Field

Where are we now:**Property Conservation**

In July 2014 an end-to-end transformation programme sponsored by the Chief Executive was established to resolve all outstanding complaints in relation to statutory notice work, to recover the sums due to the Council in respect of work and to develop and implement a new Shared Repairs Service. A full review of all work in relation to property conservation can be found in the Finance and Resources report dated 19 March 2015 - [Item 7.24 - Property Conservation - Programme Momentum Review - July 2014 - February 2015 – Reports, 521.92 KB](#)

Regarding the closure of the legacy service, independent case reviews for 414 unbilled projects and 102 originally identified complex complaints cases have now been independently reviewed by Deloitte. This is a significant milestone and fixes the Council's position on these legacy cases in terms of billing, settlements and potential legal action.

Progress on unbilled cases shows £13.8million invoiced at the time of writing. Current recovery on this debt is £6.1 million. There remains £4.5 million of Deloitte assessed cases to be invoiced. Invoicing will be concluded in summer 2015, with the exception of 2 projects where defect works are being undertaken.

The Council's current debt recovery policy in respect of statutory notice debt has now been revised to provide additional payment options to owners, including extended payment terms and the option to have a voluntary inhibition registered against the property. To account for the high value of statutory notice debt, the scope of the existing contract with Morton Fraser has been extended to include all statutory notice debt recovery under the revised debt recovery policy.

Following an independent review of complaint cases, a settlement process to resolve the outstanding complaints was designed and implemented. Progress is encouraging with half of all complainants provided with a settlement and 73% of settlements being accepted by return. The total number of complainants who will be contacted as part of the settlement and complaint closure process is 376. There are a further 2000 other owners who have been affected by the work and who will be contacted as part of the process. Settlements to complainants will be concluded by Summer 2015, with a small number of new complaint cases anticipated to be reviewed and released by Deloitte by the end of July.

Existing customer contact arrangements have been revised with a new single point customer gateway established. The team handles over 900 customer contacts per month, which includes an average of 60 new complaints, 20 member contacts and 20 Freedom of Information requests.

The blueprint, costed business plan and implementation plan for the new Shared Repairs Service was approved by Council in December 2014, subject to a consideration of the Council's 2015/16 budget in February 2015. Following a decision to reduce the available budget for 2015/16, the Finance and Resources Committee considered a report on the revised implementation plan for the new Shared Repairs Service. On 19 March the Finance and Resources Committee approved a proposal to launch the service on a pilot basis from 1 September 2015, with the full launch scheduled for late March 2016. Full details can be found in the report [Item 7.25 - Shared Repairs Service - Revised Implementation Plan – Reports, 161.24 KB](#). The implementation of the new service has been progressing in line with this recommendation.

Corporate Property

- Currently, the Council operates a reactive maintenance service for its non-housing portfolio based on a customer request basis up to the point each year where the remaining budget only allows Health & Safety, Wind and Watertight, Life and Limb repairs only.
- A five year rolling programme of condition surveys has now commenced to detail the backlog maintenance and allow capital works to be planned.
- To date, surveys of the Children & Families and Health and Social Care estate is complete and a six year programme is underway.

Challenges:

Property Conservation

- A number of additional complaint cases have emerged throughout the programme which have been referred to Deloitte for review. These cases number 20 and are scheduled for full review by summer 2015.
- Defect reparation work is required on some statutory notice projects to bring them to a point of completion and to allow billing. These cases are scheduled for completion by summer 2015, with the exception of 2 projects which will extend towards the close of the calendar year.

Corporate Property

- There is a significant maintenance funding gap. This has been reported to the Education, Children and Families Committee and Council-wide.
- Realignment of the Capital Asset Management Programme to target those properties in poorest condition.
- Reputational damage caused to Council.

Where do we want to get to:

Property Conservation

- All legitimate statutory notice invoices issued by summer 2015 with the exception of 2 projects which require defect reparation
- Settlements to all complainants issued by summer 2015
- A pilot of the new service established by September 2015

Corporate Property

- The new Corporate Property structure gives an opportunity to put in place processes to allow a transparent, joined up, whole life cost based planned maintenance regime to the Council portfolio. It is proposed to have a clearer and stronger link between capital and revenue works. This will lead to better knowledge and control of property condition, maintenance requirements, budgeting, the development of a preventative management strategy and plan within a transparent performance management regime.
- Fragmented information systems replaced with a single source of accurate and up to date asset data on which to base strategic and operational planning.
- More effective operational and strategic management of the Council's large and diverse property portfolio through the provision of improved, transparent financial and performance management information.
- An effective maintenance regime in place for private housing and council buildings. Investment has been and is being made in a new FM Helpdesk that should control and monitor works on a real-time basis. Additionally c£800k is being invested in a new Computer Assisted Facilities Management system that should enable far better works order and delivery processing with high quality management information where with to gauge the improvement in services for properties.

Actions achieved	When	Notes
The implementation of a revised debt recovery policy for statutory notice debt.	31 Dec-2014	Milestone completed. Additional payment options have been provided to owners, including extended payment terms and the option to have a voluntary inhibition registered against the property.
All 414 unbilled cases independently reviewed.	31-Jan-2015	Milestone completed. All unbilled cases have been independently reviewed.
All 102 identified outstanding complaint cases independently reviewed.	31-Jan-2015	Milestone completed. A further 20 complaint cases were identified throughout the programme. These are being reviewed by Deloitte at present with final cases scheduled for handover July 2015.
The establishment of a surveying team to commence the rolling programme of condition surveys.	01-Feb-2015	Milestone completed. Fabric surveys now in place and commencing survey of Corporate Governance estate, to be followed by SFC properties. Mechanical and electrical engineers still to be appointed.

A blueprint, implementation plan and costed business plan for a new shared repairs service has been approved and implementation is underway.	31-Mar-2015	Milestone completed. A reduced budget was approved with a pilot of the new service scheduled for September. The new Head of Shared Repairs post has been advertised and appointed.
All statutory notice debt now being considered through an extended partnership with Morton Fraser.	01-Apr-2015	Milestone completed. The scope of the current partnership with Morton Fraser has been extended to include all statutory notice debt.

Actions in progress	When	Notes
A new property and FM integrated IT platform.	31-May-2015	CAFM (Corporate Asset Facilities Management) system live for Waverley Court and City Chambers with all properties (> 3,000) loaded onto the system by end of March. Sign off on Phase 1 nearing completion and work started on Phase 2 to go live with the rest of the property portfolio and to implement business critical modules; for example condition surveys.
New reporting systems being established to provide management information on the condition of the estate.	31-Jul-2015	Regular reporting on condition and health and safety risks for the estate will be established on a quarterly basis. New systems to commission capital maintenance work being established.
Invoicing for unbilled cases is in progress.	Summer 2015	Invoicing will be concluded in summer 2015, with the exception of 2 projects where defect works are being undertaken.
A settlement process with complainants and all other affected owners is ongoing.	Summer 2015	Settlements have been issued to half of all complainants with an acceptance rate of 73%.
New Service implementation workstreams are ongoing including recruitment, procurement and ICT.	Pilot Sep 2015	A reduced budget was approved with a pilot of the new service scheduled for September.

Pledge 42 

Continue to support and invest in our sporting infrastructure

Lead politician: Richard Lewis

Lead service: Culture and Sport

Contact: Lynne Halfpenny

Where are we now:

All of the city’s Victorian swimming pools have been refurbished over the last few years, and a major refurbishment of the Royal Commonwealth Pool was completed in early 2012. In April 2012 the Culture and Leisure Committee identified areas within the city to receive investment in pitches and pavilions. At its meeting on 28 May 2013, the Culture and Sport Committee approved £1.215m towards a cycling hub in Hunter’s Hall Park. Following a public consultation, the Culture and Sport Committee in December 2014 approved the initiation of a tender process to begin construction of the cycling hub. At its meeting in February 2014, the Council allocated up to £200k for feasibility work into the future of Meadowbank. The feasibility study was reported to the Corporate Policy and Strategy Committee in January 2015 and referenced in the Council’s budget meeting in February 2015. A total of £600k revenue was recently invested to improve facilities for pitch sports.

Challenges:

Significant levels of funding will be required to address the remaining infrastructure priorities, which include Meadowbank Sport Centre and cycling facilities.

Where do we want to get to:

The refreshed Physical Activity and Sport Strategy identifies priorities for the next five years, including infrastructure improvements.

Actions in progress	When	Notes
Coaching Edinburgh Scholarships and Workshops.	05-Apr-2015	Ongoing activity. On 19 August 2014, Culture and Sport Committee noted the annual report on the Coaching Edinburgh programme and the Positive Coaching Scotland programmes. These programmes have grown following the establishment of a temporary Coaching and Volunteer Coordinator in Culture and Sport, part-funded by sportscotland. The post came to an end on 31 March 2015; other members of Culture and Sport continue to provide this service. As a result, there has been an increase in the number of sport workshops, Coaching Edinburgh members, and scholarship awards in the past year. This work is continuing to deliver objectives framed by the new Physical Activity and Sport Strategy, and to further develop coaching practice in the clubs and venues across the city. From April 2014 to March 2015, the Coaching Edinburgh programme delivered 77 workshops to 507 candidates and Positive Coaching Scotland delivered 39 workshops to 425 coaches and volunteers. Additionally, 104 scholarships were awarded to a total of £9876.
Meadowbank feasibility study.	31-Dec-2015	On 13 February 2014, Council agreed at its Budget meeting to earmark up to £200k to fund feasibility work into the future of Meadowbank Sports Centre and Stadium. This Study was presented to the Corporate Policy and Strategy Committee in January 2015. On 12 February 2015, Council agreed at its Budget meeting to support the redevelopment of Meadowbank Sports Centre by seeking to secure a funding package making the best use of public and private sector support.

Build National Performance Centre for Sport.	31-Dec-2016	The Council and its partner Heriot-Watt University have each committed £2.5m capital towards the cost of constructing a National Performance Centre for Sport at Riccarton. The Council is working in partnership with Heriot-Watt University to deliver the new Centre on time and on budget.
New cycling facilities at Hunters Hall Park.	31-Dec-2017	Initial consultation and an options appraisal have been completed, and were reported to the Culture and Sport Committee on 27 May 2014. Engagement work with the local community takes place between April and June 2014. On 16 December 2014, the Culture and Sport Committee noted that feasibility work will be carried out to progress Option 4 and approved the procurement of consultants to develop the project to RIBA Stage C (pre build phase). Results of the process to procure consultants will be reported to the Finance and Resources Committee in 2015 for approval and a further report will be presented to a Culture and Sport Committee in August 2015 on the potential locations for a closed road loop in the city.
Edinburgh Leisure to implement its Asset Management Plan.	31-Dec-2017	This Plan covers routine maintenance of the sport and leisure estate managed by Edinburgh Leisure on the Council's behalf.
A Sport and Physical Activity Legacy for Edinburgh.	31-Dec-2019	The Council had previously identified opportunities presented by the London 2012 Olympic Games and the Glasgow 2014 Commonwealth Games to create a lasting legacy of participation in sport and physical activity. As a result, diverse and wide-ranging programmes have been implemented in the city which form part of the city's ongoing Legacy Plan, as reported to the Culture and Sport Committee on 19 August 2014.



Where are we now:

In its February 2012 budget, the Council provided Edinburgh Leisure (EL) with additional funding for financial years 2012/13 to 2014/15 which supported Edinburgh Leisure's existing activities but also funded five specific projects for those most in need. Those five projects are: Active Lives, High Flyers, Jump In, Looked After and Active, and Positive Destinations.

These Council-funded targeted programmes come to an end in autumn 2015. Discussions are under way with the Scottish Government about potential funding to continue this work.

Edinburgh Leisure has evaluated all five of these projects for their Social Return on Investment (SROI). The outcomes are described below.

1. Active Lives - Physical activity project to encourage adults (45+) living in identified Scottish Index of Multiple Deprivation areas to participate in physical activity. Active Lives returns a social value of £1.62 for every £1 invested (this is a conservative estimate across the broad population group that engages in this service) There are clear evidence and measurable indicators that show the following outcomes have been achieved:

- Participants report health benefits as a result of being more physically active
- Participants report feeling less isolated and/or more active within their local community setting
- Participants report improved ability to manage health / lifestyle (and the positive spin-offs including diet, alcohol consumption, active living choices etc.)

During the period October 2014 – March 2015

- Active Lives was delivered in 7 venues in Scottish Index of Multiple Deprivation areas: Ainslie Park Leisure Centre; Drumbrae Leisure Centre; Jack Kane Sports Centre; Gracemount Leisure Centre; Leith Victoria Leisure Centre; Meadowbank Sports Centre; and Wester Hailes Education Centre.
- Active Lives received 105 new referrals.
- Active Lives received 736 referrals over the last 12 months (April 2014 – March 2015).

2. High Flyers – Multi sports programme targeting children and young people with disabilities High Flyers returns a social value of £5.17 for every £1 invested. This is a conservative estimate, and future evaluation work will refine the identified outcomes. High Flyers programme has:

- enabled more children and young people with additional support need to access sports opportunities in their local area.
- supported participants' skill acquisition and physical literacy, which makes a positive difference in their daily life.
- given parents and carers a support network to share information and concerns.

During the period October 2014 – March 2015:

- 147 children and young people with additional support needs engaged in weekly High Flyers sessions in Tennis, Boccia and Multi Sports.
- 426 young people engaged in the programme in the last 12 months, including Boccia, Carpet Bowls, Gymnastics, Tennis and events.

3. Jump In – Nursery and disability learn to swim programme for children within SIMD areas

Jump In returns a social value of £5.65 for every £1 invested. This is a conservative estimate, and future evaluation work will refine the identified outcomes. The Jump In programme has:

- improved participants' skill acquisition and physical literacy; all parents felt their children's swimming ability had improved following the 8 week block of lessons.
- supported parents/ carers to get their children to take part in an active lifestyle; 69% noted they took part in more swimming and most noted an increase in an active lifestyle.
- addressed many of the barriers to swimming for parents and their children, particularly the cost and managing more than one child.

During the period October 2014 – March 2015:

- 140 nursery children and 3 children with additional support needs accessed Jump In.
- In addition to the 8-week block of swim lessons, nursery age children received a 'Jump In Get Active Card' which entitled participants to two further blocks of lessons at a discounted rate. 21% of participants took up the offer and continued with their lessons.

4. Looked After & Active – Physical Activity programme for Looked After and Accommodated children & young people. Looked After & Active returns a social value of £9.41 for every £1 invested. This value is based on young people reporting

- increased physical activity levels
- an improved skill/ability level
- increased self-confidence
- making informed 'healthier' choices
- 'Feel Good Buzz' / 'head space' (their words to describe 'coping' / taking time out / being ok with self)

And on carers reporting

- increased physical activity levels,
- improved relationship with young person, and
- improved health & wellbeing for themselves.

During the period October 2014 – March 2015:

- Looked After & Active attracted 3,702 visits, with 1134 young people and 399 carers using the programme.
- Physical activity and healthy lifestyle continuous professional development for Foster Carers and Residential Unit staff delivered.

5. Positive Destinations – Development programme for young people (not in employment, education or training) to improve self awareness, confidence and ultimately life choices.

Positive Destinations returns a social value of £8.10 for every £1 invested. Value is based on the following outcomes for the young people:

- Individuals have the skills, knowledge and attitude to gain voluntary or employed position and/or further training/education.
- Individuals have the personal and social confidence to pursue and secure volunteering, training, education and/or employment within their chosen field.
- Individuals have achievable goals & available opportunities which they actively seek to secure, and when faced with disappointing outcomes, continue to pursue.

During the period October 2014 – March 2015:

- 112 Young Peoples engaged in Positive Destinations
- 178 Young People engaged in Positive Destinations in last 12 months
- 150 Young People gained sports qualification/certification in last 12 months
- 75 Work Based placements have been established in last 12 months
- 2 Modern Apprentice sports development assistants in post over last 12 months

Challenges:

- An ageing population
- An upward trend in obesity, chronic health conditions and mental health conditions
- Large percentage of population not meeting current physical activity guidelines
- People from deprived backgrounds, ethnic minorities and people with a disability are much less likely to participate
- Girls are less likely to participate than boys
- Finding ways to work in partnership with other publicly owned leisure providers

Where do we want to get to:

Promote and develop opportunities to increase participation in sport and physical activity by implementing the five new programmes above, targeting non-users and encouraging existing users to diversify their interests.

Increase participation amongst children and young people through targeted intervention programmes offered by Edinburgh Leisure (eg Open All Hours, Looked After & Actives, Health 4 U).

Increase participation amongst older adults through targeted intervention programmes (eg Ageing Well, Active Lives and Steady Steps).

Increase participation amongst inactive adult populations through targeted interventions, such as community access cards and specific funded venue programmes (eg First Steps, Community Access Programme).


Drive the development of a broad range of sport and physical activity products and services which encourage the inactive to get active, such as development of beginners classes, gentle exercise, one to one sessions and buddy programmes.

In partnership with local strategic partners carry out an equalities impact assessment on priority areas of work aimed at increasing participation by under-represented groups, and produce recommendations for service development. Design and implement affordable initiatives to engage those who are least likely to take part in sport and physical activity, for example, the top-up activity card. Work with neighbourhood partnerships and community partners to respond to local priorities and address the needs of excluded groups through EL's services.

Actions in progress	When	Notes
Continuous monitoring and evaluation of its services by EL.	31-Mar-2015	The Edinburgh Leisure annual performance report presented to the Culture and Sport Committee on 19 August 2014 noted a strong performance. Several new health and social inclusion projects were introduced; improvements were made to a number of facilities; and the Royal Commonwealth Pool hosted the FINA world diving event in preparation for hosting the diving competition within this year's Commonwealth Games. The next report is due in August 2015.
Exploring ongoing funding opportunities.	31-Mar-2015	<p>Joint work between Edinburgh Leisure and the Council – ongoing. External funding opportunities for Edinburgh Leisure's targeted activity programmes are constantly being explored.</p> <p>Edinburgh Leisure has secured a total of £264,038 up to 2018 for a variety of targeted programmes from the Council's Health Inequalities Standing Group, Sportscotland, NHS Lothian and the Scottish Government.</p> <p>Social Return on Investment reports have been completed for all 5 Council-funded projects demonstrating the value of the projects. This will inform funding discussions.</p>
Monitor progress on Year of Walking.	31-May-2015	<p>The Culture and Sport service is working with a range of partners, including NHS Lothian, Paths for All, Ramblers Scotland and the Health Inequalities Standing Group, to develop a range of walking initiatives across the city. The pan-Lothian Walk Leader training programme, funded by Paths for All, and administered by the Culture and Sport service, has expanded.</p> <p>Recently an initiative with Ramblers Scotland, aimed at independent walkers, has provided maps of 30 walking routes (online and in leaflet form) from ten local libraries across the city. A community-led engagement saw the development of two grant schemes to initiate the development of the production of local community walking maps, prepared by local people to highlight points of interest in their areas, and also a fund to secure funds for the purchase of pedometers to increase walking, aimed at the inactive. Progress continues on this initiative and the Active Lives Working Group, comprising over ten strategic partners involved in the promotion of physical activity, is now taking forward this work.</p> <p>The Council's Winter Walking Challenge began on 26 January 2015 to encourage staff to walk more. Over a four week period, 620 colleagues competed in teams of four for distance covered – all participants were provided with pedometers – while at the same</p>

		<p>time improving their overall fitness. Across the Council, 155 teams took part in total.</p> <p>Paths for All is a partnership of more than twenty national organisations committed to promoting walking for health and the development of multi-use path networks in Scotland. It launched the Step Count Challenge in 2011 and since then thousands of people have taken part in the challenge from workplaces across Scotland. This year, 52 teams from the Council signed up to take part in the eight week challenge beginning on 16 March 2015.</p>
Review of Council-owned sport facilities and services.	31-Aug-2015	<p>On 5 June 2014, Finance and Resources Committee approved the appointment of Max (Solutions) Associates Ltd to review all Council-owned sports facilities and services (subject to agreement between the Council and the Contractor on the final terms of the contract). The findings will be presented for approval later this year.</p>
Monitor progress on free swimming.	30-Sept-2015	<p>Programme of free swimming - In agreement with Splashback, £125k of funding previously identified for Leith Waterworld has been re-allocated to make swimming more accessible for young children, families, and black and minority ethnic (BME) groups across the capital. Over the next two years, the following measures will increase swimming provision and pool access for those who need it most. From October 2013, free swimming has been available between 12 noon and 4pm (with some exceptions) during school holidays for primary school children in Leith Victoria Swim Centre, Gracemount Leisure Centre, Dalry Swim Centre and Wester Hailes Education Centre. Ainslie Park Leisure Centre has offered this since February 2014. From January 2014, top-up swimming classes were offered to pupils in primary 2 and 3 in 18 primary schools (where over 40% of pupils are entitled to free school meals). From May 2014, a "Family Splash Time" 8-week programme of 2-hour fun sessions for parents and their children has been offered at Portobello Swim Centre and BME swim sessions are currently being delivered at Craigroyston Community High School. In addition, Gracemount Leisure Centre has also been working in partnership with Gracemount High School to deliver a focussed Top Up session for S1 pupils who could not swim when they reached High School. Free swimming sessions continued during the school summer holidays. The 2015 Easter holidays signalled the end of these initiatives, with the fewest of the free swimming lessons taking place at WHEC and the Edinburgh Leisure pools. The original £125k budget is now expended. At the time of writing, around 19,500 usages have been recorded by this free swimming programme. Consultants Best and Randak are currently carrying out an evaluation of the four programmes and this will be reported to the Culture and Sport Committee in August 2015.</p>

6. Maintaining and enhancing the quality of life in Edinburgh

Pledge 44 	Prioritise keeping our streets clean and attractive	
Lead politician: Lesley Hinds	Lead service: Services for Communities	Contact: Jim Hunter

Where are we now:

The most recent Cleanliness Index Measuring System (CIMS) assessment (March 2015) achieved a cleanliness index score of 76, nine points higher than the national standard of acceptable cleanliness of 67 (and four points higher than the Council target of 72). The percentage of streets assessed as meeting the national standard for cleanliness was 98%, 3% higher than the city wide target of 95%.

A number of related workstreams are progressing:

- Street Cleaning routes have been added to Confirm for scheduling purposes. It will also better manage all customer enquiries relating to street cleansing.
- An agreed performance framework will be introduced to ensure key information from Confirm is captured, analysed and used to positively influence service performance.
- Introduction of cleanliness sampling routes to encourage attainment of consistent standards of cleanliness year round to complement CIMS achievements.
- Approval has been granted to commence replacement of key items of Fleet with a number of street cleaning vehicles to be procured in 2015. Demo vehicles are currently being obtained as part of this process.
- Income maximisation opportunities will continue to be a key workstream – looking at a more co-ordinated approach to events management and income from graffiti services through a review of Specialist Services.
- The Service Support Unit (SSU) is providing a strategic resource to support and monitor street cleaning performance and work with Neighbourhoods to identify opportunities for improved performance.
- The SSU will also provide community engagement support across Neighbourhood boundaries to support local and national initiatives.
- Phase 1 of the citywide Street Scene Project started in April 2015 in ward 11. This will be followed by a number of phases until citywide completion.
- The phased reduction in black sack collections and replacement with gull proof sacks and on-street communal bins is ongoing in the city centre area.

Challenges:

Increased focus on performance management and scheduled cleaning regime, at the same time as developing and deploying new IT system.




Continuing to improve service performance.

Where do we want to get to:

In house Improvement Programme completed. A public realm strategy agreed and being implemented.

Actions in progress	When	Notes
Continue with roll out of SVQ training for Task Force and Specialist Grounds Maintenance.	31-Aug-2015	The first tranche of SVQs for Task Force and Specialist Grounds Maintenance (SGM) staff have been completed. A small number of staff who missed the training due to absence will be picked up in a new programme which is being procured for new starts.
Secure resources for future Public Realm schemes.	31-Aug-2015	There will be a review of the public realm strategy in late 2014/early 2015 which will set out prioritisation for public realm projects.
Continue to pursue developer contributions through S75 agreements.	31-Dec-2015	A new policy has been agreed which will strengthen the opportunity for S75 contributions as long as the projects are identified in the public realm strategy.

Ensure projects are 'ready to go'.	31-Dec-2015	Undertake the required design work.
Work with developers interested in pursuing large scale public realm works such as those at Charlotte Square.	31-Dec-2015	This is ongoing – currently working with developers in Register Street Lane to secure public realm enhancements in association with development.

Indicator	14/15	Target	Status	Latest note
Satisfaction with street cleaning	58%	n/a		
Indicator	Q4 14/15	Target	Status	Latest note
Cleanliness of streets (CIMS)	76	72		Figures relate to street cleaning performance for March 2015 (4th Quarter 2014/15).
% of streets clean	98%	95%		Figures relate to street cleaning performance for March 2015 (4th Quarter 2014/15).

Pledge 45



Spend 5% of the transport budget on provision for cyclists

Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: David Lyon

Where are we now:

A spending target of 7% of the transport budget has been set for the 2014/15 financial year.

Capital Projects for 2014/15: 7% capital expenditure is equivalent to £1,276,000. This has helped to deliver:

- The completion of work on upgrading the A90 cycle route
- Further improvements to the Leith – Portobello cycle route
- Residential bike parking at 5no. trial locations
- Route signage of several ‘Family Network’ cycle routes
- Installation of additional cycle counters
- Increased provision of on-street cycle parking

Revenue Projects for 2014/15: 7% revenue expenditure is equivalent to £591,505. This has helped to deliver:

- Improved maintenance of cycle facilities including off-road cycle paths (such as through removal of vegetation encroachment) and relining of on-road cycle facilities.
- Promotional activities to support cycling.

Spending targets of £1,524,000 capital and £637,913 revenue have been developed to meet the 8% spending commitment on cycling in the 2015/16 financial year.

Challenges:

Identifying funding sources to meet the 5% (+1% p.a.) target.

Where do we want to get to:

Deliver the cycling related outcomes of the Active Travel Action Plan, to meet the Local Transport Strategy 2014 – 2019 mode share targets in 2020; 10% for all journeys and 15% for travel to work by Edinburgh residents. Achieving these targets will contribute to Edinburgh’s residents being fitter and healthier.

Actions achieved	When	Notes
Report to Transport and Environment Committee.	17-Mar-2015	Milestone completed. Transport and Environment Committee approved a report entitled “8% Budget Commitment to Cycling”. This report detailed the capital and revenue budgets to be set aside for cycling related work in 2015/16 and gave an overview of the programmes to deliver this expenditure.
Actions in progress	When	Notes
An Active Travel Action Plan 'Marketing Strategy'.	31-Mar-2016	Large-scale promotional activities relating to walking and cycling will be delivered in 2015/16 through the Smarter Choices, Smarter Places programme. Total funding available will be around £993,000, with a 50% contribution from the Scottish Government.
Delivery of Capital/Revenue schemes.	31-Mar-2016	Phase 2 of the Loanhead - Gilmerton cycleway, Meadows – Innocent cycle route upgrade, Marchmont – King’s Buildings cycle route, A8 cycle route upgrade and local area cycle project bank projects.
Design and preparation.	31-Mar-2016	Design and preparation work will be undertaken this year for a number of capital schemes to be delivered next year including Roseburn to Leith Walk, Roseburn to Union Canal and Meadows to Union Canal cycle routes.
Procurement of a public bike hire system.	31-Dec-2016	Procurement of a scheme with 500 – 1000 bikes will be progressed in 2015 for potential implementation in 2016. There is an option within the Outdoor Advertising Contract for JCDecaux to provide the Council with a proposal.

Pledge 46



Consult with a view to extending the current 20mph traffic zones

Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: David Lyon

Where are we now:

Around 50% of Edinburgh’s residential streets are already covered by 20mph zones based on physical calming measures.

A pilot 20mph area, largely based on signs, in south Edinburgh has been implemented. First year 'after' surveys of traffic speed & volume, road casualty data and public perception were undertaken between February and June 2013. These after surveys have shown that this pilot was successful. At its meeting on 27 August 2013, the Transport and Environment Committee considered a report entitled “South Central Edinburgh 20mph Limit Pilot Evaluation” and approved the draft strategy set out in this report for rolling out 20mph limits to all residential streets, main shopping streets, city centre streets, and streets with high levels of pedestrian and/or cyclist activity. A public consultation ended on 17 October 2014. The Council’s Service Level Agreement with Police Scotland involves resources being allocated to the enforcement of 20mph speed limits. At its meeting on 13 January 2015, the Transport and Environment Committee agreed a report on “Delivering the Local Transport Strategy 2014-2019: 20mph Speed Limit Roll Out – Proposed Network”.

Challenges:

Support will be required from the Police, who enforce speeding offences. An effective communication and information strategy would be required, especially with regard to main roads and shopping areas.

Where do we want to get to:

Roll out 20mph speed limits to all appropriate streets, based on the public consultation held during Autumn 2014.

Actions achieved	When	Notes
Report to Transport and Environment Committee.	13-Jan-2015	Milestone completed. Results of consultation and recommendations for roll – out to Committee.
Report to Transport and Environment Committee.	17-Mar-2015	Milestone completed. Transport and Environment Committee approved a report entitled “ <i>Delivering the Local Transport Strategy 2014-2019: 20mph Network Implementation</i> ”. The report includes an outline implementation plan for the roll out of the citywide 20mph network, approved by Committee on 13 January 2015, including details of the required Speed Limit Order.

Actions in progress	When	Notes
Preparation of a 20mph Speed Limit Order.	17-Mar-2016	A statutory consultation process with Police Scotland, emergency services and other public bodies and advertisement of the Speed Limit Order.
Planning for implementation.	31-Dec-2017	Subject to approval of the Speed Limit Order, phase one of the 20mph programme is anticipated to commence in February 2016.

Pledge 47 

Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs

Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: David Lyon

Where are we now:

The Transport Forum has been set up and functioning, pledge 47 has been achieved. Transport Forum sub – groups have been established, to consider Active Travel, Walking and Cycling.

The workshops held during the Transport Forum meetings have provided valuable information on transport policy issues.

The programme of meetings continues, the most recent meeting of the Transport Forum took place on 30 January 2015 and involved a discussion of Freight transport related issues. The next meeting of the Transport Forum will take place on 14 May 2015.

Challenges:

Ensuring that the Forum comprises an effective balance of interests and expertise. Ensuring that the Forum is effectively integrated with the new Local Transport Strategy 2014 – 2019. Developing robust communication and reporting mechanisms.

Where do we want to get to:

The early establishment of a Transport Forum which has a clear remit, a balanced membership and which is aligned with Corporate governance. The forum will be enabled to influence policy and strategy development.

Actions achieved	When	Notes
Hold the inaugural meeting of the Transport Forum.	20-Dec-2012	Milestone completed.
Ninth Transport Forum.	31-Oct-2014	Milestone completed. Workshop on Next steps for Integrated Transport in Edinburgh.
Tenth Transport Forum.	30-Jan -2015	Milestone completed. Workshop on Road Freight issues.

Pledge 48 

Use Green Flag and other strategies to preserve our green spaces

Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: David Jamieson

Where are we now:

- 26 Green Flag awards were secured in 2014, which is above the internally set target of 25.
- Edinburgh won a Gold Medal and Special Award at Entente Florale Europe, the European level for Britain in Bloom winners.
- An Edinburgh Living Landscape Initiative is being developed with a roll-out of environmental and visual amenity improvements across the city.

Challenges:

- Continue improvement through focused investment of officer time and financial resources on those sites still below the Parks Standard, as well as continuing to sustain the quality of those meeting the Standard. The quality of ground maintenance is an issue in some parts of the city, particularly in green spaces around housing estates.
- Resourcing site improvements to get remaining sites up to the required standard for Green Flag Award application.
- Continuing to deliver a high quality Parks service in light of planned and any future capital and revenue savings requirements (Edinburgh already has one of the most resources efficient Parks services in Scotland).

Where do we want to get to:

Our green spaces are managed in a way that creates diverse and attractive landscapes that people will visit, use and enjoy. An Edinburgh Living Landscape initiative is being developed to capture this ambition with a roll-out of environmental and visual amenity improvements across the city.

Actions in progress	When	Notes
Additional Green Flag Award submissions for Ferniehill Park, Starbank Park and Rosefield Park.	31-Jan-2015	External judging will take place during the summer months. 26 Green Flag awards secured.
The 2015 Park Quality Assessments will proceed once Confirm on Demand has been enabled to support this task. Results for all parks will be collated by end of September 2015.	31-Oct -2015	This will be reported to Transport and Environment Committee in October 2015.

Indicator	14/15	Target	Status	Latest note
Number of parks achieving Green Flag Award standard	26	28		The Green Flag Award is the benchmark for a quality green space. They are administered in Scotland by Keep Scotland Beautiful, the independent environmental charity. Edinburgh's parks and green spaces achieved 26 Green Flag Awards in this year's national competition – almost half of all flags awarded in Scotland. Corstorphine Hill Local Nature Reserve Community Walled Garden, run by Friends of Corstorphine Hill, and the Formal Gardens and Central Woodland, run by Heriot Watt University were also recipients of a Green Flag Community Award.

Pledge 49 

Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill

Lead politician: Lesley Hinds **Lead service:** Services for Communities **Contact:** Andy Williams

Where are we now:

- The Council’s existing Waste and Recycling strategy outlines how recycling will increase to 75% by 2020. This will involve a combination of increased recycling at source and the provision of residual waste treatment facilities.
- The Council has introduced a new kerbside recycling service to 60,000 properties and the final 80,000 will be completed by November 2015.

Even with comprehensive recycling services, there will always be some waste left for disposal.

- The Zero Waste Project has selected the preferred bidder for the residual waste treatment contract. Financial close is anticipated within 2015 and a fully operational facility will be available from January 2018.
- The food waste facility will be operational in line with the agreed schedule on commencement for 1 January 2016.

The amount of waste sent to landfill in 2014/15 has decreased by 5,952 tonnes from 2013/14. The recycling rate has increased by 0.7% and the amount of waste recycled increased by 2,531 tonnes. In addition, 6,751 tonnes of waste was diverted from landfill and disposed of as refuse derived fuel. Overall waste arisings increased, and were 1.2% greater than in 2013/14.



Challenges:


- Increasing the levels of resident participation in our recycling services.
- Delivering the improved kerbside recycling service to further increase recycling performance.
- Delivering significant infrastructure for the processing of food waste and mixed residual waste.

Where do we want to get to:

45% of all household waste is recycled by 2014/15.
120,000 landfilled in 2014/15.

Actions in progress	When	Notes
Introduction of the new kerbside recycling service.	30-Nov-2015	60,000 properties have switched to the new service. The final 80,000 properties will have switched by November 2015. Ongoing promotion of other recycling services continues.
Reach financial close and secure full planning permission on residual waste treatment facility.	31-Dec-2015	The preferred bidder has been appointed and the project team are working towards financial close on the project. Consultations with local communities have been held ahead of full planning.

Indicator	14/15	Target	Status	Latest note
Customer Satisfaction with recycling	65%	n/a		Communications on the new recycling service have been well received by residents. A survey of Phase 2 residents undertaken in January 2015, found that 84% agreed or strongly agreed that the information they received about the new service was easy to understand. 89% of respondents agreed or strongly agreed that they were given all the information they needed about the new service.
Indicator	14/15	Target	Status	Latest note
% of Waste Recycled (Monthly)	39.1%	50%		March’s recycling rate of 36.7% is 12.2% below the seasonally adjusted monthly target. Part of this is attributable to lower than normal levels of garden waste collected for recycling. In 2014/15, 86,386 tonnes of waste was recycled, with an overall citywide recycling rate of 39.1%.

				<p>Over the course 2014/15, 2,531 more tonnes of waste was recycled than in 2013/14.</p> <p>People on the new kerbside recycling service are recycling more. In March 2015 these householders recycled an average of 3.8kg a week, a 101% increase from the city wide average of 1.89kg/household/week prior to the commencement of the new service. On average, 77% of eligible households participated.</p>
Amount of Waste Landfilled (Monthly)	10,280	10,040		<p>Landfill tonnage for March 2015 was 240 tonnes greater than the seasonally adjusted pledge target but was 214 tonnes less than March 2014.</p> <p>The new kerbside recycling service is having a positive effect on reducing landfill. In March 2015 new service household landfill tonnage was on average 5.0kg per week, a reduction of 27% on tonnages collected prior to the new recycling service.</p>

Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: Janice Pauwels

Where are we now:

There has been a 15% reduction in carbon emissions between 2001 and 2005 (the latest date when data is available). This downward trend reflects the local impact of changing national energy supply and adverse economic circumstances as well as the contribution made by a range of local energy projects and initiatives across the city. Emissions in 2010 increased slightly but in line with national trends are likely to be indicative of the impact of adverse weather conditions during that period. Extreme weather conditions have been identified as a prime cause of the rise in Scotland-wide emissions over the same period.

The actions arising from the Local Transport Strategy 2014 – 2019 and Active Travel Action Plan will contribute to reducing the 25% of Edinburgh’s greenhouse gas emissions that arise from transport in the city.

The “Park Green” tiered system for residents’ parking permits commenced 29 November 2010, directly relating their cost to a vehicle’s CO2 emissions to encourage vehicle owners to consider the impact their vehicle has on the environment.

Proposals to establish a national or regional ECOSTARS scheme are currently being considered, which might involve the amalgamation of the Edinburgh scheme with other local schemes. The ECOSTARS Edinburgh scheme will continue during 2015/16, funded by a combination of identified service budget and Scottish Government Air Quality Action Plan support grant.

Challenges:

1. To meet the pledge will require transforming energy generation, supply and usage across the city.
2. Establishing delivery models, including significant investment, for major sustainable energy programmes in the city.
3. Potential for an economic recovery and major infrastructure projects to increase carbon emissions in Edinburgh, as well as an increase in motorised traffic.
4. Maintaining the availability of staff and financial resources to 2020.

Where do we want to get to:

By 2020 Edinburgh’s carbon emissions will have reduced by 42% on 2005 levels (note: this is when official local figures first became available from the Department of Energy and Climate Change).

Actions achieved	When	Notes
Report to Transport and Environment Committee.	17-Mar-2015	Milestone completed. Transport and Environment Committee, agreed a report entitled “ <i>ECOSTARS Edinburgh Fleet Recognition Scheme – Update and Future Proposals</i> ” and authorised funding of up to £25,000, to continue the project for a further year.

Actions in progress	When	Notes
Range of energy projects rolled-out as part of the SEAP.	Ongoing	These projects include assessing the potential for district heating at a number of sites across the city, developing an Energy Services Company Options Appraisal, the potential use of an energy retrofit model for non-domestic buildings and the assessment of renewables.
Schools Energy Awareness Campaign.	31-Aug-2015	Phase 2 of the Small Steps Energy Awareness Campaign was launched in September 2014 and will run until the end of summer term 2015. The campaign has built on the success of last year’s pilot campaign retaining much of the original form and structure. In total, 20 schools have signed up for this phase of the campaign. A key element of the campaign has been to provide schools with support whilst encouraging them to develop their own tailored campaigns within their buildings.

ECOSTARS Edinburgh.	31-Mar-2016	ECOSTARS Edinburgh presently has 78 members with approximately 4700 vehicles, including amongst them the Council's own fleet, Lothian Buses and major retailers. Funding of up to £25,000, to continue the scheme for a further year until 31 March 2016 has been agreed.
Active Travel Action Plan.	31-Mar-2016	Progress with the Active Travel Action Plan is covered by Pledge 46. During 2015 /16 the Council is putting in place a capital programme worth £1,524,000 and revenue funding of £637,913 for cycling. Large-scale promotional activities relating to walking and cycling will be delivered through the Smarter Choices, Smarter Places programme. Funding for this programme is around £993,000, including a 50% contribution from the Scottish Government. The process of recruiting staff to implement this programme is underway.



Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: David Lyon

Where are we now:

The Council's Air Quality Action Plan 2008, considered the recommendations of a Low Emissions Study prepared in 2007. The two options selected for further consideration were a voluntary Bus Emission Strategy and a Freight Quality Partnership. Subsequently a regional Freight Quality Partnership has been organised by SEStran. Lothian Buses has retrofitted older buses to reduce emissions and introduced new diesel – electric hybrid buses, concentrating them on individual services, such as the 10 and 30. At its meeting on 14 January 2014, the Transport and Environment Committee authorised a new Local Transport Strategy 2014-2019. This includes an objective to "To reduce pollutant emissions in order that the city meets statutory Scottish air quality standards" and an action that "the Council will assess the potential for the introduction of emission control measures, based on emerging guidance from UK and Scottish Governments, in partnership with bus and heavy goods vehicles operators. Options will be developed during 2014 in consultation with relevant partners and businesses. Any proposals will be subject to public consultation." The Council's proposals will be guided by the emerging Low Emission Strategy for Scotland. Staff from Services for Communities are participating in specialised short-term working sub-groups which were formed by Scottish Government in December 2014 to support detailed development of the Strategy. Using advice from the Transport Working Group, the Scottish Government is working towards defining actions and identifying resources. The Council submitted a formal response to the Scottish Government's statutory consultation on a draft Low Emissions Strategy, which closed on 11 April 2015. The finalised Low Emission Strategy for Scotland will be launched, in Edinburgh, by Scottish Ministers on 4 November 2015. Following this, officers will develop a plan and programme for an Edinburgh Low Emission Strategy.

Challenges:

- Establish baseline data for pollutants
- Delay in publications of Scottish Government Guidance on a Low Emission Strategy.
- Potential cost of schemes

Where do we want to get to:

Aim to meet European and Scottish legislation for air quality.

Actions achieved	When	Notes
Responded to the Scottish Government consultation on a National Low Emission Strategy for Scotland.	11-April-2015	Milestone completed. Formal consultation on the draft Strategy commenced 16th January 2015 and ended on 11 April 2015. A report, "Response to the Scottish Government consultation on a Low Emission Strategy for Scotland", setting out the Council's consolidated response, was agreed by the Transport and Environment Committee at its meeting on 17 March 2015.

Actions in progress	When	Notes
Monitoring of air quality in Edinburgh.	Ongoing	
Identify low emission options, informed by Scottish Government Guidance now due to be launched on 4 November 2015.	31-Jan-2016	Aim to report back to Committee by spring 2016 detailing what governance and resources are required.
Public consultation on low emission options.	30-Sep-2016	Action included in draft Local Transport Strategy 2014-2019.
Report to Transport and Environment Committee.	31-Dec-2016	Committee provided with the results of public consultation on low emission options.

Lead politician: Lesley Hinds

Lead service: Services for Communities

Contact: Susan Mooney

Where are we now:

Proposals for biomass combustion of up to 50 megawatts(e) or less are assessed by local authorities under the Planning Act 1997. Proposals above this threshold are assessed by the Scottish Ministers under Section 36 of the Electricity Act 1989. Under Section 36 developers also need planning permission. Rather than the developer having to apply separately to the local planning authority, Scottish Ministers are able to grant 'deemed planning permission' under section 57 of the Town and Country Planning (Scotland) Act 1997. This is usually handled in conjunction with the S36 application and any consent will include planning conditions. Any energy plant over 20MW is subject to pollution control regulation. For smaller plant, the UK Government is planning to introduce emission criteria requirements under the Renewable Heat Incentive.

There remains no change to planning committee policy guidance regarding biomass installations. The Scottish Government in a consultation on a national Low Emission Strategy (LES) in spring 2015 reiterated its guidance on biomass which is consistent with current policy of Council. The Scottish Government is further developing the LES in the coming months and will launch the finalised strategy in November 2015; this may provide further guidance on biomass installations.

Challenges:

In August 2012, the Scottish Government wrote to the Chief Executives, of Scottish local authorities providing advice on biomass, that:

- all new biomass plant should be of high quality, corresponding to the best performing units currently on the market;
- that the majority of biomass heat uptake replaces or displaces existing coal and oil fired heating;
- that the majority of uptake is located off the gas grid and therefore generally away from densely populated urban areas; and
- that levels of uptake where the local authority has declared an Air Quality Management Area under section 83 of the Environment Act 1995 are substantially lower than other areas.

Where do we want to get to:

Biomass in Edinburgh should be only be deployed in heat-only or combined heat and power schemes, be located off the gas-grid, be located outside the urban area and have appropriate and effective abatement systems to control emissions.

Actions in progress	When	Notes
Update the interim 2011 guidance on Use of Biomass of 50MW(e) or less in Edinburgh and report to Planning / Transport and Environment Committees.	31-Dec-2015	The Council continues to use the interim guidance as a material consideration when deciding relevant planning applications. The Air Quality Action Plan will be updated in October 2015. This will include a review and update of measures for managing biomass as a fuel in the city.



Lead politician: Lesley Hinds

Lead service: Corporate Governance

Contact: Nick Croft

Where are we now:

The 'Edinburgh Community Energy Hub' was established in 2013 as a sub group of the Edinburgh Sustainable Development Partnership. The Hub continues to meet to exchange information and build knowledge and capacity among stakeholders.

A solar co-op was registered on 30th December 2013. The co-op and Council are working together to establish a city-wide solar PV initiative. A Memorandum of Understanding was agreed (3 December 2013) to provide a focus for these discussions. Throughout 2014 technical surveys were carried out on potential host Council buildings. 'Heads of Terms' have recently been agreed between the Council and the co-op. The co-op is in the process of accessing a CARES grant to support the next phase of the development of this project. A share offer is expected to be launched in late summer 2015 with the first installation of solar panels towards the end of 2015.

The Council has taken steps in the process to establish a wholly owned energy services company (ESCo) for Edinburgh to be known as Energy for Edinburgh. Development is progressing and members of an advisory group have been identified. The purpose of the company is to drive the implementation of Edinburgh's Sustainable Energy Action Plan.

Harlaw Hydro is a Balerno community initiative which pre-dates Pledge 53. Work commenced on Monday 8th September 2014 following the successful conclusion of negotiations with Council engineers regarding the lease for the Harlaw site from the Council. On-site works have been slower than originally anticipated due to poor site conditions. A grid link is now in place. Full-scale generation is expected by mid-2015.

Challenges:

To meet the pledge will require:

- encouraging and securing community buy-in;
- changing attitudes to community energy technologies so that they are considered mainstream;
- finding a community engagement model or range of models that best suits Edinburgh's needs in terms of current and future needs in terms of affordable energy provision and conservation.

Where do we want to get to:

We are working with community partners to support (in the shorter term);

- the development of a city-wide solar PV project;
- the establishment of a residential energy services company; and
- active community engagement on citywide energy initiatives through the Edinburgh Sustainable Development Partnership.

Actions achieved	When	Notes
Heads of Terms signed between Council and solar co-op.	02-Apr-2015	Milestone completed. Discussion on the detail of the legal arrangements between the Council and solar co-op are ongoing.
The 'Energy for Edinburgh' advisory board has now been appointed and met for the first time in April 2015.	10-Apr-2015	Milestone completed. The company aims to deliver a number of sustainable energy objectives for the city including reducing fuel poverty and carbon emissions.

Actions in progress	When	Notes
Construction work at Harlaw has continued and full-scale generation is anticipated by summer 2015.	31-Aug-2015	Being progressed by Harlaw Hydro Ltd.
A share launch is anticipated by late summer 2015.	30-Sept-2015	Being progressed by Solar Co-op (in discussion with Council officials).

The City of Edinburgh Council

10.00 a.m, Thursday, 28 May 2015

Proposed lease of Custom House, Commercial Street, Leith

Item number	8.3
Report number	
Executive/routine	Executive
Wards	Leith

Executive summary

On 13 May 2015, the Finance and Resources Committee approved the grant of an initial five year internal repairing lease, and a further 99 year full repairing and insuring lease of Custom House to the Scottish Historic Buildings Trust (SHBT).

A feasibility study is required to develop a master plan in consultation with the community, for the long term future of the building.

This report seeks approval to the funding of the feasibility study and master plan.

Links

Coalition pledges	P23
Council outcomes	CO7 , CO19 , CO20
Single Outcome Agreement	SO1

Proposed lease of Custom House, Commercial Street, Leith

Recommendations

That Council:

- 1.1 Approves the allocation of £50,000 towards the cost of the feasibility study and master plan from available resources as set out in the Council's approved budget motion.

Background

- 2.1 On 13 May 2015, the Finance and Resources Committee approved the grant of an initial five year internal repairing lease, a further 99 year full repairing and insuring lease, of Custom House to the SHBT on terms and conditions contained in the report, and on other terms and conditions to be agreed by the Director of Services for Communities and the Head of Legal, Risk and Compliance. A copy of the full report is attached as reference.

Main report

- 3.1 A feasibility study is required to develop a master plan, in consultation with the community, for the long term future of the building. This will develop and design the project so that an application can be submitted to external funding bodies, such as the Heritage Lottery Fund and Creative Scotland, to realise the estimated £10m required to restore the building. The cost of the feasibility study and master plan is estimated to be £50,000. It is proposed that the funding for this is allocated from the balance of available resources as set out in the Council's approved budget motion, for which Council approval is required.

Measures of success

- 4.1 N/A.

Financial impact

- 5.1 N/A.

Risk, policy, compliance and governance impact

- 6.1 N/A.

Equalities impact

- 7.1 N/A.

Sustainability impact

8.1 As per the attached Finance and Resources report dated 13 May 2015.

Consultation and engagement

9.1 N/A

Background reading/external references

Minute of the City of Edinburgh Council, 21 August 2014.

Minute of Meeting of the Finance and Resources Committee, 13 May 2015.

John Bury

Acting Director of Services for Communities

Contact: Julia McVean, Estates Surveyor

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Links

Coalition pledges	P23 - Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties.
Council outcomes	CO7 - Edinburgh draws new investment in development and regeneration. CO19 – Attractive Places and Well Maintained – Edinburgh remains an attractive city through the development of high quality buildings and places and the delivery of high standards and maintenance of infrastructure and public realm. CO20 – Culture, sport and major events – Edinburgh continues to be a leading cultural city where culture and sport play a central part of the lives and futures of citizens.
Single Outcome Agreement	SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all. Edinburgh Communities are safer and have improved physical and social fabric.
Appendices	None.

10.00am, Thursday, 28 May 2015

Edinburgh and South East Scotland City Region City Deal

Item number	8.4
Report number	
Executive/routine	
Wards	All

Executive summary

City Deals have been secured by a number of UK Cities and, as part of the Budget presented on 18 March 2015, the UK Government announced that it was opening negotiations with local partners, and with the Scottish and Welsh Governments, for City Deals for Cardiff, Aberdeen and Inverness.

The Edinburgh and South East Scotland City Region (ESESCR) has a population of over 1.3 million people with a Gross Value Added (GVA) of just over £30 billion, or roughly 30% of the Scottish economy. The ESESCR wishes to make a step change in economic growth in the Region by seeking a City Deal with the Scottish and UK Governments, establishing an associated Infrastructure Fund, with a complementary skills and innovation package.

Partners across the Region have developed an outline business case for an ESESCR City Deal proposal. This is forming the basis of discussions with Governments, however further resources are required to develop a detailed City Deal proposal and formal approval is required to take forward this inter-authority working.

Links

Coalition pledges	P17 , P28
Council outcomes	C07-C09
Single Outcome Agreement	S01

Edinburgh and South East Scotland City Region City Deal

Recommendations

- 1.1 Whilst considerable progress has been made to date, in order to develop a detailed City Deal proposition significant additional resources and continued inter-authority working are required. It is therefore recommended that Council:
- Note the progress to date in developing an outline business case;
 - Approve the inter-authority city region working (as per TORS and Committee Delegated Functions 2.1.18);
 - Approve the release of funds for the procurement of technical support to assist with the development of a detailed City Deal proposal; and
 - Delegate authority to the Director of Economic Development, in consultation with the Convenor and Vice Convenor of the Economy Committee, to appoint technical advisers

Background

- 2.1 City Deals have been secured by a number of UK Cities, including Manchester and Glasgow. As part of the Budget announced on 18 March 2015 the UK Government determined that there is merit in extending the City Deal model further in Scotland and Wales. It was therefore announced that the government was opening negotiations on developing City Deals for Cardiff, Aberdeen and Inverness.
- 2.2 At its meeting on 18 December 2014 the Economy Committee authorised the Director of Economic Development to develop a business case for an Edinburgh City Deal Infrastructure Fund proposal. At their meeting on 28 April 2015 the Committee considered a report detailing progress on the business case and agreed to refer the report to the Corporate Policy and Strategy Committee for its consideration.

- 2.3 Members of the Corporate Policy and Strategy Committee considered the report at their meeting on 12 May 2015, accepting a Green Party amendment requesting that an additional criteria be used to shape the City Deal proposal, namely that “the investment should be consistent with and deliver on the city’s stated ambition to advance a sustainable economy.”
- 2.4 Considerable progress has been made over recent months, working alongside regional partners, to shape the business case. The outline business case for an ESESCR City Deal was presented to the City Deal Leadership Group on 27 March 2015, where it was agreed that an approach would be made to the Scottish and UK Governments requesting early engagement as the proposals were further refined.
- 2.5 Whilst progress has been encouraging, if deadlines associated with key budget decisions at both local, Scottish and UK Government levels are to be met, considerable further work is required. This will require continued inter-authority working and significant financial and personnel resource from each of the partner authorities.

Main report

- 3.1 Partners across the ESESCR have developed a vision of a cohesive region that achieves the greatest economic advantage from its technology, knowledge, education, cultural assets and international connections; furthermore they have set out the prevailing barriers around skills, connectivity, housing and infrastructure. Additionally they have identified priority areas for investment, which would help to unlock regional assets and deliver a step change in economic performance. These include:
- Airport Growth zone and logistics (Edinburgh, West Lothian and Fife)
 - University Investment (Fife, Edinburgh, East, Mid and West Lothian)
 - Science Triangle (Edinburgh, Midlothian and West Lothian)
 - Bio-quarter (Edinburgh and Midlothian)
 - Housing (All)
 - Business Space (All)
 - Light transport and Borders Railway (Edinburgh, Midlothian and Borders)
- 3.2 In prioritising these investments, and detailing specific project proposals, it is recommended that GVA per £ spent is the primary criteria. Two further tests will then be applied – to ensure improvements to address inequality and to ensure a geographic spread of economic benefits across the region. In addition the Corporate Policy and Strategy Committee has agreed that an additional criteria be used to judge the proposal, namely that the investment should be consistent with and deliver on the city’s stated ambition to advance a sustainable economy.

- 3.3 It is proposed that the Infrastructure Fund will be accompanied by a complementary skills package that targets both high end skills shortages and reduces inequality by up-skilling the workforce in the areas of the city region with low incomes and poor access to employment. Interventions directed at maximising the opportunities afforded by the world class research base and wide range of technologies being pioneered across the city region will also be developed.
- 3.4 On the basis of other City Deals approved, a fund size in the range of £1bn, leveraging an estimated additional £3.2bn of private sector investment, could provide a sustainable 5% uplift in the economy of the Region. The offer to Scottish and UK Governments would include a significant degree of local funding, but in return a Payment-by-Results (PbR) Deal would be sought. This is a mechanism which delivers central funding in return for the additional growth and thus tax receipts generated by the infrastructure programme at the Scottish and UK levels. Independent expert assessments will test achievements delivered.
- 3.5 The Deal will require a three-way agreement between the Local Authorities and the Scottish and UK Governments. The Prospectus which has been developed is designed to start the conversation with both Governments about how this would work.
- 3.6 Whilst significant progress has been made over recent weeks, considerable further work is required; a programme of investment must be developed and projects prioritised; a detailed assessment of potential project costs is needed; an economic modelling tool must be developed and tested; accurate financial modelling is required; and wide-ranging stakeholder engagement carried out.
- 3.7 It is recommended that additional resources be targeted at this work. Further technical advice is required to develop the detailed City Deal proposition and a refresh of current governance structures is needed to allow the work to be progressed at the pace required. It has already been agreed that Chief Executives will take lead responsibility for specific programme areas such as Finance, Skills or Economics.
- 3.8 The costs associated with enabling the work to continue to the next level of decision gateway are significant. Initial discussions with partner Local Authorities have suggested that these costs be allocated across the region on the basis of population per local authority area; for Edinburgh this equates to a 37% share, or roughly £250,000, of anticipated costs.

Measures of success

- 4.1 A City Deal would enable a step change in economic performance, providing a potential 5% uplift in economic performance across the city region, unlocking strategic investment opportunities, reducing inequalities and contributing to significant job creation.

Financial impact

- 5.1 Recent City Deals have been based around the proposition of Government providing funding in the form of capital grants. In the Glasgow Deal this equated to approximately 90% of the funding; the remainder is to be funded by participating Councils.
- 5.2 The grant payments are typically received over a 20 year period while the capital spend is over ten years. The participating Councils therefore need to finance the infrastructure costs until grants are received.
- 5.3 A fund size in the range of £1bn, leveraging an estimated additional £3.2bn of private sector investment, could provide a sustainable 5% uplift in the economy of the Region.
- 5.4 Edinburgh has committed £25,000 to date for the provision of technical support. A further £250,000 is now required and will be funded from the underspend in Corporate Governance and Economic Development budgets in 2014/15.

Risk, policy, compliance and governance impact

- 6.1 All City Deals require authorities participating to demonstrate a strong, local and accountable governance structure that includes each of the authorities participating in the Infrastructure Fund. Subject to approval of the City Deal proposal further consideration will be given to risk, policy and compliance matters.

Equalities impact

- 7.1 A full ERIA is not required at this time but, subject to approval of the recommendations made in this report it is recognised that further consideration should be given to the equalities impacts arising.

Sustainability impact

- 8.1 A City Deal would provide a mechanism to help drive forward investment in sustainable place making. It will be developed in line with the city's stated ambition to advance a sustainable economy. A number of projects which will help to reduce carbon emissions across the region are being considered as part of the City Deal programme.

Consultation and engagement

- 9.1 Ongoing discussions on the potential for an ESESCR City Deal have been held with city region local authorities, the UK and Scottish Governments and a number of key stakeholders. A detailed stakeholder engagement strategy will be worked up if approval is given to develop a detailed City Deal proposition

Background reading/external references

- 1 "City Growth and Infrastructure Investment" – report to the Economy Committee on 18 December 2014
- 2 "Edinburgh and South East Scotland City Region City Deal" – report to the Economy Committee on 28 April 2015

Greg Ward

Director of Economic Development

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Links

Coalition pledges	P17 - Continue efforts to develop the city's gap sites and encourage regeneration P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the City
Council outcomes	CO7 - Edinburgh draws new investment in development and regeneration CO8 - Edinburgh's economy creates and sustains job opportunities CO9 - Edinburgh residents are able to access job opportunities
Single Outcome Agreement	SO1 - Edinburgh's economy delivers increased investment, jobs and opportunities for all

The City of Edinburgh Council

10.00am, Thursday, 28 May 2015

City Strategic Investment Fund – Industrial Units – referral from the Economy Committee

Item number	8.5
Report number	
Wards	7- Sighthill/Gorgie

Executive summary

The Economy Committee on 28 April 2015 considered a proposal to allocate £2,000,000 from the City Strategic Investment Fund for the development of a business park comprising 16 light industrial units at Cultins Road, Sighthill. The Committee agreed to approve the allocation of funds, in principle, and to refer the report to Full Council for final approval of the release of funds.

Terms of Referral

City Strategic Investment Fund – Industrial Units

Terms of referral

- 1.1 On 7 February 2013, the Council approved the creation of a City Strategic Investment Fund (CSIF) to “help create new development opportunities, support business innovation, deliver jobs and promote economic growth in Edinburgh”.
- 1.2 On 28 April 2015, the Economy Committee considered a report by the Director of Economic Development on a proposal to allocate £2,000,000 from the City Strategic Investment Fund for the development of a business park comprising 16 light industrial units on Council-owned land at Cutlins Road, Sighthill.
- 1.3 The Economy Committee agreed:
 - 1.3.1. To approve, in principle, the allocation of £2,000,000 from the City Strategic Investment Fund for the development of a business park at Cultins Road, Sighthill, to be repaid from the rental incomes generated from the park.
 - 1.3.2. To refer the Director’s report to the City of Edinburgh Council for final approval of the release of funds for the proposed development.

For Decision/Action

- 2.1 Council is asked to approve the release of funds for the proposed development.

Background reading / external references

[Minute of the City of Edinburgh Council 7 February 2013](#)

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Links

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome	See attached report

Agreement

Appendices

City Strategic Investment Fund – Industrial Units – report by the Director of Economic Development

Economy Committee

10:00 am, Tuesday, 28 April 2015

City Strategic Investment Fund – industrial units

Item number	7.4
Report number	
Executive/routine	
Wards	7 – Sighthill/Gorgie

Executive summary

There has been limited development of new industrial units in Edinburgh in recent years. This restricts job creation in the light manufacturing area. In response, it is proposed that the Council develops a business park comprising 16 light industrial units on Council-owned land at Cultins Road, Sighthill. The development is projected to directly support approximately 30 full-time equivalent jobs upon completion as well as generating a rental income for the Council in the region of £168,000 per annum. It is proposed that £2,000,000 be allocated from the City Strategic Investment Fund towards the development, with repayment back into the fund from the rental income generated.

Links

Coalition pledges	P17
Council outcomes	CO8
Single Outcome Agreement	SO1

City Strategic Investment Fund – industrial units

Recommendations

- 1.1 To approve in principle the allocation of £2,000,000 from the City Strategic Investment Fund for the development of a business park at Cultins Road, Sighthill, to be repaid from the rental incomes generated from the park.
- 1.2 To refer this report to the City of Edinburgh Council for final approval of the release of funds for the proposed development.

Background

City Strategic Investment Fund

- 2.1 On 7 February 2013, the Council approved the creation of a City Strategic Investment Fund (CSIF) to “help create new development opportunities, support business innovation, deliver jobs and promote economic growth in Edinburgh”.
- 2.2 The CSIF is an evergreen fund that will provide debt and equity finance for projects delivering a return on investment.
- 2.3 The CSIF is currently capitalised with £3,000,000 raised from the sale of surplus capital assets. The Council has agreed to raise this to £7,500,000.
- 2.4 On 29 April 2014, the Economy Committee approved an investment strategy for the CSIF.

Corporate Asset Strategy

- 2.5 The Council’s Corporate Asset Strategy for 2015–2019 sets out proposals for the future of the Council’s estate. One of the key objectives set out by the Strategy is the development of a “smaller and better quality estate”.

Industrial space

- 2.6 While Edinburgh's economy is heavily weighted towards the service sector, there is evidence of a growing lack of industrial space in Edinburgh. The October 2014 *Scottish Property Review* published by Ryden identifies a "clear shortage of available industrial space across the region" and notes "strong transaction levels across the small to medium sized unit market". In partnership with the private sector, the Council's Economic Development service is preparing an evidence paper on supply and demand in the city's industrial property market.
- 2.7 There has been limited development of new industrial units in Edinburgh in recent years. The West Edinburgh Business Park, which opened in 2014, was the first speculative industrial development in Edinburgh since 2008. 53,000 sqm of additional industrial space in Edinburgh had been consented as of 31 December 2013, but many of these consents are considered unlikely to ever be executed. 9,000 sqm of industrial space was lost to demolition or conversion in 2013, with a further 16,000 sqm consented to be demolished or converted.
- 2.8 Many of the city's existing small industrial units are located in areas which are less attractive to occupiers who favour proximity to trunk roads and transport hubs. Much of the existing stock is also ageing and may fail to meet the standards sought by occupiers in terms of energy efficiency, etc.
- 2.9 It is unlikely that the private sector will address the current shortage. The greater construction cost and risk of short-term lets to weak covenants associated with developing small units and the higher land values achievable for alternative uses, means developers are unlikely to obtain a sufficient return on investment. There is therefore considered to be a role for the public sector in addressing the shortage. In light of the identified shortage of industrial space in Edinburgh and the limited private sector interest in meeting this surplus demand, it is considered that new development by the public sector will not "crowd out" development by the private sector.
- 2.10 The last small industrial development in Edinburgh was a 13 unit scheme by PARC Craigmillar in 2008. Five of the units were pre-let during construction and the estate is currently fully let.
- 2.11 The Council is one of the main providers of industrial property within the city, with in excess of 45,000 sqm of space in over 300 units. In March 2015, the Council had only 1,173 sqm of space available in six units. Only one of the units currently available was less than 100 sqm.

Main report

- 3.1 In light of the limited supply of small industrial units in Edinburgh and the weak development pipeline, it is proposed that the Council speculatively develop new units for letting.
- 3.2 A site in the Council's ownership (shown in appendix 1) has been identified as suitable. The site is located on the east side of Cultins Road, opposite and to the rear of the TK Maxx outlet at Hermiston Gait. It is currently leased on a year-to-year basis as a vehicle compound for a breakdown and recovery service.
- 3.3 The site has excellent transport connectivity, lying within 500m of the City Bypass and within 100m of Edinburgh Park railway station and tram stop.
- 3.4 The Council's Investment Estate Manager has commissioned a feasibility study. The study indicates that the site in question would be capable of supporting a business park comprising 16 light industrial units each of approximately 100 sqm (1,076 sq ft) gross, with an estimated development cost of approximately £1.97 million–£2.02 million including fees and contingency.
- 3.5 The Council's Planning service has indicated that a development of this nature would be compatible with policy.
- 3.6 Rents for good quality standard industrial units lie in the region of £75-£81 per sqm (£7.00-7.50/sq ft), however, small nest units command a premium over this level. The Council's estates at Sauchiebank, off Russell Road and West Gorgie Park, are currently achieving rents of between £97 and £102 per sqm (£9.00-£9.50/sq ft) for units around 100 sqm.
- 3.7 The proposed development has been appraised at a rent of £107 per sqm (£10.00/sq ft), giving a total potential income, once fully let, of £168,000 per annum.
- 3.8 In terms of capital value, there is currently strong investor demand for multi-let industrial investments, consequently yields are keen. The likely yield appropriate for the development however should be tempered by the fact that tenants within the development will tend to be smaller/start up companies with weaker financial strength.
- 3.9 Taking all factors into consideration, a yield of 7.25% has been used for the development appraisal, producing a gross development value of £2,300,000.

- 3.10 The current lease on the vehicle compound expires in January 2016. This allows sufficient time to complete design development and to obtain Planning Consent and Building Warrant prior to lease expiry. This would allow for development to take place with an indicative completion date in the latter half of 2016.
- 3.11 Based on average employment densities, a build of this scale could be expected to directly support approximately 30 full-time equivalent jobs if fully occupied. Small industrial units are often used by early-stage companies who occupy them for a time before expanding into larger premises as they grow.
- 3.12 The development would both benefit the economy of Edinburgh by providing 1,600 sqm (17,200 sq ft) of modern industrial space in the context of a tightening supply and benefit the City of Edinburgh Council by creating a new high-quality income-generating asset.
- 3.13 Estates Services and the Economic Development have identified the development as a candidate for funding from the CSIF. The two services will continue to look at opportunities for development in other parts of the city.

Measures of success

- 4.1 The project will aim to deliver a successful, sustainable business park that generates a profit for the Council.

Financial impact

- 5.1 The development of the business park is projected to cost approximately £2,000,000 (excluding the capital value of the existing site). This represents slightly over one-quarter of the total £7,500,000 allocated to the CSIF.
- 5.2 On the basis of a rental income of £168,000 per annum, this would represent a gross income return of 8.4% per annum.
- 5.3 The £2,000,000 would be repaid from the rental incomes generated from the park. The repayment time will therefore exceed the typical investment horizon of up to five years referred to in the report presented to the Economy Committee on 29 April 2014. This is considered appropriate as the investment will deliver an asset of lasting value to the Council.

Risk, policy, compliance and governance impact

- 6.1 There is a risk that the development will not receive planning consent. As the Council's Planning service has advised that the proposals are compatible with policy, this is considered to be a low risk.
- 6.2 There is a risk that the time and/or cost of the development will overrun. This risk can be mitigated through careful project management during the construction phase.
- 6.3 There is a risk that the development will be unable to secure tenants. This risk can be mitigated by designing the development to fit the needs of occupiers and via an active letting campaign.

Equalities impact

- 7.1 There are no identifiable equalities impacts associated with this project.

Sustainability impact

- 8.1 The business park would be designed to best practice standards in terms of sustainability. It is proposed that solar photovoltaic panels would be mounted on the units, generating renewable electricity.

Consultation and engagement

- 9.1 A feasibility study for the development has been prepared by the Council Architect. In the course of preparing the report, guidance was sought from both the Council's Planning service and a BREEAM assessor.

Background reading / external references

["City Strategic Investment Fund" \(report to the Economy Committee, 29 April 2014\)](#)

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Links

Coalition pledges	P17 – Continue efforts to develop the city's gap sites and encourage regeneration
Council outcomes	CO8 – Edinburgh's economy creates and sustains jobs opportunities
Single Outcome Agreement	SO1 – Edinburgh's economy delivers increased investment, jobs, and opportunities for all
Appendices	1 – Cultins Road Site

Appendix 1: Cultins Road Site

