

Notice of meeting and agenda

The City of Edinburgh Council

10.00 am, Thursday, 19 November 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 22 October 2015 (circulated) – submitted for approval as a correct record

5. Questions

- 5.1 By Councillor Rust – Primary School Devolved School Management Budgets - for answer by the Convener of the Education, Children and Families Committee
- 5.2 By Councillor Rust – Land Registration - for answer by the Convener of the Finance and Resources Committee
- 5.3 By Councillor Rose - Renewable Companies - for answer by the Convener of the Transport and Environment Committee
- 5.4 By Councillor Mowat – Waste Environment Protection Act 1990 - for answer by the Convener of the Transport and Environment Committee
- 5.5 By Councillor Orr – Capital Coalition Pledges - for answer by the Leader of the Council
- 5.6 By Councillor Orr – Transient Visitor Levy - for answer by the Leader of the Council
- 5.7 By Councillor Orr – Transient Visitor Levy - for answer by the Convener of the Economy Committee
- 5.8 By Councillor Orr – Council’s Parks and Greenspace Team - for answer by the Convener of the Transport and Environment Committee

6. Leader's Report

- 6.1 Leader's report

7. Appointments

- 7.1 If any

8. Reports

- 8.1 Appointment of Monitoring Officer – report by the Chief Executive (circulated)
- 8.2 Executive Management Structure – report by the Chief Executive (circulated)
- 8.3 Capital Coalition Pledges Performance Monitoring May – October 2015 - report by the Deputy Chief Executive (circulated)
- 8.4 Rolling Actions Log – report by the Deputy Chief Executive (circulated)
- 8.5 Edinburgh Tram
 - (a) Edinburgh Tram Inquiry – Progress Update – report by the Chief Executive (circulated)
 - (b) Edinburgh Tram Extension – Next Steps – report by the Acting Director of Services for Communities (circulated)
- 8.6 St James Quarter – Update on Progress – report by the Deputy Chief Executive (circulated)
- 8.7 Street Lighting - Roll Out of Light Emitting Diode (LED) Lanterns Across the City - referral from the Transport and Environment Committee (circulated)

9. Motions

- 9.1 By Councillor Burgess –Playing Out

“This Council:

Welcomes the initiative ‘Playing Out’ to temporarily close individual roads to traffic in residential areas on a recurring basis to allow children’s play and notes the success of this initiative South of the border;

Notes the contribution that this initiative is reported to have in facilitating contact between neighbours and building community cohesion;

Recognises the significant interest from different groups of parents in various areas of Edinburgh in playing out;

However, notes the regulatory hurdles encountered in obtaining permission, the prohibitive cost and the practicalities of closing roads for more than a one-off occasion;

Understands that dialogue with the Scottish Government to clarify guidance around the law relating to playing out may be useful in taking the initiative forward in Scotland; and therefore

Supports the Transport Convenor Cllr Lesley Hinds and the Play Champion Cllr Keith Robson in their ongoing efforts to find a way to facilitate playing out in Edinburgh.”

9.2 By Councillor Corbett – Meantime Use of Vacant Property

“Council:

- 1 Notes and commends the considerable success of the “meantime” land uses on the former brewery sites at Fountainbridge, led by community groups Fountainbridge Canalside Initiative and the Grove Community Garden;
- 2 Notes that in its own asset management, in its economic development role and in its land use planning role, the council has considerable scope to influence greater meantime use of long term empty land or property;
- 3 And therefore instructs a report to Corporate Policy and Strategy Committee within 3 cycles on the options for embedding meantime use as a routine option for long term empty property.”

9.3 By Councillor Burns – Women 50:50 Campaign

“Council notes that women are under-represented across councils in Scotland and make up only 25% of councillors. Council further acknowledges that whilst voluntary mechanisms such as all women shortlists have made some progress, women are still not represented equally.

Council congratulates the Women 50:50 campaign which has been working across all political parties and has gained support from the SNP, Scottish Labour, Scottish Liberal Democrat and Scottish Green Party leaders.

Council welcomes and supports Women 50:50’s call for fair representation of women in Scotland; and welcomes the debate on the issue of legislated candidate quotas in the Scottish Parliament and Council elections.

Council recognises that alongside gender equality there are also challenges in relation to under-represented groups, such as those with disabilities and those from ethnic minority groups.”

9.4 By Councillor Day – Edinburgh Monarchs

“Council congratulates Edinburgh Monarchs on their success in 2014 and 2015. In 2014 the club finished top of the British Speedway’s Premier League and were crowned Premier League Champions. They also won the League’s Knock-out Cup, Premier Trophy and best pairs Championship. In the current season they again finished top of the league and retained the Premier League Championship, the Premier Trophy and the Premier 4 team Championship and finished runner-up in the Knock-out Cup.

The club is world renowned with a history going back to 1928 at the Marine Gardens, Portobello. Although now based in West Lothian, since the loss of their base at Powderhall Stadium, the club is run by an Edinburgh based Board of Directors and the majority of fans are city based.

Accordingly, Council asks the Lord Provost to recognise the success this club has brought to Edinburgh.”

9.5 By Councillor Austin Hart – Royal Lyceum Theatre Company

“Council notes the fiftieth anniversary in October 2015 of the first production of Royal Lyceum Theatre Company.

Council recognises the major contribution of the Royal Lyceum Theatre Company to the artistic life of the capital and to the whole of Scotland, being one of the country’s leading producing theatres.

Council calls on the Lord Provost to celebrate this anniversary in an appropriate way in honour of the Royal Lyceum’s contribution to Scottish Theatre.”

Carol Campbell

Head of Legal and Risk

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.

For remaining items of business likely to be considered in private, see separate agenda.

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The City of Edinburgh Council

Edinburgh, Thursday 22 October 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
Steve Burgess
Andrew Burns
Ronald Cairns
Steve Cardownie
Maureen M Child
Bill Cook
Nick Cook
Gavin Corbett
Cammy Day
Denis C Dixon
Marion Donaldson
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
David Key
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
Lewis Ritchie
Keith Robson
Cameron Rose
Frank Ross
Jason G Rust
Alastair Shields
Stefan Tymkewycz
David Walker
Iain Whyte
Norman Work

1. Outcome of the Statutory Consultation Process on Options for Proposed Changes to the Catchment Area of Towerbank Primary School

a) Deputations

1) Guarantee Sibling Places at Towerbank

The deputation intimated their support for Option 4 set out in the report by the Executive Director of Communities and Families regarding the proposed amendment to the catchment boundaries between Towerbank Primary and neighbouring primary schools and in particular the sibling guarantee associated with that option.

The deputation felt that it was important for the overall welfare and wellbeing of children to be able to attend the same primary school as their siblings. Throughout the consultation, the community had also indicated strong support for the proposal.

The deputation urged the Council to accept Option 4.

2) Brightons and Rosefield Residents' Action Group

The deputation indicated that applying the sibling guarantee associated with Option 4 would have the effect of denying access to those families surrounding the local area of Towerbank Primary and would not benefit the wider community in Portobello.

The deputation asked the Council not to progress with Option 4 but to retain the existing catchment boundary position.

3) Parents of Children in the Towerbank Nursery Being Removed from the Towerbank School Catchment by Option 4

The deputation expressed concerns about traffic and safety issues at the main A1/Milton Road junction particularly in relation to those families resident within the proposed new Brunstane Primary catchment proposal.

The deputation felt that Option 3 was the most appropriate proposal and urged the Council to approve this as the way forward.

b) Report by the Executive Director of Communities and Families

Details were provided on the outcome of the consultation on proposals to alter catchment boundaries between Towerbank Primary School and neighbouring primary schools together with any associated changes required to secondary school catchment boundaries.

Decision

- 1) To agree that the catchment boundaries of Towerbank Primary School, Craiginny Primary School, The Royal High Primary School, Duddingston Primary School, Brunstane Primary School, Portobello High School and Leith Academy be amended with immediate effect in accordance with option 4 as set out in the statutory consultation paper on *Options for Proposed Changes to the Catchment Area of Towerbank Primary School* affecting the addresses and areas in Appendices 7, 8 and 9 of the report by the Executive Director of Communities and Families and that the sibling guarantee associated with option 4 be applied.
- 2) To agree that, in support of option 4, the recommendations outlined in Appendix 6 of the report to improve the routes to schools affected by the proposals be progressed and fully implemented where possible.

(References – Education, Children and Families Committee 3 March 2015 (item 12); report by the Executive Director of Communities and Families, submitted)

Declaration of Interests

Councillor Child declared a non-financial interest in the above item as a relative of children affected by the proposed catchment area changes.

2. Minutes

Decision

To approve the minute of the Council of 17 September 2015 as a correct record.

3. Questions

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

4 Leader's Report

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

- Challenge Poverty Week
- Council budget consultation process

The following questions/comments were made:

- | | |
|--------------------|--|
| Councillor Rose | - Transient Visitor Levy |
| | - Staffing levels in the next 2 years |
| | - Proportionality of Committees |
| Councillor Burgess | - Budget proposals – consultation |
| | - Unions concern over acceleration of proposed job losses |
| Councillor Edie | - Introduction of low emissions zones |
| Councillor Orr | - Appreciation – Greg Ward |
| | - Edinburgh Community Solar Co-operative – Promotion of share issues |
| Councillor Howat | - Budget priorities – concern at the level of crime and detection of crime |
| Councillor Keil | - Scottish Rugby Team – Civic Reception for achievement in Rugby World Cup |
| Councillor Whyte | - Council statutory requirements – achieving best value |
| Councillor Rust | - Crime rates in Edinburgh – discussions with the Convener of the Police and Fire Scrutiny Committee |
| Councillor Day | - Commendation to Council's Licensing Team for accreditation for Customer Services Excellence |
| | - Edinburgh – Best Place to Live award |
| Councillor Redpath | - Granton Exhibition – support for active and sustainable travel |

- Councillor Cardownie
- Edinburgh's elevation to number 1 Best Place to Live
 - Festivals in the City

5. Appointments to Committees Etc

The Council had made appointments to Committees, Boards and Joint Boards for 2015/16. Following the election of Councillors Donaldson and Ritchie, the overall political balance of the Council had altered and in accordance with the Committee Terms of Reference and Delegated Powers, vacancies on five Committees fell to be made by the Labour Group unless expressly agreed otherwise by the Council.

Decision

- 1) To agree to leave the political balance on Committees as agreed on 25 June 2015.
- 2) To note that resignations from Committees had been submitted and agree the following replacements:
 - Culture and Sport Committee – Councillor Donaldson in place of Councillor Gardner
 - Education, Children and Families Committee – Councillor Tymkewycz in place of Councillor Ritchie
 - Governance, Risk and Best Value Committee – Councillor Ritchie in place of Councillor Howat
 - Transport and Environment Committee – Councillor Donaldson in place of Councillor Perry
- 3) To note the resignation of Councillor Rankin as the Council's observer on Citizens Advice Edinburgh and agree to replace him with Councillor Ritchie.

(References – Act of Council No 5 of 17 September 2015; report by the Deputy Chief Executive, submitted)

6 Edinburgh Integration Joint Board – Appointment of Chief Officer

Details were provided on action taken by the Chief Executive, in consultation with the Lord Provost in terms of the urgency provisions within the Committee Terms of Reference and Delegated Functions, to intimate that the Council had no formal

objections to the appointment of Robert McCulloch-Graham as the Integration Joint Board (IJB) Chief Officer to enable this appointment to be confirmed at a special IJB meeting on 16 October 2015.

Decision

- 1) To note the action taken by the Chief Executive, in consultation with the Lord Provost, to intimate no formal objections to the appointment of Robert McCulloch-Graham as Edinburgh Integration Joint Board Chief Officer.
- 2) To note that the Integration Joint Board had confirmed the appointment at its meeting on 16 October 2015.

(Reference – report by the Chief Executive, submitted.)

7. 2016/20 Revenue and Capital Budget Framework – referral from the Finance and Resources Committee

The Finance and Resources Committee had referred a report on a range of proposals that comprised the budget framework to form the basis of public engagement. The Council was asked to approve savings that were efficiency-related and not otherwise considered material decisions, set out in Appendix 2 of the report by the Deputy Chief Executive.

Decision

To approve the proposals that were efficiency-related or not otherwise considered material decisions as set out in Appendix 2 of the report by the Deputy Chief Executive with the exception of the removal of EA5 – Contribution-based charging for Self-Directed Support and care and support services, to be considered within the ongoing budget discussions.

(References – Finance and Resources Committee, 24 September 2015 (item 6); referral report from the Finance and Resources Committee, submitted.)

8. The City of Edinburgh Council – Report to those Charged with Governance on the 2014/15 Audit – referral from the Finance and Resources Committee

The Finance and Resources Committee had referred a report on the principal findings that arose from the Council's 2014/15 external audit. Approval was sought for the Council to set aside the £0.162 million increase in the in-year underspend within the Council's Priorities Fund.

Decision

To approve the setting aside of the £0.162 million increase in the in-year underspend within the Council's Priorities Fund.

(References – Finance and Resources Committee 24 September 2015 (item 12); referral report by the Finance and Resources Committee, submitted.)

9 Audited Annual Report 2015 of the Lothian Pension Fund, Lothian Buses Pension Fund and Scottish Homes Pension Fund – referral from the Pensions Committee

The Pensions Committee had referred a report on Audit Scotland's statutory audit of the Annual Report 2015 of the three pension funds administered by the City of Edinburgh Council. Only minor presentational changes had been made to the unaudited version and the annual report had been agreed by the Pensions Committee.

Decision

To note the report by the Pensions Committee.

(References – Pensions Committee 30 September 2015 (item 6); referral report by the Pensions Committee, submitted.)

10 Report by the External Auditor on the Annual Report 2015 of the Lothian Pension Fund, Lothian Buses Pension Fund and Scottish Homes Pension Fund – referral from the Pensions Committee

The Pensions Committee had referred a report on the External Auditor's annual report on the 2014/15 audit of the Lothian Pension Fund, the Lothian Buses Pension Fund and the Scottish Homes Pension Fund.

Decision

To note the External Auditor's report on the audit of the Annual Report for the year ended 31 March 2015 for the Lothian Pension Fund, the Lothian Buses Pension Fund and the Scottish Homes Pension Fund.

(References - Pensions Committee 30 September 2015 (item 7); referral report by the Pensions Committee, submitted.)

11 Edinburgh Athletic Club – Young Athletes – Motion by Councillor Austin Hart

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

“Council congratulates the young athletes (under 13 and under 15 age groups) of Edinburgh Athletic Club who competed against the champions of other areas to win the UK Youth Development League in Birmingham on 5 September and become the top UK club for this age group, and the first Scottish club to do so.”

Decision

To approve the motion by Councillor Austin Hart.

Appendix 1

(As referred to in Act of Council No 3 of 22 October 2015)

QUESTION NO 1

By Councillor Edie for answer by the Council Leader at a meeting of the Council on 22 October 2015

Question

Following questions and reassurances received about the Council's commitment to a Transient Visitor Levy, please list what communication there has been with the Scottish Government since April on this issue?

Answer

Further work on the development of the proposition has taken place since April as well as informal consultation with members of the industry. There have been two material meetings between Council Officers and Government Officials. These were on 24th September and 7th October 2015.

The dialogue and the development of the proposition continues as has been instructed by Council.

Supplementary Question

I've raised this question a number of times Lord Provost and my colleague Councillor Orr, over my shoulder, has as well both in this chamber and at various Committees and I'm slightly miffed at the amount of time it's taken to see any action and the action we've seen is after the last time it was raised in full Council, last month.

I'd like to get some reassurance from the Council Leader that the Administration actually are committed to a Transient Visitor Levy and also that the meetings, because the meetings mentioned in the answers only seem to relate to officers, that there will be political meetings sought so that we can press our case for a Transient Visitor Levy.

**Supplementary
Answer**

Can I thank Councillor Edie for his supplementary. I'm sorry that Councillor Edie feels slightly miffed but I just want to absolutely reassure him that the Capital Coalition, and I think almost every party I think I'm right in saying, across the Council Chamber, is in support of a Transient Visitor Levy and we are pressing the case as robustly as possible and we're even able to confirm to Councillor Edie that it's not just the officer level meetings that are listed in the answer, but I'm also able to confirm on the supplementary that Councillor Edie asked, that my colleague, Councillor Ross who's got portfolio lead on this issue is meeting Fergus Ewing, the relevant minister on 12 November, next month, and I hope that underscores to Councillor Edie that we are committed as a Coalition to driving this forward as quickly as we possibly can.

QUESTION NO 2

**By Councillor Orr for answer by the
Convener of the Transport and
Environment Committee at a meeting
of the Council on 22 October 2015**

Question

Concerns have recently been expressed (for example by Living Streets Edinburgh and the Southside Association) about a number of oversized or badly placed new bus shelters, with advertising panels now at right angles to the road. Some of these have resulted in excessive restrictions on the space available for people walking along the footway.

Have the worst examples, such as Buccleuch Street in the Southside, been installed in line with the new contract?

What action is planned to review and remediate these worst examples?

Under the contract, what is the minimum width of space which must be left on the footway for wheelchair users or pedestrians to pass?

Answer

There are some locations that currently have advertising shelters that will have to be replaced with smaller non advertising shelters due to limited footway width. We will look to find suitable alternative locations for advertising shelters, install smaller types of bus shelters with advertising and consider footway widening works in order to assist.

A number of bus shelters are located on narrow footways and have restrictions of around 1 metre in width adjacent to end panels or glazing. This is an existing issue and common to Edinburgh's narrow streets. The replacement shelter programme should not be creating any unacceptable restrictions.

The shelter at Buccleuch Street actually complies with the minimum clear footway width of 1 metre, however, having reviewed the site, we have decided to replace the shelter with one that has a less obtrusive design.

The Council's Bus Friendly Design Guide notes that ideally a minimum circulating passage of 1.4m be provided.

However, as this can be difficult to achieve in some locations, the guidance does state that in exceptional circumstances the acceptable width can be reduced to 900mm. National guidance documents from the Department of Transport (Inclusive Mobility Guidance) and Transport for Scotland (Roads for All) is also referred to and they state that a 1metre minimum width over the length of the shelter is deemed suitable.

JCDecaux has been instructed to speak to us before progressing with any site that may encounter this issue, or where there is any concern about shelter positioning, busy footways or adjacent properties that may be adversely affected.

QUESTION NO 3

**By Councillor Rust for answer by the
Convener of the Education, Children
and Families Committee at a meeting
of the Council on 22 October 2015**

Question

What overspend (if any) has there been in Devolved School Management Budgets per High School in each of the past three financial years (a) in real terms and (b) as a percentage of budget?

Has any such overspend been written off? If yes, please advise (a) the name of school and (b) the amount of write off?

Answer

The budget position for each school is in the attached table.

Budgets are monitored closely through a quarterly budget return from each school. Each school has a nominated finance officer who provides support and training for Head Teachers and Business Managers.

For any school in an overspend situation an action plan is in place to reduce the overspend over an agreed period.

A Self Assurance Programme is being rolled out across schools. This includes assessment of financial controls.

School	2012/13		2013/14		2014/15		Notes on Overspend
	Actual Carry Forward Overspend	Percentage of Total Budget	Actual Carry Forward (Overspend)	Percentage of Total Budget	Actual Carry Forward (Overspend)	Percentage of Total Budget	
Balerno Comm High School	21,571	0.6%					
Boroughmuir High School					13,318	0.30%	
Broughton High School							
Castlebrae Comm High School	338,192	17.5%			34,927	1.99%	Overspend relating to 2012/13 written off.
Craigmount High School	79,033	1.6%	9,476	0.19%			
Craigroyston Comm High School	54,240	2.3%	96,875	4.32%	87,082	3.92%	
Currie Comm High School							
Drummond Comm High School							
Firrhill High School					1,252	0.03%	
Forrester High School			434	0.02%			
Gracemount High School							
Holy Rood RC High School							
James Gillespie's High School			158,059	3.57%	200,955	4.73%	
Leith Academy							
Liberton High School	77,279	2.6%	61,112	2.29%	13,089	0.51%	

Portobello High School							
Queensferry Comm High School	159,807	4.7%	103,679	3.31%	83,664	2.74%	
St. Augustine's RC High School							
St. Thomas of Aquin's RC High School			38,011	2.35%	150,725	4.63%	
The Royal High School					34,318	0.73%	
Trinity Academy	76,912	2.0%	156,491	4.49%	212,252	6.28%	
Tynecastle High School					969	0.04%	
Wester Hailes Education Centre	392,120	11.0%					This related to the Leisure centre not the school.

**Supplementary
Question**

I thank the Convener for his answer. I note in the answer it states that budgets are monitored closely through a quarterly budget return from each school and I wondered what action is taken as a result of that return when it comes to Council, because where there are obvious overspends, and I see for example Trinity Academy year on year. Are either the returns wrong or is nothing being done on submission.

**Supplementary
Answer**

Councillor Rust raised an important point. I'll just outline the answer. There are management senior officials assisting head teachers to bring their budget back into line and this will continue. I'm happy to look with Councillor Rust at the specific schools and recognise there is a concern with one school in particular where there is a continual rise in the overspend. That is something we are working closely with the new head teacher to address and I will give an absolute commitment, that we are absolutely committed to ensuring that all schools enter on budget and that is something that officers are working very hard to achieve.

QUESTION NO 4

**By Councillor Nick Cook for answer
by the Convener of the Transport and
Environment Committee at a meeting
of the Council on 22 October 2015**

Question

To ask the Convener of Transport and Environment if, like Fife Council, CEC has any plans to pilot or introduce 4 weekly waste collections in Edinburgh? What discussions have taken place between coalition elected members and officials regarding the possibility of 4 weekly collections?

Answer

Waste Services currently has no plans to pilot or introduce 4 weekly residual waste collections and no discussions have taken place with elected members in this regard.

QUESTION NO 5

**By Councillor Orr for answer by the
Convener of the Transport and
Environment Committee at a meeting
of the Council on 22 October 2015**

Question

In May 2011 the Council signed up to the Covenant of Mayors – a European initiative where towns, cities and regions commit to reducing carbon dioxide emissions through greater energy efficiency and renewable energy generation.

A requirement of this Covenant is that a SEAP (Sustainable Energy Action Plan) must be produced setting out how the reduction in emissions will be achieved. A SEAP report was commissioned from a third party contractor during the last administration but it was later shelved and never used. The process was restarted in 2013 by the current administration and a new (in-house prepared) draft SEAP was in existence from at least November 2013. After further delays the Sustainable Edinburgh Annual Report for 14/15 gave February 2015 as the new deadline for completion. However, as at November 2015, and four and a half years since signing the Covenant, the SEAP on the council website is still in draft form.

Can the Convener comment on whether or not she feels that this level of performance meets the standard that the people of Edinburgh expect of their council?

Assuming that a final version is published one day can the Convener confirm that she is confident that the council does have the ability and drive to fulfil its role in the implementation of the SEAP?

Answer

As Cllr Orr will be aware from his time as lead with the Sustainable Energy Action Plan, as well as securing commitments from the Council the SEAP also needs to involve key partners in the City.

A huge amount of work has been underway since the February Committee across the five SEAP programmes to get the commitment of these key partners. An updated report to November Committee will show that there has been an additional 216.8 kt of CO2 reductions included in the plan, this is an increase of 15.7% and has been identified from initiatives undertaken by service areas in the Council and through external stakeholders. This represents 81.3% of the reduction necessary to achieve the 2020 target. This is great progress and will continue.

In addition the Edinburgh SEAP received special praise from the Eurocities Secretary General following her recent visit to the Council for the fact that it identifies both mitigation and adaptation measures in the programme.

Supplementary Question

Can I thank Councillor Hinds for her response and her assurances. I actually sit on the Sustainability Partnership with Councillor Hinds and I do support what she's doing and the direction of travel and I'm heartened by the response in some ways and also the fact that building partnerships is very important and that it is ongoing. My concern does go back to the fact that there have been delays in key projects going back quite a number of years and the reason I'm raising this now is that there's been a change in the feed-in tariffs and a lot of these sustainability projects are no longer going to be as economically viable as they were before.

Now if we'd actually developed an action plan for the SEAP back in May 2011 when we first signed the Covenant and it was actually urgent back then, for example, we could have promoted a programme of solar installations which could have transformed the roof space of Edinburgh. Now that horse has bolted, it's not really going to be viable any more and the reasons I've been given for the delay in the SEAP were that we had a false start with a plan that wasn't any good, then we had the energy services company come along which has delayed things further, but what we

should have done really was had a plan and then when we get further good news of other things happening we adjust the plan to accommodate the new developments.

It's not just this one example, another example, Lord Provost, is the Saughton Muir Project, I know you've taken an interest in. We've had the money for that since 2010 and that's been delayed because of the lottery funding in 2013 for Saughton Park. Now it should have happened long before the lottery funding came about really and then we could have incorporated it into that second project and like I say it's really disappointing because the feed-in tariff position has changed dramatically now and we actually missed a big opportunity in some respects though.

My follow up question is just to ask Councillor Hinds for an assurance that she'll raise this with the Chief Executive given the ongoing senior management changes I'd like her to raise it with the Chief Executive and just make sure that sustainability projects get the priority they deserve going forward.

**Supplementary
Answer**

I'll answer the last part. As Councillor Orr will know as he was the Chair of the Sustainability Partnership and still sits on the Sustainability Partnership, for me the key is yes what the City of Edinburgh Council can do to contribute towards a Sustainable Energy Action Plan, but what also is just as important is the other organisations, the large organisations that are within the City, it's not the Council's SEAP plan it should be the whole of the city's SEAP plan and that's what's really important.

Some of these things when you want to do them in a different way, you want to change the way you are doing things, do take longer but also it's important we get it right. We also have to take into account the public purse, we need to make sure we're doing it and we're taking into account the funding. Perhaps and maybe this sounds a little bit cheeky, but it's not meant to be, I actually have met with the Chief Executive last week or the week before to say my concern regarding the Senior Management Team and the environmental and sustainability issues and a lead on that

and how I think it should be taken. So I had a one to one with the Chief Executive, he's given an assurance that the Management Team will be looking at sustainability and taking the lead on that and see what they can do at Senior Management Team to move the sustainability agenda forward.

Item no 5.1

QUESTION NO 1

By Councillor Rust for answer by the Convener of the Education, Children and Families Committee at a meeting of the Council on 19 November 2015

Question **(1)** What overspend (if any) has there been in Devolved School Management Budgets per Primary School in each of the past three financial years (a) in real terms and (b) as a percentage of budget?

Answer **(1)**

Question **(2)** Has any such overspend been written off? If yes, please advise (a) the name of school and (b) the amount of write off?

Answer **(2)**

Item no 5.2

QUESTION NO 2

**By Councillor Rust for answer by the
Convener of the Finance and
Resources Committee at a meeting
of the Council on 19 November 2015**

Question (1) Is City of Edinburgh Council (CEC) anticipating meeting the Scottish Government public sector target of having all land owned by CEC registered on the Land Register of Scotland by 2019?

Answer (1)

Question (2) What work has been undertaken by CEC to estimate the cost of registering all land owned by CEC on the Land Register by 2019?

Answer (2)

Question (3) What work has been undertaken by CEC to assess the staffing requirement for this work?

Answer (3)

Question (4) What is the anticipated total cost at present?

Answer (4)

Question (5) From what CEC budget will registration dues and any other related costs be met?

Answer (5)

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 19 November 2015**

- Question** (1) Which renewable companies in, or associated with, Edinburgh in the last five years have:
- (a) gone into administration?
 - (b) withdrawn from previously publicised investment plans?

Answer (1)

- Question** (2) How many of the above have received Council or Government funding or support, and how much?

Answer (2)

Item no 5.4

QUESTION NO 4

By Councillor Mowat for answer by the Convener of the Transport and Environment Committee at a meeting of the Council on 19 November 2015

- Question** (1) Under the Environmental Protection Act 1990: Code of Practice on Litter and Refuse (Scotland) 2006 CEC must classify all areas in the city according to 12 zones; 1 being town centres, shopping centres and shopping streets, 2 being high density residential areas – Where is this information published?
- Answer** (1)
- Question** (2) Under the above act there are recommended timescales associated with clearing of litter in each of the zones – could the Convener detail how the Council's performance is measured under this matrix, to whom this is reported and whether this reporting is publically available or reported to Councillors.
- Answer** (2)
- Question** (3) Does the Convener commit to meeting the timescales for clearing litter in the relevant zones?
- Answer** (3)
- Question** (4) Does the Convener consider that the application of regulations appropriate to individual household bins i.e. the non collection of side waste when applied to large on street bins leads to additional littering and hampers the Council's ability to meet its obligations under the EPA 1990 (Scotland) 2006?
- Answer** (4)

Item no 5.5

QUESTION NO 5

**By Councillor Orr for answer by the
Leader of the Council at a meeting of
the Council on 19 November 2015**

Question

The decision of the new capital coalition in 2012 to make a number of pledges and monitor the outcomes was widely welcomed, but a number of them are now out of date. Pledge 45 for example to “Spend 5% of the transport budget on provision for cyclists” is old news as the council are doing much more. Would it not be a good idea to revise a number of pledges to reflect the progress made in the last three and a half years so that the full potential of the five year council term can be optimised, especially as we approach its last year?

Answer

Item no 5.6

QUESTION NO 6

**By Councillor Orr for answer by the
Leader of the Council at a meeting of
the Council on 19 November 2015**

Question

On 2nd November it was reported that tourists staying in Edinburgh could be charged some sort of “culture and events contribution” during the summer and winter festivals as part of the proposed City Deal. This is a significant and welcome development for those of us who support a Transient Visitor Levy but could the council leader please ensure that, in future, elected members of the council are fully and immediately informed of such proposals via a members’ briefing rather than through the press, particularly as we are now negotiating with both Westminster and Holyrood governments?

Answer

Item no 5.7

QUESTION NO 7

**By Councillor Orr for answer by the
Convener of the Economy Committee
at a meeting of the Council on 19
November 2015**

Question **(1)** At Corporate Policy and Strategy Committee on 24th March 2015 the council “agreed to make further representation to the Scottish Government and its Commission on the introduction of a TVL”. Many months on from that decision, the Council Leader confirmed on 22nd October that a political meeting will take place on 12th November with the Minister for Business, Energy and Tourism to push for a TVL (Transient Visitor Levy). Given the pressing need for the council to raise external funds, and the occasional lapses in urgency and communications on pushing for a TVL to date, could a minute of the meeting with the Minister please be circulated to elected members in time for the full council meeting on 19th November?

Answer **(1)**

Question **(2)** What representations on a TVL were finally made by the council to the cross party Local Tax Commission as agreed at CP&S and can this information also be circulated please?

Answer **(2)**

Item no 5.8

QUESTION NO 8

By Councillor Orr for answer by the Convener of the Transport and Environment Committee at a meeting of the Council on 19 November 2015

Question

In 2012 the City of Edinburgh Council won the Fields in Trust Landowner of the Year Award, and in 2013 the city as a whole won a Gold Award in the large city category of Britain in Bloom, following that up in 2014 with a gold medal for “management of natural and built environment” at the Entente Florale (European) awards. In 2015 “Edinburgh In Bloom” won yet another award from Eurocities at a ceremony in Malmo. The credit for such awards must be shared with all sorts of stakeholders across the city but does the Convener agree that the council’s parks and greenspace team have performed exceptionally well in recent years.

Answer



November 2015

Budget Question Time



We are now midway through this year's [budget consultation](#) and I would like to thank the hundreds of you of who have already taken the time to have your say. If you haven't, there's still plenty of time to do so – the consultation runs until 10 December.

As part of this, and following the success of last year's event, we are running another '[Budget Question Time](#)' on 23 November in the City Chambers. This is designed to give you the opportunity to quiz our panel of senior councillors on the Council's budget proposals for next year and beyond.

The proceedings will be chaired by Scotsman and Evening News Managing Editor, Frank O'Donnell, and broadcast live via the Council website.

If you would like to put a question to the panel, or just come along and be part of the audience, please [register online](#) by next Thursday, 19 November. We are allocating places on a first come, first served basis.

This is a great opportunity to play your part in Edinburgh's budget challenge.

NPS crackdown

I am delighted that the Council has become a leading local authority in the battle against dangerous NPS – Novel Psychoactive Substances.

Trading Standards officers from the Council were the first in Scotland to be granted Forfeiture Orders from the Sheriff Court declaring NPS products – incorrectly known as "legal highs" – as unsafe. Officers used the orders to target 13 stores, eight of which have now voluntarily handed over their stock of NPS to Trading Standards. These products, which have a retail value of up to £50,000, will now be destroyed.

It is encouraging to hear that a number of other Scottish local authorities are now following our lead and considering how best to adopt this approach.

Seven cities convention

Earlier today I joined Deputy First Minister John Swinney at the Scottish Government's Cities Convention in Perth to speak of the importance of Scotland's seven cities and their regions to the country.

The cities contribute 60% of Scottish economic activity, almost £69 billion, while supporting 54% of the country's employment. The cities and their regions will be crucial to delivering prosperity and tackling inequalities. In order to do this effectively and in the most efficient manner, we need greater control over policy and fiscal matters to allow us to create the right environment

The event was very productive and I'm looking forward to on-going discussions with the Scottish and UK Governments on ways in which the cities and their regions can help deliver a more prosperous and fairer Scotland.

Growing in confidence

It may surprise you to know that mental health issues affect one in ten young people. It's an area that often doesn't get much publicity so many congratulations to the Council's Mental Health & Wellbeing Team for winning the Education Initiative of the Year at the [Herald Society Awards](#).

Their *Growing Confidence* Secondary School Programme aims to support secondary schools to better promote good mental health in staff, pupils and families. Many of them have gone on courses and delivered training and 21 out of 25 secondary schools have actively taken part in the programme since its launch two years ago.

Good mental health allows children and young people to flourish, develop resilience and cope better with stress. A very worthwhile project and well done to the team on the award.

A bright future for solar cooperative

I have joined hundreds of other 'sustainable investors' by registering to buy shares in the [Edinburgh Community Solar Cooperative](#) which, thanks to more than £500,000 of investment, is set to become the UK's largest community-owned urban solar farm.

Community energy co-operatives allow local people to play a part in building a greener, more sustainable environment whilst raising awareness more generally about the importance of being energy efficient.

We are aiming to meet our target of reducing Edinburgh's carbon emissions by 42% by 2020 and this project is an important step towards achieving this. The offer closes on 1st December.

Edinburgh in Bloom

What does Edinburgh have in common with Milan and Gothenburg? At a prestigious ceremony in Malmo last week, all three cities were named worthy winners of the [2015 EUROCITIES awards](#).

Recognised for innovation and community participation, I'm pleased to say Edinburgh's outstanding entry was for our '[Edinburgh in Bloom](#)' initiative. The project works with partners, volunteers and organisations from all over the city to keep our parks clean, green and looking good.

The EUROCITIES awards are selected by an independent jury and consider projects from all over Europe. It's a fantastic achievement and proves our city has some of the finest green spaces (and green-fingered workers) in Europe.

Greg Ward

After almost eight years, our Director of Economy and City Strategy, Greg Ward, is to take up a role with Westminster City Council.

From our Edinburgh Guarantee programme for school leavers to critical investment for the Edinburgh St James development, the Council's impressive economic development service helps to support business growth, inward investment and local employment opportunities. This has been helped in no small part by Greg's leadership and dedication.

Just last month, our [economy watch](#) figures revealed the number of businesses operating in the Capital has risen by 19.2% year-on-year, while Job Seekers Allowance claims continue to decline – now sitting at just 1.2%.

Greg leaves us on 30 November and we thank him for his dedication while wishing him well as he takes on this new challenge.

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◆ EDINBURGH ◆
THE CITY OF EDINBURGH COUNCIL

The City of Edinburgh Council

10am, Thursday, 19 November 2015

Appointment of Monitoring Officer

Item number	8.1
Report number	
Executive/routine	
Wards	All

Executive summary

Following Council Transformation appointments at Tier 2, the Council is requested to appoint Carol Campbell, Head of Legal and Risk as Monitoring Officer.

Links

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

Appointment of Monitoring Officer

Recommendation

- 1.1 To agree to appoint Carol Campbell, Head of Legal and Risk, as Monitoring Officer, with immediate effect.

Main report

- 2.1 As part of the implementation of the Council Transformation programme, Carol Campbell has been appointed to the new Tier 2 position of Head of Legal and Risk.
- 2.2 It is intended that the postholder should also serve as Monitoring Officer, assuming these duties from the Chief Operating Officer.
- 2.3 Council is therefore invited to appoint Carol Campbell, Head of Legal and Risk, as Monitoring Officer.

Measures of success

- 3.1 A Monitoring Officer for the Council is appointed.

Financial impact

- 4.1 Not applicable.

Risk, policy, compliance and governance impact

- 5.1 The appointment of a Monitoring Officer is a statutory requirement.

Equalities impact

- 6.1 Not applicable.

Sustainability impact

- 7.1 Not applicable.

Consultation and engagement

- 8.1 Not applicable

Background reading / external references

None

Andrew Kerr

Chief Executive

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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 19 November 2015

Executive Management Structure

Item number	8.2
Report number	
Executive/routine	
Wards	

Executive Summary

Council approved the Executive Structure at its meeting on 25 June 2015 as part of the Council's Transformation Programme. Executive Directors, reporting to the Chief Executive Officer (CEO) are collectively known as Tier 1 of the structure. Tier 2 of the structure (posts which report into Executive Directors) is also now in place.

There are currently a number of vacant posts in Tiers 1 and 2 of the organisation and the Chief Executive intends to review the structure at the top level of the organisation.

This paper advises that a proposal to realign responsibilities to forge a stronger level of focus around matters of strategic importance will be brought forward to the next meeting of the Council.

Links

Coalition pledges	P30
Council outcomes	CO25
Single Outcome Agreement	SO1, SO2, SO3 & SO4

Executive Management Structure

1. Recommendations

- 1.1 Note the contents of this paper.

2. Background

- 2.1 At its meeting on 25 June 2015 Council approved an Executive Structure comprising a Chief Executive, Deputy Chief Executive, Director of Communities and Families, Director of Place, Director of City Strategy and Economy and Director of Health and Social Care. Tier 2 of the structure is also now in place

3. Main report

- 3.1 There are currently a number of vacant posts in Tiers 1 and 2 of the organisation and the Chief Executive intends to review the structure at the top level of the organisation.
- 3.2 This paper advises that a proposal to realign responsibilities to forge a stronger level of focus around matters of strategic importance will be brought forward to the next meeting of the Council.

4. Measures of success

- 4.1 A revised executive structure with a sharper focus on the future shape of Council services would ensure that ambitions for the delivery of services can be better realised.

5. Financial impact

- 5.1 Revised proposals could deliver a modest cost saving in the salary budget.

6. Risk, policy, compliance and governance impact

- 6.1 No issues.

7. Equalities impact

- 7.1 Staffing arrangements associated with the Council's Transformation Programme will adhere to the Equality Act 2010 public sector equality duty.

8. Sustainability impact

- 8.1 The Transformation programme is being progressed in line with the public bodies duties described in the Climate Change Scotland Act (2009).

9. Consultation and engagement

- 9.1 Proposals will be discussed with Executive Directors, Heads of Service and affected staff as well as Trade Unions following Council approval.

10. Background reading/external references

- 10.1 Council Transformation Progress : Status Report (Thursday 25 June 2015).
http://www.edinburgh.gov.uk/meetings/meeting/3708/city_of_edinburgh_council

Andrew Kerr

Chief Executive

Contact: Martin Glover, Acting Head of HR and OD

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Links

Coalition pledges	P30 - Continue to maintain a sound financial position including long-term financial planning.
Council outcomes	CO25 - The Council has efficient and effective services that deliver on objectives.
Single Outcome Agreement	SO1 - Edinburgh's economy delivers increased investment, jobs and opportunities for all. SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health. SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential. SO4 - Edinburgh's communities are safer and have improved physical and social fabric.

10.00am, Thursday 19 November 2015

Capital Coalition Pledges Performance Monitoring May - October 2015

Item number	8.3
Report number	
Executive/routine	
Wards	All

Executive summary

This report provides an update on performance against the Capital Coalition pledges from May - October 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 May – October 2015

Recommendations

- 1.1 It is recommended that the Council agree performance against the Capital Coalition's Pledges for May - October 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 9 June 2015.

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 May – October 2015 is outlined in Appendix 1. The next planned performance update will be published in May 2016.
- 3.2 Reporting of the pledges compliments 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 website](#), where the public can see progress against all 53 pledges or any individual pledge.

- 3.3 Since November 2014, pledge reporting has included a distinction between 'short term' pledges (expected to be delivered within the timescale of this administration), and 'long term' commitments not expected to be met in full until after May 2017, thus recognising, in line with Scottish Government recommendations, that transformation of Council services may extend beyond the period of a single political administration.
- 3.5 Where 'short term' pledges are rated as 'achieved', this reporting 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 to be monitored and reported against specific short term, measurable milestones.
- 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.







November 2014 – 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



May to October 2015

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

- 3.8 Since the last update the following pledges have shown change in status:

- **Pledge 12** – Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes has changed status from on track  to achieved 
- **Pledge 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: has changed status from on track  to achieved 
- **Pledge 53** – Encourage the development of community energy cooperatives: has changed status from within tolerance  to on track 






3.9 Alongside this high level summary, performance in each priority pledge area is shown below. Overall 45 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 October 2015, leaving only 7 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	2	5	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	2	5	1	0	8
6. Maintain and enhance the quality of life in Edinburgh	1	5	3	1	10
Total	13	32	7	1	53






3.10 This report, shows that overall, 31 of the 53 pledges in the Coalition’s ‘Contract with the Capital’ are described as ‘short term’ or deliverable by May 2017. The remaining 22 describe commitments not expected to be delivered in full until after this date.

3.11 At October 2015, 26 of the 31 ‘short term’ pledges have been achieved with actions in place to ensure continued progress. Of the 22 long term pledges, 19 are completed or ‘on track’ for delivery on schedule. Details of all these pledges, status and term assessments are provided in Appendix 1.

Short Term pledges

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

Long term pledges

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

- 3.11 In the period since May 2015, significant progress has been made in delivery of a number of Capital Coalition pledges. Key highlights include:
- Pledge 6 - Breakfast clubs in place in 64 out of 88 primary schools.
 - Pledge 8- 1,055 affordable homes completed in 2014/15 with 1,256 more under construction across the city in September 2015.
 - Pledge 11 - The community co-operative approach piloted with residents at West Pilton and Greendykes is being extended to Pennywell.
 - ✔ Pledge 18 -Edinburgh Trams carried almost five million passengers in first year of operation, with fares revenue 3% ahead of target.
 - Pledge 24 - Delivery of Thundering Hooves 2.0, Ten Year Strategy to Sustain the Success of Edinburgh’s Festivals, which lays out 38 recommendations for action.
 - ✔ Pledge 28 - Two new business incubation spaces for creative and tech industries opened in summer 2015 in Edinburgh and Shenzhen in China, a joint venture between the two cities to enhance business growth and economic collaboration.
 - Pledge 32 - Service Level Agreement now in place with Police Scotland with 41 community police officers allocated to localities and a designated Violence Reduction Unit working flexibly across the city with 14 officers.
 - Pledge 33 - First Local Community Plan 2014-17 annual report will be delivered in November 2015.
 - ✔ Pledge 37 - A range of activity is taking place in care homes for older people to foster and embed a co-operative culture, with residents’ personal preferences informing person centred planning.
 - Pledge 41 - All legacy property repairs cases now reviewed and billed, with pilot new Shared Repairs service in place and due to go fully live by March 2016.
 - Pledge 53 - Edinburgh Solar Coop established with successful share launch in September 2015.

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 Corporate Policy and Strategy Committee on 9 June 2015.

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

Alastair D Maclean

Deputy Chief Executive

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Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All
Appendices	Appendix 1: Capital Coalition Pledges update May – October 2015

Appendix 1: Capital Coalition Pledges Update May - October 2015



Performance Monitoring

May - October 2015

City of Edinburgh Council
19 November 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 October 2015.

Performance against the pledges is formally reported to the City of Edinburgh Council every six months with the next update due in May 2016.



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
 -  11 Encourage the development of cooperative housing arrangements
 -  12 Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes
 -  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
-

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
-  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
-  20 Work with the Scottish Government to deliver a larger return of business rate receipts as part of the business rate incentivisation scheme
-  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
-  24 Maintain and enhance support for our world-famous festivals and events
-  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

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
-  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 reducing 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 Co-operatives

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

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 committed £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.



The current budget proposals may affect the ability to achieve some of the actions.

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
Continue and expand Family Group Conferencing vulnerable babies project in second team.	01-Oct-2015	Milestone completed. Funding identified and secured by May 2015 allowing expansion of the project to Leith and Hospital Practice Team.

Actions in progress	When	Notes
Evaluation of Development Fund Projects.	01-Nov-2015	Templates have been developed and distributed to projects. An evaluation report has been prepared and will be presented to the SO1 Oversight Group.
Final report to Scottish Government from partnership on the local operation of the Early Years Change Fund 2014/15.	07-Dec-2015	A final report was presented the Education, Children and Families Committee on 6 October 2015.
Roll out of Psychology of Parenting Programme (POPP) across the whole of the city.	30-Sept-2016	Practitioners in the delivery of Incredible Years and Triple P identified and trained in East / West / South and SouthWest. Deliver of programmes started.

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	Sept 15	Target	Status	Latest note
Number of Looked After Children	1,440	1,467		Latest data shows 1,440 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.

The Council has committed to maintaining overall teacher numbers and pupil:teacher ratios at the level achieved in September 2014.


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 4,600 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. A further challenge is to maintain overall teacher numbers and pupil:teacher ratios within the context of rising rolls and significant budget challenge.

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-2016	Our priority in reducing class sizes further is to focus on positive action schools. The situation will be reviewed on an annual basis.

Indicator	15/16	Target	Status	Latest note
Pupils in P1 classes of 25 or fewer	100%	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 2015, there were no P1 classes with a class size of more than 25. The data relates to 0 pupils out of 4501.

Pledge 03**Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools****Lead politician:** Paul Godzik**Lead service:** Children and Families**Contact:** Gillian Tee**Where are we now:**

The latest five year capital programme to 2019/20 commits the Council to the delivery of £126m of investment (excluding significant additional funding from disposal receipts and the Scottish Government) 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. A further £35m is committed towards asset management works in the Children and Families estate.

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 was considered by Committee on 19 May 2015 and showed 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 20 August 2015 regarding Future Investment in the School Estate – Wave 4. Council noted the outcome of the first stage of the process to determine the remaining scope of the Wave 4 programme, approved that four secondary schools be shortlisted for further consideration and noted that a report be taken back to Council on the outcome of this process, together with the proposed approach to prioritisation, at a later date.

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. The categorisation of all Children and Families establishments as condition 'A' or 'B' by 2020.

Actions achieved	When	Notes
' <u>Children and Families Asset Management Plan 2014 – Update</u> ' – paper considered by Education, Children and Families Committee.	19-May-2015	This report provided 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.
' <u>Children and Families Capital Asset Management Programme 2014-2019 progress update</u> ' – paper considered by Education, Children and Families Committee.	08-Oct-2015	This report provided an update on progress for the delivery of the Children and Families five year asset management programme, approved in December 2013. It covered the final out-turn for the 2014/15 financial year and, for the 2015/16 financial year, covered works completed to September 2015 and further projects planned for the remainder of the year.

Actions in progress	When	Notes
Six monthly update on the Children and Families Asset Management Plan 2014 to be reported to Education, Children and Families Committee.	08-Dec-2015	This report will provide an update on all actions, including the delivery of the new Portobello High School and all other planned school developments.

Indicator	14/15	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. A decision has been taken to develop a school-based community sports hub in the new Portobello High School and at Liberton high School.

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. On September 29th, Corporate Policy and Strategy Committee considered a report detailing the recommendations from a [citywide review of Council-owned sports facilities and services](#), including the use of secondary schools. Approval in principle has been given to Edinburgh Leisure to develop a business case that may result in Edinburgh Leisure managing community access to sports facilities in some secondary schools. One of the intended outcomes of this approach is to maximise the use of these facilities.

Challenges:

There are around 4,600 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
' Children and Families Asset Management Plan 2014 – Update ' – paper to be presented to Education, Children and Families Committee.	19-May-2015	Milestone completed. This report provided 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.
' Citywide review of Council-owned sports facilities and services: key findings and recommendations ' – paper considered by Corporate Policy and Strategy Committee.	29-Sept-2015	Milestone completed. Approval in principle has been given to Edinburgh Leisure to develop a business case that may result in Edinburgh Leisure managing community access to sports facilities in some secondary schools. One of the intended outcomes of this approach is to maximise the use of these facilities.

Actions in progress	When	Notes
Six monthly update on the Children and Families Asset Management Plan 2014 to be reported to Education, Children and Families Committee.	08-Dec-2015	This report will provide an update on all actions, including the delivery of the new Portobello High School and all other planned school developments.

Detailed specification and business case for management of sports facilities in schools to transfer to Edinburgh Leisure and a progress report to be submitted for consideration at Corporate Policy and Strategy Committee within six months.	31-Mar-2016	Progress report to include a timeline for a phased changeover.
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Where are we now:

National qualifications are now embedded and the New Higher and Advanced Higher courses will be in place for all young people by the end of school year 2017.

A Senior Phase working group has been formed to ensure equity of Senior Phase provision across the city.

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

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.

Senior management are working with the LNCT to ensure the structures evolve to meet changing circumstances.

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
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.
Support establishments to report consistently for individual children using Curriculum for Excellence levels.	18-Aug-2015	Milestone completed. Shared monitoring and tracking in place across the Secondary estate.

Actions in progress	When	Notes
Discuss, with LNCT, measures to ensure management structures continue to evolve to meet changing circumstances.	31-Dec-2015	
All pupils will sit diet of New Highers and Advanced Highers by end of May 2016.	31-May-2016	

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%	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%.
Sickness absence for teaching staff	3.14%	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.
Indicator	14/15	Target	Status	Latest note
Attainment - 5+ awards at Level 6 or above	33.1%	30.8%		Data is pre-appeal. The national average was 30.7%.


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 to LAYC (Lothian Association of Youth Clubs) to support parent led organisations to encourage mutual support and strengthen governance, including legal support and advice, based on co-operative principles. A pilot was established with the voluntary playgroups and nurseries in an area of South Edinburgh to explore them working cooperatively. This has been successful in developing cooperative working between them. Over the next year, there will be a series of meetings organised with the voluntary playgroups and nurseries in each of the localities to explore them working cooperatively. A small grant will be set up to support this initiative. A report- "Playgroups and Nurseries in the Voluntary Sector" was presented to the Education, Children and Families Committee on Tuesday, 6th October 2015 and was praised by elected members.

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 are trialling the delivery of more flexible hours in Fox Covert, Wardie, Dalry, Hope Cottage, Tollcross and Fort.

Children from 64 of our 88 Local Authority Primary Schools can now access a Breakfast Club. We are currently working to establish access to Breakfast Clubs in the remaining 24 Primary Schools. A report on the provision of Breakfast Clubs 'Breakfast Club Review' was presented at Education, Children and Families on Tuesday 6th October 2015.

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

New nursery provision opened in Fox Covert Campus, Wardie and Duddingston Primary Schools in August 2015. The nurseries have incorporated best practice in to the interior and exterior designs and are excellent learning environments for young children. There has been a unique opportunity at Fox Covert to develop the new service co-operatively with voluntary providers. It is proposed that a group will be established to ensure that stakeholders 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
Establish new nursery provision at Wardie and Fox Covert providing flexible childcare on a co-operative basis.	31-Jul-2015	Milestone completed. Nurseries open and in operation offering more flexible provision.
Introduce more flexibility in the way families can use their entitlement to 600 hours of free early learning and childcare.	31-Aug-2015	Milestone completed. 600 hours (increase of 26% from 475 hours) of free early learning and childcare for all 3-4 year olds and eligible 2 year olds introduced from August 2014. The aim is to introduce more flexibility in the way families can use their entitlement. Five pilots in operation.

Actions in progress	When	Notes
Further increase the number of out-of-school childcare provision who have a Charter Mark.	31-Dec-2015	LAYC promoted Co-operative Charter through membership 2014/15 and 14 community based after school clubs applied for and were awarded the Charter Mark. The new membership year commences November 2015 and it is anticipated that current Charter Mark holders will renew/retain their marks and re-promotion will attract fresh applicants/awards.
Continue to work with those community-based organisations providing out-of-school childcare who are interested in becoming co-operatives.	31-Dec-2015	One community-based after school club converted to a SCIO as approved by OSCRC April 2015 and one on eve of making Stage 1 application to OSCRC. One made major amendments to their existing corporate legal governance as approved by OSCRC July 2015 and a further ASC is working on a similar submission to OSCRC by year end. Note of interest from another ASC to undertake conversion to SCIO. Legal support and advice was provided on a collective and club basis including the creation of a 'Legal guide' to converting or updating governance with associated templates and required paper work.
Work with partners to develop a 'Childcare Guarantee'.	31-Mar-2016	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.
The latest (Follow up) School Leaver Destination report (SLDR) shows sustained positive destinations now at 93.1%. 10% higher than when the Guarantee was launched.
- Increase the % of "looked after children" moving into a positive destination, matching or exceeding the performance of the highest ranked Local Authority area
The proportion of looked after children moving into a positive destination was 65% in 2013/14, lower than the Scottish national average of 73%.
- Reduce the % of young people (16-24 yrs) who are unemployed, matching or exceeding the performance of the highest ranked Local Authority area
The registered unemployment rate for 18-24 year olds in the city is 1.1%, 2% below the Scottish National average and the best performing City in Scotland. The only areas with lower youth unemployment are the Highlands and Islands.

Challenges:

As the Edinburgh Guarantee governance evolves to a Regional structure aligning with the Developing the Young Workforce, it ties itself to a broader range of activities. We face some complexities in the partnership in broadening reach to East Lothian and Midlothian. It is vital to ensure that decisions made are of mutual benefit to all stakeholders. A feasibility study of a Regional Guarantee will be carried out. Broadening the age up to 24 in line with European Guarantees also requires consideration. With an increase in employment opportunities, youth unemployment rates at 1.1% and SLDR statistics rising, our challenge at present is for supply to meet demand. LAC statistics from Scottish Government do not present development. Data hub presents this at 75%, a conflict of the same information from two different sources.


Where do we want to get to:

- Aim to have over 2000 young people registered on the Edinburgh Guarantee website.
- Improved employer engagement in education through phase 1 of 'The Market Place' being tested and developed to an online platform. Regional funds will be used to develop this platform.
- Youth Talent bank piloted in 3 sector/job areas, matching skills, attributes and qualifications to sector/job area requirements.
- Further development of the use of Community Benefit Clauses in tenders to help secure 'needed' opportunities for young people.
- Aligning local added value youth recruitment service to National Modern Apprenticeship advertising service.
- Structured approach to data gathering of LAC statistics enabling real time capture of reliable data from the data hub.

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.
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Actions in progress	When	Notes
Establishing of the Regional Invest in Young People Group.	31-Dec-2015	This group is employer lead and creates a sustainable model for EG delivery at a regional level. Lead will sit with the Edinburgh Chamber of Commerce.
Development of 'The Market Place' Phase 2.	30-Apr-2016	The regional group has requested funds to develop this employer engagement portal to an online platform.

Indicator	13/14	Target	Status	Latest note
Follow-up destinations of school leavers	93.1%	Matching or exceeding the best performing local authority area		Latest follow up figures for 13/14 cohort reported by Skills Development Scotland in June 2015. Follow up School leaver positive destinations are improving (up from 91% for 2012/13 cohort).
Indicator	Sept 15	Target	Status	
Youth unemployment	0.8%	Matching or exceeding the best performing local authority area		Registered unemployment for 18-24 year olds fell to 0.8%, 1.3% BELOW Scottish rate of 2.1%, and best performing city in Scotland. Only rural areas Shetland, Orkney, Highland have lower rate of 0.6%.

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.
- Council loans of £112 million will enable up to 931 new affordable homes on brownfield sites. 422 affordable homes have been completed through the first phase of the National Housing Trust (NHT) initiative. NHT2B will provide up to 96 homes at Goosander Place which are currently under construction and will be complete by December 2016. A third phase of NHT was approved and could provide up to 413 new affordable homes by 2019.
- In September 2015, 1,256 affordable homes were under construction across 25 sites in the city, 23 of which are brownfield sites.

Challenges:



- Edinburgh is a growing city. At least 36,000 new homes are required over the next ten years. Demand for affordable homes is growing combined, 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
Approvals and Completions in 2014-15.	30-April-2015	Milestone completed. Council approved delivery of 1,437 affordable homes in 2014/15 and 1,055 affordable homes were completed by the end of the financial year.
Consultation on scope, purpose and options for new housing company (Edinburgh Homes) to support delivery of new homes for market rent.	31-Sept-2015	Milestone completed. Health, Social Care & Housing Committee 21 April 2015 approved recommendation to consult with partners and on 8 September 2015 approved the recommendation to work with Scottish Futures Trust and the Scottish Government to establish a Limited Liability Partnership to acquire and manage housing for rent.

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. 1,256 affordable homes under construction in September 2015.
Expansion of 21st Century Homes Programme.	Ongoing	Expansion of 21st Century Homes Programme is being financially modelled and Council housing investment is under review in consultation with tenants. Capacity studies completed on several sites suitable for development and transferred from General Fund to Housing Revenue Account. Health, Social Care and Housing Committee on 16 June 2015 approved the recommendation to develop 216 new homes through 21 st Century Homes.

Indicator	Sept 15	Target	Status	Latest note
No of affordable homes approved 2015/16	303	1,200		303 affordable homes approved by September 2015. Lower than anticipated approvals in first half of year cause risk to delivery of programme but out-turn at end of year expected to meet target.
No of affordable homes completed 15/16	486	1,000		486 affordable homes completed by September 2015, on track to meet target by end of financial year.


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. Further approval was granted on 16 June 2015 to proceed with a Small Sites Programme which could provide around 200 homes at a selection of sites across the city.

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
North Sighthill Planning Application	31-Jul-2015	Milestone completed. A detailed application was submitted to Planning for 184 affordable homes at North Sighthill in July 2015. This is expected to be considered by Committee late October 2015.
Leith Fort award of Contract	30-Aug-2015	Milestone completed. Finance and Resources Committee recommended award of Contract to CCG Ltd on 4 June 2015. Contract signed on 19 August. The Contract will provide 54 mid market rent homes (Port of Leith Housing Association) and 32 Council homes for social rent.
Pennywell	30-Aug-2015	Milestone completed. Phase 2 Planning approved by Development Management Sub-Committee on 12 August 2015. Phase 1 Completions: 6 homes for social rent and 14 for mid market rent are now occupied by tenants. The next block of seven houses for social rent will be complete in early October. Twenty one owners who purchased private homes at the Pennywell site have moved into their new homes.

Actions in progress	When	Notes
Small Sites Programme	31-Mar-2016	Feasibility work is underway to develop detailed proposals for around 200 homes. These will be presented to the Finance and Resources Committee early 2016.
Craigmillar/Greendykes	31-Nov-2016	Feasibility studies are being undertaken for Parc and 21st Century Homes in relation to sites at Greendykes and Craigmillar town centre. Progress will be reported to Health Social Care & Housing Committee in November 2015.

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 pledge is now considered as part of the wider Housing Pledges Working Group which meets quarterly.
- Empty Homes Officer recruited (February 2015) on one year pilot.
- 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
Strategic support provided for three bids for Scottish Government Town Centre Empty Homes Fund.	21-Aug-2015	Milestone completed. Empty Homes Officer worked with partners and colleagues to support three bids for a share of £4million fund.
Communications strategy developed and implemented.	30-Sept-2015	Milestone completed. Empty Homes Officer has developed and implemented a more targeted approach to contacting owners. This approach includes personalised letters, surveys and visits to meet with owners. An Empty Homes Information Booklet has also been developed to provide owners with advice on bringing their empty homes back in to use.

Actions in progress	When	Notes
Work with Link Housing Association to develop new approaches for the Empty Homes Loan Fund.	Ongoing	Loan to Sell being explored as a way to improve uptake of Empty Homes Loan Fund. Empty Homes Officer is continuing to promote the loan to owners and is discussing alternative approaches with other Empty Homes Officers, Shelter Scotland's Empty Homes team and Scottish Government representatives. Opportunities to utilise the fund in more innovative ways will continue to be explored.
Case-management approach implemented to target long-term empty priority cases to bring them back into use.	Ongoing	Empty Homes Officer has established good working relationships with key contacts in Council services such as Environmental Health and Revenues and Benefits to tackle issues with long-term empty homes in a more co-ordinated way.
Investigate feasibility of setting up an Empty Homes Matchmaker Scheme.	31-Mar-2016	A number of local authorities have set up Empty Homes Matchmaker Schemes to help prospective buyers and sellers of empty homes find each other more easily. Investigating feasibility of setting this up in Edinburgh.

Pledge 11



Encourage the development of cooperative housing arrangements

Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Gillian Donohoe

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
Approval from Health, Social Care and Housing Committee for Council to join Our Power Community Benefit Society, a licensed energy supply company.	30-Jun-2015	Milestone completed. Our Power has been set up by a consortium of Scottish Housing Associations to be a nationwide supplier of affordable and renewable energy. Its main objective is to tackle fuel poverty through the supply of affordable and renewable energy to social housing tenants. Council membership of Our Power will benefit Council tenants.
Piloting Community Co-ops to encourage co-operative approaches to housing and estate management.	30-Sept- 2015	Milestone completed. Positive outcomes and challenges discussed at Housing Pledges Working Group September 2015 to learn lessons for taking forward approach in future developments. Greendykes tenants are setting up formal residents group and play park in communal back green area being installed as agreed by tenants.
Tenant Led Inspection on repairs reporting process.	30-Sept- 2015	Milestone completed. Tenants involved in inspecting repairs reporting process and agreeing Action Plan with Council to implement changes which will improve customer experience of repairs reporting.

Actions in progress	When	Notes
Collaborative consultation on homelessness prevention commissioning plan workstreams.	Ongoing	Commissioned services for Advice and Support have been reshaped through collaborative consultation with service providers and service users. The approach has been extended to re-designing Domestic Abuse, Young People and Crisis and Complex services to be more outcomes-based. Pilots in place to test re-shaped services.
Seminar to be arranged for partners and groups who have expressed interest in setting up/expanding housing co-ops in Edinburgh.	31-Dec-2015	Several organisations have approached the Council with ideas for new housing co-ops but require assistance with funding and finding sites or suitable buildings to convert. Seminar will bring them together, along with other partners and professionals with an interest in housing co-ops, with a view to adopting more strategic approach to taking forward proposals.

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:** Michelle Miller**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 Education Children and Families Committee in September 2014. A joint review of those homelessness services that focus on alcohol and addictions was carried out in partnership with the EADP.

Following joint commissioning work between relevant agencies, the services set out below 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 for homeless people in Edinburgh
- Establishment of 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 national guidance on commissioning cycles 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 and there is ongoing commitment to joint commissioning in future.

Indicator	Sept 15	Target	Status	Latest note
Proportion of cases meeting the three week target timescale from referral to start of treatment for drugs and alcohol	85%	90%		This indicator is based on service performance data provided by several different agencies (Council Health and Social Care, health and third sector organisations). Ongoing data input issues within some of these agencies are being discussed with relevant management to consider how to resolve these issues.


Lead politician: Cammy Day

Lead service: Services for Communities

Contact: Gillian Donohoe

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. Newly introduced rent payment cards have contributed £2m in rental income since April 2015.
- 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
Private rented sector (PRS) enforcement action continues as PRS Team focus on addressing concerns from the community, landlords and letting agents on letting standards and compliance with landlord registration.	30-Sept-2015	Milestone completed. This approach has been endorsed by Regulatory Committee (14 September 2015 "Update – Houses in Multiple Occupancy Market Review"). Based on Scottish Government figures it is estimated there are approximately 55,000 properties in the Private Rented Sector in Edinburgh. This compares favourably with the 56,000 properties (up from 51,000 18 months ago) on the Council's landlord register demonstrating that the Council has obtained wide spread compliance on registration.
Responding to consultations on Private Rented Sector.	30-Nov-2015	Milestone completed. Council responses submitted, in consultation with elected members, on New Tenancy for Private Rented Sector and Code of Practice for Letting Agents.

Actions in progress	When	Notes
Reinforcement of tenants' responsibilities.	Ongoing	Newly introduced rent payment cards have contributed £2m in rental income since April 2015. Tenants' courier publication continues to reinforce tenants' responsibilities towards their home, neighbours and community. The October 2015 edition will include articles for tenants looking to make improvements to their home and changes in household circumstances. Introduction of pilot scheme in the South Neighbourhood to tackle pet nuisance and dog fouling. The 'Don't Blame the Dog' initiative aims to involve the community to tackle the problem in hotspots around the neighbourhood. Compulsory Microchipping of Dogs will commence from April 2016.

Implement Action Plan on joined up working in response to anti-social behaviour.	Ongoing	<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.
Tenant Handbook being updated as part of ongoing communications on tenant responsibilities.	31-Dec-2015	<p>Final draft of handbook prepared with Communications team and in discussion with Edinburgh Tenants Federation. Focus is on key elements of tenant responsibilities:</p> <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.</p>
Implement new powers that commence in December 2015 to address repairing standards in the private rented sector.	31-Jun-2016	To ensure that landlords comply with repairing standards e.g. increased standards on electrical safety.

Pledge 14 

Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities

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.
- 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.

Actions achieved	When	Notes
EdIndex Management Board agreed to review EdIndex allocations policy, taking into account forthcoming Scottish Government guidance on allocations.	31-Oct-2015	Milestone completed. Discussions ongoing and workshop arranged for December 2015.
Actions in progress	When	Notes
Restrictions on moves to new tenancies.	Ongoing	Work continues 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.
Good Neighbour Award.	31-Dec-2015	Explore options for having Tenant/Good Neighbour of the Year Award – nominated by neighbours.
Review allocation policy in light of new Scottish Government guidance.	31-Oct-2016	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 and in consultation with other stakeholders at the end of 2015/early 2016. Report on proposed approach to allocations policy review to go to Health, Social Care and Housing Committee early 2016.

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. 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:

- Hosting of a high-level event for international investors in partnership with Scottish Government Ministers to profile investment opportunities.
- Edinburgh was promoted to international property investors at the EXPO real property show in Munich.
- Increased targeting of investors using online platforms (e.g. Twitter and LinkedIn) resulting in greater engagement on the Invest Edinburgh website.
- Invest Edinburgh films on YouTube have now received a total of over 220,000 views, including over 60,000 views in the important US market.
- Development of partnership with Shenzhen to promote trade and investment within the Creative sector, including the opening of business incubators in each city.

Despite Sept 15 shortfall on recently revised physical infrastructure investment target of £300m,(see below) collaborative work remains on track to deliver long term city wide target of £600 million by March 2017.

Challenges:

Continuing to identify niche opportunities for investment in a highly competitive environment. Strengthening the international investment positioning 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 more targeted investment audience. Create a range of green projects to showcase innovative practice and attract investment. Bring forward a 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
Host high level investor event.	26-Aug-2015	Milestone completed. Investment opportunities promoted to senior investment figures.
Opened Creative business incubators in Edinburgh and Shenzhen.	15-Sept-2015	Milestone completed. The incubators will provide a launch pad for Chinese companies investing in Edinburgh and Edinburgh companies expanding into China.

Actions in progress	When	Notes
Continue to work closely with Investor Support in providing on the ground support and tailored advice for Shenzhen companies at the Edinburgh incubator and prospective investors. Maintain strong relations † between both cities with respective foreign office departments.	31-Dec-2015	Weekly planning meetings with the Shenzhen Creative Investment Group based at the Creative Exchange incubator.

EBF and Creative Edinburgh Collaboration	30-Apr-2016	EBF members will support Creative Edinburgh by attending and introducing their business contacts at a series of events.
ESESCR	30-Apr-2016	The EBF will continue to support the Council and its partners as the City Region Deal is progressed.

Indicator	Sept 15	Target end Sept 15	Status	Latest note
To support £600 million (net) of physical investment by Mar 2017	£230.8m	£300m		£213 million total by December 2014 achieved 2014/15 target of £200 m. New cumulative target established Sept 2015 of £600 m between April 2012 and March 2017 (shared Economic Development Service target). Despite this indicator changing to Amber for the new, more ambitious, 2017 target there has been strong investment promotion and support activity. Physical investment is influenced by a variety of factors and doesn't increase in a linear fashion. Therefore the overall RAG indicator remains Green for Pledges 15 and 17.
To support the creation and safeguarding of 4,100 (net) jobs by end Mar 2017	2,746	2,525		2,037 jobs total December 2014 achieved 2014/15 target New cumulative target established in Sept 15 of 4100 jobs between Apr 2012 and end March 2017 (shared Economic Development Service target).



Lead politician: Frank Ross

Lead service: Economic Development

Contact: Jim Galloway

Where are we now:

The council's arrangements for new funding to support small business continue to provide loan finance, although demand for these services has decreased as the availability and conditions of traditional lending have improved. Since March 2015 3 loans have been approved through the East of Scotland Investment Fund (ESIF) totalling £133,000. There have been no applications for loans to the Small Business Loan Fund

A report to the [Finance and Resources Committees March 2015](#) noted that ESIF has reached the end of the period of European Funding and approval was given to merge with a new pan-Scotland local authority fund Business Loans Scotland Ltd, and to transfer assets of ESIF and the Small Business Loan Fund to the new pan Scotland fund.

Since 2010 ESIF has provided £584,000 in loans to 13 businesses achieving significant leverage against the ~~initial~~ investment of £144,000.

Business Gateway continues to direct businesses to a wide variety of funding sources including equity investors and crowd sourcing, which is becoming more popular, especially for new emerging SMEs.

Challenges:

There have been unforeseen delays in establishing the pan Scotland Fund due to complexities associated with European Funding. It is expected that the new fund will be in place by April 2016. Meantime, the Council's two loan funds continue to be available.

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. Three loans have been advanced for ESIF to the value of £133,000
Capital Credit Union.	30-Jun-2015	Milestone completed. Capital Credit Union now provides lending to small business.

Actions in progress	When	Notes
Pan Scotland Local Authority Loan Fund "Business Loans Scotland Ltd".	01-Apr-2016	Expected date for new fund to go live.

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.
- The Edinburgh 12 Programme Board continues to meet quarterly, ensuring the ongoing delivery of the Edinburgh 12 project, and providing opportunities for the Council to engage with the development community.
- The current Edinburgh 12 sites continue to be supported by the Edinburgh 12 team.
- The next sites for inclusion in the project are being researched. Development Briefs will be prepared for these sites in due course.
- The potential suite of services which the Council will offer to the development community (currently branded as the Edinburgh Premium) is being developed and consultation with Council colleagues and external partners is commencing.
- Despite Sept 15 shortfall on recently revised physical infrastructure investment target of £300m(see below), collaborative work remains on track to deliver long term city wide target of £600 million by March 2017

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 Programme Board	31-May-2015	Milestone completed. Presentation from the developer of New Waverley.
Edinburgh 12 Programme Board	31-Aug-2015	Milestone completed. Presentation from the developer of The Haymarket Edinburgh.
New Waverley Community Fund	31-Aug-2015	Milestone completed. Grant funding of £120,000 has been awarded to six applicants. Projects include: a community garden; an art installation; and festive lighting.
Edinburgh Premium Committee Report	30-Sept-2015	Milestone completed. A paper on the Edinburgh Premium was presented to Economy Committee on 15 September 2015.
Edinburgh St James Public Inquiry	30-Sept-2015	Milestone completed. A strong, one-Council representation formed a crucial part of the Public Inquiry.

Actions in progress	When	Notes
Identifying the next Edinburgh 12	31-Mar-2016	Work on suitable sites has progressed significantly with a view to getting external input in order to finalise the most appropriate opportunities.
Edinburgh Premium	30-Apr-2016	Complete consultation with internal and external parties on chargeable services to allow the Edinburgh Premium offer to be finalised.

Indicator	Sept 15	Target end Sept15	Status	Latest note
To support £600 million (net) of physical investment by Mar 2017	£230.8m	£300m		<p>£213 million total by December 2014 exceeded 2014/15 target of £200m.</p> <p>New cumulative target established Sept 2015 of £600 m between April 2012 and March 2017 (shared Economic Development Service target).</p> <p>Despite this indicator changing to Amber for the new, more ambitious, 2017 target there has been strong investment promotion and support activity. Physical investment is influenced by a variety of factors and doesn't increase in a linear fashion. Therefore the overall RAG indicator remains Green for Pledges 15 and 17.</p>

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. The Trams network became operational in May 2014. Almost five million passenger journeys were made in the first full year of operation, around 370,000 ahead of target. Revenue from fares was 3% ahead of the business model target.

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.


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
Preparation of a tool to assess and rank the cost effectiveness of supported bus services in Edinburgh.	31-May-2015	Milestone completed. The tool was completed and approved by Transport and Environment Committee in August 2015. Weightings to be agreed at October T&E committee meeting.
Actions in progress	When	Notes
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 initially introduced for 2012/13 but a number of concerns were expressed concerning its effectiveness. 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. Based on the audited financial statements, an incentivisation payment is not anticipated in 2014/15 but purchase of software that would assist in identifying any properties that may have been missed from the valuation roll is currently being considered and this may increase the likelihood of exceeding targets going forward.

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 in progress	When	Notes
Confirm audited outturn position for 2014/15 to determine whether Council is eligible for incentivisation payment.	30-Nov-2015	While formal confirmation is awaited, no payment is anticipated in 2014/15.
Complete evaluation of property identification software as a contribution towards meeting current and future years' targets.	30-Nov-2015	Currently in negotiations with software company who is preparing a business case which will be forwarded for approval.

**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. A sectoral BID being one of the options considered, for which seed corn funding remains in place. Subsequently, it was agreed that Marketing Edinburgh will undertake further research into means of generating revenue from the visitor economy considering these various options.

From November 2014, Marketing Edinburgh has led on taking forward this pledge. They held a series of internal meetings to discuss a variety of options. No conclusion as to the exact mechanism was finalised at this point. 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. Since March 2015, Marketing Edinburgh and council officers have held discussions with key stakeholders on a voluntary pilot scheme. Positive steps have been taken but further input is needed on the detail of any voluntary scheme. Briefings will now be held with the Convener and Vice Convener of Economy Committee on the discussions to date.

Challenges:

Further consultation is needed on options, including the viability and legality of a transient visitor levy or whether to pursue an alternative funding option.

Where do we want to get to:

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

To introduce a voluntary pilot scheme.

Actions achieved	When	Notes
Support Marketing Edinburgh.	30-Apr-2015	Milestone completed. Met with Marketing Edinburgh to identify if Council support is required.
Identify suitable mechanism for destination promotion.	31-Jul-2015	Milestone completed. Further work in this area identified a potential mechanism that affords the city the necessary and competitive funding to continue to compete on a global stage.
Met key stakeholders to discuss Voluntary Pilot Scheme.	August-September 2015	Milestone completed. Stakeholders were presented with the potential voluntary pilot scheme and its inputs and outputs.
Actions in progress	When	Notes
Bring key stakeholders together.	01-Nov-2015	Discuss logistics of voluntary pilot scheme being taken forward.



Lead politician: Frank Ross

Lead service: Economic Development

Contact: Steve McGavin

Where are we now:

Actions being taken forward to provide neighbourhood town centre support and improve viability of small independent retailers.

No new 'forum' established, instead Council project staff are collaborating with the many independent local retail and business groups already in place.

Recent highlights :

- 10,000 copies of Vintage brochure (zero cost) featuring 110 city wide businesses distributed throughout the Central Belt and Lothians
- Small Business Saturday national launch hosted 9 September in City Chambers – wide media coverage. 16.5 million aware of SBS last year.
- Scotland's Towns Partnership (STP) – exhibited at Scottish Parliament event to promote Small and Rural Towns 2 September, with Planning hosting STP East Town Roadshow at City Chambers
- Supporting Edinburgh's 3 existing Business Improvement Districts and working with business community to establish a 4th West End BID (1 August). Edinburgh has more BIDs than any other Scottish town, and they deliver circa £1.3m per year in levy from 1,142 businesses
- Supported Essential Edinburgh BID to stage "Farm to Fork" event with HRH Prince Charles to celebrate the 15th anniversary of Edinburgh's Farmer's markets
- Royal visit to Portobello town centre by HRH Duchess of Cornwall in June 2015. Collaboration with Royal Household and Lord Provost office and local businesses to promote Edinburgh's seaside
- Promote and monitor performance of Edinburgh's 8 Town centres such as:
- Leith – Mural Tours and Open Day featuring 100 artists with map created to drive footfall; and 3rd tranche of shutter art in Great Junction Street
- Supported local businesses to submit 3 applications to Scottish Government Town Centres Communities Capital Fund – for Leith, Stockbridge and Southside
- Retail Mentoring workshop planned for November 2015.

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
Scotland's Towns Partnership (STP) event in Scottish Parliament.	02-Sept-2015	Milestone completed. The Cross Party Group for Towns and Town Centres hosted a reception to celebrate the diversity and importance of Scotland's small and rural towns.
National Launch of Small Business Saturday.	09-Sept-2015	Milestone completed. Collaboration with Federation of Small Businesses, Chamber of Commerce, BIDs and business community.
Support provided to Leith traders – Mural Tours.	09 and 28-Aug- 2015	Milestone completed. Mural Tour – 4 guided tours highlighting Leith's history with appearances by some of the artists.
Support provided to Leith traders – Open Days.	12/13-Sept-2015	Milestone completed. Collaboration with Leith Late and Wasps Albion Road, Process Studios and St Margaret's House. Over 100 artists participated.

Support traders in Stockbridge.	30-Sept-2015	Milestone completed. Collaboration with Neighbourhood Partnership & traders association to submit application to Town Centre Communities Capital Fund. Also Christmas / SBS events.
Vintage brochure edition 2.	15-Oct-2015	Milestone completed. Advertising copy being sought for 2 nd edition; review and update to listings – 10 new businesses to be added.

Actions in progress	When	Notes
Small Business Saturday	05-Dec-2015	Collaborate with FSB and Business Gateway to encourage participation city wide. Investigate targeted activity for Gorgie/Dalry.
Portobello	31-Dec-2015	Support to deliver successful Christmas Street Festival. Event attracted around 1,000 attendees 2014.
Vacancy rates	31-Jan-2016	Monitor rates. Current average for Edinburgh 5.7%.
Science Busking Bikes	30-Apr-2016	Deliver to 4 centres.
Gorgie Shutter project	30-Apr-2016	Investigate replicating Leith Shutter project in another town centre.
Corstorphine	30-Apr-2016	Support traders to deliver a market.
Vintage trail brochure	30-Apr-2016	Launch event and media call in Central Library.

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. This has been followed by the Transformation Programme Property and Asset Management Strategy Business Case, which was reported to the Finance and Resources Committee on the 24 September 2015, and envisages the movement of concessionary rental agreements to market rents.

As the property market improvement continues, there are progressively 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.	30-Sept-2015	Milestone completed. Examples include: <ul style="list-style-type: none"> • Leases at Leith depot and Muirhouse Shopping Centre for Artist studios. • Short term let of a yard at Peffermill Industrial Estate to the BBC for production space. • Lease of industrial unit at Peffer Business Centre for storage of donations for the Syrian refugee crisis. • 25 temporary event lets during the summer period. • Renewal of Lease of Tron Kirk for Victorian market. • Lease of shop in Dalry for a Cultural training centre. • Short term let of a development site at Potterrow for a Festival Fringe venue.

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 focused on what Edinburgh must do to stay ahead of this competition. Major events also have numerous similar benefits for the city.

The Corporate Policy and Strategy committee in November 2015 was invited to consider the strategic importance of the proposed core programme of Festivals and Events for 2016 and some other events in later years.

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 in progress	When	Notes
Thundering Hooves 2.0	31-Dec-2015	On 18 August 2015, the Culture and Sport Committee noted the findings and recommendations of Thundering Hooves 2.0 , a Ten Year Strategy to Sustain the Success of Edinburgh’s Festivals.
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 As of September 2015 successful civic visits have been made to both Krakow and Florence with numerous projects taking place between and during visits involving partner organisations across the city.
Festivals Edinburgh international campaigns.	31-Dec-2015	External Relations - Support Festivals Edinburgh in their international campaigns and promotions and work on developing an Edinburgh / Munich festivals project. External Relations provided support to the Momentum international delegate programme in August 2015 and co-hosted a civic reception during the Festival City Network Programme to welcome international participants. Additional support provided through the Cultural Diplomacy working group is ongoing.
Host a Stage and the Grand Depart of the Tour of Britain.	30-Sept-2017	The Edinburgh stage of the Aviva Tour of Britain, the largest professional cycle race in Britain, took place on 9 September, and was broadcast live by ITV. The event returns to Edinburgh in 2017 when the Council will host the Grand Depart, which is the start of the whole race.
Edinburgh International Culture Summit: 2016 and 2018.	31-Aug -2018	Edinburgh International Culture Summit: 2016 and 2018

Edinburgh's Hogmanay.	05-Jul-2020	Ongoing - An update on the delivery of Edinburgh's Christmas and Edinburgh's Hogmanay was reported to the Culture and Sport Committee on 26 May 2015 and the November meeting of the Finance and Resources Committee - Edinburgh's Christmas and Edinburgh's Hogmanay
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Pledge 25



Introduce a “living wage” (currently set at £7.85) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development

Lead politician: Alasdair Rankin

Lead service: Corporate Governance

Contact: Martin Glover

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:** Martin Glover

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:** Martin Glover**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) brings together the City's business leaders from the private and public sectors, and higher and further education institutions.

Its purpose is to use the collective expertise, skills and cross-sectoral knowledge of its members to identify future economic opportunities and challenges ahead for Edinburgh and the City Region

- The EBF is providing ongoing support and advice in the development of the City Region Deal (ESESCR).
- The EBF's Skills Workstream continues to engage with the Council and external stakeholders, offering the expertise of its members in discussions relating to the Skills strand of the ESESCR.
- The EBF's Creative Industries Workstream has received agreement from the EBF to partner with Creative Edinburgh with the aim of increasing introductions between the creative and business communities resulting in the growth of opportunities.

The EBF's Infrastructure workstream has offered advice to the Council on the provision and delivery of housing.

Edinburgh and Shenzhen collaboration:

- Support provided towards the opening of the Shenzhen-Edinburgh International Creative Industries Incubator (Shenzhen) on 15 May 2015.
- Support provided and guidance for companies for the Grand Opening of the Edinburgh-Shenzhen International Creative Incubator (Edinburgh) on 15 September 2015.

Challenges:

Maintaining engagement from the EBF members and ensuring that the knowledge and skills they offer are maximised by the Council.

Maximising opportunities from international engagement and markets.

Where do we want to get to:**EBF**

Ensuring an informed authoritative business view on Edinburgh's future economic challenges is maintained through continued, strong partnership working.

Ensuring the knowledge and expertise of the EBF members is readily available to assist in the ongoing development of (all strands) of the City Region Deal.

Edinburgh and Shenzhen collaboration:

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

Actions achieved	When	Notes
Create joint incubation space for the creative industries in Edinburgh and Shenzhen.	31-May-2015	Milestone completed. Opened reciprocal incubation space in Edinburgh and Shenzhen for the Creative and Tech industries as per the Memorandum of Understanding (2013).
Engagement with the tech community.	31-Jul-2015	Milestone completed. Event hosted by Jamie Coleman (EBF and CodeBase) to create introductions between tech startups and EBF members and their business contacts.
ESESCR City Deal Business Breakfast.	31-Aug-2015	Milestone completed. The Chair of the EBF co-chaired this event with the Council's CEO. The event was well attended (and supported) by EBF members.

Collaboration between the EBF and Creative Edinburgh (CE).	31-Aug-2015	Milestone completed. The EBF agreed to partner with Creative Edinburgh in a series of their events to enable greater engagement between the creative and business communities.
Tier 2 Visa Consultation.	30-Sept-2015	Milestone completed. The EBF provided a response on behalf of the City's universities regarding the Migration Advisory Committee's consideration of salary thresholds for tier 2 visas for international (non-EU) students.
Actions in progress	When	Notes
Continue to work closely with Investor Support in providing on the ground support and tailored advice for Shenzhen companies at the Edinburgh incubator and prospective investors. Maintain strong relations i between both cities with respective foreign office departments.	31-Dec-2015	Weekly planning meetings with the Shenzhen Creative Investment Group based at the Creative Exchange incubator.
EBF and Creative Edinburgh Collaboration.	30-Apr-2016	EF members will support Creative Edinburgh by attending and introducing their business contacts at a series of events.
ESESCR	30-Apr-2016	The EBF will continue to support the Council and its partners as the City Region Deal is progressed.

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 Apprenticeship programme currently has 110 individuals working toward completion of their Modern Apprenticeship. We are expecting to take on 20 apprentices in 2015/16, reduced from a target of 50 apprentices. This is a reduction in the number of apprentices to be recruited this year. In addition the Capital Skills Programme and Inspiring Young people are reducing with a loss of 65 places in 2015/16.

Modern Apprenticeships currently make up 0.9 % of the Council's FTE workforce against a target of 1% Apprenticeships typically last 2 to 4 years, therefore 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 means that the Council's workforce is significantly increasing in the 16 to 24 age bracket, and the current age profile of the Council is that 8% of the Council's workforce are now under 25 years of age. The majority of those under 20 years of age are apprentices. The 20 to 24 year olds are former apprentices, and also young graduates starting out in their professional careers e.g. teachers, social workers, solicitors.

Challenges:

The transformation programme and requirement for additional savings are having an immediate effect on this pledge. The main effects being in reducing numbers directly supported and delaying progression on development programmes such as development of a supported apprenticeship model for those young people with a learning disability.

There is still a great willingness within Council services to support Apprenticeships and traineeships within the Council. But at the current stage of the transformation project lack of clarity on the shape of the organisation and future staffing budgets is preventing managers from committing at this time.

Where do we want to get to:

By end March 2016, the transformation project and new structure will be completed. With reducing numbers overall the 1% target for apprenticeships in the Council will be met by default, as the required number will reduce in proportion to the workforce. This is not a positive and is in fact a reduction of overall employment opportunities for young people. We suggest that the Council should set a new target of 2% of the Council's workforce being in school leaver apprenticeships per annum from March. We further propose that apprenticeships should be the key method of bringing new entrants into the Council. In addition we would like to introduce an adult apprenticeship for those aged over 20 in areas where there are potential skills gaps in the future. We would also like to have agreed a positive action apprenticeship goal for young people with a disability particularly those with a learning disability. Underpinning all the above would be a commitment within the workforce plan to the apprenticeship model as a way of introducing new talent and developing them within our workforce.

Actions achieved	When	Notes
10 new Apprenticeships.	30-Sept-2015	Milestone completed.
25 young people on Inspiring Young People programme.	30-Sept-2015	Milestone completed.
24 young people on Project Search programme.	31-Aug-2015	Milestone completed.

Pledge 30 

Continue to maintain a sound financial position including long-term financial planning

Lead politician: Alasdair Rankin

Lead service: Financial Services

Contact: Hugh Dunn

Where are we now:

While reporting a small overall underspend in 2014/15, the Council’s budget continues to be affected by a range of demand-led pressures, particularly in Health and Social Care. Current-year pressures of £10m are being offset by compensating savings in other service and corporate budgets. Going forward, the budget framework seeks to return both Health and Social Care and Corporate Property to a sustainable footing through developing a range of transformation programme- and service prioritisation-based savings proposals which will be subject to two months’ public engagement before the planned setting of a multi-year budget in January 2016.

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
Achieve balanced overall audited outturn for 2014/15.	30-Sept-2015	Milestone completed. Following completion of the Council’s external audit for 2014/15, an overall underspend of £0.68m was achieved during the year.
Issue 2016/20 budget framework for public engagement.	30-Sept-2015	Milestone completed. The budget framework report considered by the Finance and Resources Committee on 24 September sets out proposals with the potential to allow a balanced and sustainable budget to be set for each of the next three years.

Actions in progress	When	Notes
Monthly budget monitoring and challenge meetings for all service areas.	Ongoing	The challenge meetings are now well established and provide additional officer and elected member scrutiny with regard to delivery of approved savings and management of risks and pressures.

Indicator	Q1 15/16	Target	Status	Latest note
Revenue: current year's projected outturn (Council-wide)	100%	100%		The Period 5 revenue monitoring report considered by the Finance and Resources Committee on 29 October pointed to a balanced position for the year as a whole, subject to the delivery of some £0.8m of further savings within Health and Social Care.


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 helped to unlock a further contribution from Creative Scotland towards Stage 2 of £950,000. 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 Performance 2014/2015.	31-Aug-2015	Milestone completed. Assembly Rooms Performance 2014/15
Council Companies – Festival City Theatres Trust Performance 2014/15.	31-Aug-2015	Milestone completed. FCTT Performance 2014/15
Usher Hall Performance 2014/15.	31-Aug-2015	Milestone completed. Usher Hall Performance 2014/15
Florence Cultural Events.	31-Dec-2015	Milestone completed. 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 n 2015.
Actions in progress	When	Notes
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. Work began in May 2015 with steps taken to develop the online platform, including registration of domain name.
Cultural Bid.	31-Dec-2015	External Relations - Working with creative organisations across the city and alongside other European cities to support an entrepreneurial and innovative approach to cultural programming, development and assets. Communication is ongoing between European and Canadian cities outwith the framework of a formal funding with the objective of sharing information and best practice.
Assembly Rooms Annual Performance Report.	31-Aug-2016	The next Annual Performance Report will be presented to the Culture and Sport Committee in August 2016.
Festival City Theatres Trust Annual Performance Report.	31-Aug-2016	The next Annual Performance Report will be presented to the Culture and Sport Committee in August 2016.
Usher Hall Annual Performance Report.	31-Aug-2016	The next Annual Performance Report will be presented to the Culture and Sport Committee in August 2016.
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. In October 2015, the Council and Collective Gallery secured a £1.3 m Heritage Lottery Fund, £905,000 Creative Scotland grant and £233,000 by Historic Scotland via the Edinburgh World Heritage Trust for the project.

Facilitate and support the relocation of Edinburgh Printmakers.	31-Dec-2018	<p>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. The Edinburgh Printmakers have made it through to Stage 2 of the <u>Regeneration Capital Grant Fund</u> with ongoing support from the Council. The application submission date for Stage 2 of the fund is 30 October 2015. The final outcome of the Stage 2 application will be known in early 2016. The Council will continue to support Edinburgh Printmakers through this process.</p>
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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:

The 2015/16 Service Level Agreement with Police Scotland for the £2.6m of funding provided by the Council for additional community policing resources was approved at Health, Social Care and Housing Committee in April 2015. The Community Policing Service Level Agreement (SLA) Performance Update is reported quarterly to the Police and Fire Scrutiny Committee. This report contains performance information relating to 41 funded community officers and the 14 officers and 1 inspector of the Divisional Violence Reduction Unit. The report also provides updates regarding localised Police community actions and initiatives from each of the six neighbourhoods. There was an official launch of the named, funded officers on 3 September 2015.

Community Improvement Partnerships monthly meetings are now well established locally, within each of the six neighbourhoods. In addition to this, an analytical product has been developed to support the tasking of co-ordinating resources from the Council and Police Scotland, Scottish Fire and Rescue Services, and other partners. The analytical product sets out emerging trends in crime and anti-social behaviour, and is utilised during the monthly meeting to highlight local issues for prioritisation.

Challenges:

Ensuring effective and representative community engagement;
 Encouraging reporting of incidents;
 Ensuring the move to the national police model does not diminish local community policing.
 Ensuring data sharing is available between police and council

Where do we want to get to:

Increased community engagement.
 Further development of local community links with Police through:

- Increased co-location of officers;
- Improved information sharing; and
- Development of Total Neighbourhood Model.

Actions achieved	When	Notes
Named Police Officers identified under the 2015/16 SLA between Council and Police.	30-Jun-2015	Milestone completed. The funded resource in 2015/16 now comprises two primary elements: <ul style="list-style-type: none"> • 41 named Community Police Officers embedded within localities, based on a two officers per ward, with the additional seven being allocated to the city centre; and • The Divisional Violence Reduction Unit (DVRU), including a named Inspector and 14 constables who will be deployed flexibly across the city to meet identified local needs and priorities. Named Officers were in post 1/07/15 following recruitment by Police Scotland. An official launch of these officers took place on 3 September 2015.
Analysts recruited on a permanent basis.	30-Sept-2015	Milestone completed. The two Partnership Analysts are now in place, and have developed a comprehensive analytical document, which provides monthly intelligence from a range of reports to support the local Community Improvement Partnership model.

		Work is underway to access Police systems to ensure information is as comprehensive as possible, and accurately defines emerging trends and issues to be tackled collectively.
Developing shared front counter provision with Police Scotland in Drumbrae Community Hub and East Neighbourhood Centre.	30-Sept-2015	<p>West - Police Scotland is no longer considering a shared front counter in the Drumbrae Hub, as the public counter at Corstorphine Police Station remains open. A Police single point of contact has been agreed with uniformed officers present in the Hub and regularly sharing the Drumbrae facility.</p> <p>East - With the refurbishment of Craigmillar Police Station, there is no current proposal to provide a shared front counter at the East Neighbourhood Centre. Once the Craigmillar Police Station refurbishment is complete, the position will be reviewed.</p>
Development of total Neighbourhood proposals/outcomes through East Project.	30-Sept-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. This approach supports community engagement and the development of sustainable solutions with a focus on prevention. 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.
Actions in progress	When	Notes
Information Sharing/Analysts (ongoing Review).	31-Mar-2016	Ongoing review of information sharing protocols with Police Scotland in progress. This is to include agreed access to Police data and training on systems for Partnership Analysts.

Lead politician: Maureen Child	Lead service: Services for Communities	Contact: Natalie McKail
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Where are we now:

An improvement programme to strengthen the Neighbourhood Partnerships (NPs) collaborative engagement and partnership role is being actively implemented. This is subject to continuous review, with progress reported regularly to the Communities and Neighbourhoods Committee. Key areas of activity currently include the establishment of the new localities model, with the NPs providing the foundation for the approach to working collaboratively to improve outcomes for communities, and empowering communities through the further development of participatory budgeting. Actions to address the priorities of the Local Community Plans (LCP) 2014-17 are being developed and delivered jointly by the community and service providers through the NP sub groups, complemented by the implementation of a refreshed performance framework. Development of effective links between this local activity and city strategically continue to be progressed, with the LCP priorities informing the development of the Health and Social Care Partnership draft strategic plan and the NP networks providing a strong local dimension to the consultation process.

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:

Communities being supported by partners to improve the quality of people’s lives through the design and delivery of better local outcomes.

Actions achieved	When	Notes
Development of performance indicators in community engagement.	31-May-2015	Milestone completed. Performance indicators development to cover both online and offline engagement activity
Tenant Participation Strategy launched.	30-Jun-2015	Milestone completed. Strategy seeks to encourage more tenants to take part in decision making by building on initiatives such as the Tenants’ Panel.
Tenant Led Inspection carried out and report and action plan produced.	30-Sept-2015	Milestone completed. Inspection designed by tenants to evaluate the customer experience of reporting a repair.
Establishment of Southside Community Council.	30-Sept-2015	Milestone completed. New community council established for the area initiative by a petition from residents.
NP contribution to the development and consultation on the Health and Social Care Partnership Joint Strategic Needs Assessment and draft strategic plan.	31-Oct-2015	Milestone completed. LCP priorities informed the draft strategic plan and NP networks providing the local focus for the consultation programme.
Annual Tenants’ Conference held.	31-Oct-2015	Milestone completed. Opportunity for tenants and their representatives to come together to comment on housing services.
Delivery of year one of Local Community Plans 2014-17 and annual report produced for Communities and Neighbourhoods Committee.	30-Nov-2015	Milestone completed. LCPs developed and delivered collaboratively by service providers and the community through the NP sub groups, with a focus on addressing poverty and inequality and the prevention agendas.
Implementation of refreshed performance framework.	30-Nov-2015	Milestone completed. Performance indicators developed with baseline measures established. NP and city wide scorecard reports implemented.

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.	31-Dec-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.
Development and production of election process for community councils.	29-Feb-2016	Election process being produced in preparation for the tri-annual elections in Autumn 2016.
Rent consultation 2016/17 to be carried out.	29-Feb-2016	Invest to save consultation designed to elicit tenants priorities for the Housing Revenue Account.
Embedding NPs as part of the localities model.	31-Mar-2016	Work underway to establish governance arrangements, building on the existing role NPs have in collaborative working between communities and service partners to deliver better outcomes for the area.
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.	31-Mar-2016	Programme includes sessions on community engagement, communications, social media and funding.
Delivery of Participatory Budgeting (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.
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.
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.
Tenants' Survey to be carried out.	30-Apr-2016	Satisfaction survey of 1,000 Council tenants.

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

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 143 cases.

Since its inception there has been a 60% reduction in the number of Category A complaints which covers harassment, racially motivated antisocial behaviour and drug dealing. There has also been a reduction of 19 days in the average time it takes to close a Category A case, with first attempt resolution rates (cases that have been resolved at the first attempt and not reopened) increasing by 4%. This indicates that serious and complex investigations are being conducted more quickly, and that appropriate measures are being put in place to manage those cases at an earlier stage in the investigation.

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
Standardise the approach to ASB in temporary accommodation.	31-May-2015	Milestone completed. New procedures and supporting documents have been developed by a working group specifically set up to standardise the approach to ASB in temporary accommodation across Edinburgh. The group included staff from both Community Safety and Housing; ensuring there was a cohesive approach to improving outcomes for anyone experiencing ASB in Temporary Accommodation.
Development of new in house Mediation Service.	31-Aug-2015	Milestone Completed. A new Mediation Service has been developed and is being delivered in house by existing Community Safety Officers (CSO). This service is a new tool in early intervention and prevention with two CSO’s recently attending a week long training programme, and passing the exam required to carry this work out. This has also further enhanced staff skill sets. A partner Housing Association took part in the training, and there are 3 further Housing Associations who will take part in the next set of training. New processes and procedures have been developed and rolled out. CSO’s will receive ongoing support in working towards a full qualification in Mediation.

Actions in progress	When	Notes
Development of ASB Strategy 2016 – 19	30-Apr-2016	The draft ASB Strategy is expected to be completed and reported to Health, Social Care and Housing Committee in April 2016. Workshops and thematic sub groups have been established to take this forward in conjunction with Police Scotland, who share the legislative responsibility for producing the strategy.

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 services.
- Continuing to widen access to literacy and digital skills programmes.
- Maintain high levels of performance, following review of library opening hours April 2015.

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 and service assessment 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	11 libraries now awarded Gold Standard status, assessment programme now including youth and customer engagement.
Innovative Partnership development.	Ongoing	New partnership with Macmillan Cancer Support established with an external award of £557,000 over three years. Recruitment underway for 3 externally funded posts to deliver Macmillan@EdinburghLibraries. The project will provide free non clinical advice and support through a managed volunteer programme in library locations.
Identify options for co location and joint working across library services within the council.	Ongoing	Information and Learning Resource team for the city’s schools’ library service is now part of Libraries’ Management Team, which will deliver an integrated offer to children and young people across the library estate and deliver on the national “Every Child a library Member” initiative.
Peoples Network –free access to PCs.	30-Nov-2015	Refresh and upgrade programme for library estate of public access computers and printers to support digital inclusion and channel shift, providing free access to online services for the city.

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.
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's Community Plan 2015/18 \(SOA 5\)](#) incorporates 12 Partnership priorities under 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

Other related plans are; [Prevention Strategic Plan 2015-18](#) and [Armed Forces Community Covenant Plan 2015-18](#).

Total Place Initiatives

The value and benefit of locality-based approaches has been recognised in the creation of a third "Total Place" initiative, focussing on Wester Hailes as part of the Council Transformation Programme (CTP). Work continues in this area and elsewhere at locality-level to test out different approaches to service delivery and co-producing new ways of tackling 'wicked' issues. Lessons learned have been incorporated within the CTP and other strategic development groups, in particular the Citizens and Localities Work-stream. Most recently discussions have concerned; service mapping, opportunities for alternative service delivery and best use of community assets. Expansion of participatory budgeting is also occurring with seven of the 12 neighbourhood partnerships, employability and health and social care now using this approach. Coproduction is also taking place with increasing numbers of initiatives working with service users to agree outcomes. Details on the implementation of neighbourhood partnership plans is provided in pledge 33.

Citizens and Localities

A Locality Transformation Plan has been agreed by the Executive Director of Communities and Families as Locality Champion with the intention to bring this to the Communities and Neighbourhoods Committee in November 2015. The Plan is based on four objectives (i) implementing a lean and agile localities operating model (ii) empowering communities and citizens (iii) improving outcomes for citizens and communities and (iv) developing culture and embedding values. This document will provide a platform for extensive staff and partner engagement programme. A working group is now developing governance arrangements to establish the four Locality Leadership Teams, who will develop Locality Improvement Plans (required as a result of the Community Empowerment (Scotland) Act 2015). These will focus on actions to address poverty and inequality and to meet the needs of families and individuals with complex needs.

The Edinburgh COMPACT

The COMPACT's tenth anniversary has been marked with the launch of a [new strategic framework and action plan 2015-20](#) aimed to strengthen the role of the third sector across the city and to drive work addressing prevention, while mitigating poverty and inequality across the city. Improved profiling of the third sector's economic and social contributions is taking place alongside greater focus upon enhancing social entrepreneurship and active citizenship.

Challenges:

Steps have been taken to develop accountability for delivering the Community Plan - the introduction of improved governance arrangements by the Edinburgh Partnership Board; and Executive Officer level Advisor positions and the EP Lead Officers Group have been established to provide additional support to the Board.

The Community Empowerment (Scotland) Act 2015 (pending Ministerial Guidance) places specific duties upon community planning partnerships and public bodies to; improve its engagement with communities, establish Local Outcomes Improvement Plans, prepare Locality Plans for communities recognised as facing significant disadvantage. The Act also requires improved policy considerations on options for asset transfer (buildings/land) into community ownership;

As the Council develops its approach to transforming the commissioning of community services and takes account of the Procurement Reform (Scotland) Act 2014, coproduction 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 Edinburgh COMPACT principles and values are observed across partnership settings and routinely applied with service-users in service design and delivery.

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
The City's first Third Sector Forum took place on 18 th May 2015.	18- May -2015	Milestone completed. This event enabled direct dialogue between the Convenor of the Communities and Neighbourhoods Committee and third sector representatives. While most challenges facing the sector are addressed in the new Compact Plan 2015-20, a repeating challenge is pressures on resources and the Council's use of competitive tendering. The Compact Partnership Board is receiving quarterly reports on the state of the sector including continuing pressures.
Coproduction Guidance and an e-learning package have been made available to all Council staff.	01-Jun-2015	Milestone completed. This provides managers with a helpful toolkit to implement effective engagement with service users in designing direct and third party services.
An Edinburgh Partnership in Conference event in June 2015 provided an opportunity for city partners to examine enhanced use of coproduction in their service development.	23-Jun-2015	Milestone completed. The event challenged and helped city partners to identify initiatives where the use of a coproduction approach would deliver improved outcomes for service users.
A second 'Contribution of Edinburgh's Third Sector (annual) Report' was considered by the Communities and Neighbourhoods Committee in September 2015.	22-Sept-2015	Milestone completed. This report .As well as highlighting social and economic contributions of the sector(2,169 charitable organisations with overall turn-over of £2.45Bn per yr, employing around 15,000 people and 175,000 volunteers, the report also noted barriers to continued operational and financial sustainability of the sector.

Actions in progress	When	Notes
The CTP's Citizen and Localities Work-promises a more localised and devolved approach to service priorities and allocation of resources.	Ongoing	The development of new local approaches requires a long period of development and refinement.
Supporting developments to improve youth and communities of interest engagement.	Ongoing	Communities of interest are invited to relevant Edinburgh Partnership meetings and conferences to develop and progress key community plan outcomes. Coproduction of youth service outcomes in Leith and across the City is currently taking place in order to identify suitable provision from council and third sector services.
Bring the Locality Transformation Plan to the Communities and Neighbourhoods Committee.	24- Nov-2015	
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 proposals will come forward to the Communities and Neighbourhoods Committee in November 2015.

Pilot working and meeting arrangements in localities.	from December 2015 onwards	
Establish locality arrangements with partners.	from April 2016	
The Edinburgh Partnership has agreed a Prevention Strategic Plan 2015-18, which references public and third sector action to develop community capacity, encourage resilience and foster active citizenship.	2015-18	The Plan provides the cornerstone for the city's approach to prevention and will be applied across the city's community planning fabric. The Action Plan also includes ambitions to embed prevention into Council Transformation and demonstration of prevention "exemplars".
Support the delivery of Edinburgh Partnership Community Plan outcomes.	31-Mar-2018	Seminar was hosted by Edinburgh Partnership Board on 31 st August 2015, to support community planning partners in their performance monitoring. The first 6 th monthly "highlight" performance report is scheduled for presentation to the Board on 3 rd December 2015, with the annual Performance Report due 16 th June 2016.

Pledge 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****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. This participation tool is now used across the Council’s care homes and allows for people’s preferences to be included in their support planning.

Our Market Shaping Strategy makes clear our commitment to the development of co-operative and social enterprises and launched an Innovation Fund, worth £400k over 2 years, in October 2013. The Fund 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.

The project to establish a service user owned cooperative to manage and deliver services to meet the care and support needs of three families of people with learning disabilities has progressed.

Encompass Cooperative is now a registered company. The families are working well together and there are regular meetings with the families, Health and Social Care, and the Edinburgh Development Group (EDG).

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 people who need support to remain in their own home.

Actions achieved	When
Review of new tool to be undertaken.	30-Sept-2015

All milestones under this pledge are completed.

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 2014 showed that Edinburgh ranked fifth highest for the number of recipients (expressed as a rate per 10,000 population); and second 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 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	Sept 15	Target	Status	Latest note
Direct payments	1,021	1,010		The number of people receiving direct payments increased by 21 this month as compared to last month, this is ahead of the target by 11.

Pledge 39 

Establish a Care Champion to represent carers no change

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 are provided to the Health, Social Care and Housing Committee.

New carer support schemes funded by the Change Fund have been implemented. 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 two years 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 † 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

Summary of activities May – Sept 15 undertaken by the integrated carers team to raise carer profiles:

Supports and services:

Implementation of eight new carer support contracts with third sector providers for a range of services including respite; young adult carers (16-25) support; emotional support service; carer training; financial advice and welfare service; personalised support in NW,SE & SW Edinburgh.

Carers Information Strategy 2015/16 has funded:

- Three 3rd Sector young carer support services.
- Service Level Agreement with VOCAL Carers benefiting from short –term advocacy, welfare benefits support, training & stress management courses, learning opportunities, information & peer support, complex caring support, counseling, palliative carer support.
- Transition Carer Advocacy Service: A confidential independent service for carers of people in mental health settings who will be returning to Lothian 'out of area' placement.
- BME Carer Support worker: Delivering training/information programmes

Review of Edinburgh Carers Strategic Partnership led to new remit. Membership includes adult and young carers Development through a co-production approach a new Grants Prospectus for carer support.

Carer Awareness Training offered to all NHS Lothian and H&SC front line, acute and community setting staff which has created 65 Carer Champions.

Carer Support Team undertaking a health needs/issues questionnaire identifying carers via GP Carers Register.

Evaluation of 2014/15 Carers Support Payment collated and report finalised

Review of Edinburgh Carers Network , the Carers Reference Group and Edinburgh Carers Support Team underway Lanfine Respite Breaks from Caring Fund (pilot) became available.

Events:

- Carers Week (June 2015) stalls in various council and NHS locations promoting carer support services with events across the city hosted by health and third sector organisations.
- Presented a workshop on our Carer's Support Payments to international Federation of Social Work delegates
- Carer Support/Information stands in GP surgeries & Acute Hospitals
- VOCAL: Caring in the City Information fair.
- Attendance at the 6th International Carers Conference 2015, Gothenburg, Sweden


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. World Heritage status achieved. Enscribed by World Heritage Committee in July.
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.
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.
Promote WHS by incorporating it within new wayfinding system.	31-Mar-2015	Progress stalled due to funding issues. No longer being taken forward through the review of advertising and the street furniture contract. Working group set up to identify potential funding streams.
Continue partnership with EWH and Historic Scotland (HS) through development of SLA.	31-Dec-2015	WH Co-ordinator service level agreement agreed with HS. EWH negotiating funding arrangements for 2016/17 to be secured through SLA.
Review Old and New Town Edinburgh World Heritage Management Plan.	31-Mar-2016	2013-2015 Monitoring Report prepared for December Planning Committee. Review of Management Plan to commence with HS and EWH.
Forth Bridge	31-Mar-2016	Management Plan actions being followed up.

Royal Mile Action Plan.	31-Mar-2016	Draft bye-law to control presentation of goods on pavement to be reported to committee in Dec/Jan.
Progress review of Conservation Area Character Appraisals.	31-Mar-2016	Consultation on Inverleith and Leith CACAs underway. Will be reported to committee in Dec/Feb.

**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](#)

All case reviews have now been completed 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. Billing is now complete with £18m invoices to customers. There remain a few projects where defects work is ongoing.

The Council's current debt recovery policy in respect of statutory notice debt was 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.

Based on the Morton Fraser status report of 24 August 2015 there has been debt settlement by 23% customers and instalment arrangements agreed by 9% customers. This represents an overall total to date of 32%. Following an independent review of complaint cases, a settlement process to resolve the outstanding complaints was designed and implemented. Progress is encouraging with the total number of settlement letters issued 1686 resulting in 1304 individual cases now being closed. Acceptance rates from complainants are 55% and other affected owners are 58%. Settlements to complainants will be concluded by autumn 2015.

Existing customer contact remains high with an average of 900 customer contacts per month. New complaints have decreased to an average of 20 per month while FOI requests remain constant at an average of 22 per month. 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.

Challenges:

- A number of additional complaint cases have emerged throughout the programme which has 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 completion and 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.
- Recruitment and ICT spend have been reduced to fit the new budget allocation. New costed business plan being prepared.

Where do we want to get to:

- Successful completion of pilot by end of March 2016.
- Launch of full new service on 1 April 2016.
- Complete outstanding defect projects by winter 2015/16.

Actions achieved	When	Notes
New Service Pilot implementation.	01-Sept-2015	Milestone completed. Pilot service launched on 1 September 2015
Invoicing for unbilled cases is in progress.	31-Sept-2015	Milestone completed.

Actions in progress	When	Notes
A settlement process with complainants and all other affected owners is ongoing.	Autumn 2015	Settlements have been issued to half of all complainants with an acceptance rate of 55%.
New Service implementation workstreams are ongoing including recruitment, procurement and ICT.	During pilot process	A reduced budget was approved. New costed business plan being prepared to take account of the new budget allocation.



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.	Ongoing	On 20 October 2015, Culture & Sport Committee noted the annual report on Sports Grants and Coach Education delivered through the Coaching Edinburgh programme. A Partnership Agreement with sportscotland confirms the priorities and national funding investment from 2015-2019 for coach and volunteer development. Coaching Edinburgh provides Continuing Professional Development courses and coach education support to people coaching in Edinburgh. In 2014/15, 78 members received discounted workshop spaces and scholarship funding; almost 200 coaches attended workshops, and 90 people training in 16 sports received scholarship payments.
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. An update report was presented to the Corporate Policy and Strategy Committee on 29 September and the next stage in developing a new Meadowbank was approved. Update on Proposal for a New Meadowbank
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. Construction is underway with the centre scheduled to open in autumn 2016.

New cycling facilities at Hunters Hall Park.	31-Dec-2017	<p>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). At its meeting on 13 May 2015, the Finance and Resources Committee approved the award of the contract for the multi-discipline design team to develop the cycling hub designs to RIBA Stage C to Faithful & Gould, for the sum of £136,500. An update report was presented to Culture and Sport Committee on 18 August 2015.</p> <p><u>Update on Cycling Hub and Closed Road Loop</u></p>
A Sport and Physical Activity Legacy for Edinburgh.	31-Dec-2019	<p>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.</p> <p><u>Legacy and Community Sports Hubs Update</u></p>



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.

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.)

Active Lives has been awarded £70,000 from the Legacy 2014 Physical Activities Fund to extend and enhance the programme, which is currently running until January 2016. The proposal enables the project to extend until the end of September 2016 targeting an additional 533 inactive individuals.

During the period April 2015 – September 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 City of Edinburgh Council's Wester Hailes Education Centre.
- Active Lives received 211 new referrals (April 2015-September 2015).
- Active Lives is working directly with communities in deprived areas to pilot a range of gentler activities like walking groups, walking football and low level circuit classes to encourage inactive people into activity.

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.

Funding for High Flyers comes to an end on 31st October 2015. Work is progressing with partners and potential funders to secure further investment to sustain this vital project.

During the period April 2015 – September 2015:

- 65 children and young people with additional support needs engaged in weekly High Flyers sessions in Tennis, Gymnastics and Boccia.
- 23 children and young people in 2 Additional Support Needs (ASN) schools, Pilrig Park and Kaimes have participated in multi-sport sessions, held within curriculum time.
- 7 young people regularly participating in disability sport events (e.g. Lothian Boccia Competition).

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.

Funding for Jump In comes to an end on 31st October 2015. Edinburgh Leisure are currently creating a case for support for funding the Jump In project for 3 years and researching potential trust funders.

During the period April 2015 – September 2015:

- 112 children took part in funded swim lessons.
- There were 896 visits to the Jump In programme, at Royal Commonwealth Pool, Gracemount Leisure Centre, Ainslie Park Leisure Centre, Leith Victoria Swim Centre, Dalry Swim Centre and Drumbrae Leisure Centre.
- In addition to the 8-week block of swim lessons, children receive a 'Jump In Get Active Card' which entitles participants to two further blocks of lessons at a discounted rate. 72 children continued their swim lessons through the concessionary pricing programme during this period.

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.

Funding for Looked After and Active has been extended to June 2016. An application for £214,895 over 3 years has been made to the Big Lottery's Investing in Communities Fund – Supporting 21st Century Life. At the time of writing, the outcome is awaited.

During the period April 2015 – September 2015:

- Looked After & Active attracted 3,744 visits to Edinburgh Leisure venues by children and young people.
- 2,480 visits by carers using the programme.
- 15 children of primary school age were able to attend 2 weeks of Activator camps during the summer holidays, fully funded by the project.
- 11 children participated in a term of free swimming lessons at Portobello Swim Centre. 3 of these children have now progressed to mainstream swimming lessons.
- 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 and available opportunities which they actively seek to secure, and when faced with disappointing outcomes, continue to pursue.

Funding for Positive Destinations has been extended to June 2016. Edinburgh Leisure are currently seeking 3 years funding for Positive Destinations (PD). To date funding of £3,000 from The Souter Charitable Trust has been secured, and the outcomes of six other bids are awaited. Ongoing approaches are being made.

During the period April 2015 – September 2015:

- 146 Young Peoples engaged in Positive Destinations
- 61 Young People gained sports qualification/certification in last 6 months
- 26 Work Based placements have been established in last 6 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.


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 achieved	When	Notes
Monitor progress on free swimming.	30-Sept-2015	Milestone completed. On 20 October 2015, Culture and Sport Committee noted that the £125,000 of allocated funds was expended in the delivery of a mixed programme of swimming initiatives, and that Edinburgh Leisure contributed a further £10,000 to extend the free swimming programme to include Easter 2015. An independent evaluation of the initiatives concluded that the free swimming programme was unsuccessful in encouraging sustained participation, and recommended that the Top Up programme should be the first priority should further funding be available.

Actions in progress	When	Notes
Continuous monitoring and evaluation of its services by EL.	31-Mar-2016	The Edinburgh Leisure annual performance report presented to the Culture and Sport Committee on 19 August 2014 noted a strong performance. The annual report presented to the Culture and Sport Committee on 20 October 2015 noted Edinburgh Leisure's ongoing achievements, and included an appendix providing more detail on all of its social and physical activity development programmes.
Exploring ongoing funding opportunities.	31-Mar-2016	Joint work between Edinburgh Leisure and the Council – ongoing. External funding opportunities for Edinburgh Leisure's targeted activity programmes are constantly being explored. In 2014/15 Edinburgh Leisure secured a total of £1.2m of external funding to deliver a broad range of health and inclusion programmes.

Monitor progress on Year of Walking.	31-Mar-2016	<p>The Culture and Sport service is working with partners, including NHS Lothian, Paths for All, Ramblers Scotland and the Health Inequalities Standing Group, to develop 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 provided a range of training this year including, first aid, safety outdoors and disability awareness.</p> <p>A recent 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 development 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 with the addition of a further ten libraries and the mapping of 30 routes.</p>
Review of Council-owned sport facilities and services.	31-Mar-2016	<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 were presented to the Corporate Policy and Strategy Committee on 29 September 2015.</p> <p><u>Citywide Review of Council-owned Sports Facilities and Services</u></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 (June 2015) achieved a score of 74, seven points higher than the national standard of acceptable cleanliness of 67 (and two points higher than the Council target of 72). The percentage of streets assessed as meeting the national standard for cleanliness was 95%, meeting 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 2015/16. Demo vehicles are currently being trialled as part of this process.
- 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.
- A litter strategy is being developed which will highlight the Council's focus on engagement, enforcement and operations. There will also be a review and re-focus of the Council's Clean-up Edinburgh campaign, including a specific campaign on fly-tipping.
- The SSU will also provide community engagement support across Neighbourhood boundaries to support local and national initiatives.
- Phase 1 (Ward 11) of the citywide Street Scene Project was completed at the end of August and Phase 2 commences on 1 October 2015.
- 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 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.
Continue with roll out of SVQ training for Task Force and Specialist Grounds Maintenance.	31-Mar-2016	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.

Develop Litter Strategy.	30-Jun-2016	To highlight the Council's focus on engagement, enforcement and operations with a review and re-focus of the Clean Up Edinburgh campaign, including specific campaign on fly-tipping.
Secure resources for future Public Realm schemes.	31-Aug-2016	There will be a review of the public realm strategy in late 2014/early 2015 which will set out prioritisation for public realm projects.

Indicator	14/15	Target	Status	Latest note
Satisfaction with street cleaning	58%	n/a		
Indicator	Q2 15/16	Target	Status	Latest note
Cleanliness of streets (CIMS)	69	72		Figures relate to street cleaning performance for March 2015 (4th Quarter 2014/15).
% of streets clean	93%	95%		

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.

Cycling projects that have been delivered include the Meadows to Innocent Railway link, Gilmerton to Loanhead, Leith Links to Duke Street and improvements on National Cycle Network route 1 parallel to A90 and at Cramond Road South. Planned work includes install lighting on the Innocent Railway between the City Centre and Craigmillar. Consultation is planned on two major projects; a City Centre east to west link and a connection between the north Edinburgh path network and the Union Canal.

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
Report to Transport and Environment Committee.	27-Oct-2015	A report entitled “Active Travel Action Plan Review 2015” will be submitted to Committee to inform members of progress on ATAP actions and the outcome of internal review and consultation on priority actions.
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.
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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*”.

A statutory consultation process with Police Scotland, emergency services and other public bodies and advertisement of the Speed Limit Order ended on 26 June 2015. A report on this process will be considered by the Transport and Environment Committee on 12 January 2016. If approval is given, implementation can start in February 2016.

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> ”. This includes an outline implementation plan for roll out of 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.	31-Jan-2016	A statutory consultation process with Police Scotland, emergency services and other public bodies and advertisement of the Speed Limit Order. This ended on 26 June 2015 and a report will be considered by the Transport and Environment Committee on 12 January.
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 21 August 2015 and involved a discussion on Integrated Transport in Edinburgh. The next meeting of the Transport Forum, on the subject of The Community Accessible Transport Review and Supported Bus Services, will take place on 26 November 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.
Eleventh Transport Forum.	14-May-2015	Milestone completed. Workshop on the Parking Action Plan.
Twelfth Transport Forum.	21-Aug-2015	Milestone completed. Workshop on Integrated Transport in Edinburgh.

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:

- 29 Green Flag awards were secured in 2015, which met the target set.
- An Edinburgh Living Landscape Initiative is being developed with a roll-out of environmental and visual amenity improvements across the city. A total of 89 sites are currently being managed as part of the programme, of which 47 are relaxed grass areas and 42 are floral meadows. These cover a total of 35ha out of a total Parks and Greenspace estate of 1520ha.
- 51 Friends of Park groups are supported to work in parks 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 additional sites up to the required standard for Green Flag Award application. The annual Parks Quality Assessments help towards identifying priorities for improvement and investment on sites.
- 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. Phase 2 of Edinburgh Living landscape will be rolled out in the 2016 growing season and will involve consultation with neighbourhood teams and the wider community.

Actions in progress	When	Notes
Additional Green Flag Award submissions for Ferniehill Park, Starbank Park and Rosefield Park.	31-Jan-2016	External judging took place during the summer months. 29 Green Flag awards secured. A report will be submitted to Transport and Environment Committee in January 2016.
The 2015 Park Quality Assessments were carried out in 2015. Results for all parks will be collated by end of September 2015.	31-Jan-2016	This will be reported to Transport and Environment Committee in January 2016.
The Landscape Quality Assessment process has been configured in the Asset Management System (Confirm). The assessments will be resumed in early 2016.	31-Jan-2016	Responsibility of this process will be subject to outcomes of the Transformation Programme.

Indicator	15/16	Target	Status	Latest note
Number of parks achieving Green Flag Award standard	29	29		<p>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 29 Green Flag Awards in this year's national competition – almost half of all flags awarded in Scotland.</p> <p>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.</p>

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 140,000 properties.
- 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 the first quarter of 2016.

Year to date (April to August), the amount of waste sent to landfill in 2015/16 has decreased by 9,773 tonnes compared to the same period in 2014/15. The average monthly recycling rate has increased by 2% and the amount of waste recycled increased by 1,093 tonnes. In addition, 6,726 more tonnes of waste has been diverted from landfill and disposed of as refuse derived fuel. Less waste has been collected this year than last, with citywide waste arisings currently 2% less than the same period in 2014/15.




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:

50% of waste is recycled in 2015/16. 118,000 tonnes of waste is landfilled 2015/16

Actions in progress	When	Notes
Introduction of the new kerbside recycling service.	30-Nov-2015	By 25 September all kerbside properties will have their new landfill waste bin and will be using the old bin for the recycling collection.
Reach financial close and secure full planning permission on residual waste treatment facility.	31-Dec-2015	Planning permission was received for the residual waste treatment facility in September 2015.

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.
% of Waste Recycled	44.5% (average April to August)	50%		The average year to date recycling rate of 44.5% is 6.8% below the seasonally adjusted year to date target. However, the amount of recycling collected has increased in 2015/16. People on the new kerbside recycling service are recycling more at the kerbside. Year to date, 1,697 (28%) more recycling has been collected at the kerbside than was collected last year. Large increases have been recorded in food waste recycling, with tonnages 44% higher than the same period last year.
Amount of Waste Landfilled	45,752 (April to August)	51,782 (April to August)		Year to date, landfill tonnage is 6,030 tonnes less than the cumulative seasonally adjusted pledge target (April to August).



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
Schools Energy Awareness Campaign.	31-Aug-2015	Milestone completed. 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.
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.
ECOSTARS Edinburgh.	31-Mar-2016	ECOSTARS Edinburgh presently has 98 members with approximately 5471 vehicles, including amongst them the Council's own fleet, Lothian Buses plc, Pollock (Scotrans) Ltd, Sainsbury's, Greggs, Boots and Next. 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.
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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. Planning guidance on air quality and emissions is being drafted for consideration by Planning Committee in February 2016.

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
Draft Low Emission Strategy for Scotland.	26-Aug-2015	Milestone completed. Comments on the revised draft Low Emission Strategy for Scotland submitted to the Scottish Government by the Strategic Planning and Environmental Health teams. The Scottish Government will be adding further text and revisions to this document.

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-Sept-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 achieved	When	Notes
Air Quality Action Plan update on actions.	30-Sept-2015	Milestone completed. Approved for submission to SG by Transport and Environment Committee on 25 August 2015. This includes an update on managing biomass as a fuel in the city.

Actions in progress	When	Notes
Maintain the interim 2011 guidance on use of Biomass of 50MW(e) or less in Edinburgh and review on publication of Scottish Government Low Emission Strategy.	31-Dec-2015	The Council continues to use the interim guidance as a material consideration when deciding relevant planning applications. The Scottish Government plan to launch their Low Emission Strategy in November 2015 which will be accompanied by a number of elected member/stakeholder events across the country in November and December 2015.



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 amongst 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 comprehensive Legal Agreement has recently been signed-off by the Council and the Solar Coop. The Agreement sets out; (i) the liabilities of the partners for the 21 year duration of the project, division of costs and long-term community benefits. The co-op, assisted by Changeworks, is in the process of finalising an installation contractor for the scheme. A community share offer to raise £1.4m was launched on 29 September 2015.

The Council has taken steps to establish a wholly owned energy services company (ESCO) for Edinburgh, known as 'Energy for Edinburgh'. The purpose of the company remains to drive the implementation of Edinburgh's Sustainable Energy Action Plan. Articles of Association have been completed and the Scottish Futures Trust is currently developing a draft business plan, with a Stakeholders Agreement, Codes of Conduct and Conflicts of Interest document also being progressed. Three project management groups have been established to help develop the ESCO including an external ESCO Technical Advisers Group. The Sustainable Economy team is currently developing projects, with good prospects of added value that the ESCO can take forward once it is established.

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 now concluded and power generation is now taking place. Harlaw Hydro was officially opened by the Fergus Ewing, Minister for Business, Energy and Tourism on 1 September 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
The 'Energy for Edinburgh' Advisory Board has been appointed and is meeting on a regular basis.	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.
Service Level Agreement (including Heads of Terms) completed between Council and solar co-op.	28 Sept-2015	Milestone completed.

Actions in progress	When	Notes
Construction work at Harlaw is complete and power generation is now taking place.	31-Aug-2015	Being progressed by Harlaw Hydro Ltd.
Solar Coop share launch.	29-Sept-2015	Being progressed by Solar Co-op (in discussion with Council officials).

Item 8.4 Rolling Actions Log

The City of Edinburgh Council

May to October 2015

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	28-05-15	Review of Appointments to Committees, Boards and Joint Boards for 2015-16	To approve the appointments for 2015/16 as detailed in Appendices 2, 3, 4 and 5 to the minute, subject to further review at the Council meeting on 25 June 2015.	Director of Corporate Governance	25 June 2015	25 June 2015	Recommended for Closure
2	25-06-15	Mortonhall Action Plan - Update	To agree to accept a further update report outlining future progress in June 2016.	Chief Executive	June 2016		
3	25-06-15	Edinburgh Tram Extension - Draft Outline Business Case Preliminary Findings	To agree to receive a further report on the finalised Outline Business Case in autumn 2015.	Acting Director of Services for Communities	Autumn 2015	19 November 2015	Recommended for Closure

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
4	25-06-15	Elsie Inglis (1864-1917) – Motion by Councillor Rose (Agenda of 25 June 2015)	Given current World War 1 commemorations, and in particular the opportunity arising from the 100 th anniversary of her death, calls for a report to the October meeting of council outlining moves to commemorate her work and life and opportunities for a statue in Edinburgh's High Street or elsewhere.	Executive Director, City Strategy and Economy	22 October 2015		A report on this will be presented to the Council in December 2015
5	20-08-15	Future Investment in the School Estate – Wave 4	To note that a report would be brought back to the Council on the outcome of this process, together with the proposed approach to prioritisation, at a later date.	Executive Director of Communities and Families	October 2016		
6	17-09-15	Appointments to Committees etc	To agree to continue consideration of the political balance of the committees affected by the change in the political composition of the Council for one cycle. In the meantime to leave the	Deputy Chief Executive	22 October 2015	22 October 2015	Recommended for Closure

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			political balance on those Committees as agreed on 25 June 2015.				

The City of Edinburgh Council

10.00am, Thursday, 19 November 2015

Edinburgh Tram Inquiry – progress update

Item number	8.5(a)
Report number	
Executive/routine	
Wards	All

Executive summary

The City of Edinburgh Council has committed to participate fully in the Edinburgh Tram Inquiry (the “Inquiry”). This is in a context of continuing financial constraints, where the Council’s priority remains its responsibility to safeguard the public purse and obtain best value.

Following the preliminary hearing, the timetable for the oral hearings in the Inquiry has not been set.

The Council has learned significantly from the well-documented challenges and difficulties encountered in the first phase of the Edinburgh Tram Project and this has been taken into account as the Council moves forward with the proposed line extension to realise the economic and other benefits set out in the report at item 8.6(b).

With a view to its obligation to safeguard public funds and potentially recover losses the Council has raised protective proceedings in court. Those court proceedings have been the subject of comment by the Chairman of the Inquiry, Lord Hardie, in the context of the Council’s decision not to expend significant sums to fund tie’s Core Participant status in the Inquiry.

This report provides Council with an update on the progress of the Inquiry and responds to a further request by Lord Hardie, to confirm the Council’s position in relation to the extent of legal representation of individuals at the Inquiry, the participation of tie and potential conflicts of interest.

Links

Coalition pledges

Council outcomes CO24; CO25

Single Outcome Agreement



Edinburgh Tram Inquiry – progress update

Recommendations

- 1.1 The Council is recommended:
 - 1.1.1 to note the Council's continued willingness to assist and fully cooperate with the Edinburgh Tram Inquiry;
 - 1.1.2 to note that there is as yet no timetable for the oral hearings in the Inquiry; and
 - 1.1.3 to acknowledge that authority was delegated to officers by the full Council on 20 August 2015 to take all decisions or actions in relation to the Council's involvement in the Inquiry (with the stated provisos), but in light of Lord Hardie's remarks at the preliminary hearing in the Inquiry and subsequent Note and Direction, to take this opportunity to reaffirm the Council's position and the decisions taken by the Council in August 2015 in relation to the extent of legal representation of individuals at the Inquiry, the participation of tie and potential conflicts of interest.

Background

Introduction

- 2.1 Following commencement of passenger services in May 2014, Edinburgh Trams has seen a successful first year of operations. The Council is now moving forward with proposals to extend the tram line with a view to realising the significant economic and other benefits outlined in the report at item 8.6(b) ("Tram Extension Report"). The Council has taken into account the lessons it has learned from the first phase of the tram project, and further details are set out in the Tram Extension Report.
- 2.2 The Edinburgh Tram Inquiry (the "Inquiry"), was announced by Scottish Ministers in June 2014, and *"aims to establish why the Edinburgh Trams project incurred delays, cost more than originally budgeted and through reductions in scope delivered significantly less than projected"*.
- 2.3 The Council has committed to fully assisting the Inquiry and has applied for and been granted Core Participant status in the Inquiry.
- 2.4 A preliminary hearing had been convened by the Chairman of the Inquiry, Lord Hardie, to take place on 19 August 2015, but was postponed.
- 2.5 Following the rescheduled preliminary hearing on 6 October 2015, a timetable for the oral hearings in the Inquiry has not yet been set.

The Direction and Note

- 2.6 Prior to the preliminary hearing, the Council had been in discussion with members of the Inquiry team, including the Chairman, in relation to the extent of legal representation of individuals at the Inquiry and the participation of tie Limited (now CEC Recovery Limited) (“tie”).
- 2.7 On 12 August 2015 a decision was taken under the urgency procedures by the Chief Executive, in consultation with the Lord Provost, the Leader and Deputy Leader of the Council, the Transport and Finance Conveners and the leaders of the Conservative, Green and Liberal Democrat groups in relation to those issues in order that the Council could confirm its position to the Inquiry prior to the hearing on 19 August 2015.
- 2.8 The preliminary hearing was then postponed and the rescheduled preliminary hearing took place on 6 October 2015.
- 2.9 On 28 October 2015, Lord Hardie issued "Inquiry Procedure Direction No. 8 - Avoidance of the Risk of Delays to the Inquiry" (the “Direction”) and a note concerning issues of representation and potential conflicts of interest (the "Note"). The Direction and the Note are available on the Inquiry’s [website](#). The Direction requires to be responded to no later than 12 noon on 27 November 2015.

Main report

Participation in the Inquiry

- 3.1 Following the announcement of the Edinburgh Tram Inquiry by Scottish Ministers in June 2014, senior Council officers met with members of the Inquiry team on 22 July 2014 and again on 25 August 2014. At those meetings, Council officers conveyed to the Inquiry a clear indication of the vast quantity of information it holds in both electronic and hard copy form and emphasised the scale of the task to review the documentation. From the outset, the Council committed to fully assisting the Inquiry in making this information available to it.
- 3.2 Following extensive searching to determine the various sources and extent of documentation held by the Council, the Council began providing documentation to the Inquiry in early August 2014 and since then has worked closely with the Inquiry team to facilitate the provision of requested documentation and information.
- 3.3 The Council has facilitated the transfer to the Inquiry of a copy of an electronic database that contained around 470 GB of tie and Council data spread over approximately 1.2m documents. This is estimated as the equivalent of four floors of an academic library.
- 3.4 For the last few months, the Council has provided members of the Inquiry team with a fully accessible secure office within Waverley Court to enable the Inquiry

team to examine and photocopy tie's and the Council's hard copy tram project documentation that the Inquiry team wishes to review.

- 3.5 The Council continues to offer its full cooperation to the Inquiry and is making all efforts to assist the Inquiry.

Progress of the Inquiry

- 3.6 The Inquiry was announced by Scottish Ministers in June 2014.
- 3.7 The preliminary hearing in the Inquiry had been convened by the Chairman of the Inquiry, Lord Hardie, to take place on 19 August 2015, but was postponed. Prior to this, the Council had been in discussion with members of the Inquiry team in relation to the extent of representation of individuals at the Inquiry and the participation of tie. On 22 July 2015 the Council was asked to confirm its position in relation to those issues.
- 3.8 On 12 August 2015 a decision was taken under the urgency procedures by the Chief Executive, in consultation with the Lord Provost, as the Convener of the Council, in relation to those issues in order that the Council could confirm its position to the Inquiry prior to the hearing on 19 August 2015. The decision was made in consultation with the Leader and Deputy Leader of the Council, the Transport and Finance Conveners and the leaders of the Conservative, Green and Liberal Democrat groups. The action taken under the urgency procedures was reported to Council on 20 August 2015.
- 3.9 The rescheduled preliminary hearing took place on 6 October 2015. The Inquiry has published a transcript of the preliminary hearing, which can be referred to for its full terms.
- 3.10 On 28 October 2015, Lord Hardie issued the Direction and a Note concerning issues of representation and potential conflicts of interest.
- 3.11 There is as yet no timescale for the oral hearings.

Lord Hardie's Note dated 28 October 2015

Extent of legal representation for current/former employees and members of the Council

- 3.12 The Council is aware that some current and former Council employees have been asked to provide written statements to the Inquiry.
- 3.13 Lord Hardie has raised the issue of the extent of legal representation and asked the Council to consider it and decide what, if any, action it wishes to take in advance of the commencement of oral hearings in public.
- 3.14 There should be no suggestion that the Council has formed any view about individuals to criticise. No decisions have been taken about the extent to or circumstances in which current or former elected members and employees may be subject to criticism by the Council in the Inquiry.

- 3.15 The Council has obtained the advice of its counsel in connection with the Inquiry in relation to issues concerning separate legal advice for current and former elected members and officers.
- 3.16 The Council has proactively taken the decision to fund legal advice from an independent law firm to those current and former employees or elected members of the Council who are asked by the Inquiry to provide a statement and who wish to have advice in relation to the provision of that statement.
- 3.17 No decision has yet been taken by the Council to fund representation for those called to give evidence at Inquiry hearings. Any further decisions which might come to be necessary in this respect will be taken on a case by case basis, to be considered further as the Inquiry progresses.
- 3.18 In these circumstances, the Council's position therefore remains as previously communicated to the Inquiry.

Funding/participation of tie in the Inquiry

- 3.19 In his Note, Lord Hardie has asked the Council to consider the issue of participation in the Inquiry by tie and decide what, if any, action the Council wishes to take in advance of the commencement of oral hearing in public.
- 3.20 On 12 August 2015 a decision was taken under the urgency procedures by the Chief Executive, in consultation with the Lord Provost, as the Convener of the Council, that tie would not be a Core Participant in the Inquiry. This decision was taken after considering the following:
- 3.20.1 Tie is a dormant non-trading company with a sole director appointed by the Council. It would require to be "revived" with the appointment of further officers in order for it to be able to issue instructions as a core participant in the Inquiry. It is difficult to envisage who would be prepared to accept such a board appointment in the circumstances; and
- 3.20.2 The costs associated with reviving tie in order for it to be in a position to provide instructions and the legal costs involved with regard to representation at the Inquiry would be substantial. Tie has no income or assets to meet any costs and in all likelihood they would have to be borne out of Council funds, in addition to the costs already being borne by the Council in relation to the Inquiry.
- 3.21 The Council has provided the Inquiry with full access to tie's documentation and the Inquiry can obtain evidence from former employees of tie should it wish to do so. The Council has used and will continue to use all proper endeavours to assist the Inquiry and provide information to it in relation to the role of tie.
- 3.22 In the Note, Lord Hardie refers to the Court of Session legal actions involving the Council and tie.
- 3.23 Lord Hardie has questioned whether elected members who were involved in the decisions around tie's participation in the Inquiry were made aware of the legal

actions. The legal actions were the subject of a formal decision of the Council following extensive briefings. On 24 April 2013 a special meeting of the Finance and Budget Committee (now Finance and Resources Committee) was convened to consider a report by the Chief Executive in relation to potential recourse in connection with the Project. The meeting was held in private under the relevant local government legislation as it related to advice received and action to be taken in connection with legal proceedings.

3.24 The committee took the decision that protective court actions should be raised and served as follows:

- By the Council against DLA Piper Scotland LLP ("DLAP");
- By tie against DLAP; and
- By the Council against tie.

3.25 In advance of the committee decision, which is a decision of the City of Edinburgh Council in line with proper governance, senior officers and the Council's external solicitors carried out full confidential legal briefings with all of the political groups of the Council. Full legal briefings were provided, with presentations being given to each political group separately on 15 and 17 April 2013, to which all members were invited and at which members were given, and took, the opportunity to ask questions. The recipients of those briefings included the senior councillors across the political groups who have subsequently been consulted and involved in the Council's decision-making about tie's participation in the Inquiry.

3.26 The actions were raised on a protective basis: had they not been raised and served, the right to pursue the claims would almost certainly have been irretrievably lost through the operation of time limitation, known as prescription. This was the prudent approach to take to safeguard public funds. Because of the similarities between the actions by the Council and tie against DLAP, the additional cost incurred by tie in raising an action against DLAP beyond that already incurred by the Council in raising its action against DLAP was relatively small. It was not necessary to revive tie in the manner that would be required for tie to participate and instruct legal representation in the Inquiry, were it to be a Core Participant.

3.27 The Council has given consideration on a number of occasions to the question of whether tie should be revived, and it remains satisfied that there is a proper distinction to be made between the court actions involving tie which do not require substantial resourcing at present, and participation in the Inquiry which would require substantial resourcing.

3.28 The court documents (known as summonses) in the actions are not, at this stage of proceedings, public documents. The Council cannot disclose their contents without the consent of the parties to the proceedings. However, even if the

Council were able to obtain consent, disclosure at this stage could be characterised as misconduct by the Court. The Council has taken legal advice on this issue, and more generally in relation to the court actions, from its senior counsel in connection with the proceedings, James Wolffe QC, Dean of Faculty. The Council has a duty to obtain best value for the taxpayer. The actions were raised in order to seek to protect and safeguard the Council's position in relation to potential recovery of losses. It was right and proper to do so.

- 3.29 Both actions were sisted (suspended) prior to defences being lodged. Subject to the agreement of the Court it is intended that the actions remain sisted until after the Inquiry's final report and findings have been published.
- 3.30 The proceedings brought by the Council against tie were also brought on a protective basis, so as to avoid any rights of action being irretrievably lost through the operation of prescription.
- 3.31 In the event that the action by the Council against tie proceeds, tie's legal representatives would, of course, require to carry out the investigations that are referred to in the Note. In particular any lines of defence available to tie would be advanced and the action would be determined through the court process. However, subject to the agreement of the Court, it is intended that this action will remain sisted until after the Inquiry's final report and findings have been published, when further decisions will be taken.
- 3.32 As referred to above, the then Chief Executive was briefed on the court actions prior to those actions being raised. The new Chief Executive was briefed in relation to the court actions in advance of the decision of 12 August 2015.
- 3.33 It remains the case that the Council considers that it would not be an appropriate use of the Council's funds for it to pay the costs of tie's participation in the Inquiry as a Core Participant. This is contrary to the situation where tie has raised proceedings in order to safeguard the Council's funds and recover losses. The Council is currently required to address a budget shortfall of up to £126m over the next 4 years and faces increasingly difficult choices in reconciling increasing costs of providing services with real-terms reductions in available funding. At a time when the Council is going through a period of unprecedented change, it has a responsibility to manage the financial impact of participating in the Inquiry and to minimise the cost to the taxpayer.
- 3.34 The Chairman has indicated his wish for tie to participate in the Inquiry as a Core Participant. The Council has already set out its view that it is not necessary for tie to become a Core Participant. However, the Council has no objection to the participation of tie in the Inquiry as a Core Participant if the costs associated with that participation are met by the Inquiry. This would still place a significant burden on the public purse and, in particular, would add to the overall costs of the Inquiry.

Pinsent Masons LLP ("Pinsent Masons")

- 3.35 In the final section of his Note of 28 October 2015, Lord Hardie raises the issue of potential conflict of interest, as it affects the Council and Bilfinger Construction UK Limited ("Bilfinger"), a member of the Infraco consortium, arising from the instruction of Pinsent Masons by each as solicitors at the Inquiry.
- 3.36 Reference is made to paragraphs 5 to 13 of the Direction.
- 3.37 DLAP acted on behalf of tie in relation to the Project.
- 3.38 McGrigors LLP ("McGrigors") was asked to provide additional advice to tie in relation to specific issues concerning the Project from July 2009, whilst DLA remained tie's primary lawyers. McGrigors continued to be involved on specific issues, as and when requested, until January 2011, when DLA's engagement came to an end and McGrigors took over from them. McGrigors also provided advice to the Council during this period, and acted on behalf of both the Council and tie at the mediation.
- 3.39 Following the hive-up of tie, McGrigors continued to act for the Council in connection with certain matters relating to the Project. McGrigors did not continue to act for tie following the hive-up, other than in relation to the protective summons which has been raised by tie against DLAP.
- 3.40 Pinsent Masons acted for Bilfinger in connection with the Project.
- 3.41 On 1 May 2012, McGrigors merged with Pinsent Masons.
- 3.42 Following the merger, both the Council and Bilfinger wished Pinsent Masons to continue to act for them in relation to issues concerning the Project. The Council considered that it would not be an appropriate use of public funds to lose the background knowledge of the Project that had been built up by its legal team.
- 3.43 Since the mediation in March 2011 and the settlement agreement there have been no disputes between the Council and Bilfinger. It was therefore agreed between the Council and Bilfinger that, subject to appropriate information barriers between the two separate Pinsent Masons' teams advising the Council and Bilfinger respectively, Pinsent Masons would continue to act for Bilfinger in relation to the completion of the Project and for the Council in relation to certain specific matters concerning the Project, but not for the Council in relation to the completion of the Project.
- 3.44 The Project was subsequently brought to a conclusion and the final account was settled. There are no outstanding matters to be dealt with between the Council and Bilfinger in relation to the Project. Accordingly, there has been and continues to be no conflict between the Council and Bilfinger.
- 3.45 There were disputes between tie and Infraco in the period between the signing of the Infraco Contract and the mediation. These concerned primarily contractual issues arising from the terms of the Infraco Contract. Many of these

issues were determined under the contractual dispute resolution process by way of mediation or adjudication. 12 adjudications were completed between tie and Infraco, the results of which in the absence of court proceedings were binding on the parties.

- 3.46 The Council was not directly involved in the disputes until the mediation which took place in March 2011.
- 3.47 No doubt the key individuals at tie who were involved in these disputes will be called upon by the Inquiry to give evidence.
- 3.48 DLAP represented tie in all the completed adjudications, apart from one in which tie was represented by McGrigors. DLAP are a Core Participant in the Inquiry, separately represented, and will be in a position to assist the Inquiry.
- 3.49 Siemens plc were a member of the Infraco consortium and are also a Core Participant in the Inquiry, separately represented, and will also be in a position to assist the Inquiry.
- 3.50 The disputes which arose are all a matter of factual and historical record.
- 3.51 The Inquiry process is an inquisitorial, rather than an adversarial, one. The Council and Bilfinger have confirmed that they are committed to continuing to use all proper endeavours to assist the Inquiry in its objective of establishing "why the Edinburgh Trams project incurred delays, cost more than originally budgeted and through reductions in scope delivered significantly less than projected". There are no issues which lie between the Council and Bilfinger. Both wish to be represented by Pinsent Masons and there is no impediment to Pinsent Masons doing so, given that no conflict exists between these two parties.

Measures of success

- 4.1 The City of Edinburgh Council continues to play a central role in the Edinburgh Tram Inquiry and continues to participate in an open and transparent manner whilst minimising the expenditure of public funds.

Financial impact

- 5.1 The Council has allocated up to £2 million of funding from the Council's reserves.

Risk, policy, compliance and governance impact

- 6.1 The Chief Executive and/or Deputy Chief Executive have delegated authority to take all decisions or actions in relation to the Council's involvement in the

Inquiry, provided the financial consequences of such decisions or actions do not exceed £2 million and subject to regular reporting.

Equalities impact

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

Sustainability impact

8.1 There is no direct sustainability impact as a result of this report.

Consultation and engagement

9.1 There has been extensive consultation and engagement with elected members on the decisions taken which are referred to in this report.

Background reading/external references

[Notice of meeting and B agenda, Finance and Budget Committee \(Special Meeting\), 24 April 2013](#)

[Minutes of the City of Edinburgh Council, 26 June 2014](#)

[Transcript of the preliminary hearing in the Inquiry on 6 October 2015](#)

[Inquiry Procedure Direction No. 8 dated 28 October 2015](#)

[Note by Lord Hardie dated 28 October 2015](#)

[Edinburgh Tram Inquiry](#), City of Edinburgh Council Report, 20 August 2015

Andrew Kerr

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Links

Coalition pledges

Council outcomes CO24 - The Council communicates effectively internally and externally and has an excellent reputation for customer care.
CO25 - The Council has efficient and effective services that deliver on objectives.

Single Outcome Agreement

The City of Edinburgh Council

10.00am, Thursday, 19 November 2015

Edinburgh Tram Inquiry – progress update - Supplementary Report

Item number	8.5(a)
Report number	
Executive/routine	
Wards	All

Executive summary

This report is supplementary to the Edinburgh Tram Inquiry - Progress Update report at item 8.5(a), to update Council on the status of the legal action by the Council against tie Limited (now CEC Recovery Limited) (“tie”).

Links

Coalition pledges	
Council outcomes	CO24; CO25
Single Outcome Agreement	

Edinburgh Tram Inquiry – progress update - Supplementary Report

Recommendations

- 1.1 The Council is recommended to note this supplementary report.

Background

- 2.1 This report is supplementary to the Edinburgh Tram Inquiry - Progress Update report (the “Report”) at item 8.5(a).

Main report

- 3.1 As detailed at paragraph 3.24 of the Report, protective court actions were raised and served in May 2013 following a decision of the Finance and Resources Committee, as follows:
- By the Council against DLA Piper Scotland LLP (“DLAP”);
 - By tie against DLAP; and
 - By the Council against tie.
- 3.2 The Report notes that the actions are suspended temporarily (sisted), with the agreement of the Court.
- 3.3 On 13 November 2015, the sist in the action by the Council against tie was due to expire and came before the Court for consideration as to whether it should continue. Sisting (suspension) of a court action requires the permission of the court. In this case the Court decided that the sist should not be extended for a further period of time.
- 3.4 As explained at paragraph 3.30 of the Report, the purpose of raising the action against tie was to avoid the Council irretrievably losing any rights of action through the operation of time bar (known as prescription). tie has no independent means with which to meet a claim by the Council. However, there might be circumstances in which if the Council were successful in the action against tie, tie could seek a contribution from other related persons.

- 3.5 As the suspension in the action against tie has not been continued, the Chief Executive, under delegated powers, will now take the option available to the Council of discontinuing the action. That will still allow proceedings to be brought again in the future because the time bar has successfully been interrupted. Discontinuing the action in the meantime will avoid incurring unnecessary costs to the public purse, whilst the Council's right to pursue claims to recover losses in the future has been preserved.
- 3.6 The possibility of bringing a future action will be considered at the appropriate time in light of the evidence brought out by the Edinburgh Tram Inquiry, and the final report and findings of Lord Hardie.
- 3.7 The legal actions by the Council and tie respectively against DLAP are currently sisted (suspended) until April 2016, and further investigation and preparatory work has been ongoing.

Measures of success

- 4.1 The City of Edinburgh Council continues to play a central role in the Edinburgh Tram Inquiry and continues to participate in an open and transparent manner whilst minimising the expenditure of public funds.

Financial impact

- 5.1 The Council has allocated up to £2 million of funding from the Council's reserves.

Risk, policy, compliance and governance impact

- 6.1 The Chief Executive and/or Deputy Chief Executive have delegated authority to take all decisions or actions in relation to the Council's involvement in the Inquiry, provided the financial consequences of such decisions or actions do not exceed £2 million and subject to regular reporting.
- 6.2 The Chief Executive has delegated authority to take the decision to discontinue the legal action in accordance with the Council's Scheme of Delegation.

Equalities impact

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

Sustainability impact

8.1 There is no direct sustainability impact as a result of this report.

Consultation and engagement

9.1 There has been extensive consultation and engagement with elected members on the decisions taken which are referred to in the Edinburgh Tram Inquiry - update report.

9.2 The appropriate elected members have been consulted on the decision to discontinue the legal action against tie, in accordance with the Council's Scheme of Delegation.

Background reading/external references

[City of Edinburgh Council, Edinburgh Tram Inquiry - Progress Update](#), 19 November 2015

Andrew Kerr

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Links

Coalition pledges

Council outcomes CO24 - The Council communicates effectively internally and externally and has an excellent reputation for customer care.
CO25 - The Council has efficient and effective services that deliver on objectives.

Single Outcome Agreement

10.00 am, Thursday, 19 November 2015

Edinburgh Tram Extension - Next Steps

Item number	8.5(b)
Report number	
Executive/routine	
Wards	11 – City Centre and Leith

Executive summary

The City of Edinburgh Council Approved the recommendations presented in the report 'Edinburgh Tram Extension – Draft Outline Business Case Preliminary Findings' on 25 June 2015, noting that further work was required to finalise the Outline Business Case, including a formal market consultation process, audit of the financial model and identification of funding options. This report summarises the conclusions from the June report and sets out recommendations in relation to moving the project to the next stage of project development.

The Outline Business Case concludes that extending the existing tram line to Newhaven yields a net economic benefit to the city and a range of wider benefits in relation to employment, population growth, social inclusion and economic regeneration. As the city continues to develop, tram can provide a high capacity public transport spine from the Airport to Newhaven that will support sustainable growth while also serving the most densely populated corridor in Edinburgh along Leith Walk.

While the Council will need to identify additional resources to fund the borrowing costs required for the project, these can be funded from wider Public Transport revenues with no impact on Council revenue budgets in the short, medium and long term.

Links

Coalition pledges	P18 , P19 , P45 , P46 , P50
Council outcomes	CO7 , CO8 , CO22
Single Outcome Agreement	SO1

Edinburgh Tram Extension – Next Steps

Recommendations

- 1.1 It is recommended that the Council:
 - 1.1.1 notes the findings of the Outline Business Case (OBC);
 - 1.1.2 approves in principle the selection of Option 1 (Newhaven) as the Council's preferred option;
 - 1.1.3 agrees to the commencement of all Stage 1 activities as set out in the OBC, including the commencement of procurement processes for external support (project management, commercial, legal and technical) and site investigation;
 - 1.1.4 delegates authority to the Chief Executive or such other officer to whom the Chief Executive may sub-delegate to award the external support contracts and site investigation contract(s), subject to:
 - 1.1.4.1 consultation with the convener of the Finance and Resources Committee; and
 - 1.1.4.2 the summary of the procurement processes being reported at the end of Stage 1.
 - 1.1.5 notes that, at the conclusion of Stage 1, the project financials will be further refined to take account of the new Government guidance on Local Authority borrowing, taxation advice and any revision in assumptions, particularly patronage and capital costs.
 - 1.1.6 notes that a report will be brought back to Council at the end of Stage 1 recommending a way forward;
 - 1.1.7 agree the high level governance structure as set out in the OBC and authorise the immediate implementation of the same;
 - 1.1.8 note that legal advice is being sought on the Council's options to acquire the remaining 67 plots of land for Phase 1b and the options will be reported to Council in December 2015;
 - 1.1.9 notes that the Council is assisting and fully cooperating with the Edinburgh Tram Inquiry, chaired by Lord Hardie;

1.1.10 notes that a timetable for the oral hearings in the Inquiry has not yet been set; and

1.1.11 notes that a number of lessons learned by the Council arising from the first phase of the Edinburgh Tram Project have been taken into account in developing the Outline Business Case.

Background

- 2.1 The challenges and difficulties encountered by the first phase of the Edinburgh Tram Project have been well documented. However, following the settlement of the dispute with the Infraco consortium in September 2011, the Council focused on the completion of the project and achieved successful commencement of passenger services from the Airport to York Place in May 2014.
- 2.2 After a successful first year of operations, the tram system has seen a sustained growth in ridership with year to date figures ahead of forecasts. During August 2015, the half a million passengers barrier was broken in a single four week period. The service reliability has consistently been above 99% of planned vs completed journeys, and in the latest UK Transport Focus tram passenger survey published in March 2015, Edinburgh Trams received excellent endorsements from its customers, scoring a 95% overall satisfaction rating. This is an excellent result when set against other, more mature tram systems in the UK.
- 2.3 The proposals set out in the Tram Extension OBC and summarised in this paper should be viewed in the context of ongoing investment in Edinburgh's wider public transport system. For example, Lothian Buses recently invested significantly in upgrading the bus fleet, to the tune of more than £20 million over the past two years. Over the next three years the expectation is that an additional investment approaching £30 million will be made in cleaner, more efficient buses to maintain Lothian Buses position as market leader in the industry.
- 2.4 The Edinburgh Tram Inquiry (the "Inquiry") was announced by Scottish Ministers in June 2014. The Inquiry "aims to establish why the Edinburgh Trams project incurred delays, cost more than originally budgeted for and through reductions in scope delivered significantly less than projected".
- 2.5 Since its establishment in June 2014, the Inquiry has been carrying out its preliminary investigations and has been gathering material. The Council began providing documentation to the Inquiry in early August 2014 and since then has worked with the Inquiry team to facilitate the provision of requested information and documentation.

- 2.6 Following the preliminary hearing in the Inquiry on 6 October 2015, a timetable for the oral hearings in the Inquiry has not yet been set.
- 2.7 The Council has learned a number of lessons from the first phase of the Edinburgh Tram Project which have been taken into account in the development of the Outline Business Case and these are set out later in this report. This report sets out a way for the next phase of the Edinburgh Tram Project to move forward, in light of the lessons learned from phase one.
- 2.8 The report 'Edinburgh Tram Extension – Outline Business Case' presented to Council on 25 June 2015, set out the route options under consideration, the transport economic case for a tram extension, a proposed future construction strategy, estimated capital, lifecycle costs and risk, considered a procurement strategy and concluded that additional work was required on the funding strategy and that a formal market consultation should be undertaken to test some assumptions underpinning the Outline Business Case.
- 2.9 The four options considered in the 25 June report were to extend the tram line from York Place to:
- Option 1** – Newhaven;
- Option 2** – Ocean Terminal;
- Option 3** – Foot of the Walk; and
- Option 4** – MacDonald Road.
- 2.10 In line with the recommendations from the 25 June, this report builds on the findings of the preliminary OBC work and presents the following:
- Summary of options, benefits of the tram extension and recommended preferred option;
 - Updated land valuations for those identified plots of land required to deliver Phase 1b between Roseburn and Granton Square at some point in the future;
 - Lessons learned from the first phase of tram;
 - Market consultation outcome;
 - Financial analysis; and
 - Contingency proposals.

The report then sets out a recommended way forward including proposed governance arrangements, based on lessons learned from the first phase of tram and the next stages of the project development, together with estimated costs and programme.

- 2.11 The Outline Business Case, together with supporting appendices and documents has been made available for members to review in a confidential data room from 15 October 2015.

Main report

Options Analysis Overview

- 3.1 A summary of the comparative assessment of the options as presented in the June report is set out in Table 1 below:

Table 1 : Option Comparison

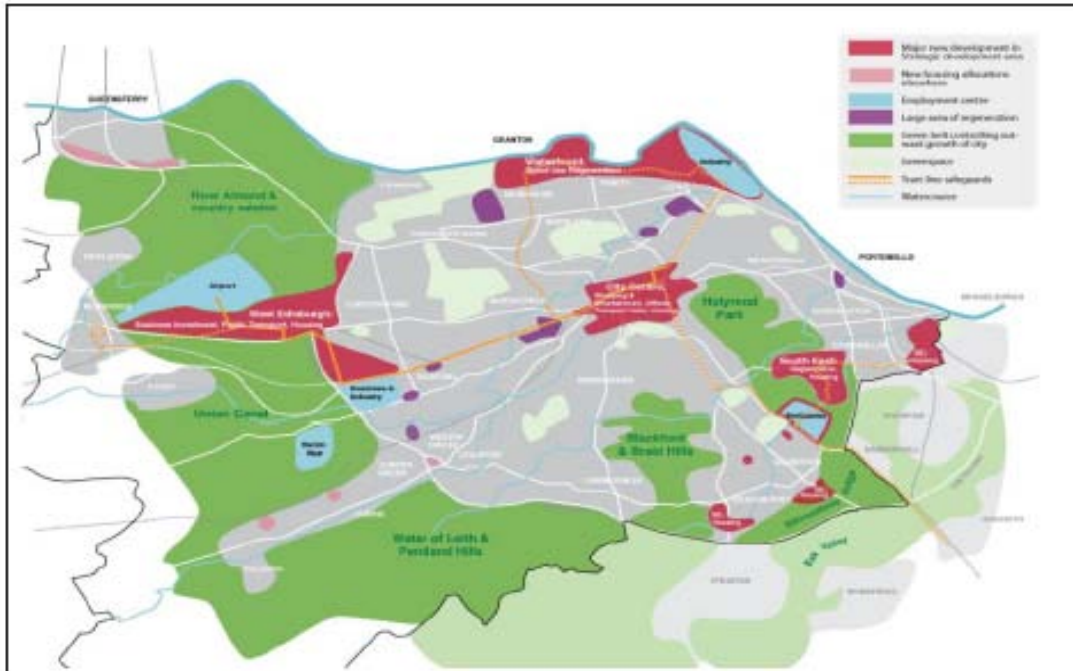
	Option 1 to Newhaven	Option 2 to Ocean Terminal	Option 3 to Foot of the Walk	Option 4 to MacDonald Road
Length (km)	4.7	3.9	1.9	0.8
Outturn Estimate Inc Risk £(m)	144.7	126.6	78.7	47.3
Cost per km £(m)	30.9	32.8	40.6	62.2
Benefit to Cost Ratio	1.52:1	1.63:1	1.29:1	0.56:1

- 3.2 The work undertaken in developing the Outline Business Case has confirmed that there is a positive economic case for the Newhaven, Ocean Terminal and Foot of the Walk Options and that the MacDonald Road Option is not economically viable as it has a benefit to cost (BCR) ratio of less than 1.
- 3.3 Significant increases in tram patronage are forecast for the Newhaven, Ocean Terminal and Foot of the Walk options, this against the background of a demonstrable growing public transport market in Edinburgh.

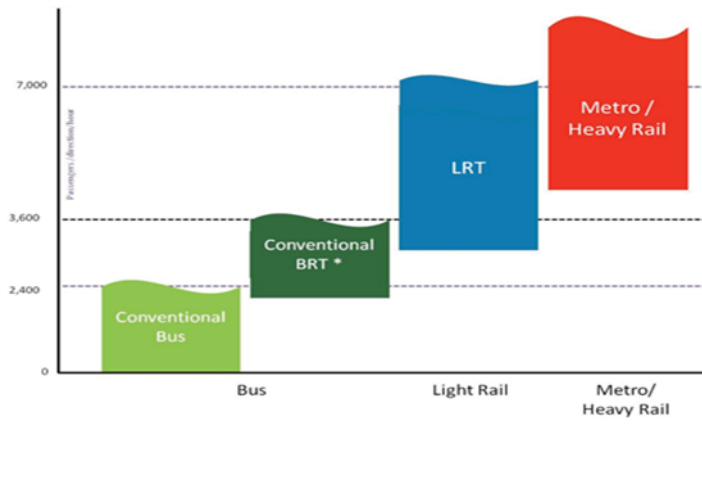
Benefits of the Tram Extension

- 3.4 As well as the monetised benefits set out above there are a number of wider benefits derived, and strategic objectives met, as a consequence of extending the tram line. These are set out in the OBC and are summarised below and in the diagram at Appendix B.

- 3.5 The purpose of considering Edinburgh Tram extensions is to support the overall level of economic growth of Edinburgh through enhancing the viability and attractiveness of major housing and employment sites identified in the Local Development Plans. The tram extensions can help support a level of economic activity (jobs, development, and housing) at a greater level than would otherwise be the case.
- 3.6 Extending the Edinburgh tram system to Newhaven or Ocean Terminal will **support the bringing forward of employment related development in the Leith Waterfront area. It will also increase the attractiveness of the employment locations in the city centre and West Edinburgh** by expanding the effective labour market catchment. It will also help to bring forward major residential development in Leith Waterfront for the Newhaven and Ocean Terminal Options.
- 3.7 Enhanced connectivity will better link existing and new jobs with existing and new residents, ensuring that labour market accessibility is enhanced (businesses will find it easier to recruit, and workers have access to more jobs), this will allow **economic growth to be delivered in a sustainable manner, through integrated transport and land use planning.**
- 3.8 **Over the next decade Edinburgh is expected to be home to a faster growing population than anywhere else in Scotland.** The National Records of Scotland 2012 based projections suggest that the city should be planning for an additional 54,400 people up to 2022 and an additional 136,400 by 2037, taking the total population from 482,600 to 619,000 over the 25 year period.
- 3.9 The spatial planning context sets out a policy framework for where this growth should be planned for and accommodated. The Local Development Plan sets out the spatial strategy for how this growth should be planned for and accommodated.
- 3.10 **The spatial strategies adopted by the Council direct most of the planned growth of the city to four strategic development areas. These are all connected by a network of potential tram lines.** This can be seen from the Spatial Strategy summary diagram set out in the Local Development Plan (in the context of Leith red denotes major housing development opportunities and blue major employment development opportunities).

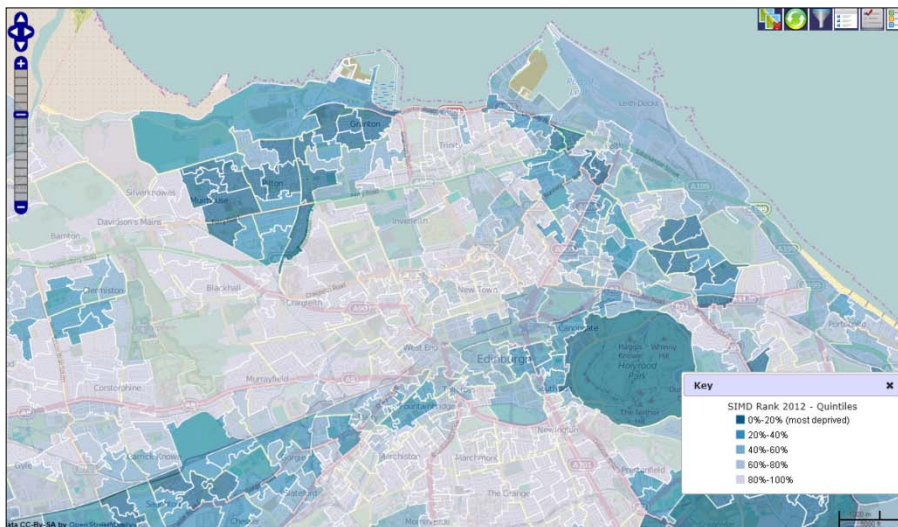


- 3.11 An extension to the current tram line will deliver high capacity public transport where it is needed. **Leith Walk is one of the most densely populated corridors in the UK, with 124 residents per hectare compared to the Edinburgh average of 18.**
- 3.12 **With over 50% of households in Leith not owning a car compared to 39% Edinburgh average**, there is already a mature public transport market in North Edinburgh, which will benefit from the provision of a high capacity public transport system linking places where people live, with employment and other opportunities along the current tram line.
- 3.13 To support the long term strategic development aspirations of the Council, and align with the Local Development Plan, **it is not feasible to service the future demand for transport in this part of the City by bus alone, which reaches capacity at around 2,400 passengers per direction per hour (ppdph).**
- 3.14 The forecasting to extend the tramway into Leith anticipates demand to exceed 4,000 ppdph over the next 10 years.
- 3.15 The following diagram is adapted from the UITP (International Association of Public Transport) Paper “Public Transport: making the right mobility choices”, Vienna 2009 and shows the relative capacity limits of public transport modes.



3.16 The results of the patronage forecasting, presented in the OBC, indicate that the further the line extends into north Edinburgh, the greater the prospect of releasing the public transport market potential.

3.17 ***The tram extension options serve a corridor of comparatively high unemployment and deprivation***, as shown in the figure below (this shows the Index of Deprivation, from the Scottish Index of Multiple Deprivation Interactive Map). The tram extension will provide improved accessibility to residents along the corridor to the range of job opportunities in the city centre and along the existing route.



3.18 The tram extension will enhance accessibility between these residents and major existing and planned employment locations, in particular the City Centre and West Edinburgh.

- 3.19 Option 1 (Newhaven) and Option 2 (Ocean Terminal) have similar BCR's although the cost per km for Newhaven is less given economies of scale. The cost of extending the line from Ocean Terminal to Newhaven in the future would also be prohibitively expensive as there would be additional mobilisation costs and some economies of scale would be lost. It is also worth noting that some of the infrastructure between the two stops, the Lindsay Road retaining wall, is already constructed.
- 3.20 On this basis it is recommended that the Newhaven option is selected and taken forward to the next stage of project development.

Availability of Parliamentary Powers & Land Assembly Update

- 3.21 The Council retains powers under the Tram Acts to acquire land under compulsory purchase powers and to commence construction on new sections of tramway. The expiry of these powers are set out in Table 1 below:

Table 1: Expiry of Tram Act Powers

Edinburgh Tram Acts (2006)	Powers to Acquire Land Expiry Date under Section 40(1)	Powers to Commence Construction Expiry Date under Section 74
Line One	7 May 2016	March 2021
Line Two	26 April 2021	March 2026

- 3.22 Under the provisions of the Edinburgh Tram (Line One) Act, the Council has already acquired, or has agreements in place to acquire sufficient land to deliver each of the four options under consideration in the OBC.
- 3.23 The Council has not exercised its compulsory purchase powers to acquire land between Roseburn Delta to Granton Square (Phase 1b) or between Granton and Newhaven (Phase 1c). These powers expire on 7 May 2016.
- 3.24 Of the 164 plots of land identified in the Edinburgh Tram (Line One) Act for Phase 1b (Roseburn to Granton), 97 of these are already under sole Council ownership. The remaining 67 plots of land (67,350 sqm) are not in Council ownership.
- 3.25 The Council will need to acquire the remaining 67 plots of land should it wish to proceed in the future with Phase 1b. The Council's powers to acquire these plots are going to expire imminently. There is no mechanism under the Edinburgh Tram (Line One) Act for the Council to apply for an extension of these powers. The Council is currently seeking legal advice on the Council's options to acquire the land and will report back to Council in December 2015.

Lessons Learned

- 3.26 In developing the Outline Business Case valuable knowledge gained by the Council in relation to the first phase of tram has been taken into account. This includes:

Traffic Management & Project Phasing - Following mediation in 2011, a successful approach was adopted by the Council in relation to project phasing and traffic management. Permissions were granted by the City to occupy significant street space and thus decrease the number of phases required to construct the works. This approach has been adopted in planning for the extension.

Utility Diversion Works - The OBC makes provision for these through the delivery strategy and risk allowances for utility diversions.

Project Governance - Following mediation, revised governance structures were put in place that served the project well through to passenger service. It is essential that similar arrangements are put in place from the outset for any future extensions and the OBC recommends strong governance arrangements from the outset.

Interfaces with 3rd Parties - There are a number of 3rd parties that will have a significant stake in the project and the strategy will need to take account of how these 3rd parties engage with the project. These include the Tram Operator; Lothian Buses; Edinburgh St James; Forth Ports; utility companies as the works relate to their existing assets; residents; local businesses and Historic Scotland. The Council will take a lead role in assisting the Contractor with 3rd party management and this has been factored into the delivery strategy.

Construction Contract - Any Contract for the Edinburgh Tram Extension will need to make provision for changes during the term through robust change control provisions. Based on the recent market consultation, the OBC recommends a Form of Contract reflecting industry norms.

Formal Market Consultation

- 3.27 A Prior Information Notice (PIN) was placed on the Public Contracts Scotland website on 1 July 2015 seeking market views on the tram extension.
- 3.28 This notice invited interested parties to complete a series of 16 questions seeking the market's views and approach to a number of areas including; prior experience, preferred form of contract, partnering, utility risk, integration with the existing systems, cost review, programme and willingness to participate in a formal bid process.

The market consultation closed on 12 August 2015, and during the process 12 organisations participated; these ranging from designers, specialist contractors, systems providers to international multi-disciplinary construction contractors.

- 3.29 The responses from the market consultation were broadly in line with the approach set out in the OBC, particularly in relation to supporting the use of a standard form of contract (NEC or FIDIC).
- 3.30 A number of respondents suggested adopting an “early contractor involvement” approach and it is proposed that this will be explored further at the next stage of project development.
- 3.31 As identified in the Outline Construction Delivery Strategy there is a requirement to procure advanced packages of work ahead of the main tram works. These include the demolition and reconstruction of the Constitution Street Church wall, archaeological investigations and further ground investigation to support the emerging contracting strategy. This approach was generally supported by the participants involved in the consultation.
- 3.32 On the basis of the market consultation, it is concluded that there is an appetite to participate in a formal process to extend the current tram line in Edinburgh, although the risk allocation under any contract will be a key consideration for participants.

Finance

- 3.33 In order to assess whether a tram extension is affordable to the Council, costs and income have been assessed in terms of:
- financial impact of the project on the combined bus and tram business; and
 - affordability to the Council in the short, medium and long-term.
- 3.34 A detailed financial model has been developed, building on the capital cost estimates, and the forecast patronage and revenues derived from the transport modelling undertaken as part of the transport economic evaluation. The financial modelling is further refined by using actual costs and revenue data provided by TfE and projected forward to 2051. It also takes account of inflation forecasts from the Office for Budget Responsibility and current tax rates.
- 3.35 The model provides detailed annual cashflow forecasts and incorporates bus and tram data for all four extension scenarios plus a no extension scenario.

3.36 The financial model is based on a large number of detailed assumptions. These are included in the OBC and the OBC appendices. Key assumptions have been signed off by appropriate officers in the Council and Transport for Edinburgh to ensure the robustness of financial projections. An independent check of the financial model was carried out by PWC, which found it to be fit for purpose.

The model considers a number of inputs for the TfE businesses including:

- Passenger revenues;
- Operational costs;
- Capital replacement costs; and
- Taxation.

3.37 In addition, sensitivity analysis has been carried out on the Newhaven option to determine the financial risk to the Council should costs and incomes change. The appropriateness of the sensitivity testing has also been reviewed by PWC.

3.38 The Council's draft budget framework assumes a continuing annual contribution of £6.5m from bus and tram. This comprises the existing £3m dividend from Lothian buses which helps fund the current tram line, an additional £3m dividend payment and £0.5m from tram advertising income as approved by Council in October 15'. For the purposes of this business case, it is assumed that this money is not available for the tram extension. However, it is assumed that the dividend will increase in line with inflation, and these increases are assumed to be available for the extension.

3.39 In order to extend the tram the Council needs to find capital funding up to £144.7m, depending on the option chosen. In the absence of other funding sources, the annual cost of borrowing this amount is significant.

3.40 The capital costs for each option are stated in Table 3 below, together with the annual 30 year borrowing requirement based on the an estimated borrowing rate.

Table 3: Annual Borrowing Costs

Description	Option 1 – York Place to Newhaven	Option 2 – York Place to Ocean Terminal	Option 3 – York Place to Foot of the Walk	Option 4 – York Place to MacDonald Road
Capital Cost Estimate (£m)	144.7	126.6	78.7	47.3
Annual borrowing cost (£m)	9.5	8.3	5.2	3.1

3.41 The following capital funding options have been considered in order to meet the cost of the extension:

- Borrowing from either Public Works Loans Board (PWLB) or a commercial lender, and
- A Government Grant.

3.42 At this stage of project development no detailed assessment of a project finance/PPP solution has been carried out. Given the history of Edinburgh Tram and the relatively short length of the extension it is unlikely the Council would be able to realise the necessary level of risk transfer in any contractual framework to off-set the additional cost of project finance. The procurement strategy set out in the OBC however does not preclude a project finance/PPP solution and this could be explored further at the next stage of project development if necessary.

3.43 While detailed consideration has not been given to sourcing funds from the City Deal this will be explored further at the next stage of project development.

- 3.44 Prudential borrowing using PWLB loans is how the majority of Council Capital expenditure is funded and its interest rates are currently viewed as being competitive. Funding is advanced from the Council's loans pool and is repaid in equal annual instalments over the period of the loan. Although this option is estimated to have the lowest overall cost, the requirement to pay in equal instalments makes it difficult to meet financing costs during the construction phase and in the early years of tram operations, where loan charges of £9.5m per annum will be incurred.
- 3.45 In order to reduce financing costs in the early years, discussions have taken place with commercial lenders. Lenders have proposed loans options with reduced repayments in the early years of operations, increasing in later years when the tram becomes more profitable. Loan proposals at this stage are only indicative as lenders will need to undertake proper due diligence before providing any funding. This approach is more expensive in overall terms, but may make the project more affordable in the short-term.
- 3.46 The Scottish Government intends to issue new guidance on local authority borrowing, lending and loans fund administration. This will be the subject of consultation, but initial discussions have included giving Councils more flexibility in the use of PWLB borrowing with a repayment structure similar to that proposed by commercial lenders. However, there is a risk that proposed accounting changes in the guidance would have a negative impact on the business case should the start of the project be delayed.
- 3.47 Until more detail is available on the private sector offering and the new Scottish Government guidance, modelling undertaken is based on PWLB borrowing, using a marginal interest rate of 4.1%, with repayment of principal starting two years post construction, in line with the increase in public transport revenues. In order to assess whether the Council can afford to extend the tram, the Council cash flows during the construction period and the early years of operation have been modelled separately for each of the four options, as well as the 'do nothing'.
- 3.48 As capital financing costs need to be repaid from the construction period onwards, but revenues increase over a longer period, all options present challenges in terms of initial years affordability.
- 3.49 In all scenarios there is likely to be a funding gap in the early years of the project, which the Council will need to finance from its revenue budget. The revenue requirement to close this gap for each option is set out in the following table. Further discussions will take place with commercial lenders with a view to firming up proposals and exploring ways to reduce the funding gap, but revenue funding will be required to meet interest payments.

3.50 The early years funding gap for each of the four options is as follows:

Table 4: Funding Gap by Option

Option	Initial Funding Gap £(m)
MacDonald Road	£11 m
Foot of the Walk	£13 m
Ocean Terminal	£21 m
Newhaven	£25 m

- 3.51 The Council currently has approximately £5m of revenue reserves available, which have been retained from previous years' dividends from Lothian Bus. In addition, Lothian Buses has been asked to consider an extraordinary dividend request of £20m over the period 2017 – 2020 . If the Council receives this extraordinary dividend, then there would be sufficient funding to meet the initial funding gap for all extension options.
- 3.52 A number of sensitivities have been carried out and the results show that changes in tram patronage assumptions and capital costs have little impact on the financial benefits provided by the combined bus and tram network. This is because (even with the extension), tram accounts for a small percentage of overall TfE patronage. The model is slightly more sensitive to inflation, as funding costs would remain constant. In order to manage this risk, TfE will have to monitor its fare policy to take account of changes in its cost base.
- 3.53 These sensitivities were also used to test the affordability of the Newhaven extension to the Council. This analysis shows that small changes in inflation assumptions have little impact on the Council's ability to fund the project. However, if patronage estimates prove to be overly optimistic or if capital costs increase, then the Council will have to find additional resources to fund the project.
- 3.54 In the event that tram patronage was 10% lower than forecast then the Council would need to fund an additional initial shortfall, over and above the £25m set out above, of £11m. If tram premium fares dropped by 10% this shortfall would be £7m, and in the event that capital costs increased by 25% the shortfall would be £6m.

- 3.55 This demonstrates that although an extension to Newhaven may be affordable with the extraordinary dividend from Lothian Buses and £5m of existing reserves, additional capital costs or reduced patronage would present a material financial challenge to the Council. If one or more of the sensitivities were to occur simultaneously the impact would be compounded.
- 3.56 In order to increase confidence in financial projections and improve the affordability of the project, the financials will continue to be refined at the next stage of the project. Key activities will include:
- Ongoing review of modelling assumptions, including life cycle costs for the existing line;
 - Refining capital costs, based on design development and market engagement;
 - Working with lenders (public and commercial) and the Council's treasury team to determine the optimum funding solution and reduce the affordability gap;
 - Obtaining tax and legal advice to confirm tax and distribution assumptions and explore ways to improve tax efficiency; and
 - Integrating the project into the Council's budget planning process to determine whether any funding gap can be accommodated.
- 3.57 The current financial analysis supports the following conclusions:
- Over the life time of the project, financial benefits are similar for all options (including the no extension option);
 - In the short to medium-term the Council will need to identify additional resources to fund the borrowing costs required for the project;
 - Different capital payment structures may be available to better match borrowing costs to bus and tram revenues, but there will still be a funding gap, which the Council would have to fund from other resources;
 - A £20m extraordinary dividend from wider public transport revenues utilising Lothian Buses, plus use of £5m from reserves, would fund the initial funding gap for an extension to Newhaven;
 - In the longer term, Public Transport revenues can fund the extension and provide additional revenues to the Council;

- Sensitivity testing has shown that should Capital costs be higher than anticipated or patronage less than forecast, the affordability gap would be considerably greater; and
- Additional work is planned to increase further, confidence in financial projections and improve the early years' affordability gap of the project.

Contingency Proposals

- 3.58 The OBC sets out estimated risk adjusted capital costs associated with the four options. These costs have been provided by Turner and Townsend and have been independently audited by Faithfull & Gould.
- 3.59 The economic and financial analysis set out in the OBC is therefore based on these estimates.
- 3.60 The Tram Extension Project Board however is minded to include a contingency allowance of £15m which equates to approximately 10% of the estimated costs.
- 3.61 An example of a potential cost increase would relate to construction inflation over and above that allowed for in the OBC risk analysis. Since the report was submitted to Council in June this year the capital costs set out in the business case are likely to have increased due to inflation. While the impact of this cannot be calculated accurately until the overall programme is better understood, Turner & Townsend has been asked to estimate a likely impact based on current programme projections and the impact could be up to £2.5m.
- 3.62 Other potential costs increases could relate to increased contractor preliminaries in the event of a substantial delay to the construction and while some of this would be accounted for in the current risk estimates it would seem prudent to make further provision through the use of a contingency allowance.
- 3.63 The respondents to the Market Consultation exercise carried out in Summer 2015 provided a range of possible construction timescales of between 30 and 54 months. The 40 month construction programme in the OBC is based on the mid range and any contingency would be held to cover possible downside risks.

The Way Forward

- 3.64 There is a significant amount of work involved in taking the project further if the Council chooses to do so. The following section sets out the next phase of project development and breaks this down into two stages.
- 3.65 The following also sets out proposed governance arrangements for the project between any decision being taken to proceed and award of the main works tram contract.

- 3.66 In developing the staged delivery plan, it has been assumed that the procurement of an entity for the main tram works will not include early contractor involvement (ECI) at this stage. Feedback from the market consultation suggested there is an appetite for this and a form of ECI is currently being explored and may be adopted during the initial project establishment stage.
- 3.67 It is concluded however that ECI will only be adopted if it is likely to reduce the overall cost of the project to the Council and/or reduce the overall project delivery programme.
- 3.68 There is a significant amount of work required at the next phase of the project and a programme has been developed that splits the next phase into two stages. The first stage, which is scheduled to take approximately nine months, is Project Establishment. This will involve putting in place project governance arrangements; establishing the project team including the procurement of external advisors; furthering discussions with finance providers; commencing risk analysis and contract risk apportionment (including the review of possible Early Contractor Involvement); commencing stakeholder engagement; carrying out a preliminary review of Phase 1 contract documentation and third party agreements; commencing main works contract drafting; preparing all enabling works tender documentation and commencing site investigation and Leith Programme enabling works.
- 3.69 The second stage, which is scheduled to take approximately 21 months, is Project Development & Procurement. This will involve completing the site investigation works and working with the Council's advisors in procuring and carrying out enabling works. In preparation for procurement of the main tram works, the detailed Works Information will be finalised together with the contract risk apportionment and all other tender documentation including the invitation to tender. During this phase, a formal OJEU prequalification will be conducted and a tender shortlist drawn up. This will be followed by a formal tender process; evaluation of tenders; the finalisation of financing; and contract award.
- 3.70 The current programme estimates that the above two stage process will take approximately 30 months to complete. This timescale is comparable with other similar schemes both in the UK and other jurisdictions.
- 3.71 The tables in Appendix A set out the activities to be carried out during the two stages; provide an overview of each activity; and list the outcomes at the end of each stage.

Estimated Costs for Next Phases

- 3.72 Turner & Townsend were asked to provide an estimate of costs for each stage of the project up to the award of the main contract based on the Newhaven option. This estimate is broken down into three elements, the first relates to resource costs (internal staff and consultancy); the second relates to tram enabling works to be carried out by the current Leith Programme; and the third relates to other capital enabling works to be carried out in advance of the main contract for tram being awarded.
- 3.73 The tables below sets out the total estimated costs for Stages 1 and 2.

Stage 1

Description	Estimate (£k)
Project & Technical Management Resource	1,338
Tram Enabling Works	176
Leith Programme Enabling Works	123
Total for Stage 1	1,637

Stage 2

Description	Estimate (£k)
Project & Technical Management Resource	5,136
Tram Enabling Works	1,832
Leith Programme Enabling Works	1,342
Total for Stage 2	8,310

Total for Stage 1 & Stage 2

Description	Estimate (£k)
Stage 1 total estimated cost	1,637
Stage 2 total estimated cost	8,310
Total cost for project development and enabling works	9,947

- 3.74 Management costs include a 10% contingency and construction costs include a 17% contingency. The above costs can be accommodated within the allowances for these elements in the estimates set out in the OBC.
- 3.75 The above costs would be financed in line with the financing proposals set out above and would not require additional Council funding.

- 3.76 It should be noted that the resource costs and future Leith Programme enabling works costs will remain broadly the same irrespective of which option is selected. The significant difference should option 3 or 4 be selected, would be a reduction in costs for the tram enabling works which would reduce by approximately £2million (including the reduction in resource costs) as works beyond Foot fo the Walk would not be required.
- 3.77 The purpose of breaking project development into two stages is to provide a checkpoint at the end of Stage 1. Should a decision be taken at that stage not to proceed further with the project, then consultancy contracts would need to be terminated and the team stood down. Costs expended up to that point would be sunk costs, with little or no residual value to the Council.
- 3.78 Should the project progress to the end of Stage 2 some value would be retained by the Council in relation to the enabling works and site investigation. This is estimated to be in the order of £3.5m.

Project Governance

- 3.79 In the event that the Council elects to proceed with an extension to the existing tramway there would be a requirement to develop a detailed Project Initiation Document (PID) setting out the governance arrangements for the project, authority levels and project management procedures.
- 3.80 In parallel the Council would need to appoint a Senior Responsible Officer (SRO) to commence the process of developing the team and PID.
- 3.81 The day to responsibility for the project would reside with the SRO with core decisions being taken within the project, by the Project Board and/or by the Council's Corporate Leadership Group (CLG). Political oversight would reside with an all party oversight group, similar to that in place on tram post mediation, together with quarterly updates to the Governance, Risk and Best Value Committee. Consideration could be given to retaining the existing Future Transport Working Group, chaired by the Transport & Environment Convenor, as the body responsible for oversight.

Measures of success

- 4.1 The findings of the draft OBC indicate that that an economic case for extending the current tram line would accrue positive benefits to the City.

- 4.2 Transport investment can increase effective density between places of residence and employment by reducing transport costs and thereby improving accessibility around and between jobs and people. Edinburgh Tram system extension options will reduce the transport costs between a number of key employment locations including:
- Around Leith Waterfront including the Scottish Government at Victoria Quay (for Newhaven and Ocean Terminal Options only);
 - The city centre via the five stops between Picardy Place and Haymarket (inclusive);
 - A reduction in travel time via a direct tram connection to major employment locations on the existing line, notably Edinburgh Park and Edinburgh Airport; and
 - A reduction in travel times to a range of locations within the city and beyond, via interchange with rail at Waverley Station, Haymarket Station and Edinburgh Gateway, and local and intercity bus services (city centre).
- 4.3 Extending the Edinburgh tram system will also support the change in scale and location of jobs through:
- Directly supporting the bringing forward of employment related development in the Leith Waterfront area (for Newhaven and Ocean Terminal Options only); and
 - Increasing the attractiveness of the employment locations in the city centre and West Edinburgh by expanding the effective labour market catchment through reduced travel costs (all options), and through helping bring forward major residential development in Leith Waterfront (for Newhaven and Ocean Terminal Options only).
- 4.4 The extension options will also deliver labour supply benefits. The Leith extension options will connect major existing and planned employment destinations (City Centre, West Edinburgh) with the Leith corridor, which has the highest population density in the city (and amongst the highest densities in the UK) and major planned areas for new residential developments in Leith towards Newhaven.
- 4.5 Enhanced connectivity will better link existing and new jobs with existing and new residents, ensuring that labour market accessibility is increased (businesses will find it easier to recruit, and workers have access to more jobs), and that the economic growth that this will support will be delivered in a sustainable manner, through integrated transport and land use planning.

- 4.6 The purpose of considering Edinburgh Tram extensions is to support the overall level of economic growth of Edinburgh through enhancing the viability and attractiveness of major housing and employment sites identified in the Local Development Plans. The tram extensions can help support a level of economic activity (jobs, development, and housing) at a greater level that would otherwise be the case.

Financial impact

- 5.1 If the Council were to proceed with extending the tram system at this time and pursue the recommendation to extend the tramway to Newhaven, there would be a requirement to find capital funding of £144.7m for the project, plus an additional £15m to provide a contingency.
- 5.2 Over the life time of the project, financial benefits are similar for all options (including the no extension option).
- 5.3 In the short to medium-term the Council will need to identify additional resources to fund the borrowing costs required for the project.
- 5.4 Different capital payment structures may be available to better match borrowing costs to bus and tram revenues, but there will still be a funding gap, which the Council would have to fund from other resources.
- 5.5 A £20m extraordinary dividend from Lothian Buses, plus use of £5m from reserves, would make an extension to Newhaven affordable to the Council.
- 5.6 In the longer term Public Transport revenues can fund the extension and provide additional revenues to the Council.
- 5.7 The Council's draft budget framework for the period 2016-20 assumes an additional budget contribution of £3.5m per annum from bus and tram is required to assist in balancing the Council's revenue budget. For the purposes of the Outline Business Case, it is assumed that this money is not available for the tram extension project.
- 5.8 Sensitivity testing detailed above shows that should Capital costs be higher than anticipated or patronage less than forecast the affordability gap could be considerably greater.
- 5.9 The costs associated with the next phases of the project total £9.9m, comprising £1.6m for stage 1 and £8.3m for stage 2. This can be contained within the overall capital funding requirement of £144.7m for the project. However, should the project not go ahead, then the Council would have to meet these costs from the extraordinary dividend being sought from Lothian Buses.

Risk, policy, compliance and governance impact

- 6.1 The recommendations set out in this report are in alignment with the LTS and the Local Development Plan and reflect the broader Council policy objectives of promoting development and stimulating economic activity in the city.
- 6.2 Although there are a number of risks which require careful management through the delivery phase of the project, including risks associated with traffic management and design, the capital cost estimate represents a fair assessment of the current market condition.
- 6.3 The cost plan and economic appraisal and patronage forecasts have been independently audited by Atkins and Faithful & Gould and are thus considered robust at this stage of project development
- 6.4 The market consultation that was undertaken during the Summer of 2015 has indicated and provided comfort that the scheme could be delivered within the cost parameters established during this stage.
- 6.5 Robust governance arrangements will be required if the project were to proceed. A key lesson learned from the first phase of tram delivery related to the project governance and contract management structures. Following mediation, revised governance structures were put in place that served the project well through to passenger service.
- 6.6 It is essential that similar arrangements are put in place from the outset for any future extensions. The key principles underpinning any project governance structure are:
- Strong leadership from the top of the client body, key stakeholders and the Contractor(s) selected to carry out the works;
 - Strong political support and regular reporting by officers on risks, issues and costs;
 - Clearly defined roles and responsibilities within the client organisation with clear reporting lines;
 - Clear management information used to report through all project levels; and
 - Professional project management support within the client organisation.
- 6.7 There are proposals set out in this report regarding additional contingency allowances to deal with risks not identified in the capital cost estimate.

Equalities impact

- 7.1 The proposals and recommendations described in this report could contribute to the public sector general equality duty to: (i) advance equality of opportunity. There is no distinct relevance in respect of the general duties to; (ii) eliminate unlawful discrimination, harassment and victimisation, or; (iii) foster good relations.
- 7.2 An Equalities and Rights Impact Assessment has been prepared and is available as background reference. There are no direct negative equalities or human rights impacts anticipated.

Sustainability impact

- 8.1 The proposed work packages will be undertaken in consideration of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. This aligns with the requirements of the Local Transport Strategy. The potential to extend the tram network aligns with and is cognisant of the requirement to reduce carbon emissions and the need to travel. In doing so, this will promote a shift to more sustainable modes of transport that will bring reduced carbon dioxide and nitrogen oxide emissions.
- 8.2 The promotion of a high capacity, high quality public transport system aligns with the LTS and draft Local Development Plan and will help achieve a sustainable Edinburgh, as both documents' actions include improving the extent of the public transport offered in Edinburgh, thus enhancing social inclusion and equality of opportunity.
- 8.3 The proposals to integrate with the St James Quarter redevelopment and Leith Programme initiatives aim to improve facilities for cyclists and pedestrians, thus promoting personal wellbeing.

Consultation and engagement

- 9.1 The recommendations set out in this report have been discussed with representatives of the Capital Coalition, Opposition Groups, Transport for Edinburgh, Sustrans, as well as between relevant services within the Council including Transport, Economic Development, Finance and Planning.

Background reading/external references

A Strategy for Jobs: The City of Edinburgh Council's Economic Strategy 2012-2017

http://www.edinburgh.gov.uk/download/downloads/id/501/a_strategy_for_jobs_2012-17

Edinburgh City Local Plans

http://www.edinburgh.gov.uk/downloads/download/229/edinburgh_city_local_plan

Edinburgh Local Development Plan – Proposed Plan March 2013

http://www.edinburgh.gov.uk/download/downloads/id/122/proposed_local_development_plan_march_2013

Local Transport Strategy 2014-2019

http://www.edinburgh.gov.uk/info/20221/roads_and_transport/341/transport_policy

John Bury

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Links

Coalition pledges	P18 – Complete the Tram in accordance with current plans. P19 – Keep Lothian Buses in public hands and encourage the improvement of routes and times. P45 – Spend five per cent of the transport budget on provision for cyclists. P46 – Consult with a view to extending current 20mph zones. P50 – Meet greenhouse gas targets, including the national target of a 42 per cent reduction by 2020.
Council outcomes	CO7 – Edinburgh draws new investment in developing regeneration 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.
Single Outcome Agreement	SO1 – Edinburgh’s Economy Delivers increased investment, jobs and opportunities for all.
Appendices	Appendix A – Activities at Next Stage of Project Delivery Appendix B – Wider Benefits

Appendix A
Activities at Next Stage of Project Delivery
Stages 1 & 2

Stage 1 - Project Establishment – 9 Months

1st November 2015 – 31st July 2016

Activity	Overview
Establish project governance structures	<p>There are a number of lessons learned from previous Council projects that have been taken into account in developing the recommended governance structures. In particular experience has been drawn from arrangements put in place following mediation on the first phase of tram and the lessons learned from the Water of Leith Flood Prevention Scheme Phase 1. Details of proposed governance arrangements are set out later in this chapter.</p>
Establish project team	<p>There is a requirement to immediately establish a project team to oversee the project. It is important that this team retains a balance between in-house knowledge and capability and industry expertise.</p> <p>The Council will need to take the following steps in order to establish an appropriately balanced project team:</p> <p><u>External Support</u></p> <ol style="list-style-type: none"> 1. Scope out requirements for external consultancy support. At present it is envisaged that this will include Technical; Legal and Project Management/Commercial resource 2. Draft Terms of Reference for each consultancy package including a staged gateway approach to delivery 3. Publish OJEU Notices for each discipline or establish if existing Frameworks will suffice 4. Conduct procurement and make recommendations to award 5. Appoint consultancy support <p><u>Internal Support</u></p> <ol style="list-style-type: none"> 1. Scope out requirements for internal support and establish which roles are full time and which can be supported from functional departments. Immediate support will be required in the following areas: <ol style="list-style-type: none"> a. Finance (part time) b. Procurement (part time) c. Legal (part time) d. Property (part time) e. Transport & Engineering (part and full time) f. Project Management (full time) g. Planning (part time) h. Communications (part time) 2. Draft job descriptions, grade roles internally and

Activity	Overview
	<p>externally</p> <ol style="list-style-type: none"> 3. Interview potential candidates and finalise offers 4. Allow for notice periods (up to 3 months) 5. Appoint Council team to the project
Develop financing solution further and commence preliminary lender due diligence	There are a number of possible options in relation to funding that will be explored in more detail at the project establishment stage. Once the options have been evaluated more fully there will be requirement for any lender to carry out an appraisal of the project, the European Investment Bank for example has very strict appraisal rules in relation to technical viability, socio-economic benefits and financial robustness. This process will then continue into Stage 2.
Commence detailed risk analysis and apportionment	While this activity cannot commence in full until the technical and legal advisors are appointed a preliminary internal exercise can be carried out that will build on the risk work done at outline business case stage. Further work can also be carried out in relation to exploring the use of Early Contractor Involvement. At the back end of Stage 1 more detailed analysis will commence.
Commence formal consultation on proposals with key stakeholders	Good stakeholder management at an early stage in project development is crucial to a successful outcome. It is recommended that a Stakeholder Engagement group is established as early as possible following any decision to proceed. This will form the basis for community engagement although significant wider engagement will also take place as the project develops.
Review of phase 1 contract documentation	While this activity cannot commence in full until the technical and legal advisors are appointed a preliminary internal exercise can be carried out in relation to the works requirements. At the back end of Stage 1 more detailed analysis will commence.
Review of technical and prior approvals	The original phase 1 tram design process was 'frozen' in 2011. At that stage, technical approvals (roads and structures) were still underway. There will be a requirement given the changes in scope resulting from details of the Leith Programme and Edinburgh St James interfaces which will need to be incorporated in any updated tram design, and to revisit the technical approval process and complete this. Similarly, the prior approvals (from the Planning Authority) have now lapsed and will need to be applied for again. Ultimately these activities will be completed by the successful tenderer on the lead in to commencement of

Activity	Overview
	construction. It is considered prudent however to carry out a preliminary review of technical and prior approvals during Stage 1 to establish the extent of work required. This will then be used to inform the contract documentation at Stage 2.
Additional Site Investigation	A recommendation in the outline business case is to carry out additional site investigation to inform all parties in relation to ground condition risk. An activity that can be carried out during the project establishment phase will be to procure and commence this additional site investigation.
Enabling works tender documentation	Other potential enabling works, including archaeological investigations and wall realignment are identified in the outline business case. A further activity that can be carried out during the project establishment phase will be to fully scope any enabling works and prepare the tender documents ready to commence procurement at the next stage.
Commence Leith Walk enabling works	The OBC assumes the current Leith Programme Phases 4 & 5 (between Pilrig and London Road) will carry out tram enabling works and capital works. The intention is that the footways and kerbs realigned and surfaced by the Leith Programme will be future proofed for the Tram project. This will allow the footways to largely remain undisturbed during the Tram works in this area. In addition the Leith Programme will carry out key enabling works for tram including site investigation and utility diversions while works are carried out to the carriage way in this area. Subject to completion of the current TRO process these works can commence during Stage 1.
Review and refresh MUDFA	The Council and its' (then) agent Tie Ltd, entered into a series of agreements with each of the Statutory Utility Companies (SUCs). These agreements set out the principles of co-operative working to design and enable the multi-apparatus utilities diversions required to accommodate a tramway under the powers set out in the Tram Acts. Given that the full scope of the Edinburgh Tram (Line One) Act, 2006 is yet to be delivered between the City Centre and Leith, there is scope to revisit these agreements and set up Joint Utilities Group (JUG) to facilitate the diversion of any outstanding utilities which may be required.

Activity	Overview
Review 3 rd party agreements	The Council entered into a series of Third Party Agreements with more than 90 stakeholders through the approval process for the Edinburgh Tram (Line One) and (Line Two) Acts. There is a requirement for the Council to meet any obligations set out in these agreements as they relate the proposed extension works. It will therefore be necessary to undertake a review of the agreement database to determine any residual obligations that either the Council, or it's contractor may have to discharge in respect of the proposed tramway extension.

Outputs from Stage 1

Outputs from Stage 1	
1.	Project governance structures in place and signed off.
2.	Project team established including the appointment of Technical, Project Management, Commercial and Legal advisors.
3.	Agree financing heads of terms with prospective lender(s).
4.	Preliminary risk analysis and apportionment complete.
5.	Preliminary stakeholder analysis complete which will inform on project development at Stage 2.
6.	Preliminary review of Tram phase 1 contract documentation
7.	Complete review of technical and prior approvals which will inform on project development at Stage 2.
8.	Commence additional site investigation and Leith Programme enabling works
9.	Scope of works and tender documentation for enabling works complete.
10.	MUDFA and 3 rd Party agreements reviewed and Joint Utilities Group established

STAGE 2 - Project Development – 21 Months

1st August 2016 – 30th April 2018

Activity	Overview
Complete Site Investigation	Site investigation works will be finalised and the results used to inform on the contract documentation. As the Leith

Activity	Overview
and Leith Programme enabling works	Programme progresses further enabling works will be carried out. Consideration may be given to merging the tow projects as some point in the future although this OBC assumes they will remain separate.
Procure and commence enabling works	Following the exercise carried out during the project establishment stage, procurement can be undertaken to appoint enabling works contractor(s). Works can then commence to ensure they are completed in good time for the main tram works commencing.
Prepare Works Information for main tram works	This will follow on from the review of the phase 1 documentation and will require a significant restructure to bring it in line with any contractual provisions set out in the form of contract selected. A similar exercise has recently been carried out by the Council in relation to the Water of Leith FPS Phase 2 and this took over six months to complete.
Finalise risk apportionment with legal and commence contract drafting	The outline business case recommends that a standard form of contract is adopted for any extension. There will however be a requirement to draft supplementary clauses to any standard form and prior to this a comprehensive risk analysis and apportionment exercise will be carried out with the project technical and legal advisors. Following this the first draft of any supplemental clauses can be drafted.
Final review of tender documentation	Upon completion of the technical and legal documentation a thorough “claims” review will be carried out wherein the documentation will reviewed for potential contractual claims. This can only be done once all documentation is complete and will be done by a body/person independent of the team that drafted the documentation.
Draft ITT	In parallel with the above activities an invitation to tender (ITT) will also be developed setting out the rules of the procurement and the submission requirements.
Carry out PQQ	In parallel with the preparation of tender documents, including the ITT, the project will run a prequalification process in accordance with the OJEU rules. This prequalification will need to be completed and bidders selected prior to tenders being released.
ITT & Tender	A tender period of 6 months has been assumed in developing the programme. This has been confirmed as

Activity	Overview
	reasonable through the Markey consultation stage.
Tender Evaluation	A period of 6 months has been assumed in developing the programme. This could be bettered but will depend on the quality of tenders received.
Finalise funding arrangements	Work will conclude with prospective lenders during this stage with facilities being put in place contract award stage.
Award contract	Award of contract to successful tenderer.
Continue stakeholder consultation process	The stakeholder consultation process will run continuously throughout the life of the project. At this stage in project development the requirements of key stakeholders will be assessed and where appropriate fed into the contract documentation.

Outputs from Stage 2

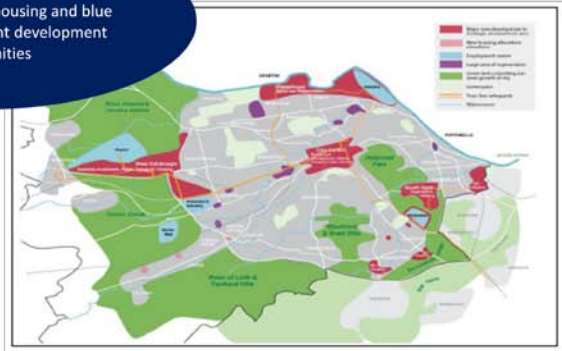
Outputs from Stage 2	
1.	Site Investigation works will be complete early in this phase to inform the Contract documentation.
2.	Enabling works will be complete during Stage 2.
3.	A prequalification exercise will be completed and the tender list finalised during Stage 2.
4.	Contract documents will be completed during Stage 2 taking account of ongoing stakeholder engagement. This will include all technical, legal and procurement documentation. Due diligence will also be carried out prior to any invitation to tender being issued.
5.	Tender process will be completed and a recommendation prepared for Committee sign off.
6.	Financing arrangements finalised and a recommendation prepared for Committee sign off.
7.	Award of main works contract and execute financing agreements.

Appendix B

Supporting Sustainable Population Growth
 2012 – 2037
 136,000 projected increase

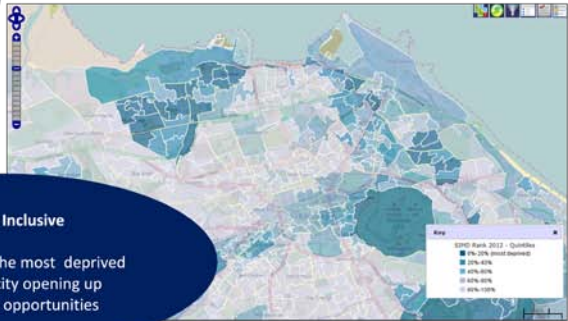
In line with LDP
 Red denotes major housing and blue denotes employment development opportunities

Delivering high capacity PT where it is needed
 Leith Walk 124 residents per hectare compared to Edinburgh average of 18



Network Vision
Newhaven
 <20% additional expenditure for 87% increase in passengers

Delivering high capacity PT where it is needed
 Over 50% of households in Leith do not own cars compared to 39% Edinburgh average



Supporting Employment Growth
 Employment set to grow by over 7% by 2022 – manage growth by linking key nodes

Socially Inclusive
 Serves some of the most deprived areas of the city opening up employment opportunities

Increases capacity on the corridor
 Capable of carrying up to 5,000 ppdp which cannot be achieved with Bus

10.00 am, Thursday, 19 November 2015

St James Quarter – Update on Progress

Item number	8.6
Report number	
Executive/routine	
Wards	11 – City Centre

Executive summary

This report seeks to inform and update the Council on the working arrangements between the City of Edinburgh Council, the Scottish Government and TH Real Estate in the delivery of the Edinburgh St James development.

The report further informs on:

- (i) the Growth Accelerator Model (“GAM”) that was first reported on 1 May 2014;
- (ii) the Compulsory Purchase Order reported on 29 May 2014; and
- (iii) progress generally on the Edinburgh St James project and surrounding area, viz Picardy Place, which was last reported on 25 September 2014.

Links

Coalition pledges	P8 , P15 , P17
Council outcomes	CO7 , CO8 , CO9 , CO19
Single Outcome Agreement	SO1 , SO4

St James Quarter - Update on Progress

Recommendations

That Council:

- 1.1 Notes up to £61.40m in new potential borrowing, which would be maintained and repaid over and up to a 25 year period through a combination of public and private sector investment; all as previously approved by Council in May 2014;
- 1.2 Delegates authority to the Chief Executive to take such action as deemed necessary or desirable to commit the City of Edinburgh Council to the Growth Accelerator Model funding agreement with the Scottish Government and to sign said agreement. (Detail available to members in a data room);
- 1.3 Delegates authority to the Chief Executive to take such action as deemed necessary or desirable to commit the City of Edinburgh Council to the Growth Accelerator Model funding agreement with TH Real Estate and to sign said agreement substantially on the terms set out in this report. (Detail available to members in a data room);
- 1.4 Delegates authority to the Chief Executive to take forward the potential development site at Picardy Place to the open market, to engage marketing agents to provide a full marketing campaign and to seek tenders in order to secure best value for the site's disposal. A report on the offers received will be brought back to Council for a decision on disposal;
- 1.5 Notes that agreement has been reached between John Lewis Partnership and TH Real Estate for John Lewis Partnership to remain as the anchor tenant in the store and to continue trading during the construction period. Notwithstanding the agreement reached between the parties, Council officers, as part of their due diligence, continued, up to the point that an agreement was reached between John Lewis Partnership and TH Real Estate, to assess and satisfy themselves of the viability of the project as a reasonable prospect in the event that John Lewis Partnership were to be replaced by a retailer of equal standing;
- 1.6 Notes that TH Real Estate will continue to seek negotiated agreements for the remaining properties and interests (see Appendix A) in parallel with the Council enacting the Compulsory Purchase Order;
- 1.7 Delegates authority to the Chief Executive in consultation with the Council Leader and Depute Leader to make and implement a further Compulsory Purchase Order for the St James Quarter redevelopment area pursuant to Section 189 of the Town & Country Planning (Scotland) Act 1997 ("the 1997 Act") for the purposes of acquiring land and interest within the consented planning red line boundary should such necessary interest not have been secured by the making of the Compulsory Purchase Order known as The St

James Quarter, Edinburgh (Number Two) Compulsory Purchase Order 2014;
and

- 1.8 Notes the creation of a Joint Development Initiative Programme of Works to oversee and control traffic management works in conjunction with the Council's Roads department, public utility companies, emergency services, the St James contractor, TH Real Estate and other city centre projects. The detailed methodology of the management controls and a regular update will be provided to members as part of the regular St James Quarter members briefing meeting cycle.

Background

- 2.1 St James Edinburgh Limited ("the Developer") bought the St James Centre, including the now vacant New St Andrews House (the former Scottish Office building next to the centre) in May and June 2006.
- 2.2 St James Edinburgh Limited, a company registered in Scotland, is part of a group of companies and unit trusts which is ultimately owned by the Henderson UK Shopping Centre Fund (the 'Henderson Fund'), a Jersey Regulated unit trust. The Henderson Fund is managed by Henderson Real Estate Asset Management Limited, a 100% subsidiary of TIAA Henderson Real Estate Investment Management Limited (TH Real Estate). TH Real Estate ("THRE") is a joint venture of TIAA-CREF, a financial services provider, and Henderson Global Investors.
- 2.3 On 4 June 2009, the Council approved planning permission in principle (08/03361/OUT) for the redevelopment, refurbishment and demolition works to provide a major mixed use scheme on the site of the existing St James Centre.
- 2.4 In accordance with the Recommendations of the St James Quarter Compulsory Purchase Order report to Council dated 29 May 2014, a Compulsory Purchase Order has been made and implemented for the St James Quarter redevelopment area, for the purpose of acquiring the land and property interests shown in the CPO Plans and Schedule of Interests previously presented to Council.
- 2.5 The Council Minute of Agreement with THRE provides and delivers that in executing the CPO and supporting the project, all costs to the Council are being fully reimbursed and there is no cost to the public purse.
- 2.6 The signing of the Minute of Agreement by St James Edinburgh Limited and the City of Edinburgh Council was completed on 4 September 2014 in terms which were considered acceptable by the Chief Executive, in consultation with the Council Leader and Depute Leader, to suitably protect the interests of the Council and secure reimbursement of all costs, fees, expenses and compensation claims which might be incurred by the Council arising from the CPO and the subsequent transfer to St James Edinburgh Limited of the property interests acquired, and such other terms as the Chief Executive considered necessary or desirable. Prior to the Minute of Agreement being signed Group Leaders were consulted on the proposed final terms and how the risks reported in the 29 May 2014 report were to be mitigated.

- 2.7 All-party briefings on progress by a joint representation of Council Officers and TH Real Estate have been agreed and scheduled.
- 2.8 Communications protocols have been agreed by the Council and TH Real Estate.

Main report

Negotiations

- 3.1 The Developer's approach to negotiations with landowners accords with the best practice guidance set out in paragraphs 7 and 8 of the Scottish Government Planning Circular 6/2011 - Compulsory Purchase Orders (the "Circular"), where the Scheme is large and complex with multiple interests to secure.
- 3.2 The Developer has established a specialist land assembly team made up of Culverwell Property Consultants, Carter Jonas LLP and CBRE which is progressing negotiations with all parties. These negotiations are monitored by Council officers.
- 3.3 At the time of writing, a summary of the remaining interests is set out in Appendix A.

CEC Owned Land

- 3.4 The Council at its meeting on 29 May 2014 delegated authority to the Chief Executive, in consultation with the Council Leader and Depute Leader, to make a Compulsory Purchase Order in respect of the property interests required for the St James Quarter redevelopment by the Developer, St James Edinburgh Limited ("SJEL"). The report also noted that various areas of Council owned land, which are required for the development, would be subject to a separate sale agreement, and the sale terms reported back to Committee for approval in due course. On 15th January 2015 the Finance and Resources Committee approved a delegation to the Director of Services for Communities and the Head of Legal, Risk and Compliance to agree terms and conditions for the sale and purchase of various pieces of land around the St James Centre to SJEL and also to grant a long lease of an area of ground to SJEL.
- 3.5 There were small parts of road or footpath where title investigations suggested that there may have been a common good issue. Those land parcels were presented to the Court of Session for consent to dispose; such consent has been given.
- 3.6 The following is an update of the progress of the land transactions:
 - The sale of the site at Cathedral Lane to accommodate a relocation of the current electricity substation situated below in the basement of the existing shopping centre has now been completed. This work allows the Developer to relocate the substation to facilitate the demolition of the existing centre.
 - Part of the Cathedral Lane site and a small portion of the site at St James Place were common good land. Court of Session consent to the sale of these sites was given on 25 March 2015 and 9 April 2015 respectively.

- The agreement for the sale of the remainder of the Council land required for the development and the purchase and lease back of public realm space associated with the development is currently being finalised.

3.7 The Council land parcels (see Appendix B) have been independently valued and these values have been agreed with THRE. On completion of the land transaction, the Council has a net gain of land in the area of 1,186.11 sq.m. and there is a nett transfer value of £683,000.in the Council's favour.

Update on GAM

3.8 The Council approved the following recommendations on 1st May 2014:

- A new financing model to unlock this development.
- Up to £61.40 million in new prudential borrowing, which would be maintained and repaid over up to a 25 year period through a combination of public and private sector investment.
- Council officers taking forward detailed negotiations on this proposed funding mechanism, including setting up a new partnership board to oversee the development of the Quarter.
- Agreement to the three performance targets set by the Scottish Government as part of the condition for their annual contribution to the model.
- That a new retail and hospitality skills academy be established within the development to provide training support for targeted employment opportunities for those furthest away from the market.
- That a permanent new Shop Mobility scheme be included within the programme of works.
- That new charging points for electric vehicles be included within the programme of works.
- That Council officers enter detailed discussions with officials from the Scottish Government and the owners of the Quarter, so as to refine and agree the operation of the new model. Those negotiations are now complete.

Infrastructure Investment Plan

3.9 The Council has identified a programme of infrastructure which would provide the necessary impetus to take the redevelopment forward. These include improvements to the physical environment at James Craig Walk, designed to increase the accessibility, permeability and the user experience of the areas; new public realm at Picardy Place, together with the provision of a multi-modal transport interchange at the junction of Leith Walk, Leith Street & York Place. A new energy centre designed to provide power, heat and cooling to the development and, potentially, the wider area will also be constructed. The value of the new infrastructure was projected at up to £61.4m; it is now targeted at £53.0m and will be managed and overseen by the Partnership Board of the Council, the Scottish Government and the Scottish Futures Trust.

3.10 Redevelopment of the Quarter provides an opportunity to complement the transport improvements that will be delivered through the Leith Programme. With

additional funding from Sustrans Scotland, the programme will deliver major improvements for pedestrians and cyclists for the entire length of Leith Walk. The design has been informed by an analysis of the streets functions and its importance locally, as well as across the city as a major connector.

Scottish Government Funding

- 3.11 Developments of this scale require an appropriate IRR (Internal Rate of Return) to make the project viable for property funds such as the Henderson Fund. The Developer approached the Council with a proposal to secure public funding for essential upfront enabling infrastructure for the wider area in order to make the Scheme meet the investment return requirements for the Henderson Fund investors.
- 3.12 A subsequent business case for public intervention was therefore made to the Scottish Government and on 1 May 2014 the Council approved a new financing model (GAM) to unlock funding of up to £61.40 million to fund infrastructure and transport works in the wider area.

Economic Impact

- 3.13 The development as consented would deliver 50,700m² of high-quality retail space, 3,200m² of assembly and leisure space, a 210-bedroom five-star hotel, a 52-bedroom apart-hotel and 143 residential units.
- 3.14 A Council-commissioned economic impact assessment published in 2013 found that the redeveloped St James Quarter was projected to support a net increase in employment in Scotland of approximately 1,000 full-time equivalent jobs and a net increase in the gross value added of Scotland of approximately £45 million per annum.

Delivery Process

- 3.15 Agreement has been reached, based on an appraisal of the procurement and state aid regulations as well as discussions with the Developer on a delivery process. This would allow, to the extent the public works fall within the relevant legislation, the publicly funded work packages to be procured by the Developer within OJEU, the procedural framework. Council officers would continue to appraise the situation as the detail of the work packages evolves so as to ensure no procurement regulations are breached. It is proposed that reimbursement of these costs to the Developer, would only take place on practical completion of the whole project when new business rate revenues are being generated. The Developer will fund the works through the construction period. The Council and the Scottish Government will look to manage the approval process to ensure value for money, maintain the upper limit of up to £61.40m and continue to target a lower sum of £53.0m.

Proposed Funding Mechanism

- 3.16 Given current fiscal constraints, the Council is unable to shoulder the cost of required borrowing within existing resources. A collaboration with the Scottish Government and Scottish Futures Trust on the newly developed Growth Accelerator Model was therefore recommended.

- 3.17 This innovative new model of financing previously proposed a total borrowing of up to £61.4 million which would require annual repayments of £4.77 million over a 23 year period. This is 2 years shorter than the proposed 25 year term of the model.
- 3.18 The proposed funding mechanism itself is a partnership between the Scottish Government, the Council and the Developer. Council borrowing costs would ultimately be completely offset by new income streams, subject to proposed targets being achieved.
- 3.19 It is further proposed that the remainder of the annuity payment be tied to the achievement of the following deliverables, resulting in three separate income streams to cover the remaining funding gap of £55 million:
- I a predetermined uplift in rateable value derived from within the St James Quarter itself (55%);
 - II an uplift in rateable values from within a wider area as a result of the catalytic effects of the new Quarter (25%); and
 - III the achievement of employment and training targets to support the long term unemployed and the harder to reach groups and areas (20%).
- 3.20 The Scottish Government contribution of up to £4.27 million is linked to the delivery of these three outcomes, over three years initially from 2020. However the timeframe will be reviewed if the targets are not met in this initial period. The Government's contribution is also linked to a proportional percentage performance against targets. So, for instance, if 80% of the respective targets are achieved, the Scottish Government will only provide for 80% of its contribution.
- 3.21 The risk of not meeting the above targets would sit with the Council. However, should the Council be unable to achieve these objectives because of unprecedented market changes, it is proposed that there is a renegotiation of the previously agreed long stop dates. This would allow the Council to realise a full funding commitment over the life of the project.
- 3.22 Another important feature of the model is that overall funding by the Scottish Government would be capped at £98m to cover principal and interest payments. This would not increase over the life of the project. Any reduction in borrowing, due to lower than forecast infrastructure costs would be reflected in a corresponding reduction in the annuity payment from the Scottish Government and TH Real Estate.
- 3.23 As an incentive for the Developer to drive down the cost of the supporting infrastructure, for the first £700,000 of any reduction in the annuity payment, there is a proposed even split in the reduction of contributions between the Scottish Government and TH Real Estate. This would roughly equate to the first 15%, equivalent to first £9 million reduction in infrastructure costs. At this point, all future reductions in the cost of infrastructure would also result in a reduction of the annuity payment for the Scottish Government alone. However, any increase in borrowing requirement, or change in interest rate above 5.5% assumed, would be met by the Council alone.

- 3.24 Finally, TH Real Estate has agreed to share any surplus above normal returns on the wider investment. This surplus or “super profit”, should it occur, would be split between the public and private sector. The exact mechanism and split has been determined in detailed negotiations between the Council with the Scottish Government and the Developer.

Governance

- 3.25 It is proposed under the form of agreement that an Executive Group be set up comprising senior representatives from the Council, the Scottish Government, the Scottish Futures Trust and the Developer TH Real Estate to govern the overall delivery of the project. The Council would dedicate specific management resource capacity to the programme. The structure of the partnership would also ensure the Developer successfully undertakes all development works in accordance with an agreed timetable. As part of the governance, the new board would be set up to oversee the GAM development works. This would include Council Officers, the Scottish Government and the Developer.

Picardy Place

- 3.26 In the report to Council on 29 May 2014 a new site at Picardy Place within the Council’s ownership, created as a result of the junction reconfiguration at the top of Leith Walk, was proposed to accommodate the hotel relocation if required to facilitate the development of the St James Quarter. This site is no longer required to facilitate that development.
- 3.27 Given that the development site is no longer required by the St James development, approval is sought to proceed to marketing the site for disposal in order to secure best value and receipt by the Council.

Lasting memorial to Nelson Mandela

- 3.28 On 4 November 2014, the Council’s Corporate Policy and Strategy Committee agreed that a lasting memorial to Nelson Mandela, the former president of South Africa, should be sited within the St James development. On 24 March 2015, the Corporate Policy and Strategy Committee agreed to delegate authority to the Director of Economic Development to determine what form the lasting memorial should take and to negotiate and enter into a formal agreement with the developer on the location for the proposed lasting memorial. Initial discussions have since been held with the developer with a view to identifying a suitable location once public realm designs are completed in late 2015.

Programme

- 3.29 The Developer’s indicative master programme for development shows demolition and site start in 2016 with completion around 2020 for the retail element and around 2021 for the remaining leisure and residential elements.
- 3.30 The Minute of Agreement stipulates that the Developer must start the development between 3 and 5 years after the CPO is confirmed by the Scottish Ministers and thereafter progress with all due diligence.

Development Funding/Viability

- 3.31 The issue of funding and viability is covered in the Circular. It states that the authority must satisfy itself that there is a “reasonable prospect” of (a) securing the funding both to acquire the land and then (b) to complete the Scheme over a “reasonable timescale” (i.e. Scheme viability). The Council’s Head of Finance has access to all salient information to continue to monitor the reasonable prospect position.
- 3.32 In relation to the funding to cover the cost of the compensation claims and associated fees and expenses of making and implementing the CPO, these costs are covered by the Developer providing the Council with an indemnity to cover all such costs, all as contained within the Minute of Agreement. The Minute of Agreement ensures that the Council is not legally committed to any acquisitions until the estimated compensation figures are agreed with the Developer and the Developer either places the Council in funds to cover the appropriate amounts or provides a bond to cover the costs. It is considered that the Council can be satisfied it has sufficient comfort on the ability of the Developer to cover the costs of the acquisition of the land which is likely to form part of the CPO.
- 3.33 TH Real Estate manage around £14.7 billion (as at March 2014) of real estate assets worldwide. The Henderson Fund has a net asset value of £593 million but despite the size of the fund, due to the length of development programme and scale of the project, the Henderson Fund is to secure both its own equity and that of a partner or group of partners who may in turn utilise a mix of debt and equity funding for the overall development costs currently estimated at £630 million. The marketing exercise for a partner/partners is underway and the Developer has indicated that such agreements are likely to be in place by 2015/2016 but ultimately by site start.
- 3.34 It is normal for such a large complex project with a long construction programme to have various stages at which both debt and equity funding would be committed.
- 3.35 The Developer has given the Head of Finance access to commercially sensitive information to demonstrate that a funding plan for the Scheme is in place and that it believes the necessary funding will be available to progress the development. This, along with the financial commitment to date of over £200 million demonstrates the Developer’s commitment to complete the Scheme within the guidelines of the Circular. This funding plan will be monitored by the Council at each stage of the CPO process. As such, it is considered the Council can be satisfied it has sufficient comfort that the necessary funding to implement the scheme will be available.

Impediments and Risk

- 3.36 While the following consents and other matters are (or may be) required to facilitate the re-development, there are no exceptional impediments that are likely to prevent the Scheme being fully implemented. The following consents and agreements are required:
- Building Warrants;

- Traffic Regulation and Redetermination Orders and Stopping Up Orders;
- Section 21 Road Construction Consent;
- Section 56 Road Works Consent;
- Any consents from statutory undertakers; and
- Scottish Government Funding, committed at the point of signing the GAM funding agreement with the Scottish Government and prior to committing the Council to the GAM funding agreement with TH Real Estate.

3.37 It is considered that any outstanding consents can be obtained within the development timescale and will not result in delays to the delivery of the Scheme, once/if the CPO is confirmed by the Scottish Ministers.

Summary

- 3.38 Opportunities to regenerate a prime City Centre site on this scale are rare. The redevelopment of the St James Centre is a key objective of both the Strategic and Local Development Plans. Only one party, the Developer, who owns the majority of the site, can deliver this much needed redevelopment. Consequently, there are no alternatives which can deliver this regeneration project on another suitable site.
- 3.39 Public intervention in this case remains both a positive and proactive measure to bring about the transformation of this site into an £850 million investment of high quality retail and associated leisure, cultural, hotel, residential, office and associated uses and secure its delivery within a reasonable timeframe.

Measures of success

- 4.1 The pursuance of the CPO and the continued negotiations will allow the progression of the regeneration of the St James Quarter and the wider City Centre retail area.
- 4.2 Success will be measured by the quality and sustainability of the new retail led mixed use development, job creation and the regeneration of the wider City Centre.
- 4.3 The improved performance of Edinburgh as a retail destination reinforcing its role as the regional centre for SE Scotland will be a key measure of success.
- 4.4 In addition to the above, success will be measured in terms of the provision of high quality public realm improvements to the Picardy Place area ensuring optimum connectivity from this site into the redeveloped St James Centre and beyond to St Andrew Square and Princes Street.

Financial impact

- 5.1 As was reported in the May 2014 Report, the making of the CPO in respect of the St James Quarter will incur costs to the Council. However, under the signed Minute of Agreement, SJEL fully indemnifies the Council for all costs and

compensation claims in respect of the CPO and any subsequent transfer of those property interests to the Developer, and is considered to suitably protect the Council, as well as ensuring no cost to the Council.

Risk, policy, compliance and governance impact

- 6.1 The developer's adherence to the terms of the Minute of Agreement will be monitored by the SRO, the Head of Finance, the Head of Planning and the Head of Corporate Property. Appropriate management systems and regularity of reporting, together with a governance structure, have now been put in place, reflecting the obligations of the Minute of Agreement.
- 6.2 There is a risk of damage to the Council's reputation should, for whatever reason, the CPO be confirmed by the Scottish Ministers but the redevelopment does not progress. To mitigate against this the Minute of Agreement will, in essence, oblige the developer to commence the redevelopment within 3 to 5 years of the CPO being confirmed and it is considered that given the other protections the Council has obtained this is suitable security for the Council, especially when the developer's investment to date is considered and the fact it would only have 5 years to implement its detailed planning permission.
- 6.3 It is recognised that the development proposals are closely linked with those in the said report to Council of 1 May 2014. As such, a Project Team of senior officials from all relevant Council departments, led by the Senior Responsible Officer, maintains monitoring and liaison to ensure a suitable robust governance of the Council's involvement in this project going forward, with reporting to the members on a regular basis.

Equalities impact

- 7.1 Property rights adversely affected by the CPO will be entitled to compensation under the Land Compensation (Scotland) Act 1963 and the Land Compensation (Scotland) Act 1973. Compensation will be payable in accordance with the Compulsory Purchase Code.
- 7.2 The redevelopment of centre should have a positive impact on the Council's equality duties through improved accessibility and design, the provision of a training academy to help those furthest from the job market into work and extensive public consultation.
- 7.3 An independent economic impact assessment of the Edinburgh St James development prepared by SQW in 2013 found that, over the 26 year period 2015 to 2040, the development as proposed was expected to result in a net (i.e. the overall increase once any losses are taken into consideration) additional 27,048 person years of employment across Edinburgh – equivalent to approximately 2,700 permanent new jobs. The Council's Employability and Skills team will work to ensure jobseekers in Edinburgh – in particular those facing barriers to employment – are well-placed to capitalise on these opportunities.

- 7.4 A dedicated training academy will be created in the new complex within the management suite. The academy will provide an attractive and welcoming destination where people seeking employment and training opportunities can be inducted and given basic training. Indicative designs for the academy have been prepared by Purcell on the basis of information provided by the Council's Employability and Skills team. The academy will include a reception area, meeting room, flexible training suite and computer suite. Initial discussions have taken place on how the academy will be staffed.
- 7.5 The Employability and Skills team has secured agreement in principle from the Department of Work and Pensions for the use of the Jobcentre Plus on South St Andrew Street as a hub for recruitment and training opportunities associated with the development while construction is underway.
- 7.6 In line with emerging activities relating to the City Region Deal, and in view of the relatively low levels of worklessness in Edinburgh at present, the Employability and Skills team is considering the potential for working with people not in employment, education or training in the surrounding local authorities of the city region to help them take advantages of the job opportunities within Edinburgh St James.
- 7.7 The Employability and Skills team is also preparing strategies for assisting any people made redundant as a result of businesses closures upon the closure of the existing St James shopping centre in spring 2016.
- 7.8 There are likely to be negative impacts throughout the construction stage on the accessibility of the area which can be addressed through the Planning, Building Control and Road Construction processes. To that end, the developer has agreed to participate in a Joint Development Initiative Programme of works to oversee and contract traffic management works in conjunction with the Council's Roads department, public utility companies, emergency services, the St James contractor and other city centre projects.

Sustainability impact

- 8.1 The impact of this report in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties have been considered, and the outcomes are summarised below.
- 8.2 The sustainability impacts of the redevelopment of the St James Centre have been assessed in the determination of the application for planning permission in principle. The proposals are considered to have no significant environmental impacts and comply with the requirements of the Planning Service. The principle considerations are detailed below.
- 8.3 The proposed redevelopment of the St James Centre has been assessed against the most relevant, up to date sustainability indicators available, as the design of the Scheme has progressed. As a result, the principles of sustainability have been incorporated within the design, wherever feasible, in order to ensure that the proposals are as sustainable as possible.

- 8.4 The Sustainability Appraisal comprised a desktop policy review and development of a sustainability framework, two sustainability workshops with the design team, ongoing scheme review and evaluation and finally, appraisal of the final proposals and production of the sustainability statement.
- 8.5 Any negative impacts would be offset by a much more energy efficient development than exists in the current aging buildings. A combined, heating, cooling and power centre is proposed as part of the development as is wider access and shop mobility. There will be electric car charging points, extensive facilities for cyclists, photovoltaic panels, solar tubes and a city car club.
- 8.6 The applications for approval of matters specified in condition will be required to contain updated sustainability appraisal information.

Consultation and engagement (Comms Protocol)

- 9.1 The City of Edinburgh Council is working closely with the developer and its agencies on a comprehensive consultation and engagement strategy, designed to ensure key audiences are kept informed of the projects progress.
- 9.2 A communications protocol has also been agreed by all partners to work together in an open, transparent and collaborative manner to deliver an effective communications programme.

Background reading/external references

Planning Application 08/03361/OUT - Report to Development Management Sub Committee of 25 February and 4 June 2009
Report to Planning Committee 6 August 2009 and 5 December 2013 – Compulsory Purchase Order St James
Edinburgh City Local Plan
St James Centre Development Brief
Proposed Local Development Plan
Picardy Place Development Principles 2009
Report to Full council by Director of Economic Development on 1st May 2014

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Links

Coalition pledges	<p>P8 Make sure the City's people are well housed including encouraging developers to build residential communities, starting with brownfield sites</p> <p>P15 Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors</p> <p>P17 Continue efforts to develop the City's gap sites and encourage regeneration</p>
Council outcomes	<p>CO7 Edinburgh draws in new investment in development and regeneration</p> <p>CO8 Edinburgh's economy creates and sustains job</p> <p>CO9 Edinburgh residents are able to access job opportunities</p> <p>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.</p>
Single Outcome Agreement	<p>SO1 Edinburgh's economy delivers increased investment, jobs and opportunities for all.</p> <p>SO4 Edinburgh's communities are a safer and have improved physical and social fabric.</p>
Appendices	<p>Appendix A – Summary of Remaining Properties and Interests (CPO)</p> <p>Appendix B – Schedule of Council Land Parcels</p>

Appendix A - Summary of Remaining Properties and Interests (CPO)

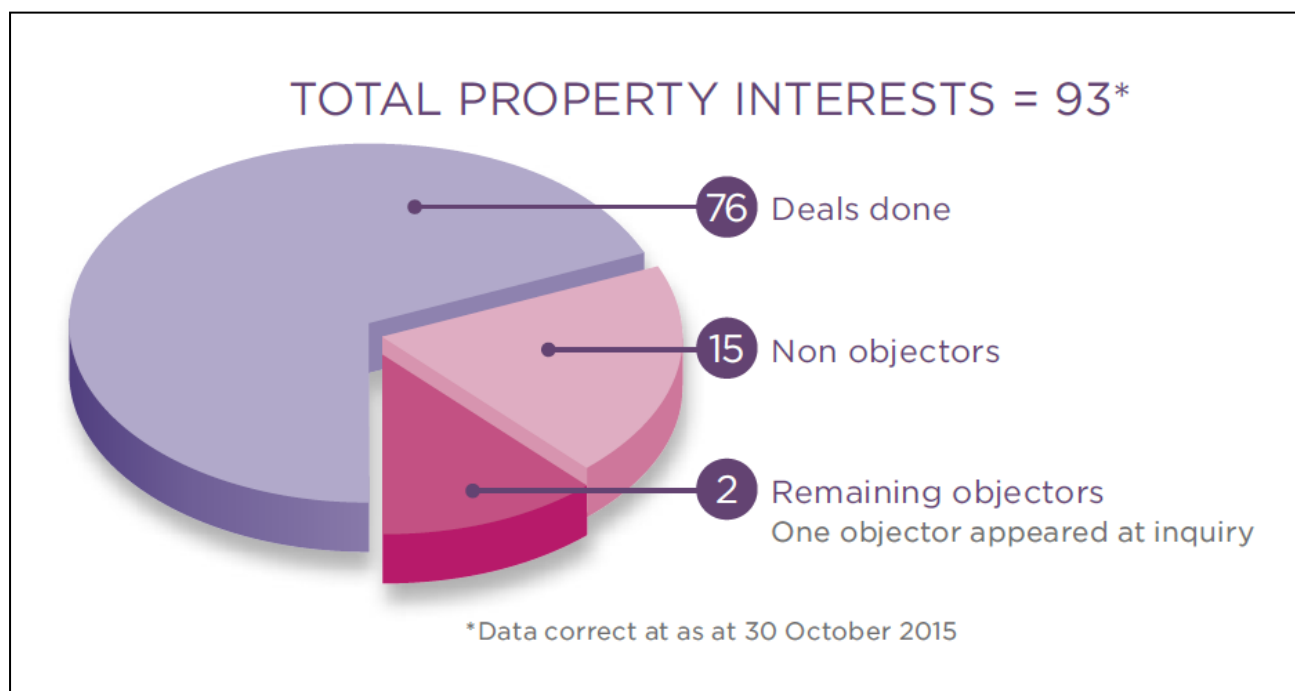
Extract from Edinburgh St James Members Update, October 2015

Since 2008, the developer has acquired 76 interests from third parties relating to the Edinburgh St James site. Today, 17 interests remain, of which only two are objectors.

The CPO Inquiry, which was adjourned following a hearing in October, is due to close in early November.

As we approach the end of this important milestone for the regeneration project, the developer continues to work its way through individual negotiations and is hopeful of reaching agreements with all parties.

There are a small number of objections from nearby parties from whom no acquisition is required. Discussions with these parties continue.



Appendix B - Schedule of Council Land Parcels

ST JAMES QUARTER LAND TRANSACTIONS		
Non Common Good Land to be sold to St James Quarter		
Plot No.	Address	Area
1	Non Common Good - Cathedral Lane less substation area leased to Scottish Power	192.63 sq.m.
2	Non Common Good - St James Place excluding area currently leased to St James	40.99 sq.m.
	St James Place area currently leased to St James	144.00 sq.m.
3	St James Place	253.34 sq.m.
5	St James Square	160.63 sq.m.
6	Leith Street	72.15 sq.m.
7	Leith Street	120.29 sq.m.
Common Good Land to be sold to St James Quarter		
A	Cathedral Lane Common Good Land	96.37 sq.m.
B	St James Place Common Good Land	37.49 sq.m.
Site to be sold to CEC		
8	Leith Street	220.00 sq.m.
9	Leith Street	140.00 sq.m.
10	James Craig Walk/Leith Street - long leased back to St James at peppercorn	1,944.00 sq.m.

The City of Edinburgh Council

10.00am, Thursday, 19 November 2015

Street Lighting - Roll Out of Light Emitting Diode (LED) Lanterns Across the City – referral from the Transport and Environment Committee

Item number	8.7
Report number	
Wards	All

Executive summary

The Transport and Environment Committee on 27 October 2015 considered a report detailing the business case and timeline for upgrading street lights across the city.

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome Agreement	See attached report
Appendices	Street Lighting - Roll Out of Light Emitting Diode (LED) Lanterns Across the City

Terms of Referral

Street Lighting - Roll Out of Light Emitting Diode (LED) Lanterns Across the City

Terms of referral

- 1.1 On 27 October 2015, the Transport and Environment Committee considered a report regarding the Street Lighting - Roll Out of Light Emitting Diode (LED) Lanterns Across the City.
- 1.2 The Transport and Environment Committee agreed:
 - 1.2.1 To note the lessons learnt from the Salix project had directly informed the design solution that would be used in any further roll out of LED lighting.
 - 1.2.2 To ask that Officers provide residents with advance warning of any preparatory work in their street regarding the roll out of LED lanterns.
 - 1.2.3 To ask that Officers liaise with the relevant department concerning the removal of trees/branches that could reduce the effectiveness of the LED lanterns.
 - 1.2.4 To approve the business case in principle and refer the Acting Director of Services for Communities report to Council for formal approval of the prudential borrowing.**

For Decision/Action

- 2.1 The Transport and Environment Committee has referred the report to the City of Edinburgh Council to approve the business case and approve the prudential borrowing required.

Background reading / external references

Transport and Environment Committee 27 October 2015.

Carol Campbell

Head of Legal and Risk

Contact: Stuart McLean, Committee Clerk

E-mail: stuart.mclean@edinburgh.gov.uk | Tel: 0131 529 4106

Links

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome Agreement	See attached report
Appendices	Street Lighting - Roll Out of Light Emitting Diode (LED) Lanterns Across the City

Transport and Environment Committee

10.00am, Tuesday, 27 October 2015

Street Lighting – Roll Out of Light Emitting Diode (LED) Lanterns Across the City

Item number	7.5
Report number	
Executive/routine	
Wards	All

Executive summary

On 14 January 2014, the Transport and Environment Committee considered the report titled Street Lighting – Result of White Light Pilot Project and noted that further business cases/financial models to upgrade the remaining stock would be reported to this Committee.

Following the recent replacement of a further 7,000 lanterns, this report details the business case and optimum timeline for upgrading the remaining street lights across the city.

Links

Coalition pledges	P44 , P49 , P50
Council outcomes	CO18 , CO19 , CO21
Single Outcome Agreement	SO1 , SO4

Street Lighting – Roll out of Light Emitting Diode (LED) Lanterns Across the City

Recommendations

- 1.1 It is recommended that the Transport and Environment Committee:
 - 1.1.1 approves the business case in principle and refers the report to Council for formal approval of the prudential borrowing; and
 - 1.1.2 notes that the lessons learned from the Salix project have directly informed the design solution that will be used in any further roll out of LED lighting.

Background

- 2.1 Prior to April 2015, the cost of energy consumption for the city's street lights was in the region of £2.97m per year.
- 2.2 The Finance and Resources Committee, on 16 January 2014, approved entering into a funding agreement for an interest free loan from Salix to allow for the replacement of 6,000 old less efficient main road lanterns with new Light Emitting Diode (LED) lanterns. Due to economies of scale in the procurement of LEDs, the Salix project was able to fund the replacement of 7,020 lanterns.
- 2.3 Street lighting has been included in the Carbon Reduction Commitment (CRC) tax since April 2014, with the Council paying Carbon Tax on lighting energy consumption. Current estimates indicate that this is in the region of £250K per annum.
- 2.4 With energy costs continuing to rise and expected to double within 10 years, the use of LEDs across the city can allow the Council to reduce its consumption profile and assist with mitigating the expected rise in energy and carbon costs.

Business Case

- 3.1 Given the relative success of the White Light Pilot Project and the recently completed Salix project the Street Lighting section has been working closely with Finance and Procurement colleagues to complete a robust business case for the roll out of LEDs across the city.
- 3.2 To aid, support and inform the preparation of this business case the Council engaged with Scottish Futures Trust (SFT) which launched a specialist toolkit in February 2015, to enable local authorities to model how much they would save by installing energy efficient LED street lights.
- 3.3 Developed by SFT and supported by the Scottish Government through its Resource Efficient Scotland programme, the toolkit allows Councils to input their current street lighting data and calculate what the reduced electricity usage would be if they changed to new LED lighting. The toolkit also calculates what level of investment is required by the Council to replace its old lights with new LED lighting.
- 3.4 Through evaluation of various models produced by the toolkit it was established that the optimum timeline to install new LED lighting across the city was over a three year period.
- 3.5 The conversion of 54,000 street lights to LED lanterns in a three year programme is ambitious but it will allow the Council to maximise savings from reduced energy charges.
- 3.6 The finalised financial summary from the toolkit provided the following highlight figures:
 - Capital Cost to upgrade 54,000 street lights to LED - £24.518m.
 - Forecast energy, CRC and maintenance savings/cost avoidance over 20 years - £77.037m.
- 3.7 The SFT toolkit enables accurate comparisons to be made over a 20 year period between a 'do nothing' scenario and a wholesale change to LEDs across the city. Under the 'do nothing' option cumulative energy costs in the 20 years from 2017/18 are forecast to be £134m compared to £56.9m in the LED option – a £77m difference
- 3.8 The overall projected savings taken from the toolkit of £77.037m, are calculated on maintenance savings and forecast savings on existing energy budgets, negating the need to increase the Street Lighting energy budget each year in line with forecast rising energy costs and forecast CRC costs.

- 3.9 If the Council proceeds with the wholesale change to LEDs across the city then the Street Lighting Energy Budget will be aligned with the reduced consumption charges in future years. Investment in new LED lighting will therefore allow the Council to reduce the impact of future increases in energy costs.

Financing Costs

- 3.10 It is proposed that the capital investment costs for this project will be funded by Prudential Borrowing. The total cost of borrowing to support the £24.518m project will be £40.132m. The repayment of the finance cost will be met from the savings generated within service area's existing Street Lighting energy and maintenance budgets. (See Appendix 1 for additional information on project costs and key assumptions.) In all but three years, the financing costs will be met fully from these savings. There is a budget pressure of £89,000 in 2017/18 and £120,690 in 2018/19. There is then no budget pressure until 2021/22 when there is a shortfall of £81,036 but in all subsequent years costs can be fully contained through the reductions in energy and maintenance costs. It is intended that in those years when there are budget pressures these will be managed and contained within the wider Transport budget. It is worth noting, that for the purposes of the business case, a very cautious set of assumptions have been made on maintenance costs and that the savings are likely to be higher.
- 3.11 The £24.518m will be drawn down during the three years of the installation phase of the project and this will result in financing costs being levied over a 20 year repayment period for the respective years. The final financing payment will be made in 2038/39.
- 3.12 The information regarding costs avoidance is detailed within Appendix 2 however it should be noted that by 2038/39:
- less maintenance savings, the forecast energy costs following the change to LEDs across the city will be £3.013m;
 - this is just slightly more than 2015/16 budget of £3.120m; and
 - this is still a saving, or cost avoidance, of £4.468m when comparing it to the 2038/39 forecast energy costs £7.481m, which would result if the Council do not upgrade the existing Street Lighting infrastructure.

Changes from previous LED lighting project

- 3.13 In developing the business case for a city wide roll out of LED lighting, account has been taken of the lessons learnt in the Salix funded project where the lighting columns in 537 streets had LED lanterns installed.

- 3.14 The Salix funded project affected 45,214 properties and, although night appraisals subsequently confirmed that the new lighting met the required British Standard, 331 residents complained that the new lighting was either dim or inadequate. As a consequence the business case is based on installing brighter P3 Design Class LED lanterns in residential streets. Although this results in increased energy consumption compared to the P4 lanterns, the predominant design class used in the Salix funded project, the business case still yields significant savings compared to the 'do nothing' scenario.
- 3.15 LED lanterns are more efficient as they control the light distribution better than traditional street lighting lanterns, so that there is little or no light 'spillage'. The majority of complaints received were associated with P4 Design Classes, which were based on typical combined roads and footpaths widths of between 10m and 11.5m.
- 3.16 On the basis that the close control of the LED light distribution was one of the main causes of concern for residents, as well as designing to a higher class as stated above, lanterns that distribute the light over a wider surface area (on average 14.5m) will also be used. This will have the effect of increasing light spillage into adjoining properties without significantly affecting the energy and carbon tax savings resulting from this project.
- 3.17 The LED lanterns are configured in such a way that they can be modified on site however changing the lighting levels in response to complaints from residents had to be undertaken on site at each lantern. This was a time-consuming process.
- 3.18 The use of a Central Management System (CMS) has been included as part of the business case to roll out LEDs across the city and this will allow the lighting levels in streets to be remotely altered via an office computer. This will make this change process significantly easier and more cost effective.
- 3.19 A CMS will also provide an easy mechanism to remotely adjust lighting levels in response to changing demands on the service and changing dynamics of traffic flows and street usage in future years.

Measures of success

- 4.1 Success will be measured by a sustained reduction in electricity consumption, reduced energy costs and a reduction in carbon use.
- 4.2 The new LED street lighting will also meet the needs and aspirations of residents and road users and will be measured through resident satisfaction with street lighting.

Financial impact

- 5.1 The current annual budget for Street Lighting energy consumption is £3.120m.
- 5.2 Rolling out LED lanterns across the city will mitigate future increases in cost and contribute to the reduction of the annual street lighting energy bill.
- 5.3 The reduction in energy consumption will directly reduce the Council's overall carbon emissions. With the inclusion of street lighting in the Carbon Reduction Commitment (CRC) scheme since April 2014, savings can be made to lessen the impact of CRC fees to the Council which are anticipated to be £250,000 per annum.
- 5.4 The report outlines total capital expenditure plans of £24.518m. If approval is given to fund the project fully by borrowing, the overall loan charges associated with this expenditure over a 20 year period would be a principal amount of £24.518m and interest of £15.614m, resulting in a total cost of £40.132m based on a loans fund interest rate of 5.1%. The annual loan charges would be £2.006m.

Risk, policy, compliance and governance impact

- 6.1 The recommendations of this report will support the roll-out of LED lighting across the city and build upon the lessons learned from the recent replacement of around 7,000 lanterns.
- 6.2 There are no significant compliance, governance or regulatory implications expected as a result of approving the recommendations in this report.

Equalities impact

- 7.1 Improving the street lighting asset will positively contribute to the delivery of the Equality Act 2010 for all of the protected characteristics and will improve the lives and safety of all residents and visitors to the city.
- 7.2 A significant number of the lanterns that will be changed in future projects are of the old yellow light type. Changing these lanterns to new white light lanterns has been proven to enhance community safety however it has been recognised that based on the experience of the Salix Project LED lighting can affect some residents' perceptions of safety. The business case has therefore been modified to take account of the concerns raised by residents.
- 7.3 A full Equality and Rights Impact Assessment will be undertaken prior to rolling out future projects.

Sustainability impact

- 8.1 The new lanterns last for 20 years compared to the existing lamp's current life span of 2-4 years. These lamps use less energy and therefore will secure savings in the Council's lighting energy bill and future carbon tax.
- 8.2 Modern lamps and lanterns are manufactured in accordance with the Waste Electrical and Electronic Equipment (WEEE) Regulations taking account of all required environmental regulations and can be recycled at the end of their life helping the Council meet its carbon footprint and environmental targets.
- 8.3 The lanterns that are replaced under this project will be recycled in accordance with the WEEE Regulations.

Consultation and engagement

- 9.1 Consultation and engagement was undertaken as part of the initial pilot project. This took the form of door to door surveys and attendance at Neighbourhood Partnership meetings.
- 9.2 If the recommendations of this report are approved, there will be a comprehensive communication plan developed to inform Elected Members and residents affected by this project and a full Equality and Rights Impact Assessment will be carried out.

Background reading/external references

Street Lighting – Result of White Light Pilot Project – Item 7.10 Transport and Environment Committee, 14 January 2014

Street Lighting – Salix Funding – Item 7.20, Finance and Resources Committee, 16 January 2014

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Links

Coalition pledges	P44 – Prioritise keeping our streets clean and attractive. P49 – Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill. P50 – Meet greenhouse gas targets, including the national target of 42% by 2020
Council outcomes	CO18 – Green – We reduce the local environmental impact of our consumption and production. 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. CO21 – Safe – Residents, visitors and businesses feel that Edinburgh is a safe city.
Single Outcome Agreement	SO1 – Edinburgh’s economy delivers increased investment, jobs and opportunities for all. SO4 – Edinburgh’s communities are safer and have improved physical and social fabric.
Appendices	Appendix 1 – Capital Costs and Servicing Costs. Appendix 2 – Cost avoidance

Appendix 1

Year	Total LED Energy/Maint/CRC, Financing & Salix loan costs	Expected Energy Budget <i>*See assumptions</i>	CRC Costs Budget	Budget Variance (Surplus)/Defecit <i>Additional resource required over £150k uplift</i>
2017-2018	3,702,996	3,419,970	194,024	89,002
2018-2019	3,884,684	3,569,970	194,024	120,690
2019-2020	3,805,768	3,611,744	194,024	0
2020-2021	3,853,564	3,659,540	194,024	0
2021-2022	4,084,600	3,809,540	194,024	81,036
2022-2023	4,104,562	3,910,538	194,024	0
2023-2024	4,155,572	3,961,548	194,024	0
2024-2025	4,108,727	3,914,703	194,024	0
2025-2026	4,243,640	4,049,616	194,024	0
2026-2027	4,367,301	4,173,277	194,024	0
2027-2028	4,497,128	4,303,104	194,024	0
2028-2029	4,597,416	4,403,392	194,024	0
2029-2030	4,596,892	4,402,868	194,024	0
2030-2031	4,640,807	4,446,783	194,024	0
2031-2032	4,768,928	4,574,904	194,024	0
2032-2033	4,820,505	4,626,481	194,024	0
2033-2034	4,925,520	4,731,496	194,024	0
2034-2035	4,981,394	4,787,370	194,024	0
2035-2036	4,948,612	4,754,588	194,024	0
2036-2037	4,922,343	4,728,319	194,024	0
2037-2038	4,218,997	4,024,973	194,024	0
2038-2039	3,599,939	3,405,915	194,024	0
2039-2040				
Total	95,829,895	91,270,639	4,268,528	290,728

Budget Requirement Uplift/Reduction
150,000
150,000
41,774
47,796
150,000
100,998
51,010
-46,845
134,913
123,661
129,827
100,288
-524
43,915
128,121
51,577
105,015
55,874
-32,782
-26,269
-703,346
-619,058
135,945

Note: Up to a max of £150k uplift

Key Assumptions

The budget base at 2017-18 assumes uplift in energy budget of £150K in 16-17 and in future years, which is in line with current and previous year conditions and assumed current CRC budget. After 2017/18, the budget uplift assumed is set out in the Budget Requirement Uplift/Reduction column. With investment, most years show that a below current budget uplift provision (i.e. less than £150k) will be required to make the project self financing.

Please also note that the revised energy costs reflect the total estate of 64,000 lanterns, however the Business Case is to invest in 54,000.

The other 10,000 units have been upgraded to LED in previous years and have been included to ensure total revised LED energy and financing costs are compared against the total energy and CRC budgets available.

Appendix 2

Year	Do nothing option Energy costs	Change to LED Energy costs (inc maint savings)	Total Cost Avoidance
2017-2018	£3,218,775	£2,684,427	£534,348
2018-2019	£3,540,150	£2,161,765	£1,378,385
2019-2020	£3,628,863	£1,495,969	£2,132,894
2020-2021	£3,756,379	£1,543,765	£2,212,614
2021-2022	£4,312,913	£1,814,280	£2,498,633
2022-2023	£4,463,437	£1,873,720	£2,589,717
2023-2024	£4,795,353	£2,014,875	£2,780,478
2024-2025	£5,029,494	£2,102,135	£2,927,359
2025-2026	£5,355,689	£2,237,048	£3,118,641
2026-2027	£5,660,555	£2,360,709	£3,299,846
2027-2028	£5,977,631	£2,490,536	£3,487,095
2028-2029	£6,238,194	£2,590,824	£3,647,370
2029-2030	£6,305,054	£2,590,300	£3,714,754
2030-2031	£6,457,822	£2,634,215	£3,823,607
2031-2032	£6,773,061	£2,762,336	£4,010,725
2032-2033	£6,941,339	£2,813,913	£4,127,426
2033-2034	£7,212,879	£2,918,928	£4,293,951
2034-2035	£7,336,997	£2,974,802	£4,362,195
2035-2036	£7,290,869	£2,942,020	£4,348,849
2036-2037	£7,257,705	£2,915,751	£4,341,954
2037-2038	£7,298,671	£2,927,767	£4,370,904
2038-2039	£7,481,138	£3,013,059	£4,468,079
2039-2040	£7,668,166	£3,100,483	£4,567,683
Total	£134,001,134	£56,963,627	£77,037,507