

10am, Thursday 15 December 2016

City of Edinburgh Council Performance Overview update 2016

Item number 8.2
Report number
Executive/routine
Wards

Executive summary

Building on the 'City of Edinburgh Council Performance Overview 2016' presented to Council in June 2016, this paper provides a mid-year update on performance and identifies new and continuing challenges for the remainder of the year 2016/17.

This report provides the City of Edinburgh council with an update on performance against a range of performance measures for the six-month period to October 2016. The report draws on analysis of a number of regular performance reports but in particular refers to the Council Performance Dashboard and the final 'Capital Coalition Pledges Update December 2016'.

The analysis shows a number of areas where good progress has been made and highlights areas for improvement.

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All

Report

City of Edinburgh Council Performance Overview update 2016

Recommendations

- 1.1 To note the contents of the report, particularly the areas of good progress and the areas requiring further improvement.

Background

- 2.1 The Council Business Plan for 2016-20 forms the central part of a single planning framework that provides strategic direction and priorities for all Council services, partnership working, and delivery of services in localities.
- 2.2 The framework consists of three dimensions, covering the internal work of the Council, our approach to working with partner agencies and the way we work in communities and localities. Across all of these dimensions, the framework includes actions, work plans and monitoring activity to manage risks and ensure delivery of the Council's long term vision for the city.



- 2.3 The Council Business Plan is reviewed annually in line with the Council Budget approval process. A mid-year review of the plan and its implementation is currently taking place with a revised plan being presented for scrutiny and discussion at Council in January 2017. Previously identified persistent performance challenges are included in the revised plan as actions for priority improvement.

Main report

Key Performance Overview

- 3.1 This report provides the City of Edinburgh council with an update on performance against a range of performance measures for the six-month period to October 2016. The report draws on analysis of a number of regular performance reports but in particular refers to analysis from the Council Performance Dashboard and the final Capital Coalition Pledges Update December 2016.
- 3.2 The report at Appendix 1 ('Capital Coalition Pledges Update December 2016') is the final report in a series of regular reports providing a summary of progress and achievements towards meeting the priorities set out in the Capital Coalition Agreement in April 2012.
- 3.3 The report shows that all 53 pledges are reported as being achieved or on track. This shows significant improvement since the first progress report which reported on the period May – October 2012. This report showed that 14 pledges were still in the consultation or development stage while a further 5 had actions which were not met.
- 3.4 The table below shows the breakdown of progress against each of the pledge areas:

	Achieved	On track
Ensure that every child in Edinburgh gets the best start in life	5	1
Reduce poverty, inequality and deprivation	8	0
Provide for Edinburgh's economic growth and prosperity	12	5
Strengthen and support our communities and keep them safe	4	0
Ensure that Edinburgh is well-cared for and promote the wellbeing of our residents	5	3
Maintain and enhance the quality of life in Edinburgh	5	5
Total	39	14

3.5 Council performance monitoring shows a number of areas where good progress has been made across all four of the strategic themes outlined in the Council Business Plan. Analysis also highlights a number of areas for improvement where performance has fallen below target, or where pressures expected over the next year mean that performance challenges are anticipated.

Improve Quality of Life

3.6 Since the previous report good progress has been made across a number of indicators including:

- Maintenance of attendance levels at schools despite difficult circumstances surrounding the required closure of a number of schools
- Exclusions from primary schools continues to improve
- Reducing the numbers of children who need to be looked after (while responding to need). The growth in the Looked After Population, which had steadily been increasing, has now been slowed down with latest information on the rate per thousand showing an improvement.
- Exceeding our target on numbers of children supported in kinship care, and lower than the expected number in foster care alongside a reduction in the number of children in secure accommodation.
- Timely treatment of cases referred for substance misuse has shown continued improvement since the previous report
- Criminal justice orders completed within timescales

3.7 Latest information for secondary schools shows a slight decline in performance following significant improvement over a number of years with many schools supporting a number of young people displaying challenging behaviour.

3.8 The measure for delayed discharge has changed and now includes people who were delayed for any length of time (rather than those who were delayed for 3 days or more) in line with the revised Delayed Discharge National Data Requirements, and so trend cannot be evaluated until later in the year. The latest figure shows 175 people being delayed and this remains a key area for improvement.

Ensure Economic Vitality

3.9 Since the previous report good progress has been made across a number of indicators including:

- Creation and safeguarding of jobs has continued to grow with information from the latest quarter showing target 19% ahead of target.
- DWP out of work benefit claimants shows an overall improving trend although data does not fully reflect the labour market for low income households, many of which will be underemployed on zero hours contracts and low wages.
- The Edinburgh Guarantee has continued to develop and respond to the needs of employers and support young people to reach a positive destination. With recent data showing the target of the national average being exceeded again, although also displaying a slight decline.

- 3.10 A number of operational and technical issues around dealing with planning applications has resulted in timescales being missed. A number of solutions are being developed including opportunities to reinvest resources to improve the efficiency of the processes.

Build Excellent Places

- 3.11 Since the previous report good progress has been made across a number of indicators including:
- Approvals of new affordable homes shows the current target being significantly exceeded and demonstrates the success of recent improvement activity.
 - Recycling rates continue to improve and Edinburgh has the highest rate of any Scottish city with the total amount of unrecycled waste (including landfill) showing a 5.2% reduction on the same period last year.
- 3.12 Improving street cleanliness and the quality of public realm across the city remains a key area for improvement with latest information showing indicators below target. Improvement activity has included an anti-litter campaign launched in August 2016 and a trial deployment, in April 2016, of 330 on-street litter bin sensors.

Deliver Lean and Agile Council Services

- 3.13 Since the previous report good progress has been made across a number of indicators including:
- Maintaining good levels of digital transactions, exceeding the target
 - Some 95% of approved savings are on target to be delivered in the year
 - A balanced position for the revenue budget is forecast, dependent upon active management of a range of risks and pressures
 - Ongoing workforce management improvement actions, alongside regular monitoring, have resulted in a large reduction in the overall size of the workforce and the accompanying cost
- 3.14 Reducing the number of Council tenants in rent arrears continues to be a focus for improvement with the latest information showing performance over target. Current actions include the introduction of patch based officers and enhancing IT systems.

Council Performance Management Framework

- 3.15 The Council Performance Management framework is being developed to align with the new Council Business Plan and to provide the structure through which service performance, at a city-wide and local level, will be monitored and reported to CLT and Elected Members. It will also provide a more integrated view of performance which will include financial and workforce challenges. This revised framework will support the implementation of the Council Business Plan and is intended to be in place for the start of the new financial year.

Measures of success

- 4.1 This report provides an update on performance against a range of measures for the six months to November 2016 and identifies key issues for measuring success for the year ahead.

Financial impact

- 5.1 Financial impact is detailed in the City of Edinburgh Council Business Plan.

Risk, policy, compliance and governance impact

- 6.1 Risk, policy, compliance and governance impact is detailed in the City of Edinburgh Council Business Plan.

Equalities impact

- 7.1 Equalities impact is detailed in the City of Edinburgh Council Business Plan.

Sustainability impact

- 8.1 Sustainability impact is detailed in the City of Edinburgh Council Business Plan.

Consultation and engagement

- 9.1 Measures, priorities and outcomes within the City of Edinburgh Council Business Plan 2016-20 have been developed in consultation with stakeholders and will continue to evolve based on continued engagement.

Background reading/external references

[City of Edinburgh Council Business Plan 2016-20](#)

[Annual Public Performance Report](#)

Andrew Kerr

Chief Executive

Contact: Kirsty-Louise Campbell, Interim Head of Strategy and Insight

E-mail: kirsty-louise.campbell@edinburgh.gov.uk | Tel: 0131 529 3654

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All
Appendices	Capital Coalition Pledges Update December 2016

Capital Coalition Pledges Update December 2016



Performance Monitoring

City of Edinburgh Council
15 December 2016

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 performance for the five years of the administration.



Andrew Burns
Council Leader
Scottish Labour Party



Frank Ross
Deputy Council Leader
Scottish National Party

Contents

Message from the Capital Coalition	p 2
Capital Coalition Pledges Performance	p 4
Lead politicians for each of the pledges	p 42
Linkages with the Council Business Plan	p 45

Capital Coalition Pledges Performance

Summary of coalition pledges updates






Performance against delivery of the Capital Coalition pledges was reported to Council every six months. This report is a final assessment and provides elected members with the summary of progress and achievements towards meeting the priorities set out in the Capital Coalition Agreement in April 2012.



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.

The table below shows overall performance where all of the 53 pledges are reported as being either 'achieved' or 'on track'.

Performance overview

December 2016

-  **39** pledges are achieved
-  **14** pledges are on track
-  **0** pledges are within tolerance
-  **0** pledges are under development
-  **0** pledges have milestones/targets not met

		
1. Ensure that every child in Edinburgh gets the best start in life	5	1
2. Reduce poverty, inequality and deprivation	8	0
3. Provide for Edinburgh's economic growth and prosperity	12	5
4. Strengthen and support our communities and keep them safe	4	0
5. Ensure that Edinburgh is well-cared for and promote the wellbeing of our residents	5	3
6. Maintain and enhance the quality of life in Edinburgh	5	5
Total	39	14

Progress achieved

Since the establishment of the pledges in 2012 significant progress has been made in the delivery of a number of Capital Coalition pledges. Key highlights include:

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

- Since 2012, the growth in the Looked After Population, which had steadily increased for 10 years prior to that, has been slowed down. Since September 2015 there has been a gradual decrease. We have made good progress in exceeding our target on numbers of children supported in kinship care, have lower than the expected number in foster care and we have reduced the number of children in secure accommodation.
- The construction of the new Portobello High School is now complete and the school moved into the new building after the October 2016 break.
- 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.
- The Council recognises that investment in Early Years is a key aspect of successful early intervention and in tackling inequalities. We have developed staff using the Early Years and Childcare Academy to ensure appropriately qualified staff support our ambition for all children to have the best start in life.

Reduce poverty, inequality and deprivation

- The Edinburgh Guarantee has continued to develop and respond to the needs of employers and support young people to reach a positive destination. To date, almost two-thousand employment outcomes for young people have been achieved through working with over five-hundred new employers large and small. It has also led on the development of initiatives to increasingly support vulnerable young people move into employment including Project SEARCH which is currently supporting 24 young people with autism move into work.
- The 21st Century Homes programme is the key mechanism for delivering new Council homes and acts as a catalyst for wider regeneration through the delivery of private housing, local jobs and community benefits. Under the 21st Century Homes programme, 1,708 quality, new energy efficient homes are complete, under construction or in procurement. A further 1,512 homes are at the planning/detailed design stage. In October 2016, 1,491 affordable homes were under construction across 38 sites in the city, 34 of which are Brownfield sites. These homes, along with those which have been on site this year and those due to go on site in the next financial year, add up to a total of 4,000 affordable homes across the city.
- An Empty Homes task force was established in 2012, with representation from all political groups and key partners. Since September 2014, the empty homes work has been considered as part of the wider Housing Pledges Working Group. An Empty Homes Officer was recruited in February 2015 and since this time, 36 empty homes have been brought back, or are in the process of being brought back into use.
- Since 2013 the Housing Service has initiated or supported over 20 co-operative and/or collaborative projects and initiatives such as collaborative consultation on re-shaping homelessness prevention services and support for the Edinburgh Student Housing Co-operative, which is running successfully and looking to expand.

Provide for Edinburgh's economic growth and prosperity

- The Council has a number of mechanisms in place to provide loan funding to local businesses as part of its Economic Strategy. One of them is The East of Scotland Investment Fund Limited (ESIF), which has since 2011 provided loans to the value of £534,000 to local businesses 13 businesses.
- The Edinburgh 12 initiative was introduced by the City of Edinburgh Council in 2013 to provide intensive support for the development of a dozen strategically important sites in Edinburgh. The purpose of this work was to address the challenges of created by the prevailing market conditions which affected the ability of developers to obtain funding for speculative construction. All 12 sites have now made significant progress with construction now underway on eight.
- The Council's property portfolio provides accommodation for over 1,000 business, charities and community groups throughout the city. While not short term in nature, the Council is also progressing Community Asset Transfers and has had 12 requests from community groups so far under the interim policy.
- Strong working relationships between the Council and the Trades Unions continue. A well developed structure of formal and informal consultation and negotiating meetings operates at corporate and service levels. Engagement with all Council staff remains an important focus through Talk with Andrew, Directors and staff sessions at service level, organisational review consultation and communications such as Newsbeat.

- As with other local authorities in Scotland, the Council continues to reconcile the combined pressures of increasing, demographic-led demand, rising expectations, inflation and legislative reform with a level of resources that has been steadily reducing in real terms. Despite these challenges, through a combination of prioritisation, efficiency and service transformation, the Council has maintained expenditure within budget for nine successive years.
- The Council's Museums and Galleries continue to undergo a range of physical improvements and customer-focused enhancements. The Culture and Sport service currently grant funds 36 cultural clients in the city who make a significant contribution to the success of the city's cultural infrastructure.

Strengthen and support our communities and keep them safe

- In 2015/16, the City of Edinburgh Council provided £2.6m to Police Scotland to supplement the provision of Community Policing Services in Edinburgh. During the funding period officers have been involved in a range of local and city wide activities including attending community engagement events providing advice and information on crime prevention and working alongside council staff delivering days of action in response to complaints of antisocial behaviour (in communities and schools).
- The Neighbourhood Partnerships continue to provide the vehicle for communities to work collaboratively with partners to improve outcomes for their area. The success of the NP activity and its approach as a vehicle for collaborative working to empower and improve outcomes for communities is providing the basis for the new localities model and the development of the Locality Improvement Plans required under the Community Empowerment (Scotland) Act 2015.
- Since June 2013 when the ASB Review Group was established 166 complex cases have been reviewed and analysed. Various initiatives and working practices have been put in place including the new Mediation Service and the development of the new Community Safety Night Team.
- Edinburgh's Library and Information Services have continued to develop and expand services maintaining high levels of performance, delivering innovative electronic services, and widening access to literacy and digital skills programmes. Customer visits to libraries have exceeded 3 million in each of the last five years.

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







- Partnership working across the council and the Edinburgh Partnership has improved significantly since May 2012. Delivery of the Community Plan 15/18 progressed well and there have been significant improvements in the partnership work with the voluntary sector through the COMPACT Partnership, third sector strategy group, and local voluntary sector forums.
- Work was undertaken to improve quality of life for people who live in care homes and people who need support to remain in their own home. The focus was 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.
- Following the closure of the former Property Conservation Service in April 2011, and subsequent Police and independent investigations, a programme was put in place to close down outstanding Property Conservation workstreams and introduce a new Shared Repairs Service. Between January 2014 and September 2015 the Closure Programme has successfully completed the independent review and billing of 414 cases with a recoverable sum of £17.5m following case review outcomes.
- All of the city's Victorian swimming pools have been refurbished, and a major refurbishment of the Royal Commonwealth Pool was completed in early 2012. The Council is also improving the sporting infrastructure by building new schools with some fantastic facilities, for example the new Portobello High School which opened in October 2016 includes a swimming pool as well as sports pitches.

Maintain and enhance the quality of life in Edinburgh

- Street Cleansing Services have undergone a number of changes recently, resulting in a new integrated Service which now includes waste and recycling collections and disposal and environmental enforcement. This combined Waste and Cleansing Service aims to deliver significant efficiencies and improvements to tackle issues that affect the appearance of our City. Over the last five years the Council has continued to provide support to individuals and organisations who seek to develop community based clean-up activities as an educational and behavioural change tool.
- The Council intends a transport system that improves connectivity and is green, healthy and accessible to use. The roll out of 20mph zones across Edinburgh is a key objective within this priority. Implementation of citywide 20mph scheme has three key elements, all of which progressed in the period November 2015 to November 2016. One of the element was a completion of design, contractor procurement and construction for Zone 1 (City Centre and Rural West Edinburgh); completion of design and contractor procurement for Zones 2 & 3(North and South Central/East).

- Edinburgh secured a record 30 Green Flag Awards in 2016. The 2016 park quality assessments showed a ninth successive year of improvement across the whole parks' network.
- In 2015/16 114,543 tonnes of waste landfilled, an achievement of the 118,000 target and a decrease of 10% on 2014/15. The introduction of a new kerbside recycling service to 140,000 properties, showed the recycling rates for the kerbside service increasing by 29%. There has also been a large increase in food waste recycling, with tonnages collected increasing by 51%.
- The City of Edinburgh Council was the first Scottish local authority to introduce an ECO Stars scheme. ECO Stars Edinburgh is a voluntary, free to join fleet recognition scheme. Through the scheme operators of fleets of vans, lorries, coaches or buses which serve the Edinburgh area are assessed on the basis of the Euro standard of their vehicles and their companies' operational practices. In terms of reducing emissions, the council has made progress with installing electric vehicle charging points over the past five years. Charging points have also been installed in three Park and Ride sites.
- As a result of the City's Cooperative Capital Framework, the Edinburgh Solar Cooperative was registered on 30th December 2013. Solar panels on up to 25 publicly owned buildings in the city were installed. The energy generated by the panels will be used by the relevant council or Edinburgh Leisure service, with profits generated to be used for wider community benefit and to help make Edinburgh a greener city.

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

Pledge 01

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

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. The Early Years Change Fund was time limited over a 3 year period, however many these initiatives have since been mainstreamed into core services, allowing this positive work to continue.

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.

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.

Since 2012, the growth in the Looked After Population, which had steadily increased for 10 years prior to that, has been slowed down. Since September 2015 there has been a gradual decrease. We have made good progress in exceeding our target on numbers of children supported in kinship care, have lower than the expected number in foster care and we have reduced the number of children in secure accommodation (the figure as at the end of October is in line with target). We need to make further progress on the proportion of our foster placements that are provided by City of Edinburgh.

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

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. Latest data from November 2016 shows that there were 3 (1.7% of 177) P1 classes with a class size of more than 25, with 80 (1.8%) P1 pupils in classes of more than 25 from a population of 4,509.

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**

The latest five year capital programme to 2020/21 commits the Council to the delivery of £91m 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.

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 estate in the next five years. The report included an action plan which identified the various asset related projects and initiatives which were either already underway, or planned. An update is provided to the Education, Children and Families Committee every six months regarding progress in delivering the action plan. The latest update ('Children and Families Asset Management plan 2014 – Update') was considered by Committee on 24 May 2016 and showed good progress against the majority of actions including the delivery of the new teaching block at James Gillespie's High School.

The construction of the new Portobello High School is now complete and the school moved into the new building after the October 2016 break.

An update report 'Future Investment in the school estate – Wave 4' was considered by full Council on 20 August 2015 which approved that four secondary schools be shortlisted for further consideration. For those four secondary schools the second stage process will be progressed to determine whether refurbishment or new build would be the appropriate intervention. Once the future capacity requirements of the four secondary schools has been completed during the remainder of 2016, feasibility studies will be progressed and the conclusions reported to Council together with the recommended approach to prioritisation.

Pledge 04**Draw up a long-term strategic plan to tackle both over-crowding and under use in schools**

The most recent 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. The Rising Rolls Programme is reviewed and reported annually. The latest report 'Primary School Estate Rising Rolls' was considered at the Education, Children and Families Committee on 24 May 2016 with a further report due for consideration at Committee on 13 December 2016.

Locality Improvement Plans are being developed which will include a section on the future asset requirements for each of the four localities. The Strategic Asset Management Team within Property and Facilities Management has established an Asset Investment Group with each client Directorate in order to develop an asset demand strategy which will shape the asset requirements in the Locality Improvement Plans. Within this context it is not necessary to create a dedicated Communities and Families Asset Management Plan as was perceived to be required in December 2014. The 'Developing a Vision for the Schools and Lifelong Learning Estate report to Education', Children and Families Committee on 13 December 2016 sets out a process for developing a new vision for the schools and lifelong learning estate in the city which will be aligned to the developing 2050 City Vision and will help to shape the future asset requirements within each locality.

The key ambition of the Community Access to Schools (CATS) review at its inception in 2012 was, where possible, to increase the level of community access to schools to ensure local needs are addressed. This was to be achieved through the development and introduction of new management and staffing arrangements that would maintain levels of community access to schools and maximise use of schools and increase efficiency in the use of school buildings and associated facilities. Many of the original ambitions for CATS were revised to take account of considerable budget reductions.

However, the following has been achieved:

- The introduction of a revised scheme of charges for use of secondary school facilities across the city from August 2015.
- The implementation of a new management and staffing structure for CATS in September 2014.
- The development of an online booking and payment system for the citywide adult education programme.
- The organisational review of Communities and Families that commenced in October 2016 and the organisational review of Corporate Facilities Management will result in the requirement to further revise arrangements for CATS.

On September 29th 2015, 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 school sports facilities. Approval in principle was given to Edinburgh Leisure to develop a business case that proposed Edinburgh Leisure managed community access to sports facilities in secondary schools in the evenings and at weekends. One of the intended outcomes of this approach is to maximise the use of these facilities, increase income generation and provide the Council with further efficiency savings. A progress report highlighting developments in relation to this proposal was presented to the Corporate Policy and Strategy Committee on [17 May 2016](#). Edinburgh Leisure commenced with the management of sports facilities in the new James Gillespie's High school on 20th September 2016. They have also undertaken the management of the sports facilities in the new Portobello High school from 7th November. It is intended that Edinburgh Leisure will have management responsibility for all 23 secondary school sports facilities in the evenings and at weekends by September 2017. A further progress report is scheduled to be tabled at the Corporate Policy and Strategy Committee in April 2017.

Pledge 05



Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum

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 Deputy Head Teachers and a Head Teacher.

The City of Edinburgh Council's Employee Survey found:

- 55% of Children and Families school based staff respondents (3% above the CEC average) reported that morale was good.
- 84% of Children and Families school based staff respondents (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 respondents (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.



Where co-operative approaches have been possible, the opportunity has been taken. Examples include the development at Fox Covert Nursery and developing the mixed economy. A further example is the approach to the design of the replacement Granton Early Years centre due for completion later in 2017. The result of the joint working will be a more cooperative approach to the use of the new building.

The Council recognises that investment in Early Years is a key aspect of successful early intervention and in tackling inequalities. This update demonstrates our commitment in this area. We have developed staff using the Early Years and Childcare Academy to ensure appropriately qualified staff support our ambition for all children to have the best start in life.

A working group has been established to develop and extend the flexible delivery of early learning and childcare; to ascertain needs; plan and organise consultation with staff at all levels and unions to take account of specific changes in working patterns. Consultation with parents has also taken place with more than 1700 parents/carers participating. Placement availability is limited and offered for one year and then reviewed. Priority is given to support parents/carers to work or to take part in training or education, dependant on availability. 23 out of 99 early years settings agreed to pilot flexible attendance models. A campus model has also been developed and is running at 3 settings offering increased flexibility for parents/carers.

The Council has expanded its capacity to deliver early learning and childcare to eligible two year olds and this is now available across 19 local authority establishments, including Early Years Centres, and specified nursery classes and nursery schools. Two partner provider playgroups offer this currently in two areas where it was assessed best of the individual child.









The Early Years Team worked alongside CEC Interior Design to research and plan sector leading design in the new nurseries. Research on environments and approaches which help young children to learn best was fundamental in creating a nurturing, holistic and natural environment to support children's learning and development. In 2015, three new nursery builds were completed, in 2016, six nursery classes were refreshed and plans are in place for five new builds to be completed by summer 2017.

Future planned building development of nursery provision will also include space for two year olds. The focus for the coming year will be to research the impact of the service on children and families and plot services and uptake across the city. From this we will learn how parents/carers are benefitting from the service and explore how greater flexibility can be offered to parents and carers. This will also help us to work on removing barriers to ensure two year olds not taking up their entitlement are reached.

Children from 78 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 10 Primary Schools. To ensure sustainability, charges to attend the City of Edinburgh Council funded Breakfast Clubs were introduced in August 2016. Free places are also available in all Breakfast Clubs to support vulnerable families. We are working in partnership with the private providers, to ensure that free places in commercial sector clubs can also be offered to vulnerable families, at the discretion of the Head Teacher.

There are 35 voluntary playgroups/nurseries in Edinburgh. Ten are in partnership with City of Edinburgh Council (CEC) to deliver 600 hours of early learning and childcare to 3 and 4 year olds and 25 are not. Regular cooperative meetings have been established between the voluntary playgroups in each of the four localities. A small cooperative grant was established to support cooperative working and was awarded to develop a joint play area and to run GIRFEC training. Bespoke training was run which covered a range of topics, including outdoor play, pre birth to three and management committees with generally very positive feedback. CEC asked Morton and Fraser's Third Sector Team to develop a guide to support the voluntary playgroups to change their legal status to a Scottish Charitable Incorporated Organisation, if they decided it was in their best interests to do this. Non partner provider playgroups can now access the council's resource library.

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

Pledge 07

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

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.

The Edinburgh Guarantee has continued to develop and respond to the needs of employers and support young people to reach a positive destination.

To date, almost two-thousand employment outcomes for young people have been achieved through working with over five-hundred new employers large and small. It has also led on the development of initiatives to increasingly support vulnerable young people move into employment including Project SEARCH which is currently supporting 24 young people with autism move into work.

Links have been strengthened with other public and education partners through the local Youth Employment Partnership who have agreed to adopt the Edinburgh Guarantee approach and brand to cover all funded youth provision in the city for vulnerable groups- giving a better consistency of message and support to our young people.

This integration also includes the welcome addition of the Edinburgh College introducing a guarantee of a college place for all who apply, further increasing the reach of this initiative.

Discussions are also ongoing with the Scottish Government funded Developing our Young Workforce (Edinburgh, Midlothian and East Lothian) Employer Engagement Team to ensure that our respective priorities and forward plans are well aligned and making the most of this valuable new investment.

Work prospects in terms of Positive Destinations have improved for Edinburgh residents since 2011. Positive Destinations tracks all school leavers (15-18yrs) and in March 2016 the figure was 92% for Edinburgh, which was the same as the national average and a significant improvement on 2011 when the figure was 86.5% for Edinburgh.

The Scottish Government moved away from tracking school-leaver positive destinations for recent school leavers to a new participation measure that tracks the progress of all young people aged 16-19year olds. A young person is deemed to be participating when they are confirmed as actively engaged with an organisation for the purpose of learning, training volunteering or work.

The new figures have only been reported for two years and Edinburgh has improved on last year. In August 2016, the proportion of Edinburgh's young people (14,023) who were participating was 89.9% up from 87.7% in the previous year. The most recent figures reveal that in Edinburgh there were 12,603 participating, 337 who were unemployed (seeking), 180 who were unemployed (not seeking), and 903 whose status could not be confirmed. The data is experimental and there is about 6% unknown/unconfirmed.



The Council and its housing association partners have agreed an ambitious plan to commit direct investment of £2 billion to deliver 16,000 new affordable and low cost homes over the next 10 years. This is an unprecedented commitment to tackle the acute shortage of affordable and low cost homes in the city. The expansion of the Council led house building programme was approved by Council (Housing Revenue Account Budget Strategy 2016/17 -2020/21) on 26 January 2016.

The City Housing Strategy Update report to Health, Social Care and Housing Committee on 13 September 2016 outlines the scale and ambition of the housing strategy. The significant increase in new affordable homes will help to tackle inequality within the city and provide around 3,000 homes, integrated with health, care and support services, for people with complex physical and health needs.

The Strategic Housing Investment Programme (SHIP) 2017-22 was approved at Health, Social Care and Housing Committee on 15 November 2016. The SHIP identifies a pipeline of almost 6,000 potential completions over five years; a 50% increase on the previous SHIP.

In October 2016, 1,491 affordable homes were under construction across 38 sites in the city, 34 of which are Brownfield sites. These homes, along with those which have been on site this year and those due to go on site in the next financial year, add up to a total of 4,000 affordable homes across the city.

City Region Deal discussions are currently underway with both the Scottish and UK Governments to secure additional funding for the City Region. The Regional Housing Programme forms a key part of City Region Deal proposals and will enable the development of major strategic housing sites and on sites identified in strategic housing investment programmes and the wider public sector estate.

The Council has committed over £100 million for almost 1,000 National Housing Trust (NHT) homes across the city and eight Limited Liability Partnerships (LLPs) have been established. 120 new affordable homes delivered through NHT developments will complete this year.

Work began on a NHT and grant funded site at Shrubhill where more than 370 new homes will be built and 60% (236) of them will be affordable. The development is a major part of the regeneration of Leith Walk, bringing life back into an area that has lain derelict for many years. The Council is supporting the development with almost £28 million of grant and loan funding through the NHT programme.

Health, Social Care and Housing Committee 8 September 2015 (Accelerating House Building) approved the recommendation to work with Scottish Futures Trust and the Scottish Government to establish an LLP to acquire and manage housing for rent. The Scottish Government has provided feedback on the informal Business Case for Edinburgh Homes (October 2016) and further meetings to discuss a formal submission are being held.



On 27 January 2016, Council agreed a plan to accelerate the Council led housebuilding programme from around 3,000 homes to 8,000 homes over 10 years. The 21st Century Homes programme is the key mechanism for delivering new Council homes and acts as a catalyst for wider regeneration through the delivery of private housing, local jobs and community benefits.

Under the 21st Century Homes programme, 1,708 quality, new energy efficient homes are complete, under construction or in procurement. A further 1,512 homes are at the planning/detailed design stage.

In June 2016 Health, Social Care and Housing Committee approved the inclusion of Craigmillar Town Centre in the 21st Century Homes Programme. Outline Planning consent is in place and could deliver up to 193 homes as part of the wider regeneration of the area.

Customer satisfaction with new homes is high and many residents are actively engaged in managing estates as part of cooperative arrangements. A range of community benefits has been secured through contracts with house builders and each of the completed projects has won or been shortlisted for major awards. Most recently the Pennywell development won the RICS Regeneration Award and Scottish Property Regeneration project of the year 2016.

108 homes at Pennywell are due to complete by the end of November 2016. Pennywell Phase 2 (77 affordable homes) started on site in August 2016. Council has agreed to commence work on a civic centre for Pennywell which, in addition to 160 new homes, will provide high quality retail and public realm.

Work is well underway at the Leith Fort site which will deliver 94 Council and Housing Association homes over the coming year.

Keepmoat Regeneration Ltd has been appointed to build 184 affordable homes and 132 private homes at North Sighthill, where work is due to commence in Spring 2017.

The Council continues to take a strategic approach to site identification, assembly and acquisition. This includes collaborative working with partners such as NHS Lothian and other public sector partners to identify land in their ownership which could be made available to support the development of low cost and affordable homes. One example, identified in the SHIP is the Royal Victoria Hospital site, which has the potential to deliver 240 houses for affordable rent, market rent and sale.

Pledge 10



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

An Empty Homes task force was established in 2012, with representation from all political groups and key partners. Since September 2014, the empty homes work has been considered as part of the wider Housing Pledges Working Group. An Empty Homes Officer was recruited in February 2015 on one year pilot. Since this time, 36 empty homes have been brought back, or are in the process of being brought back into use.

Health, Social Care and Housing Committee received an [Empty Homes Pilot Project 12 Month Update](#) on 26 January 2016. Committee agreed that the Private Rented Services (PRS) team would take on the case-management of empty homes cases. Officers in the PRS Enforcement Team received training on empty homes from Shelter's Scottish Empty Homes Partnership and are currently managing a case-load of around 50 properties, most of which are long term empty homes. An empty homes update report is due to go to Health, Social Care and Housing Committee in January 2017.

In 2012 the Scottish Government launched an Empty Homes Loan Fund to help bring empty homes back into use. Link Housing Association, with support from City of Edinburgh Council, successfully bid for £750,000 from this fund. To date, three properties have been brought back into use in Edinburgh using the loan fund. Nationally, take-up of the loan fund has been low. Earlier this year the Scottish Government agreed to make the terms of the Loan Fund more flexible by introducing a new Registered Social Landlord buy-back option. Link Housing Association can now acquire empty homes through this route and bring them back into use as affordable housing. Council officers working on empty homes will continue to highlight the Loan Fund as one of the options which could help bring an empty home back into use.

As agreed at Health, Social Care and Housing Committee in January 2016 a dual focus will be established to tackle long-term empty homes and to proactively contact owners at an early stage, to help prevent homes becoming empty long-term. Housing Officers will be encouraged to refer empty homes in their patches to PRS case-work officers for further investigation.

In March 2013, [Finance and Resources Committee](#) agreed to reduce the Council Tax discount rate for empty and unfurnished homes from 50% to 10% after six months and to charge full Council Tax plus a 100% surcharge after 12 months. The policy is intended to encourage owners to bring empty homes back into use and was implemented in January 2014. Progress is monitored by Revenues & Benefits and reported to the Housing Pledges Working Group.

Pledge 11



Encourage the development of cooperative housing arrangements

A report on the progress of this Pledge was provided to [Health, Social Care and Housing Committee on 26 January 2016](#). The report highlighted that since 2013 the Housing Service has initiated or supported over 20 co-operative and/or collaborative projects and initiatives. Key projects/initiatives are:

- Development and implementation of the Tenant Participation Strategy (TPS), including setting up the Tenants Panel, which now has around 240 members.
- Tenant Led Inspections aimed at helping to improve service delivery.
- Collaborative consultation on re-shaping homelessness prevention services.
- Co-operative community engagement in new Council-led housing developments, piloted in Greendykes and West Pilton Crescent.
- Stair cleaning co-operative pilot.
- Rent Matters Working Group set up with tenants to advise on development of the Housing Revenue Account (HRA) budget and assist the Council to scrutinise Housing Revenue Account cost allocations.
- Financial support to Craigmillar Eco Housing Co-op to help the project reach planning approval stage.
- Support for the Edinburgh Student Housing Co-operative, which is running successfully and looking to expand.
- Joining Our Power, a community benefit society aimed at tackling fuel poverty through the supply of affordable and renewable energy to social housing tenants. Our Power is now the preferred default energy supplier for empty council homes.
- Supporting communities to develop community gardens and allotments on Council owned land.
- Commissioning consultants to help tenants at Lorne Street explore feasibility of setting up a housing co-operative (as one of a number of options explored to help the tenants remain in their community).
- Collaborative working with partners, including housing association partners, to build new affordable homes in the city and make best use of existing homes. This is demonstrated through Edindex Partnership, working with veteran's organisations and working with health and social care partners.

The Co-operative Approaches to Housing Cross Party Sounding Board (now part of wider Housing Pledges Working Group) has been meeting quarterly since March 2013.

The Tenant Participation Strategy continues to be implemented to maximise opportunities for tenants to be involved in reviewing and shaping services. Two Tenant Led Inspections have been carried out (on repairs and on the Council's approach to insulating its homes) and one is currently underway on rent collection. On 19 April 2016 [Health, Social Care and Housing Committee](#) approved the approach to shaping future tenant participation and engagement services. Officers worked with existing and possible providers of the service to co-produce a draft tenant participation and engagement service specification, which was approved by [Health, Social Care and Housing Committee](#) on 13 September 2016.

The annual Co-operative Capital conference held on 11 November 2016 had a themed discussion group on housing co-operatives. Feedback from this will be used to inform future direction of co-operative housing activity.

Pledge 12



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

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, HMP Edinburgh and the third sector. 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.

Key achievements in relation to this pledge include:

- Redesign and development of the Recovery Hubs model including:
 - Improved access to treatment by creating consistency of assessment process and reducing waiting times.
 - Increasing capacity by adopting a key worker approach and developing a group work programme and other recovery oriented services.
 - The employment of peer support workers as an integral part of the Hubs teams.
- Redesign of counselling services to establish one service working in an integrated way with Recovery Hubs and other key services, including co-located service provision and shared case allocation processes.
- Redesign of residential rehab services to create a single assessment process and increase capacity at LEAP (Edinburgh based residential programme)
- Development of workforce development initiatives including:
 - Comprehensive training programme on reducing harm.
 - Developing trauma informed services.
 - Equality Impact Assessments.
 - Reducing stigma.
- Development of grass roots recovery initiatives including:
 - Serenity Cafe as a city centre project providing community development opportunities for people in recovery.
 - 3 community initiatives led by people in recovery for people in recovery (Dry Dock, Branching Out in Recovery and Solace Cafe).

Pledge 13



Enforce tenancy agreements (council and private landlord) with a view to ensuring tenants and landlords fulfil their good conduct responsibilities

Private Rented Sector Tenancies

In the last few years the Private Rented Services (PRS) Team has focused on addressing concerns from the community, landlords and letting agents on letting standards and compliance with landlord registration. This approach was endorsed by Regulatory Committee on 14 September 2015 ([Update: Houses in Multiple Occupancy Market Review](#)).

There has been a project with letting agents reminding them not to work with unregistered landlords and to clearly display Energy Performance Certificates (EPC's) and registration numbers on adverts. The PRS Team wrote to 25 of the largest letting agents to remind them of responsibilities and carried out audits of lettings adverts on Citylets to ensure that all information is displayed for tenants. A Landlord Compliance Checklist was introduced to find out if landlords were providing tenants with Tenancy Information Packs provided and deposits were being handled correctly. A tenants' survey was done to check this.

Over 190 landlords have been formally reviewed for being 'fit and proper' (47 were referred to Licensing Sub-Committee for further consideration). Committee has refused and revoked registration from 13 landlords. The focus on tackling the most problematic landlords has resulted in two reports being submitted to the procurator fiscal detailing a total of 4 offences.

In 2015 consultation responses on the New Tenancy for Private Rented Sector and Code of Practice for Letting Agents were submitted. The proposals reinforce the need for landlords (and tenants) to fulfil their good conduct responsibilities.

Since coming into force in December 2015 new powers have been implemented to address repairing standards in the private rented sector and ensure that landlords comply with repairing standards.

As a result of a restructure within the PRS team in August 2016, a dedicated team has been set up to deal exclusively with the enforcement of legislation relating to the Private Rented Sector. This team will continue to focus on ensuring that all landlords are registered and are aware of their responsibilities under the legislation. The enforcement of the PRS legislation will involve the team carrying out investigations into unlicensed HMOs, unregistered landlords and work to help bring empty homes back in to use. One of the main components of the enforcement team is a seconded officer from Police Scotland who is able to assist the officers in any investigations that are being carried out.

Council Tenants

There is ongoing enforcement of tenant rent payment responsibilities and compliance with pre-action requirements for formal debt recovery in court. The rent service has been re-designed with new payment methods introduced and to mitigate against the impacts of the ongoing programme of welfare reform. Rent payment cards were introduced in April 2015 to provide a further convenient option for tenants to meet their rent payment responsibilities at local payment points. Since April 2015 over £10m in rental income has been paid via this option.

A Pay Your Rent campaign, from early 2014 has reinforced the message on rent payment and encourages tenants to seek help if they have problems paying rent. Lamppost wraparounds were used across key locations, there was a local radio campaign and posters and flyers have been used to raise awareness of the help available. The key message that “you risk losing your home if you do not ask for help when you are behind with your council rent” has been used consistently since that time in rent communications. The Tenants’ Courier publication, sent to all Council tenants, continues to reinforce tenants’ responsibilities towards their home, neighbours and community. This has included the key message about paying rent as well as articles on looking after gardens, responsible pet ownership, lift safety, fire safety and anti-social behaviour.

Pledge 14



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

Consultation proposals for a [Review of Letting Policy for Affordable Rented Homes](#) were reported to Health, Social Care and Housing Committee on 19 April 2016. The draft policy to be consulted on proposes that where Council homes are being let in new build developments, preference will be given in initial lets of homes for current Council tenants (assuming the tenants have established rent payment arrangements and have no history of anti social behaviour).

The EdIndex Board held a partner event on 29 November 2016 across all partner landlords to discuss the benefits of continuing to work in partnership in implementing the changes in allocations within the provisions of the Housing (Scotland) Act 2014. This Act sets out the new legislative framework for tenancy management and allocations, to be implemented in phases as detailed guidance is available. Council tenancy management and the allocation policy continue to be reviewed to reflect changes in legislation and regulatory framework as further guidance and consultation comes forward.

A Good Neighbour Award has been developed by the Council’s Housing Service to celebrate the positive contribution many people make to the lives of their neighbours and communities and to encourage others to follow their example. The Good Neighbour Award was publicised in the August 2016 edition of the Tenants’ Courier and through social media. Four winners were selected by a judging panel made up of two tenant volunteers and two Housing Officers. The winners were selected because they’d gone the extra mile in helping and supporting their neighbours and/or wider community. Details of the winners were publicised in the October 2016 Tenants’ Courier and an award ceremony was held on 23 November 2016 for all nominees and nominators. Information on the Good Neighbour Award was included in the [Business Bulletin](#) to 15 November 2016 Health, Social Care and Housing Committee.

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
- 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

Pledge 15 Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors

The capital coalition pledge aimed to identify niche opportunities for investment in a highly competitive environment. It also aimed to strengthen the international investment positioning and promotion of the city and maximise access to EU and other sources of international funding for the city.

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](#)".

Performance against the key performance indicators for measuring progress against the Economic Strategy remains strong and is on course to achieving the March 2017 targets for physical investment and jobs. From April 2012 to September 2016, economic development has supported a gross total of £1.3 billion of physical investment and supported the creation or safeguarding of just over 16,000 (gross) jobs in Edinburgh.

The Investor Support team targets investors in specific sectors and geographies using a range of methods including attending/hosting sector events, engaging with existing contacts and building on civic links to raise Edinburgh's profile in important markets.

Highlights over the last five years include:

- The continued promotion of Edinburgh to potential investors and strengthening links and associations with other public bodies was accomplishing the following examples:
 - Creative use of the Invest Edinburgh website to promote inward investment into Edinburgh (www.investedinburgh.com), including interactive sector maps, films, news blogs and case studies, a parallel Invest Edinburgh Chinese website, and various social media channels.
 - Placing of articles and advertorials in key international investment publications, and from August 2016 as part targeted investor messaging in London and to London's FDI base.

- Production of Invest Edinburgh magazine, drawing features and investment propositions from partners across the city, such as agents, universities, businesses and investors. Magazine placed at strategic locations in the UK and internationally, including pioneering the UK's first 'native advertising' partnership with CITY AM in London.
- Edinburgh has been promoted to international property investors annually at events such as MIPIM (in partnership with the Scottish Cities Alliance), the international Hotel Investment Forum in Berlin (in partnership with SDI) and at EXPO Real.
- High profile civic visits have offered investment profiling opportunities with partners such as the Edinburgh Science Festival at UAE, and the Royal Edinburgh Military Tattoo in Australia and NZ embassies and consulates.
- In partnership with the universities and businesses in the city, lobbied at Scottish and UK levels for changes to the visa system which currently has an adverse impact on international talent attraction and retention in Edinburgh.
- Supported the cities' four universities to increase student take-up from the Middle East.
- Supported the airport on flight route development, including Turkish Airlines, Etihad and Qatar.
- Continued development of investment interest from China. This has included the creative / tech sector showcase in the Edinburgh soft landing space located in Shenzhen, and support for the Shenzhen staging of the Engage Invest Exploit (EIE) initiative
- A new external funding initiative as set up to support corporate funding across services (November 2014 to March 2017).
- Targeted financial and fintech sector profiling including engagement with Innovate Finance, the City of London and Scottish Financial Enterprise.
- Launch of a campaign promoting Edinburgh tech sector, StartEDIN in partnership with the private sector, including website, events, and international tech talent.
- The Council's investment promotion team won 'Best in FDI' by the leading publication, the European, in the Global Business Awards 2016 which recognises excellence across international commerce. This was in addition to 'European FDI City of the Year', The European 2015/16 and 'Best mid-sized City of Businesses Friendliness' Financial Times FDI magazine 2016/17.

Pledge 16



Examine ways to source new funding to support small businesses

The capital coalition pledge aimed to build capacity in SMEs to demonstrate to lenders that they are sustainable businesses with the ability to repay and grow. The second challenge was to respond to market failure by supporting match and direct loan funding through the Council providing loan funding to local businesses.

The Council has a number of mechanisms in place to provide loan funding to local businesses as part of its Economic Strategy. Loan funding is provided to local businesses through:

- The East of Scotland Investment Fund Limited (ESIF).
- Edinburgh [Small] Business Loan Fund Limited (ESBLF).

Additionally, Business Gateway worked in partnership with two external providers to make finance available to more start up businesses in Edinburgh and continue lending to small businesses:

- Scottish Start-up Loans Scheme (June 2014 to September 2015 pilot).
- Capital Credit Union (started June 2015).

Since 2011 ESIF has provided loans to the value of £534,000 to local businesses 13 businesses. In June 2015 ESIF reached the end of a five year funding agreement with the European Regional Development Fund (ERDF).

ESBLF was established in the 1980s under the Lothian Regional Council and it is a limited company wholly owned by the Council. The fund aimed to provide loans of up to £5,000 via Business Gateway to micro businesses at start-up or early growth stage.

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. Capital Credit Union now provides lending to small businesses from June 2015. Recent demand has been low since Business Gateway has been working with two new sources of lending and with these in place proposals were made to close ESBLF in April 2015.

In future 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. Proposals were developed with support from the Scottish Government to establish a Pan Scotland Local Authority Loan Fund, "Business Loans Scotland Ltd." Although there have been unforeseen delays in establishing the Pan Scotland Local authority loan fund due to complexities associated with European Funding, the Business Loans Scotland Ltd was launched in December 2016.



The Edinburgh 12 initiative was introduced by the City of Edinburgh Council in 2013 to provide intensive support for the development of a dozen strategically important sites in Edinburgh. The purpose of this work was to address the challenges of created by the prevailing market conditions which affected the ability of developers to obtain funding for speculative construction.

All 12 sites have now made significant progress with construction now underway on eight. The 12 sites collectively are expected to deliver over the five year period from 2013 to 2018:

- Over 17,000 full-time equivalent jobs.
- Gross Development Value in excess of £2.14 billion.
- Approximately 1.3 million sq ft of 'grade A' office space.
- Approximately 800,286 sq ft of retail and leisure space.
- Approximately 1,590 residential units.

A review of the initiative was presented to the Economy Committee in June 2016. Some of the highlights and achievements so far are:

- Edinburgh St James, The Growth Accelerator Model is in place to fund enabling infrastructure. Construction is underway in 2016 and the expected completion date is 2020. The project aims to deliver retail and leisure space of 63,600 m²; a luxury hotel, up to 250 new homes, 30 restaurants and a multi-screen cinema and support over 3,400 jobs.
- Fountainbridge, planning consent has been granted for the Grosvenor development with construction underway in 2016. The majority of funding is in place for the Castle Mill Works restoration project. The project aims to deliver retail and leisure space of 19,000 m²; office space of 42,500 m², up to 750 new homes, 300 hotel bedrooms and supporting over 4,500 jobs.
- New Waverley, construction of the affordable homes on Calton Road and the first two hotels and The Arches on East Market Street are complete. Further phases of the development are already underway in 2016. The project aims to deliver retail/leisure space of 21,200 m², office space of 16,400 m², up to 180 new homes, 400 hotel bedrooms, and supporting over 2,500 jobs.

The committee approved a refreshed approach to supporting investment and regeneration in Edinburgh. The new approach moves away from a focus on specific development sites to a focus on addressing specific areas of market failure. Four main areas of market failure in the city's property markets have been identified: prime office space; light industrial space; creative/cultural space; and housing for people on low/middle incomes. The Council is now delivering this refreshed approach.



Edinburgh Trams commenced operations in May 2014 running services between Edinburgh Airport and York Place. This involves 14km of tramway accommodating a mix of off-street running, dedicated and shared sections on-street. In the first year of passenger operations, almost five million passenger journeys were made, around 370,000 ahead of target.

Revenue from fares was 3% ahead of the business model target. Over this same period, Lothian Buses also saw a year on year rise in passenger numbers, which is encouraging to note and would suggest that public transport usage in Edinburgh is on the increase. The operator, Edinburgh Trams had a successful 2015, with month on month patronage and revenues exceeding those reported during the first year of operations. Passenger feedback obtained from the UK Tram Passenger Focus Survey 2014 saw Edinburgh Trams scoring ahead of most other UK tram systems, with an overall satisfaction rating of 94% (just behind the top rated, Nottingham system). The operator consistently operates in the high 90%'s when measuring planned vs completed journeys, which again, benchmarks very well compared to other UK systems.

In December 2015, the Council approved the report 'Edinburgh Tram Extension – New Steps' and agreed to progress the principle of extending the tram network north to Newhaven, and instructed officers to establish a project board and procure a technical advisor. This is to assist in the preparation of a full set of tender documents ready for a procurement process, which the Council will take into consideration in the Spring of 2017. Currently work is underway to complete the new tram and rail interchange at Gateway Station.



Transport for Edinburgh was established to manage and integrate bus and tram operations, build on the earlier success of Lothian Buses, and strengthen its position. Lothian Buses is improving a number of services, although a small fare increase was introduced in April 2016. The Public and Accessible Transport Action Plan (PATAP) includes initiatives to help Lothian Buses and other bus operators improve routes and times. PATAP sets out future targets and the Transport and Environment Committee receives reports on performance.

The new contract for all advertising and some non-advertising bus shelters is being implemented. It includes management, maintenance and cleaning of all bus shelters. The improved management and cleaning regime included in the contract will enhance the public transport experience (thus encouraging patronage).

Improved accessibility to bus stops, renewal and strengthening road surfaces at stops, integration of Bustracker and SEStran's real time information project (extending the range of operators covered) have progressed over the period.

The Council's ability to support continuation of Lothian Buses in public hands, and encourage improvement of routes and times, has therefore focused on relatively small-scale improvement of existing assets.

This pledge is listed under the sub-heading 'Provide for Edinburgh's economic growth and prosperity', which correlates most closely with the Council's Business Plan 2016-20 priority 'Ensure Economic Vitality', and is strongly linked to 'Build Excellent Places'.



Following extensive discussion between the Scottish Government and local government on the underlying principles of the scheme, a BRIS was introduced for the first time in 2012/13. The BRIS seeks to incentivise councils to increase the size of their local non-domestic rates bases (and collect the associated income) through an agreement whereby any excess income over an authority's target is split equally between the Scottish Government and the council concerned. The scheme's introduction brought Non-Domestic Rates into line with Council Tax by providing, for the first time, the potential for additional income to facilitate service investment to be retained at the local level. Any shortfall relative to an authority's target is underwritten by the Scottish Government.

There are a number of factors impacting on the level of business rates income generated within an area, some of which are outside the control of local authorities. In view of this, the scheme was reviewed after its first year of operation, with amendments made to link more closely the assessment of each authority's performance to factors it could reasonably be expected to influence. A revised scheme was put in place for 2014/15, within-year targets set and indicative targets provided for subsequent years. Each authority's target is now calculated with reference to its existing rates income, the national buoyancy rate and how its own income has historically varied according to this national position.

As of the time of writing, confirmation of incentivisation payments in respect of 2015/16 is awaited and, being based on the audited returns, is expected to be available early in the new year. For the two full years for which the scheme has been in operation, twelve councils received incentivisation payments in 2012/13 and seven in 2014/15. The Council has not, thus far, received an incentivisation payment but has examined a range of means to increase the size of the tax base through, for example, ensuring that all liable premises are captured through use of data-matching techniques.



Consultation has taken place on the legality and viability of the transient visitor levy and a number of alternative options have been discussed. However, execution of such a mechanism requires national government endorsement.

The research that had been undertaken assessed a variety of funding models which could be used to generate additional funding for destination promotion activity. This work was led by Marketing Edinburgh since December 2013. One of the options that was considered was a sectoral BID model, which Marketing Edinburgh secured seed corn funding from BIDs Scotland to progress. The Council's Corporate Policy and Strategy Committee agreed that further consultation should be undertaken with relevant sectors and stakeholders to construct a voluntary funding mechanism.

Marketing Edinburgh 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.

It was further agreed with the Strategy Implementation Group (SIG) of the Edinburgh 2020 Tourism Strategy that no public or industry consultation should progress until further work has been completed.

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.

Since March 2015, Marketing Edinburgh and council officers have held discussions with key stakeholders on a voluntary pilot scheme. While some positive steps have been taken in identifying options that could generate revenue from the visitor economy, in order to implement these actions further input is needed from the National Government.

Discussions to consider additional means to raise revenue in order to protect Edinburgh's cultural competitiveness are being taken forward as part of the City Regional Deal negotiations with the Scottish Government. Edinburgh council is currently engaged in negotiations towards a regional city deal with six other local authorities: Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian. They are working collectively on a bid to the UK and Scottish Governments.

Pledge 22



Set up an independent forum to promote locally-owned retail businesses

This pledge was set up to ensure that as many areas of the city receive good opportunities for promoting their business. Planning legislation does not allow the Council to control the occupants of a retail unit and some areas of the city have robust and active trader groups; others are not.

A "new" forum to promote locally-owned retail businesses was not set up, instead Council project staff collaborated with the many independent local retail and business groups already in place. The main aim of this pledge is to provide neighbourhood town centre support and improve viability of small independent retailers while working with many existing groups already in place.

In terms of deliverable projects some of the highlights include:

- Revised Town Centre Strategy presented to Economy Committee in December 2013.
- Retail mentoring events and workshops completed between independent retailers and premium high street traders e.g. the best dressed window competition.
- Support provided to town centre traders to deliver successful Christmas Street Festival, and Christmas lights.
- Brokered successful contact between South West social enterprise and major investor for corporate social responsibility activity.
- 10,000 copies of Vintage brochure (zero cost) featuring 110 city wide businesses. Completed distribution of 10,000 copies throughout library network and in major information centres throughout the Central belt and Lothians.
- Small Business Saturday national launch hosted at the City Chambers and collaborations with Business Gateway to deliver a Christmas market within the Council headoffice, Waverley Court.
- Scotland's Towns Partnership (STP) – exhibited at Scottish Parliament event to promote Small and Rural Towns, with Planning hosting STP East Town Roadshow at City Chambers.
- 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.
- Promoted and monitored performance of Edinburgh's eight 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 three applications to Scottish Government Town Centres Communities Capital Fund – for Leith, Stockbridge and Southside.
 - Safer Stockbridge – collaborated with Neighbourhood Partnership and Police Scotland to promote event to support businesses in crime prevention.
- Support to Edinburgh's four Business Improvement Districts which deliver circa £1.3m levy per year and represent 1,142 businesses. Highlights include: Greater Grassmarket selected as the first Neat Street outside of London to promote the area under a Keep Scotland Beautiful environmental campaign; and the inaugural Vintage Market which recorded an uplift in footfall of 60% over the weekend.
- Queensferry Ambition collaborated with Scottish Government, Royal Navy, War Graves Commission and Fife Council to deliver activities on the high street to commemorate the anniversary of the Battle of Jutland.
- The retail vacancy rates were collected and collated across Edinburgh's eight town centres. The retail vacancy rate for 2015/16 is 6.85%, which is below the Scottish average of 9.1%.



The Council's property portfolio provides accommodation for over 1,000 business, charities and community groups throughout the city. Included in this figure are properties let at concessionary rents, i.e. less than market value. Vacancy rates within the portfolio are currently extremely low and this, coupled with the focus on maximising income and progressively moving away from concessionary lets, as outlined in the Asset Management Strategy Business Case, means opportunities for low cost, short-term lets are becoming fewer. In addition, health and safety concerns and the cost of activating and administering utility services can mean that short lets are not feasible.

Nonetheless, the service maintains a database of property requirements received from business, charities and community groups and, given the size and diversity of the Council's property portfolio, there are still occasional opportunities to offer properties at relatively low levels of rent and for short periods. Short term lets have also been agreed for properties within the Capital Receipts Programme, for example, where a sale is agreed but pending the purification of conditions.

As the Council's property rationalisation programme gathers pace, there is the potential for operational buildings declared surplus to be made available on a low-cost short term basis. While not short term in nature, the Council is also progressing Community Asset Transfers and has had 12 requests from community groups so far under the interim policy.



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. A Festivals Impact Study update will be presented to Culture and Sport Committee in December 2016 as part of a fuller report on the Summer festival season. 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 new Thundering Hooves 2.0 (TH2.0), a Ten Year Strategy to Sustain the Success of Edinburgh's Festivals, was launched in May 2015. The Council committed to support the ambitions of TH2.0 and report on progress with annual 'health checks' to the Corporate Policy and Strategy Cttee. The first baseline health check was reported to the Culture and Sport and Corporate Policy and Strategy Committees on 8 March 2016 and 12 April 2016 respectively.

The Corporate Policy and Strategy Committee of 3 November 2015 considered the strategic importance of the proposed core programme of Festivals and Events for 2016 and some other events in later years and noted that the Council would provide £200k of funding to the Festivals over the period 2015/16 to 2017/18 to enable forward planning and commissioning for the 70th anniversary year of the Festival City in 2017. The core programme was approved by the Culture and Sport Committee on 30 November 2015. That same meeting also approved the Council's new Culture Plan, which includes a number of actions relevant to the successful delivery of major festivals and events.

Progress towards a new Events Strategy for Edinburgh was presented to the Culture and Sport Committee on 8 March 2016, and the final draft Strategy was presented for approval to the Committee's meeting of 31 May 2016. This reflects the updated national events strategy, Scotland: the perfect stage, and the objectives of the Council's Business Plan and Culture Plan, as well as the Council's Physical Activity and Sport Strategy. The Strategy outlines the criteria that events must meet in order to be selected as part of the city's new events portfolio, and the three levels of event which will qualify from now on: major international events; national events; and events bespoke for the city and timed to complement its existing programme of major festivals and other annual and biennial events.

A programme of international projects and events delivered between November 2015 and April 2016 has included support for the Royal Edinburgh Military Tattoo's tour programme in Australia and New Zealand, initiating bi-lateral talks for three Festivals with Munich, and the hosting of a Consular Corps briefing on Edinburgh's cultural assets. The Council has also progressed cultural projects and links with twin and partner cities including Krakow and Florence. A report detailing the successful Festival season over summer 2016 will be presented to Culture and Sport Committee in December 2016.

In a move which recognises the importance of live music in Edinburgh, on 26 September 2016 the Licensing Board agreed an amendment to their current policy regarding a licensing condition relating to amplified music. This came after several years of discussions and significant consultation with the music sector and the wider public about the live music scene in the city. Recommendations on an amendment to the wording of the policy were made by the Music Is Audible Working Group, made up of representatives from the music industry as well as the council, and at a final hearing the Board heard from representatives of Community Councils, residents associations, the Music Is Audible Working Group, Council Officers, trade associations and the Police. The Board voted in favour of amending the current wording of its policy from "where the

operating plan indicates that music is to be played in premises, the Board will always consider the imposition of a condition requiring amplified music from those premises to be inaudible in residential property” to “Amplified music...shall not be an audible nuisance in neighbouring residential premises.” Premises licence holders wishing to adopt the revised condition will be required to submit an application for variation of the premises licence, and applications received will be considered by the Licensing Board on a case by case basis.

The Edinburgh International Culture Summit is an initiative of the Edinburgh International Festival, the British Council, the Scottish and UK Governments, and the Scottish Parliament, where the Summit is held. Every two years, artists, arts leaders, and Culture Ministers from across the globe come together to discuss substantial issues of mutual interest during the summer festival season. In August 2015, Culture and Sport Committee agreed investment enabling the Council to be a programme partner by supporting the summits in both 2016 and 2018.

In August 2016, Festival City Theatres Trust (FCTT) reported another successful year to Culture and Sport Committee. Their programme continues to reflect work by international and national theatre and dance companies alongside performances and participation activities by local amateur groups in the Festival Theatre, the King’s Theatre, and the Studio at the Festival Theatre. The Festival Theatre hosted activities of nine Festivals including the Edinburgh Festival Fringe, Imagine, Edinburgh International Festival, the Ocean Film Festival and Edinburgh International Film Festival. Much successful work has also been undertaken to continue to expand the Learning and Participation programme both introducing new audiences to theatres and making FCTT opportunities as accessible as possible to all.

In August 2015, Culture and Sport committee approved acceptance of a prestigious invitation for Edinburgh to join the World Cities Culture Forum as an Innovator City – a city that has been internationally recognised for its record of policy leadership and innovation linking culture to city development. In October 2016, the Director of Culture along with the Director of Festivals Edinburgh, presented on behalf of Edinburgh at the World Cities Culture Forum in Moscow, Russia. This network offers a unique opportunity to engage with key cultural cities such as New York, Madrid, Montreal and London.

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**

The Living Wage as at April 2016 was £8.25. CoSLA agreed an additional 1% raising the council living wage to £8.33 from April 2016. The Living Wage will increase to £8.45 in April 2017 and CoSLA is yet to agree any further enhancements to this. Around 2,500 Council employees benefit from the Living Wage, with an associated additional annual cost of £2.2M.

The Finance and Resources Committee agreed at its meeting in January 2016, to the adoption of the Scottish Government’s Statutory Guidance on Fair Work Practices, including [the Living Wage in Procurement](#) as standard in tender evaluations; and to commence the process towards becoming an accredited Living Wage employer. The report can be found [here](#).

Discussions are ongoing between CoSLA and the Trades Unions on implementing the Living Wage as the lowest hourly rate for Local Government Employees. The current agreement will end in April 2017 and CoSLA is currently negotiating future pay awards and developing recommendations for the living wage to shift from a supplement to being fully integrated into the grading structures. This makes some reference to local agreements on other elements of reward and it would be critical that this forms part of any negotiation on full integration.

The current Living Wage rate of £8.33 impacts up to spinal column point 18 on the Council’s pay and grading structure which is midway through GR3. This erodes the pay differentials between supervisors and staff.

Planned future action includes: A review of Reward, taking account of affordability whilst continuing to apply the Living Wage in the Council’s pay structure and encourage the adoption of the living wage by Council Contractors and other businesses in Edinburgh; work through the process to become an accredited Living Wage employer; ongoing consultation with the Trades Unions and other stakeholders.

Pledge 26  **Establish a policy of no compulsory redundancies**

The commitment has been made to exhaust all other options and to facilitate exit on a voluntary redundancy basis or through redeployment. Although the Council currently has a redundancy procedure with a provision for compulsory redundancy, this has not been used in practice. Close monitoring of both policy and practice continues during transformation.

The challenges which remain are; the impact on approach to organisation reviews; the impact on employment policies such as redeployment, together with the associated cost implications; the availability of suitable alternative employment; the impact on resources needed to support this approach.

The continuation of a no compulsory redundancy pledge is still in place with a focus on voluntary release, bumped redundancy, redeployment opportunities and support from Right Management out placement services.

The commitment will continue to be progressed through consultation with elected members, the Corporate Leadership Team and the Trades Unions through close monitoring of redeployment.



Strong working relationships between the Council and the Trades Unions continue. A well developed structure of formal and informal consultation and negotiating meetings operates 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 through Talk with Andrew, Directors and staff sessions at service level, organisational review consultation and communications such as Newsbeat. Employees have also been asked to contribute, individually, as teams/groups or at engagement events, to share ideas, feedback and provide input.

A key challenge is ensuring good, consistent staff engagement practices at a time of significant change and financial pressures, whilst taking a longer term approach to continuous engagement, especially where employees work within the limitations of remote access.

Work continues with our Trade Union colleagues on the working together protocol and a review of the attendees and purpose of all formal meetings across the Council. This is to ensure meaningful dialogue takes place at the right level and the flow of communication is continuous.



The well being of the city and strong business community links are established and enhanced by a number of projects. Strong international links are promoted via a range on external relations and investor support activities including the Shenzhen & Edinburgh collaborations. In addition to this there are continued strong links to the business community and implementing strategies promoted by the activities of Edinburgh Business Forum, and the work towards the Edinburgh and South East Scotland City region.

Work of the Edinburgh Business Forum and City Deal and 2050 Edinburgh City Vision

Six local authorities that make up the Edinburgh and South East Scotland City region are working collectively on a bid to the UK and Scottish Governments for a City Region Deal. The Edinburgh Business Forum will continue to support the Council and its partners as the City Region Deal is progressed as need is identified. In November 2016, the Edinburgh Business Forum hosted an event bringing together member's key contacts to enable a business perspective to be fed into the 2050 Edinburgh City Vision discussion. In September 2016 members of the Edinburgh Business Forum, along with some of their business contacts, attended Creative Edinburgh's Creative & Corporate Love event. The event was designed to bring the creative and corporate communities together, the theme of the evening was 'A Celebration of the Power of Great Partnerships'.

Strong International links

The Investment and International Relations team manages international protocol and relations for new business development. This helps to promote and protect the economic well being of the city. Some examples of this work over the period 2012 to 2016 include:

Milestones:

- Building on twinning connections to support international positioning of the city, including, a special boarding pass on the Edinburgh-Munich flight to highlight the inspirational partnership of 60 years of twinning and Festival audience building in Munich, and chef swap in Florence.
- Showcasing the city's UNESCO brands in terms of world heritage and literature through projects with partner cities Krakow and Florence.
- Supporting the Festivals on international cultural diplomacy
- Promoting articles in Cities Today, via the EUROCITIES network.
- Managing the city's profile within EUROCITIES, including arranging a visit by the Secretary General to Edinburgh to meet with and brief key players across the city in order to strengthen Edinburgh's position within the network and bolster its involvement and capacity to benefit from EUROCITIES memberships and submission of a bid to host the EUROCITIES Annual Conference in 2018.
- Delivering on the Memorandum of Understanding (MoU) between Edinburgh and Shenzhen by focusing on providing support to the outward sector showcase to China in May 2016 and continuing to harness inward investment opportunities in areas such as education and life sciences.
- Profiling the city via embassy and consular relations through annual events on topics of interest, including investments and developments, the city's cultural sector and industry, and higher education.
- Managing the Council's International Visits Management Scheme.
- Supporting the Edinburgh-China Airlink Project.



The economic climate over the last 5 year remains a constraint on the labour market and increases the competition for jobs and opportunities for young people. Council's Guarantee team has directly supported 2,127 additional young people into jobs and apprenticeships secured through our active engagement with the city's employers. The aim of this pledge is to demonstrate that the council is a leader by example in promoting the benefits and opportunities of apprenticeships in the workforce and assisting young people, who are at risk of being excluded from work, make that transition from school to sustained employment.

During 2015/16 a total of 122 Council apprentices were supported representing 1.1% of FTE workforce, with the majority graduating and securing main grade posts.

In November 54 apprentices graduated from the Council Apprenticeship programme leaving 68 individuals still working toward completion of their apprenticeship.

The Council has also worked in conjunction with NHS Lothian to recruit 24 young people with autism onto the Project SEARCH programme to help them make the transition into work.

This high retention rate following participation on our youth programmes means that the Council's workforce is significantly increasing in the 16 to 24 age bracket and this age group now represent 8% of the Council's workforce.

Due to current recruitment constraints and the uncertainty in the Council arising from the transformation programme only 21 new apprentices were recruited in 2015/16, this was below the target of 50 per year. The expected number of new apprenticeships identified for recruitment in 2016/17. Meaning that in the short term the target of apprentices being at least 1% of the Council's FTE workforce will not be sustained.

However there is still a strong willingness within Council services to support apprenticeships and it is anticipated that numbers will pick up again following the conclusion of the transformation process bringing numbers back up to target levels. This situation is being actively monitored.

In future, to build on the work of the Edinburgh Guarantee and Project SEARCH, it is planned to look further at how young people with disabilities can be support into Council employment or the wider job market.

The transformation programme and requirement for additional savings had 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.



As with other local authorities in Scotland, the Council continues to reconcile the combined pressures of increasing, demographic-led demand, rising expectations, inflation and legislative reform with a level of resources that has been steadily reducing in real terms.

Despite these challenges, through a combination of prioritisation, efficiency and service transformation, the Council has:

- Maintained expenditure within budget for nine successive years;
- Delivered total annual savings of £130m between 2012/13 and 2015/16, with a further £73m approved for delivery in 2016/17;
- Provided significant additional annual demographic-related investment within the budget framework totaling over £62m between 2012/13 and 2017/18 inclusive;
- Reduced its overall level of borrowing by £100m between March 2014 and March 2016; and
- Delivered £59m of cashable procurement savings relative to the Commercial Excellence baseline by March 2016.

In January 2016, the Council set a balanced budget for 2016/17 and indicative balanced budgets for the following two years as part of a longer-term framework. While a further £16m of savings require to be identified in 2019/20, the Council has enhanced scrutiny of the development and delivery of all proposals, such that, as of October 2016, some 95% of approved savings for 2016/17 are on track to be delivered in full, with an "early warning" approach also adopted to highlight where action may be required in subsequent years.

The 2015/16 Annual Audit Report considered by the Governance, Risk and Best Value Committee on 24 October 2016 concluded that the Council's overall financial management arrangements continue to be effective, with the level of general and allocated reserves it holds to mitigate against the risks it faces assessed to be appropriate. Audit Scotland further concluded that the longer-term financial plans in place go a substantial way to addressing the financial challenges in the coming years, whilst noting that, as with other councils, risks remain around the key assumptions in its financial plans and the delivery of savings.



Since the [Edinburgh Cultural Venues Study](#), which described priorities for investment, was reported to the Culture and Leisure Committee in May 2009, the following projects have been completed: the Usher Hall; the Church Hill Theatre; the National Museum; new stands for the Tattoo; the Assembly Rooms; interim investment in the King's Theatre; and the Studio development at the Festival City Theatre. 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.

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; improvements to the Writers' Museum were completed earlier in 2016 including a new retail outlet, and improvements are in progress at the Museum of Childhood. Scottish Government funding of £100,000 via Museums Galleries Scotland has been secured to redevelop the ground floor of the Museum of Childhood. The new redisplays and interpretation of objects relating to early infancy and childhood will be the first stage the revitalisation and upgrading of the Museum of Childhood. The new displays will be designed to attract children and families, and engage local audiences in a fun and interactive way.

As part of the Council's Transformation programme, and following extensive consultation with staff and feedback from visitors and users, the service has implemented a change to opening hours. The new opening hours went live on 1 October 2016. The impact on visitor numbers and income will be monitored.

The Culture and Sport service currently grant funds 36 cultural clients in the city who make a significant contribution to the success of the city's cultural infrastructure, and the new [Culture Plan](#), approved on 30 November 2015, includes many actions which are designed to support the city's creative and cultural success.

A key element of the Plan is the establishment of the citywide task group designed to progress the city's Culture Action Plan. This Group has been successfully established, and has the vision of working together to keep culture at the heart of the city's success. Answering the Culture Plan consultation outcomes, and as part of the on-going third party grants review conversations consultation process, a new Open Fund will be established. In its first year (2017/18) it will provide small grants towards grassroots performing arts production development.

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.

Phase 2 of the Calton Hill project is under way. This project is redeveloping the Old City Observatory complex, a site of historic significance, and has brought it back into public use. The Council committed £900,000 to relocate the Collective Gallery to the refurbished City Observatory 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 £1.3m Heritage Lottery Fund, £905,000 Creative Scotland grant and £233,000 by Historic Scotland via the Edinburgh World Heritage Trust for the project. The on-site works began in early October and are anticipated to be complete by October 2017.

Edinburgh Printmakers is redeveloping the historic North British Rubber Company HQ building 'Castle Mill Works' in Fountainbridge to open in late 2018. This £10m project will provide an arts centre and creative industries hub with unique facilities (including a printmaking studio with facilities for artists and the public alike) and opportunities for today's creative community. The Council supported bids by Edinburgh Printmakers to other bodies for funding towards this project, including an application to Heritage Enterprise for £5m of funding from The Heritage Lottery Fund and the Printmakers' Stage 2 application to the Regeneration Capital Grant Fund for over £1.9m. Both of these bids have been approved, the latter in February 2016. Edinburgh Printmakers are currently fundraising to address a £1million gap. The Edinburgh Printmakers hope to have the contractors in place and ready to start work by the end of March 2017. The building is now scheduled to open early 2019. In the meantime Edinburgh Printmakers have been engaging with the local communities at Fountainbridge by involving them in creative projects relating to the Castle Mills Works building and grounds.

West Princes Street Gardens, in the heart of a UNESCO World Heritage Site and home to the Ross Bandstand and the Ross Fountain, provides leisure and cultural opportunities for residents and visitors alike and is regularly seen by millions around the world when it plays host to elements of Edinburgh International Festival and Edinburgh's Hogmanay. The Ross Bandstand is no longer fit for purpose and requires to be replaced, the Ross Fountain requires refurbishment, and other elements of the Gardens would also benefit from investment. On [12 April 2016, Corporate Policy and Strategy Committee](#) noted that Norman Springford, a potential benefactor, has formed a steering group and offered to support the Council to identify external funding for the above substantial programme of work for these significant assets, taking into account the requirements of relevant legislation and risks inherent in the location. A further report was presented to [Council](#) in June, which noted the set

up of a Scottish Charitable Incorporated Organisation (SCIO) by the benefactor Norman Springford. A SCIO, The Ross Development Trust, has now been established. The necessary paperwork and processes to allow project commencement are nearing completion.





The city's reputation as the cultural capital of the world has been promoted by a range of cultural and economy activities, these include:

- Collaborating with the City of Literature Trust, Scottish Poetry Library, Royal Conservatoire of Scotland, Edinburgh College, Talbot Rice Gallery and the Italian Cultural Institute to produce a multi-media cultural event with twin city Florence in 2015.
- Hosted a civic reception for the Festival City Network in August.
- Received delegations as part of the Momentum programme run by Festivals Edinburgh, British Council and Creative Scotland.
- Run a two part heritage workshop in Edinburgh and in Krakow in April and September including a literature swap with the City of Literature Trust, building further cultural links between the two cities.
- Supporting the Lord Provost overseas travel with the Royal Edinburgh Military Tattoo by arranging meetings, events and preparation of speeches to promote Edinburgh's festival status.
- Submitting a successful Council application securing Edinburgh participation in a study visit to Barcelona, as part of the Eurocities Culture and Regions project funded under the EU's Creative Europe programme.

Edinburgh's iconic memorial to author Sir Walter Scott has been fitted with a new lighting installation by the City of Edinburgh Council. The bespoke Scott Monument lighting was turned on, on the anniversary of Scott's death on 21 September 2016 and will remain in place every night thereafter. The structure has been floodlit in previous years but the new LED system - designed by KSLD - is the first bespoke lighting to be installed. The state-of-the-art design highlights the Monument's intricate architectural features with a soft warm glow, allowing the landmark to shine as part of Edinburgh's night skyline. The decision to light the Edinburgh landmark forms part of the Council's citywide project to install and upgrade lighting at some of the city's key structures and buildings, and Edinburgh World Heritage supported the project with a £10,000 grant.

In October/November, the Culture Service sought approval from the Culture and Sport Committee and the Council, to establish a South East Scotland Archaeology Partnership, formalising the evolving and growing relationship between the three Local Authority Archaeology Services for the purposes of delivering joint projects and events across the South-East Scotland Region including the annual Archaeology Conference and South East Scotland Archaeological Research Framework (SESARF).

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

Pledge 32

Develop and strengthen local community links with the police

In 2015/16, the City of Edinburgh Council provided £2.6m to Police Scotland to supplement the provision of community policing in Edinburgh.

Funded officers are involved in a range of local and city-wide activities, including but not limited to:

- high visibility patrols throughout all localities, including focused patrols around city centre hot spots where there are issues with street begging and anti social behaviour;
- attending community engagement events providing advice and information on crime prevention;
- working alongside Council staff in response to complaints of antisocial behaviour (in communities and schools);
- disrupting ongoing drug related anti social behaviour – leading to a noticeable reduction in the presence of drug users in the area affected; and
- working in partnership with Council staff with a focus on preventative approaches to tackling anti social behaviour.

Community Improvement Partnerships (CIPs) are established in localities or on a city-wide basis to bring partners together on a monthly basis to provide a co-ordinated response to emerging issues. CIPs are short-term, focusing on specific issues, including New Psychoactive Substances, street begging and motorcycle crime.

The city wide street begging CIP is carrying out research into street begging to assist with the development of appropriate and effective initiatives to tackle this issue. The initiative is being delivered in partnership between a range of Council services, as well as with Police Scotland, NHS and Street Work.

The city-wide motorcycle crime CIP is developing a range of early intervention and preventative initiatives, including working closely with Communities in Motion to develop a project that will engage with the communities affected by motorcycle crime; working together to develop practical solutions.

Pledge 33

Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used

The Neighbourhood Partnerships continue to provide the vehicle for communities to work collaboratively with partners to improve outcomes for their area. The delivery of the improvement programme, informed by a review of the NPs, has strengthened the approach, with key areas of progress set out below.

- The shift to an outcome focused approach in the current Local Community Plans, with an increased emphasis on tackling inequality and the development and delivery of preventative approaches in meeting community identified needs and priorities.
- The production of a new performance framework, improving the monitoring and reporting of progress and articulating the local contribution to the delivery of the City Community Plan outcomes more clearly.
- Increased community participation and empowerment with the adoption of new approaches across the NPs, strengthening their established role of involving communities in the identification of local priorities, mobilising local knowledge to shape service solutions and deciding on the allocation of resources to meet local needs. This includes the use of participatory budgeting to allocate devolved budgets, the production of an equalities toolkit and programme of support enabling increased participation of people with protected characteristics, the development of a communications approach with an emphasis on new methods of e-engagement and enhancing the NP online presence and the roll out of Youth Talk which to date has involved over 3,000 young people and 100 youth service providers in delivering better outcomes for young people across the NPs.
- Enhanced support for community councils with the delivery of an annual development programme of support informed by community councilor identified needs and priorities.

The success of this activity and the NP approach as a vehicle for collaborative working to empower and improve outcomes for communities is providing the basis for the new localities model and the development of the Locality Improvement Plans required under the Community Empowerment (Scotland) Act 2015.



Since June 2013, when the Anti Social Behaviour Review Group was established, 166 complex cases have been reviewed. Noise complaints have been identified as the most common category across all localities. An analysis of these cases shows an underlying support need due to alcohol, drugs or mental health problems. In response to these findings, various initiatives have been established, including the new Mediation Service and the development of the new Community Safety Night Teams.

The Mediation Service acts as an early intervention tool bringing neighbours together to discuss their concerns with each other and finding their own solutions to peaceful co-existence.

The new Community Safety Night Teams have extended their remit beyond noise-related complaints to place a greater emphasis on addressing all forms of antisocial behaviour.

Successes:

- There has been a 30% reduction in complaints from the previous year since the introduction of the new teams.
- There has also been a decrease of 2 days in the average time taken to close a complaint from 66 days in 2014/15 to 64 days in 2015/16. There has been a 12% improvement in the percentage of cases closed within 30 days, increasing to 66%.
- Conducting serious and complex investigations more quickly, and putting appropriate measures in place to manage those cases at an earlier stage in the investigation, benefits both the individuals causing anti social behaviour and those communities affected by it.



Edinburgh's Library and Information Services, winner of the Bookseller 'Public Library Service of the Year' in 2012, have continued to develop and expand services maintaining high levels of performance, delivering innovative electronic services, and widening access to literacy and digital skills programmes. Customer visits to libraries have exceeded 3 million in each of the last five years.

The Library Service works with national initiatives to promote library membership amongst children. Through partnership with local Registrars Offices the Library service is delivering 'Every Child a Library Member' offering library membership on registration of births, at Bookbug sessions and through Read Write Count gifting activities.

Wester Hailes library hosted a Scottish Government national launch for the 'Read, Write, Count' campaign which targets literacy and numeracy in the early years.

Craigmillar Library relocated to new facilities in East Neighbourhood Office in 2012 doubling library visit numbers and increasing items loaned by 65%. The library partnered with the BBC to deliver the Scottish event of the UK wide 'Awesome Authors' weekend in July 2016 which was attended by 1900 parents and children.

Central Children's library enjoyed a 54% increase in child members and 64% growth in items loaned following refurbishment in 2014/15.

The number of Children and Young People attending library events rose by 26% to 145,000 since 2012.

Young people's views have been gathered through Youth Talk to influence statutory and voluntary services to improve local quality of life. Youth Talk has been delivered through libraries and won the Community Engagement Award at the 2015 Scottish Government Public Services Award ceremony.

Library services for Visually Impaired People's (VIP) employ new technology, trained staff and volunteer support to enable people who are blind or partially sighted to live more independently. The service received the international Jodi Award in May 2015 'for excellence and innovation for digital accessibility for all' and the COSLA award for 'Tackling Inequalities and Improving Health' in 2016.

Macmillan Cancer Support awarded Edinburgh Libraries £557,000 to deliver Cancer information and support services in libraries over three years. This provides access to information in a trusted and accessible environment, for people seeking advice on benefits and to health and well-being activities and emotional support. Specially designated areas in Central and Craigmillar libraries were introduced in 2016 with drop in support from a range of services.

The library service Get Online programme launched in 2014 and delivers weekly digital skills sessions using a range of mobile devices in libraries and other venues throughout the city. Get Online engages people through planned and drop-in sessions supported by volunteers and library staff. The Scottish Government 'Let's Get Online' initiative used Get Online volunteers, learners, and staff for its 2016 national launch at Wester Hailes Library.


The library service self-funding Edge Conference continues to grow in popularity attracting 100 delegates annually. Edge is a unique event sharing new and evolving practice and developments in the Social, Physical, and Digital aspects of customer service delivery bringing together delegates, speakers, and exhibitors coming from across the UK and beyond.

All libraries provide free wifi internet access and public computing services which were refreshed in 2015. The library service has expanded and refined its online offer as customer electronic engagement continues to grow. Customer downloads of eBooks rose from 20,000 in 2012 to 108,000 in 2016. Weekly drop-in sessions help customers enjoy the library eBook, eMagazines, and music streaming services on the device of their choice. Edinburgh's online library services and resources are now accessed over 5 million times annually.

[Central Library Update Report](#)

[Peoples Network Computer Service Report](#)

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 Craigroyston” 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

Pledge 36



Develop improved partnership working across the capital and with the voluntary sector to build on the “Total Craigroyston” model

Partnership working across the council and the Edinburgh Partnership has improved significantly since May 2012. Delivery of the Community Plan 15/18 has progressed well, with the most recent public performance report indicating of the 19 KPIs, 12 continue to be met, 4 just missed their target and 3 have not met their target (of the 84 strategic actions – 64 are on track, and 20 are within tolerance). The Board (chaired by the Council Leader) has strengthened governance, performance and risk management arrangements over the last 5 years, and the eight strategic partnerships continue to deliver against their strategic priorities and improve partnership working in key areas like community safety and justice, health and social care, sustainability, third sector development, drugs and alcohol, economic development, community learning and development, children and young people’s services. Specifically, since May 2012, there have been significant improvements in the partnership work with the voluntary sector through the COMPACT Partnership, third sector strategy group, and local voluntary sector forums. Notably, there were also significant changes in the patterns of council contract and grant investment across the sector. The delivery of local community plans has also progressed well, and their success has led to the development of Locality Improvement Plans. There were three total place projects across the City, all of which delivered improved services, and higher quality citizen and community engagement and empowerment. The approach in these projects, neighbourhood partnership working, BOLD, the council transformation programme and wider public sector reform have all informed locality working. In addition, successive Audit Commission studies on community planning have indicated the Edinburgh Partnership is performing effectively, and that it is well placed to meet the duties of the Community Empowerment (Scotland) Act. Further information on partnership working across the City can be found at: <http://www.edinburgh.gov.uk/communityplanning>

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

Work was undertaken to improve quality of life for people who live in care homes and people who need support to remain in their own home. The focus was 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 invited 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 has also supported 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).

Pledge 38



Promote direct payments in health and social care

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.

The number of people receiving a direct payment in Edinburgh has increased each year from 120 during 2003-04 to 1,376 during 2015-2016 and continues to rise. The latest available national data for 2015 show that Edinburgh ranked fifth highest for the number of recipients (expressed as a rate per 10,000 population); and 15th highest for spend per head of the population.

Pledge 39



Establish a care champion to represent carers

It is important that carers feel valued and supported to continue in their caring role. 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 were provided to the Health, Social Care and Housing Committee.

Edinburgh's Joint Carers' Strategy was developed in partnership with key local stakeholders from health, local authority, the voluntary sector and carers. The Strategy outlined local priorities and outcomes for carers in Edinburgh to 2017. One priority was to ensure that carers were identified, referred, assessed and supported in a way that provides the best outcomes for them and the person they care for. Another to 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.

Various projects started to support these priorities:

- 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.
- Additional supports, for example the carers supported hospital discharge service, have also been set up.
- New carer support schemes funded by the Change Fund have been implemented :
 1. Three 3rd Sector young carer support services.
 2. 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.
 3. 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.
 4. BME Carer Support worker: Delivering training/information programmes.
- Promotion of carers support services through events and stalls across the city hosted by health and third sector organisations for Carers Week each year.
- Carer Awareness Training offered to all NHS Lothian and H&SC front line, acute and community setting staff which has created 65 Carer Champions.
- Development through a co-production approach a new Grants Prospectus for carer support.

Pledge 40



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

The Council, along with Historic Environment Scotland, and Edinburgh World Heritage Trust (EWH) has a responsibility for safeguarding the Old and New Towns of Edinburgh World Heritage Site (WHS). The Management Plan for the WHS is currently under review and being taken forward by a Steering Group comprising representatives of these partners. Subject to Committee approval, a consultative draft Management Plan will be published in time for World Heritage Day 2017. A communication strategy and a programme of public engagement have been developed by the World Heritage Site Steering Group. A finalised Management Plan will be presented for approval to the new Council administration in summer 2017.

The Council continues to support EWH. However, funding for 2016/17 has been cut by 5% in line with reductions across the whole of the voluntary sector. Nonetheless, a positive partnership remains in place and there is a Service Level Agreement between Historic Environment Scotland and the Council to support WHS co-ordination between the three organisations.

This successful partnership has led to an additional support resource to help deliver the new Management Plan for the Old and New Towns World Heritage Site. The state of conservation of the Site is currently under scrutiny in light of recent development proposals such as the Royal High School and St James Centre. Discussions are ongoing at a national level to ensure that Site management is robust.

The Forth Bridge was inscribed as Scotland's sixth WHS in July 2015. An associated Action Plan has been developed and is being implemented.

Progress continues to be made on the Royal Mile Action Plan. Projects such as the proposed urban garden for the Lawnmarket and the by-law to help address some of the retail issues have been explored with the community. Construction is progressing on the New Waverley site and this will add value to strands of the Royal Mile project. The 12 Closes project is being taken forward by EWH, working with wider Council services.

Pledge 41



Take firm action to resolve issues surrounding the Council's property services

Following the closure of the former Property Conservation Service in April 2011, and subsequent Police and independent investigations, a programme was put in place to close down outstanding Property Conservation workstreams and introduce a new Shared Repairs Service. 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; recover the sums due to the Council in respect of work; develop and implement a new Shared Repairs Service.

Property Conservation

- Between January 2014 and September 2015 the Closure Programme has successfully completed the independent review and billing of 414 cases with a recoverable sum of £17.5m following case review outcomes.
- Suspended debt has been managed down from £6.4m as at January 2015 to £25k as at 25 October 2016.
- To date, recovery is £13.5m collected/committed which represents a recovery rate of over 77%. Morton Fraser were given a contract extension in April 2015 to manage debt recovery and as at 25 October 2016 they have recovered £3.1m.
- The settlements process in relation to outstanding historic complaints is now also complete. All 407 customers have been sent settlement offers, with a collective value of £4.2m. There were also 1,731 affected owners who have also received settlement offers.
- There is one legacy defects project being concluded. Nine projects remain in the defect period that extends to mid 2017. Four new complaints on works are being investigated. These projects are being brought to conclusion by staff from the Edinburgh Shared Repairs Service.

The Edinburgh Shared Repairs Service

The Edinburgh Shared Repairs Service launched in September 2015 and has completed its pilot phase. The Phased implementation of the full service will take place throughout 2016/17. A soft launch of the new service began on 1 June 2016. The total number of cases to 25 October 2016 is 35. Of the 35 cases these are categorised as: customer contact (1 case); facilitation (5 cases); pre intervention (3 cases); intervention (1 case); missing shares (1 case); successful intervention/cases closed (18 cases); enforcement (5 open cases and 1 case complete). In addition, since June 2016, 196 Tenement Act evidence packs have been sent to owners requesting advice and information on the use of the Tenement Management Scheme.

The key objectives of the new service are:

1. To help maintain the fabric of the city by supporting, encouraging and enabling owners to take responsibility for planning and organising repairs and maintenance.
2. To intervene when public health and safety is at risk due to unsafe buildings.
3. To intervene when owners have exhausted all other reasonable means of agreeing and undertaking a repair.

Pledge 42



Continue to support and invest in our sporting infrastructure

All of the city's Victorian swimming pools have been refurbished, 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, and subsequently invested £600k revenue to improve facilities for pitch sports.

At its meeting on 28 May 2013, the Culture and Sport Committee approved £1.215m towards a cycling hub in Hunter's Hall Park. [An update](#) to the Culture and Sport Committee on 31 May 2016 sought approval to take the project to the pre-construction phase. The project's scope is being reviewed and further value engineering is being considered in order to bring it within the reach of existing budgets. In parallel with this, work continues with the exploration of further fundraising opportunities.

At its meeting in February 2014, the Council allocated up to £200k for feasibility work into the future of Meadowbank Sports Centre and Stadium. The feasibility study was reported to the Corporate Policy and Strategy Committee in January 2015. An update on the funding package was presented to the Corporate Policy and Strategy Committee on 29 September 2015 when it approved the next stage in developing a new Meadowbank. In November 2016 the design of a new sports complex was unveiled and the proposals were put out for public consultation. The council will submit a planning application for early 2017. In August 2015 the Culture and Sport Cttee noted that the Council, working with funding partners Edinburgh Leisure and the Cala Hockey Club, had secured additional funding from sportscotland to create a water-based hockey pitch at Meggetland. This new facility opened earlier in 2015.

In 2015/16 Edinburgh Leisure invested in gymnastics equipment at a range of its venues, to expand its gymnastics coaching programme, refurbish the fitness facilities at Glenogle Swim Centre, improve Meadows Tennis Courts, and reduced its carbon emissions, energy use and water use through a range of sustainability initiatives. As part of a year-long citywide review by Max Associates of Council-owned sports services and facilities, Edinburgh Leisure invested in a new climbing product (called Clip n Climb) at the Edinburgh International Climbing Arena, refurbished the gym at the Craiglockhart Tennis Centre, and refurbished Gracemount Leisure Centre and extended its fitness facilities.

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 sports complex, named Oriam, was built at a cost of £33 million and opened in August 2016 within time and on budget. It features a range of sport, sport science and medical facilities.

The Council is also improving the sporting infrastructure by building new schools with some fantastic facilities. The new Portobello High School which opened in October 2016 includes a swimming pool as well as sports pitches. Stage 2 of the new James Gillespie's High School, which opened in October 2016, comprises a sports block and performance arts centre. Construction of the new Boroughmuir High School in Fountainbridge started in November 2014 and is scheduled to open in April 2017. Pupils will have more sports facilities in their new school, including a roof-top games area.

Communities and Families have newly acquired responsibility for the function of grants and funding for physical activity and sport. Since 2014 the application criteria have specifically addressed the issue of increasing physical activity levels in Edinburgh. Two funding streams; the Active Edinburgh event funding and the Physical Activity and Sports grants, use these criteria to distribute grants for a wide range of activities. In 2016 a range of projects were funded including 'Get Moving' based at Pilton Community Health Project which aimed to provide inactive older adults in North Edinburgh with access and opportunity to participate in regular seated exercise sessions. Another funded project was the 'G@PYC' (Girls at Pilmeny Youth Centre) project which originated with feedback from participants that girl-only sessions would encourage more girls to become involved.

Pledge 43



Invest in healthy living and fitness advice for those in most need

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. Edinburgh Leisure has evaluated the outcomes to date of all five projects and an update on the work of these five projects is given 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.

Edinburgh Leisure (EL) secured £70k additional funding, from the Legacy 2014 Physical Activities Fund, through Spirit 2012 and the Scottish Government, enabling delivery for an additional eight months to September 2016. Active Lives now focuses delivery on two new Community Physical Activity Hubs around Edinburgh Leisure venues (Gracemount Leisure Centre and Ainslie Park Leisure Centre). EL's Active Lives Manager has been working alongside EL's Head of Funding and Evaluation (HFE) to build a strong relationship with Spirit 2012 and discuss potential sources for future funding.

2. High Flyers – Multi sports programme targeting children and young people with disabilities

High Flyers was a sports and physical activity project specifically for children and young people with additional support needs. The aim of the project was to provide opportunities for children and young people to get active, stay active and achieve more. Funding from the City of Edinburgh Council was expended in December 2015 and work has been ongoing to sustain High Flyers' programmes. Edinburgh Leisure is recruiting a temporary Disability Sport Development Officer to continue the work of sustaining existing disability sport activities, improvements to mainstream coaching programmes and developing new initiatives, coaches and partnerships.

3. Jump In – Nursery and disability swim programme

Jump In provided a programme of swim lessons for children attending nurseries that are in areas identified as high on the Scottish Index of Multiple Deprivations (SIMD). The Jump In project took place in several EL venues, including Leith Victoria Swim Centre, Royal Commonwealth Pool, Ainslie Park Leisure Centre, and Gracemount Leisure Centre.

Jump In provided eight fully funded lessons for each participant. Thereafter, children could access EL's Learn to Swim programme within a concessionary pricing structure for two subsequent terms. Funding for this project from the Council was expended in October 2015. EL is currently looking to secure funding to continue the initiative, and a recent fundraising event by EL staff raised circa £6k which will allow an element of the programme to be continued at Leith Victoria Swim Centre.

4. Looked After & Active – Physical Activity programme for Looked After and Accommodated children & young people

Looked After and Active will continue to January 2017 using project underspends created by a period of staff vacancy. Work continues with all key partners to try to secure investment for this valued service for Looked After & Accommodated children, young people and families/carers. The Looked After and Active Development Officer has been working with EL's Funding team to apply for funding (eg Big Lottery) and is looking at adapting the current model of delivery to best meet the needs of the targeted community.

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 will continue to January 2017 utilising project underspends. Plans are in place to deliver three personal development projects engaging 60 young people from 1 April – 31 December 2016. Positive Destinations has been successful in securing £3,000 funding from a local trust to set up and support the delivery of the leadership academy at Castlebrae High School. The Positive Destinations Development Officer has been working with EL's funding team to apply for grants and suitable funding since August 2015 and will continue to develop sustainability papers and future funding applications.

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

pledge 44



Prioritise keeping our streets clean and attractive

This pledge encompasses operations and strategic plans to manage the cleanliness of our streets and efforts that focus on enhancing the City's public realm.

Street Cleansing Services have undergone a number of changes recently during the Council's Transformation Programme, resulting in a new integrated Service which now includes waste and recycling collections and disposal and environmental enforcement. This combined Waste and Cleansing Service aims to deliver significant efficiencies and improvements to tackle issues that affect the appearance of our City. The current Waste and Street Cleansing Improvement Plan identifies the different issues that impact on street cleanliness and waste collection performance and the actions that the service will take to address them.

Over the last five years the Council has continued to provide support to individuals and organisations who seek to develop community based clean-up activities as an educational and behavioural change tool. Support includes advice, equipment, promotion and uplift and disposal of waste. More recently the Council has developed an anti litter campaign, Our Edinburgh, which uses a number of techniques and approaches to encourage residents and visitors alike to dispose of their litter responsibly, raise awareness of the problems litter causes and highlight the hard work of the Council's street cleaning teams. The focus of this campaign is to promote pride in our City. The Council launched the first phase of the campaign during the festival period in August 2016. The campaign adopted a humorous approach 'we'll bin our jokes, if you bin your litter' and used a number of techniques and tools including street interventions, digital media and high profile street advertising.

In 2014 the Council approved a new policy on the servicing of trade waste receptacles from public land with the introduction of timed window collections. This has already been introduced in eleven wards (including the City Centre) as part of a rolling programme across the City. The success of this project in helping to more or less eliminate litter from trade waste bins and sacks, can be seen in both the Cleanliness Index Monitoring System (CIMS) and Local Environmental Audit and Management System (LEAMS) results.

The Council has taken a leading role in the adoption of smart technology with the deployment of 330 on-street litter bin sensors. This trial started in April 2016 and has provided valuable insights into the use of on-street litter bins across the City. It is hoped that these sensors will help to develop more effective routing solutions, as well as helping to streamline the placement of on-street litter bins. Next the Council will expand the project, using European funding, to work on improving routing through dynamic routing technology. Additionally, the data will provide a more sophisticated understanding of bin behaviours (e.g. how fill rates vary with events, weather, location, etc.). During the summer the Council joined forces with Keep Scotland Beautiful and Hubbub to trial new positive nudge interventions to tackle litter and increase civic pride through a project called Neat Streets. The campaign, running from May to September 2016, comprised of a series of interventions across three consecutive phases. These focus on local pride and sense of community, litter collection facilities and specific littering behaviours. The campaign builds on the latest thinking around behaviour change and awareness-raising.

A spending target of 8% of the transport budget was set for the capital and revenue cycling budgets for 2015/16 and the Council achieved 7.36% for capital expenditure and met the 8% target for revenue spend.

Capital Projects for 2015 - 2016

The 8% capital expenditure target was £1,591,000. £460,000 was delivered through the capital renewals cycling element which left £1,131,000 for expenditure on new infrastructure projects. The new cycle infrastructure projects delivered include:

- The completion of work upgrading the A90 cycle route.
- The completion of the Meadows to Innocent cycle link.
- The completion of the Roslin – Gilmerton ‘family-friendly’ cycle route.
- Further improvements to the Leith – Portobello cycle route.
- Route signage of a number of the North Edinburgh ‘QuietRoute’ network of cycle routes.
- Preliminary design work on two major cycle schemes and several medium sized schemes.

Revenue Projects for 2015 – 2016

8% revenue expenditure was £638,000. This has helped to deliver:

- Improved maintenance of facilities including off-road cycle paths (such as winter treatment, gully cleaning and lighting) and relining of on-road cycling related facilities.
- Promotional activities to support cycling including a £130,000 contribution to the Council’s Smarter Choices, Smarter Places project.
- A ‘Project Bank’ was used to allocate funding amounting for revenue cycle projects to the Councils Neighbourhood Teams and Natural Heritage Service for works.

Spending targets: A report, entitled “9% Budget Commitment to Cycling” was agreed by the Transport and Environment Committee on 15 March 2016. This report includes a programme to meet the 9% spending commitment on cycling in 2016/17. This includes targets of £1,530,000 for capital expenditure and £199,000 for revenue expenditure.

Within the context of its priority to Build Excellent Places, the Council intends a transport system that improves connectivity and is green, healthy and accessible to use. The roll out of 20mph zones across Edinburgh is a key objective within this priority.

Implementation of citywide 20mph scheme has three key elements, all of which progressed in the period November 2015 to November 2016:

- Design and Construction: Completion of design, contractor procurement and construction for Zone 1 (City Centre and Rural West Edinburgh); completion of design and contractor procurement for Zones 2 & 3 (North and South Central/East).
- Monitoring: Ongoing traffic speed and volume (before/interim) and public perceptions surveys (before/interim). Journey times research undertaken.
- Awareness/Behaviour Change: Citywide programme of awareness raising and education to support the introduction of the 20mph network. Multimedia launch held to mark the first phase (Zone 1) of the new speed limits going live on 31 July 2016. A primary schools’ competition to design a mascot resulted in “The Reducer” which has been successfully used to promote various events in support of the campaign. The Council hosted a Scottish Conference on 20mph implementation in June 2016.

The Scheme is funded partly by external funders, including the Scottish Government and Sustrans and successful relations have been maintained during the period. Further applications are anticipated for the 2017-18 Financial Year.

Future targets include:

- The construction and implementation of Zones 2 & 3 (North and South Central/East) which comes into effect 28 February 2017.
- Completion of design and procurement for Zones 4 & 5 (North West and West).
- Completion of the overall project is scheduled for February 2018 with subsequent further monitoring and reporting.

The Transport Forum is now fully 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 13 October 2016 and involved a discussion on Air Quality in and around Edinburgh. This meeting involved a workshop for comments to be fed back on the Sustainable Energy Action Plan.

The next meeting of the Transport Forum, on the subject of the City Vision, will take place on 12 January 2017. The Transport forum is attended by a number of stakeholders, organisations and members of the public, which enables us to be 'Focused on Customers'. The Council Business Plan 2016 – 2020 will contribute to pledge 47, by involving citizens in considering the changes to transport needed to improve the quality of life, ensure economic vitality and build excellent places.

Please see: http://www.edinburgh.gov.uk/info/20016/roads_travel_and_parking/658/transport_forums

Green Flag Awards and Park Quality Assessments provide the basis for continually driving improvement across all Edinburgh's public parks and major green spaces. Edinburgh's Green Flag Award parks are assessed by external judges carrying out full and mystery shop site assessments. They also carry out a bi-annual peer review that assesses the authority's strategies, policies and management in relation to parks to ensure it has the ability to maintain the award winning parks to the required standard.

Edinburgh secured a record 30 Green Flag Awards in 2016, the most recent addition being Seven Acre Park, Alnwickhill. The 2016 park quality assessments showed a ninth successive year of improvement across the whole parks' network. Areas of improvement since 2015 include signage, personal security, litter management, environmental sustainability, pesticide reduction, tree maintenance, biodiversity, community involvement, information, education and marketing, and quality and safety of equipment and facilities.

- 96% of parks now meet the Council's minimum quality standard, leaving only six sites across the city to be brought up to grade.
- 74% of Edinburgh's parks are now deemed 'Very Good' or 'Excellent', with 22% regarded as "Good" and 4% as "Fair".
- The quality of only a small number of parks has worsened since 2015 and those requiring particular attention will do so over the coming year.

The 2016 park assessments can be viewed at

http://www.edinburgh.gov.uk/info/20177/park_awards_and_competitions/363/green_flag_parks

Where do we want to get to:

- 50% of waste recycled in 2016/17, 118,000 tonnes of waste landfilled in 2016/17
- 75% of waste recycled by 2020.

What we have achieved by 2015/16:

- 114,543 tonnes of waste landfilled in 2015/16, an achievement of the 118,000 target and a decrease of 10% on 2014/15.
- A landfill diversion rate of 49.5% in 2015 (including 42.3 % recycling rate, and 7.2% recovered).
- The highest recycling rate of the four Scottish Cities in 2015.
- Completed the introduction of a new kerbside recycling service to 140,000 properties, with recycling rates for the kerbside service increasing by 29%.
- Large increases in food waste recycling, with tonnages collected increasing by 51%.
- Undertaken focused and targeted communications to residents on kerbside recycling.
- Improved on-street recycling facilities - 940 new dry mixed recycling bins and 617 new glass bins have been installed on Edinburgh's streets.
- Opened phase 1 of the Zero Waste Project at Millerhill to process food waste on behalf of The City of Edinburgh and Midlothian Council, and generate sustainable energy.
- Achieved financial close to allow the development of Phase 2 of the project to turn the mixed residual waste from both Councils into fuel.

Going forward we plan to:

- Continue to increase on-street recycling provision and improve the 'grouping' of recycling and landfill bins near tenements.
- Review the opportunities to divert bulky items for reuse or recycling.
- Complete the delivery of Phase 2 of Millerhill so that from the latter part of 2018/19 virtually all waste collected by both Councils will be either recycled or turned into energy.

Pledge 50



Meet greenhouse gas targets, including the national target of 42% by 2020

The council's Sustainable Energy Action Plan (SEAP) was approved by the council in February 2015 and approved by the Covenant of Mayors office in November 2015. As a signatory to this European initiative, Edinburgh now joins over 6000 European Cities and Towns committed to reducing carbon emissions and increasing the generation of local and renewable energy. In the original modelling of the SEAP action plan there were 898.2 ktCO₂ savings identified from the plans. This accounted for 65.1% of the carbon emissions savings required to achieve the target. As of November 2016 the SEAP can now account for 82.3% of the carbon emission savings required to achieve the target, which represents 1139.1 ktCO₂. Further projects will continue to be identified to close this gap to meet the target. Currently a large number of projects and initiatives are underway across the SEAP's five programme areas; energy efficiency, district heating, renewables, resource efficiency, and sustainable transport. Further projects will be identified via the council's arms-length energy service company 'Energy for Edinburgh'.

The council agreed in March 2016 to establish an arms length energy services company 'Energy for Edinburgh'. This ESCo is wholly owned by the council as the single shareholder and has a strategic remit for delivering the strategic energy projects from the council's Sustainable Energy Action Plan. The ESCo is seen as an important vehicle for achieving the SEAP's objectives and a key response from the council to delivering affordable energy for Edinburgh's residents and businesses. A Board of Directors has been established (Sept 2016) and a list of proposed projects for the ESCo to consider has been drafted. The City of Edinburgh Council was the first Scottish local authority to introduce an ECO Stars scheme. ECO Stars Edinburgh is a voluntary, free to join fleet recognition scheme. Through the scheme operators of fleets of vans, lorries, coaches or buses which serve the Edinburgh area are assessed on the basis of the Euro standard of their vehicles and their companies' operational practices. Each operator is provided with a star rating based on those criteria and is provided with bespoke advice on good environmental practice with the aim reducing their fleet's air quality and established.

Since its launch in January 2012 ECO Stars Edinburgh has grown significantly and currently has 137 members, the highest number of members of any of the UK schemes with over 6000 vehicles registered with the scheme.

The council is continuing to follow the three strand approach: reducing the need to travel; encouraging use of alternatives to the car; and reducing emissions from motorised travel. To encourage use of alternatives to the car, the council is investing in cycling and walking infrastructure, to continually improve conditions for pedestrians and cyclists, as detailed in the Active Travel Action Plan. Recent achievements include: improving the National Cycle Network (NCN) route 1 from Haymarket to Queensferry via the A90 (52% increase in cycle use 2011-14); new NCN route 75 link from the Meadows to the Innocent Railway path (44% increase in cycle use 2011-14) and a new off-road cycleway from Gilmerton across the city bypass to Loanhead, Midlothian.

Local routes have been termed the QuietRoutes network, and several routes have been signed as such. This is being supplemented by behaviour change projects to encourage people to travel more actively and sustainably, funded by Smarter Choices, Smarter Places. For example Bikeability training is being offered for 70% of Primary 6/7 Children in 2016, which has increased from 31% in 2009/10. The council is also seeking to create a more attractive environment for active travel through its roll-out of the 20mph speed limit which began from July 2016, following a pilot in South Central Edinburgh in 2010/2011.

In terms of reducing emissions, the council has made progress with installing electric vehicle charging points over the past five years, as detailed in the Local Transport Strategy. There are 49 electric vehicle charging points sited at 24 council premises for a mix of public and non-public use. Charging points have also been installed in three Park and Ride sites and we are also progressing an on-street charging pilot in Marchmont to address charging vehicles on-street in a high density residential area, as per the report to March 2015's Transport and Environment Committee. The council has also recently reviewed its Parking Standards policy, which now expects developers to consider provision for encouraging electric vehicle charging infrastructure throughout all types of development.



Cleaner Air for Scotland

The finalised low emission strategy for Scotland is 'Cleaner Air for Scotland – The Road to a Healthier Future'. This national strategy was launched, in Edinburgh, by Scottish Ministers on 4 November 2015.

The Scottish Government is to establish a Cleaner Air for Scotland Governance Group, tasked with overseeing the implementation of this strategy. The aim is to ensure that planning and transport activities are adequately represented and engaged in delivery of air quality improvements.

As part of this strategy, the Scottish Government will be developing a National Low Emission Framework, designed to enable local authorities to appraise, justify the business case for and implement a range of air quality options related to transport. One of the possible options that could be introduced is a Low Emission Zone. This type of measure would involve setting minimum emission standards for access to a defined area; either charging vehicles to enter an area or excluding those that do not meet a defined standard for emissions.

It is anticipated that the National Low Emission Framework will be drafted for consultation by April 2017. The following stages are:

- Stage 1, the appraisal stage will be undertaken during 2016 – 2017
- Stage 2, the detailed appraisal will be undertaken during 2017 – 2018
- Implementation of measures will take place during 2018 – 2019

Planning authorities will be required to review their Local Development Plans and revise them at the next scheduled update, to ensure policies are consistent with Cleaner Air For Scotland.

The Scottish Government is keen to accelerate the delivery of a Low Emission Zone in Scotland and is looking for an 'early adopter' to have in place by 2018.

Local Transport Strategy 2014 – 2019

In the interim, to continue the process of reducing air pollutants generated by road traffic, the Council will continue with the Protecting our Environment policies within its Local Transport Strategy 2014 – 2019. Work on the review of this will commence early in 2017.

Air Quality Action Plan

Progress on the Council's Air Quality Action Plan, is reported annually and will next be reported to T&E on 17 January 2017.

The Air Quality Action Plan will be revised during 2017/18. This will be progressed under the Future Transport Member and Officer Working Group.

The Council Business Plan 2016 – 2020 will contribute to pledge 51, through transport actions to improve the quality of life, ensure economic vitality and build excellent places.



The Council continues to use the interim guidance as a material consideration when deciding relevant planning applications. 'Cleaner Air for Scotland' (formerly the Low Emissions Strategy') was published by the Scottish Government in November 2015.

In April 2016, the Scottish Government tightened the PM2.5 standard from 12µg/m³ to 10µg/m³ in keeping with the W.H.O guidelines. It is now a requirement for Scottish local authorities to measure this particle fraction and work towards attainment. The Scottish Government is in the process of establishing a network of PM2.5 across Scotland. Monitoring both particle fractions PM2.5 and PM10 will commence at St Johns Road in December 2016.

Interim modelled data based on the Pollution Climate Mapping model shows roadside concentrations in Edinburgh range from 9 to 12 µg/m³. An approved national correction method has also been applied to PM10 measured data to derive estimated PM2.5 concentrations as described in Government Technical Guidance, LAQM TG16. This shows that there are potential exceedances of PM2.5 at roadside monitoring locations where PM10 is currently measured. It is likely that urban areas will be borderline with respect to compliance.

The Scottish Government report on the Measurement and Modelling of Fine Particulate Emissions from Wood – Burning Boilers illustrated that a large percentage of particle emissions were composed of the PM2.5 fraction when flue gases were measured and that large scale uptake would make it difficult to achieve the UK's exposure reduction target.

An Air Quality Management Area (AQMA) will be declared for non compliance of PM10 standards at Salamander Street.



As a result of the City's Cooperative Capital Framework, the Edinburgh Solar Cooperative was registered on 30th December 2013 and in August 2015 the council appointed three Directors. A community share offer was launched on 29 September 2015 and was successful in raising an above target £1.5m to install solar panels on up to 25 publicly owned buildings in the city. All panels are now installed on all buildings. The energy generated by the panels will be used by the relevant council or Edinburgh Leisure service, with profits generated to be used for wider community benefit and to help make Edinburgh a greener city. Installation works were completed by the Cooperative's local management contractor 'Changeworks'. In November 2015, Harlaw Hydro Ltd was shortlisted as a finalist in the "Best Community Project" category at The Scottish Green Energy Awards 2015. Work continues across the city to improve cooperative working to tackle fuel poverty and energy efficiency.

In 2015 the council became a member of Our Power, a community benefit society providing affordable energy to social housing renters. Membership of the Community Benefit Society offers the council the opportunity to work with Our Power as a partner, and in collaboration with around 50 housing associations and other local authority landlords in Scotland. Membership gives the council the opportunity to have an impact on the cost of energy for tenants. Our Power provides competitive tariffs, replaces prepayment meters with pay as you go services on standard tariffs, and provides smart meters to help tenants use energy efficiently. All empty council homes are now switched to 'Our Power' when they fall empty and any tenant can switch to 'Our Power' if they wish.

The council is also a partner (since May 2016) in the Tower Power project based in Dumbiedykes. A community services company has been established with the support of the Local Energy Challenge Fund. With the innovative use of technology and aggregation of energy demand and purchasing should result in a reduction to residents' fuel costs.

Appendix 1: Lead politicians for each of the pledges

Lead Politician

Pledges



Cammy Day
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



Gavin Barrie
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



Joan Griffiths
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

Appendix 2: Linkages with the Council Business Plan

Pledge No.	Pledge Description	Business Plan Priority 1	Business Plan Priority Area 1	Business Plan Priority 2	Business Plan Priority Area 2	Business Plan Priority 3	Business Plan Priority Area 3
Pledge 1	Increase support for vulnerable children, including help for families so that fewer go into care	Quality of Life	Children and young people fulfil their potential	Quality of life	A caring, healthier Edinburgh		
Pledge 2	Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations	Quality of Life	Children and young people fulfil their potential				
Pledge 3	Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools	Quality of life	Children and young people fulfil their potential	Excellent places	A built and natural environment to match our ambition	Quality of life	Safer and stronger communities
Pledge 4	Draw up a long-term strategic plan to tackle both over-crowding and under use in schools	Quality of life	Children and young people fulfil their potential	Excellent places	A built and natural environment to match our ambition		
Pledge 5	Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum	Quality of Life	Children and young people fulfil their potential				
Pledge 6	Establish city-wide childcare co-operatives for affordable childcare for working parents	Quality of Life	A caring, healthier Edinburgh	Economic Vitality	Access to work and learning		
Pledge 7	Further develop the Edinburgh Guarantee to improve work prospects for school leavers	Economic Vitality	Access to work and learning	Quality of Life	Children and young people fulfil their potential		
Pledge 8	Make sure the City's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites	Excellent places	A range of quality housing options				
Pledge 9	Work in partnership with the Scottish Government to release more funds for Council homes for rent	Excellent places	A range of quality housing options	Excellent Places	A built and natural environment to match our ambition		
Pledge 10	Set up a task force to investigate ways to bring empty homes into use	Excellent places	A range of quality housing options	Excellent Places	A built and natural environment to match our ambition		
Pledge 11	Encourage the development of cooperative housing arrangements	Excellent places	A range of quality housing options	Excellent Places	A built and natural environment to match our ambition		
Pledge 12	Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes	Quality of Life	A caring, healthier Edinburgh	Lean and Agile	Integrated Council	Lean and Agile	Empowered Communities
Pledge 13	Enforce tenancy agreements (Council and private landlord) with a view to ensuring tenants and landlords fulfil their good conduct responsibilities	Excellent Places	A range of quality housing options	Quality of Life	Safer and stronger communities		
Pledge 14	Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities	Excellent places	A range of quality housing options	Quality of life	Safer and stronger communities		
Pledge 15	Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors	Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy		
Pledge 16	Examine ways to source new funding to support small businesses	Economic vitality	Business growth and investment				
Pledge 17	Continue efforts to develop the City's gap sites and encourage regeneration	Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy	Excellent places	A built and natural environment to match our ambition
Pledge 18	Complete the tram project in accordance with current plans	Excellent places	A built and natural environment to match our ambition	Excellent Places	An accessible, connected city		

Pledge No.	Pledge Description
Pledge 19	Keep Lothian Buses in public hands and encourage the improvement of routes and times
Pledge 20	Work with the Scottish Government to deliver a larger return of business rate receipts as part of the business rate incentivisation scheme
Pledge 21	Consult further on the viability and legality of a transient visitor levy
Pledge 22	Set up an independent forum to promote locally-owned retail businesses
Pledge 23	Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties
Pledge 24	Maintain and enhance support for our world-famous festivals and events
Pledge 25	Introduce a “living wage” (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development
Pledge 26	Establish a policy of no compulsory redundancies
Pledge 27	Seek to work in full partnership with Council staff and their representatives
Pledge 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
Pledge 29	Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work
Pledge 30	Continue to maintain a sound financial position including long term financial planning
Pledge 31	Maintain our City’s reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure
Pledge 32	Develop and strengthen local community links with the police
Pledge 33	Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used
Pledge 34	Work with police on an anti-social behaviour unit to target persistent offenders
Pledge 35	Continue to develop the diversity of services provided by our libraries
Pledge 36	Develop improved partnership working across the capital and with the voluntary sector to build on the “Total Craigroyston” model
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
Pledge 38	Promote direct payments in health and social care
Pledge 39	Establish a care champion to represent carers
Pledge 40	Work with Edinburgh World Heritage Trust and other stakeholders to conserve the City’s built heritage
Pledge 41	Take firm action to resolve issues surrounding the Council’s property services
Pledge 42	Continue to support and invest in our sporting infrastructure

Business Plan Priority 1	Business Plan Priority Area 1	Business Plan Priority 2	Business Plan Priority Area 2	Business Plan Priority 3	Business Plan Priority Area 3
Excellent places	An accessible, connected city				
Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy		
Economic vitality	A creative, cultural capital	Economic Vitality	A vibrant and sustainable local economy	Economic vitality	Business growth and investment
Economic vitality	A vibrant and sustainable local economy	Economic Vitality	Business growth and investment		
Economic vitality	A vibrant and sustainable local economy	Economic Vitality	Business growth and investment	Quality of life	Safer and stronger communities
Economic vitality	A creative, cultural capital	Excellent Places	An attractive city	Economic vitality	A vibrant and sustainable local economy
Economic Vitality	A vibrant and sustainable local economy	Lean and Agile	High Performing Workforce	Lean and Agile	Integrated Council
Lean and Agile	High Performing Workforce				
Lean and Agile	High Performing Workforce	Lean and Agile	Integrated Council		
Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy		
Economic Vitality	Access to work and learning	Quality of Life	Children and young people fulfil their potential	Lean and Agile	High performing Workforce
Lean and Agile	Value for money				
Economic vitality	A creative, cultural capital	Excellent Places	An attractive city		
Quality of Life	Safer and stronger communities	Lean and Agile	Integrated Council	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Lean and Agile	Integrated Council	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Lean and Agile	Integrated Council	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Economic Vitality	Access to work and learning	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Lean and Agile	Empowered communities	Lean and Agile	Empowered Communities
Quality of Life	A caring, healthier Edinburgh	Lean and Agile	Integrated Council		
Quality of Life	A caring, healthier Edinburgh	Lean and Agile	Value for money	Lean and Agile	Empowered communities
Quality of Life	A caring, healthier Edinburgh				
Excellent places	A built and natural environment to match our ambition				
Lean and Agile	Value for money	Lean and Agile	Focused on customers		
Quality of Life	Opportunities for participation in sport and lifelong learning	Lean and Agile	Value for money		

Pledge No.	Pledge Description	Business Plan Priority 1	Business Plan Priority Area 1	Business Plan Priority 2	Business Plan Priority Area 2	Business Plan Priority 3	Business Plan Priority Area 3
Pledge 43	Invest in healthy living and fitness advice for those in most need	Quality of Life	Opportunities for participation in sport and lifelong learning	Quality of life	A caring, healthier Edinburgh		
Pledge 44	Prioritise keeping our streets clean and attractive	Excellent places	An attractive city	Quality of life	A built and natural environment to match our ambition		
Pledge 45	Spend 5% of the transport budget on provision for cyclists	Excellent places	An accessible, connected city	Quality of life	A caring, healthier Edinburgh	Lean and Agile	Value for money
Pledge 46	Consult with a view to extending the current 20mph traffic zones	Excellent places	An accessible, connected city	Excellent Places	A built and natural environment to match our ambition	Quality of life	Safer and stronger communities
Pledge 47	Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs	Excellent places	An accessible, connected city	Excellent Places	A built and natural environment to match our ambition	Lean and Agile	A sustainable Capital city
Pledge 48	Use Green Flag and other strategies to preserve our green spaces	Excellent places	A built and natural environment to match our ambition	Excellent Places	An attractive city	Lean and Agile	A sustainable Capital city
Pledge 49	Continue to increase recycling levels across the City and reducing the proportion of waste going to landfill	Excellent places	An attractive city	Lean and Agile	A sustainable Capital City		
Pledge 50	Meet greenhouse gas targets, including the national target of 42% by 2020	Lean and Agile	A sustainable Capital city	Excellent Places	An attractive city	Quality of life	A caring, healthier Edinburgh
Pledge 51	Investigate the possible introduction of low emission zones	Lean and Agile	A sustainable Capital city				
Pledge 52	Oppose industrial biomass incineration in Edinburgh	Lean and Agile	A sustainable Capital city				
Pledge 53	Encourage the development of Community Energy Co-operatives	Lean and Agile	A sustainable Capital city	Lean and Agile	Empowered communities	Economic vitality	A vibrant and sustainable local economy