

Corporate Policy and Strategy Meeting

10.00am, Tuesday, 14 May 2019

Sustainability Approach

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 That the Committee:
 - 1.1.1 agrees the importance of sustainability and climate change to the health, wellbeing and prosperity of the city of Edinburgh and its current and future citizens.
 - 1.1.2 agrees the proposed Council carbon target of working towards a net zero carbon target by 2030, with a hard target of 2037, which takes forward the February Council 'Climate Emergency' Motion.
 - 1.1.3 endorses the three-phased delivery plan for responding to the Kerr Audit and the recommendations agreed by the Committee in February.
 - 1.1.4 agrees to the proposed approach to developing a sustainability programme plan and monitoring framework, which will consolidate the sustainability work of the Council; transparently measure its impact; and identify any gaps.
 - 1.1.5 agrees the route map for developing the 2030 Sustainability Strategy and 2050 Ambition and endorses the focus on a city-wide plan and long-term ambition that is co-produced with new and established partners across Edinburgh.
 - 1.1.6 notes the establishment of an Officer Sustainability Programme Board and its proposed remit.
 - 1.1.7 agrees the dissolution of the Carbon, Climate and Sustainability working group and the establishment of the 'Sustainability All Party Oversight Group' and its proposed remit.
 - 1.1.8 notes the resourcing arrangements and implications going forward.

- 1.1.9 endorse the proposed collaboration with Climate KIC, noting that a grant application to the Deep demonstrator programme was made on 10 May and delegating approval of any initial Memorandum of Understanding that may be required to the Chief Executive in consultation with the Council Leader.

Andrew Kerr

Chief Executive

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Paul Lawrence

Executive Director - Place

Sustainability Approach

2. Executive Summary

- 2.1 This report highlights the importance of sustainability and climate change to the overall health, wellbeing and prosperity of the city and its current and future citizens. It also confirms that the active engagement and involvement of our citizens is critical to the city's collective ability to effect change and improve outcomes for people and the environment.
- 2.2 In its December and February meetings the Corporate Policy and Strategy (CP&S) Committee agreed to accept the recommendations of the Kerr Sustainability Audit and to take an ambitious approach to sustainability and climate change. This report details a three-phase approach and delivery plan for achieving this as follows:
 - 2.2.1 Phase 1 will ensure the Council consolidates and better coordinates its current activity impacting on sustainability and climate change. It will ensure improved visibility and leadership of this agenda by establishing a single programme plan and monitoring framework with supporting internal governance arrangements;
 - 2.2.2 Phase 2 will develop proposals for immediate improvement within the Council's existing programme plan. In tandem, the Council will lead an external programme of activity to co-produce the 2030 Sustainability Strategy and 2050 Sustainability Ambition with a broad set of city partners and the active engagement of citizens; and
 - 2.2.3 Phase 3 represents the implementation and delivery plan for the city, embedding new partnerships and new ways of working to effect ambitious levels of change.
- 2.3 Finally, at the February Council meeting a motion was passed agreeing to set a new climate target in line with the latest United Nations Intergovernmental Panel on Climate Change (IPCC) advice. An ambitious proposal for a new Council target is detailed in this report for consideration and would be at the heart of the wider programme of work.

3. Background

- 3.1 Since the agreement of a global approach to reducing greenhouse gas emissions in Paris in 2015, the climate change and broader sustainability agenda has grown in pace and urgency. Most recently, the IPCC set out the need to limit global temperature rise to 1.5°C above pre-industrial levels, and the Scottish Government Committee on Climate Change made recommendations that Scotland set a net zero greenhouse gas emissions by 2045 target. There has also been a groundswell in public concern about climate change and an increasing global focus on broader sustainability aims, for example within the United Nations Sustainable Development Goals.
- 3.2 Edinburgh, in common with many other Scottish and UK cities, faces challenges in responding to the energy, transport and infrastructure requirements arising from growth in a sustainable way. As a local authority, City of Edinburgh Council faces further challenges in responding to additional duties arising from new or planned legislation across a range of areas including climate, transport and planning. Previous Committee reports have outlined specific challenges in more detail and noted the range of activity already taking place across service areas to help meet those challenges.
- 3.3 The independent audit by Professor Andrew Kerr, detailed in previous Committee reports, highlighted that the Council needs to be more agile in its response to these challenges. This report sets out a proposed three-phase approach and delivery programme which respond to Professor Kerr’s recommendations. A table of how the Council is responding to each the Audit recommendations is contained in the annex.

4. Main report

A new carbon target

- 4.1 The Council’s Sustainable Energy Action Plan (SEAP) has a current target of reducing carbon emissions by 42% by 2020. Carbon emissions have reduced by 33% since 2005 and the Council is on course to meet the 2020 target.

Year	Actual CO2 (kt) Savings	Year	Actual CO2 (kt) Savings
2005	3,277.9	2011	2,780.2
2006	3,320.6	2012	2,947.2
2007	3,284.9	2013	2,852.4
2008	3,244.4	2014	2,409.1
2009	2,949.8	2015	2,322.0
2010	3,063.5	2016	2,203.1

- 4.2 Further reductions are expected from planned initiatives and infrastructure such as low emission zones and the Trams to Newhaven project. This has been a

significant effort but more needs to be done to respond to the sense of urgency around climate change and carbon emissions.

- 4.3 A report from the IPCC in October 2018 set out the need to limit global warming to 1.5°C above pre-industrial levels, advising ‘immediate action on a greater and global scale so as to achieve net zero emissions by mid-century, or earlier’.¹ Net zero, also termed ‘carbon neutral’, implies a degree of carbon offsetting.
- 4.4 In proposing a new target for Edinburgh, this report benchmarks against national and local targets currently being set, or called for. At the national level this includes the IPCC advice (net zero by 2050 or earlier) and the Committee on Climate Change recommendation that Scotland set a net zero greenhouse gas emissions by 2045 target (with Interim targets for Scottish emissions reductions of 70% by 2030 and 90% by 2040) which would deliver on the commitment that the UK made by signing the Paris Agreement. The First Minister has already given a commitment that these recommendations will be adopted in the new Climate Change Bill.
- 4.5 At a local level, major cities who have set a net zero target include Glasgow (by 2037) and Greater Manchester (by 2038). Greater Manchester’s target is underpinned by significant research, carried out in partnership with the Tyndall Centre for Climate Change Research, to determine what would be a ‘fair share’ of the global reductions required supported by a scenario plan for what would be required to reach net zero carbon within different time-frames. In recent weeks a number of UK Councils have also signed up to a 2030 net zero target however, it is not clear how the target relates to those Councils’ individual starting points, or what would be required for each to reach such a target locally.
- 4.6 Against this backdrop, it is recommended that the Council commits to *working towards* net zero by 2030, and sets a hard target of 2037. The Council would then work as a matter of urgency with city partners to secure formal agreement to this shared target in recognition of the fact that a concerted city-wide effort is required to achieve this level of impact on carbon emissions.
- 4.7 Significant work will be required to scope a target delivery trajectory in clearly quantified terms to deliver this commitment including what would be required for any acceleration. This would be undertaken through work with Climate KIC² and other strategic partners as part of the ‘Deep Demonstrator’ activity described later in this report. In addition, active discussions are being had with the University of Edinburgh and their partners including the University of Leeds to utilise learning from the Leeds Sustainability Commission with the potential to support a similar approach in Edinburgh. This would build on previous work to establish a clear data driven base line for carbon emissions in the city and identify the drivers that would deliver accelerated carbon reductions, including through formulating a suite of

¹ [IPCC report, 2018](#); Chapter 4, section 4.1

² Climate-KIC is a European public-private innovation community working towards a prosperous and inclusive zero carbon, resilient society. The community comprises over 350 partners across Europe, including both City of Edinburgh Council and University of Edinburgh, with a budget of ~€100m/yr.

options to explore with communities and citizens. This work will be progressed as a priority within the sustainability programme described in the remainder of this report.

An ambitious approach to sustainability and climate change

- 4.8 This report proposes that the Council takes an ambitious but phased approach as detailed below. It should be noted that phase 1 is a necessary stepping stone and foundation for further activity but that phase 2 is progressing in tandem.

Phase 1: Sustainability Programme Plan and Monitoring Framework

- 4.9 Phase 1 addresses the Kerr Sustainability Audit recommendation that the Council should show more visible leadership by elected members and senior officers. The Audit also recommended that the Council invests in and takes a stronger approach to the strategic coordination and collaboration of Council activity.
- 4.10 The Council undertakes a wide range of activities to impact on sustainability and address climate change, particularly through the delivery of multiple strategies, corporate plans, statutory duties, and policy frameworks. These are led by different Council directorates with reporting and scrutiny provided through multiple Council committees.
- 4.11 A number of common themes and commitments cross all of these activities, including core elements of the Council's strategic planning framework such as the Programme for the Capital, the Edinburgh Partnership Community Plan, the Edinburgh Economy Strategy, and the emerging City Plan 2030. These strategies include a commitment to Edinburgh as a **fairer, more inclusive** city in which all citizens can benefit from the opportunities provided through a thriving city. They also include a commitment to Edinburgh as a **low carbon city**, resilient to the challenges of climate change and a changing economy. Finally, they include commitments to ensuring that Edinburgh is a city of **resilient, empowered communities** where citizens are at the heart of how services and places are designed, built, and delivered.
- 4.11.2 Taken together, these commitments can be combined to describe a single programme of work designed to deliver a more sustainable and inclusive city. They describe a Council-wide approach to sustainability which aims to ensure that:
- 4.11.3 **Edinburgh has a low carbon, circular economy** – This includes actions to embed low carbon, circular principles of low waste, reuse, and recycling in Edinburgh's economy, to increase local renewable energy production, and to support fair and socially responsible business practices.
- 4.11.4 **Edinburgh is a clean, connected, green, and healthy city** – this includes actions to reduce Edinburgh's carbon emissions, to ensure that Edinburgh's development is resilient to climate change, to promote active travel and a socially inclusive transport network, and to protect and improve the city's biodiversity and network of parks and greenspaces.

4.11.5 **Edinburgh citizens live in fair and sustainable communities** – this includes actions to ensure that citizens are at the heart of decision-making in Edinburgh and that service design and delivery promote resilient and empowered communities, to reduce poverty and inequality in all its forms, and to ensure all citizens are able to access opportunities for work, learning, and active living.

4.12 The Council is committed to a range of deliverables, dispersed across a wide range of strategies, which support these strategic aims. These are being brought together in a single sustainability programme, outlining the core strategic objectives and priorities which make up the Council's approach to sustainability. This would include the high level actions and headline measures currently used to deliver and track progress towards those priorities. In doing so, the programme will also set out the range of core Council strategies currently in place or in development to take this work forward.

4.13 A worked example of the proposed approach, focusing on the strategic aim that 'Edinburgh has a low carbon, circular economy' is presented in Annex A. It sets out strategic aims, the strategies which support them, and the key deliverables that will have the most impact. It also includes a sample performance and monitoring framework detailing *headline* progress measures and baseline performance. The framework will be developed across the other two strategic themes of 'Edinburgh is a clean, connected, green and health city', and 'Edinburgh citizens live in fair and sustainable communities' and used to support the work of the governance groups detailed below.

Phases 2 and 3: Internal improvement of the sustainability programme plan and external development of the 2030 Sustainability Strategy and the 2050 Ambition

Internal improvement of the sustainability programme plan

4.14 The immediate activity within phase 2 will be to consider and propose ways in which the Council can improve its current commitments and stretch our level of ambition in key areas of policy across the sustainability programme plan. This activity will focus on the following four key questions and will be immediately considered by the governance groups proposed in this report:

4.14.1 What, if any, areas of current activity does the Council want to prioritise for greater pace of delivery and as such, greater impact on sustainability?

4.14.2 How can the Council harness public enthusiasm and the contribution of civil society to the sustainability effort?

4.14.3 How can the Council be an exemplary sustainable organisation and demonstrate the type of organisational and individual leadership that it would like to see across the city on this issue?

- 4.14.4 How can the Council ensure that fully costed sustainable investment and policy options are always provided to and considered by politicians when they take significant decisions?

2020-2030 and beyond

- 4.15 Looking beyond the end of the Council Sustainability Strategy 2020 the Council will work with new and established partners across the city to develop a new 10-year sustainability plan for Edinburgh. This will set out Edinburgh's contribution to the step change required to tackle climate change and secure a sustainable future and will build on the Edinburgh 2050 City Vision work, where sustainability is emerging as a key priority and driver.
- 4.16 However, no individual partner has *all* of the answers or the skills to tackle the scale of the challenge or the particular context of how to make behavioural, investment, policy and regulatory decisions necessary to effect meaningful change in terms of sustainability and climate change. In this context, a traditional approach to the next 10 years of policy, strategy and delivery will not be fit for purpose to deliver sustainable outcomes 'in time'.
- 4.17 For a 'grand challenge' such as sustainability and climate change, the Council and its partners need to take a '**mission-oriented approach**'. This entails focusing on the shared challenge without predetermining the sectors, actions or solutions which will 'fix' the issue in a complex system. It is an approach being adopted by Greater Manchester as part of their Sustainability plan and by the Scottish National Investment Bank amongst others.
- 4.18 To be effective this approach must be developed with the active involvement of the rich, vibrant and expert statutory, private, third sector, voluntary and citizen partners that exist in Edinburgh. To do this well the onus will be on the Council to be open to and lead the way in new and innovative approaches to collaboration and partnership working. This will be both practically and culturally challenging
- 4.19 A proposed route map in annex B sets key activities, milestones and processes that will be required to deliver a new Sustainability Strategy for 2030 which also works to agreed citywide ambitions for 2050.

Governance

- 4.20 The Corporate Policy and Strategy Committee will continue to be the executive committee that provides political leadership and approves the direction of travel, programme, targets and strategy in this area. There may also be further specific policy commitments or actions contained within the Programme that require approval at other executive committees as appropriate. In addition, it is proposed that a new governance framework is established below the executive committees that will provide ongoing oversight and strategic co-ordination of sustainability across the work of the Council.

- 4.21 It is proposed that an officer Sustainability Programme Board is established to
- 4.21.1 coordinate actions across the Council;
 - 4.21.2 drive programme implementation;
 - 4.21.3 provide officer oversight of actions arising out of the Programme Plan; and
 - 4.21.4 support the development of the 2030 Sustainability Strategy and 2050 ambitions
- 4.22 The Council already has an existing Officer and Member Working Group on Carbon, Climate and Sustainability and there are clear overlaps with the remit of this group and the work outlined in this report. It is recommended that to reflect the work undertaken to reinvigorate the Council approach to sustainability following the independent audit, this group is dissolved and the Council moves to a Sustainability All Party Oversight Group (APOG) with a refreshed remit and membership.
- 4.23 The APOG's proposed membership and detailed remit are contained in Annex C. In brief, the APOG would:
- 4.23.1 champion the prioritisation of sustainability action within the Council and across the city;
 - 4.23.2 support and drive a coordinated approach throughout the Council to embed sustainability outcomes in the delivery of Council services;
 - 4.23.3 play a key role in providing additional scrutiny and oversight of the implementation of the Programme Plan;
 - 4.23.4 provide a vehicle for the development of the 2030 Sustainability Strategy and 2050 Vision before it is submitted for debate and approval at the Corporate Policy and Strategy Committee; and
 - 4.23.5 provide a means to facilitate and engage with partners and the community on the developing strategy and the wider sustainability agenda throughout the city.
- 4.24 While the Governance groups will provide day to day leadership and drive to the ongoing programme of work, regular reports will be brought back to CP&S for consideration, monitoring and decision making.

Resources

- 4.25 At an officer level, the Council is reviewing current resources to consolidate and strengthen capacity within Strategy and Communications to drive the coordination of this agenda across the work of the organisation. Senior officers are also reviewing existing work to ensure that this agenda is given the senior time, leadership and priority needed to make the required progress.
- 4.26 The work detailed in this report will also require a series of future business cases to be brought forward detailing further proposals and any potential resourcing implications to improve and stretch the Council's current programme plan. These

will be put before Corporate Policy and Strategy Committee – or other committees as appropriate – for elected members’ consideration.

- 4.27 The facilitation and coordination of a new programme of work and ambitions with a broader set of city partners and citizens will require additional resources within the organisation. The skills required in this space will include policy development skills, consultation and engagement, communications, project management and performance monitoring. Climate KIC have offered immediate support to the Council of Euro30,000 to enable the capacity for wider collaboration with city partners and to identify and source wider in-kind capacity and support from the partners and experts which exist in the City and Scotland as a whole. One immediate example of the future resource opportunities that the Council is looking to benefit from is the Climate KIC Deep Demonstrator programme.

Edinburgh as a Deep Demonstrator

- 4.28 The Climate KIC programme works with partners for an extended length of time as a co-creator in design and experimental implementation to impact sustainability and climate change. The programme explicitly starts with the challenges facing ‘problems holders’, such as cities, and works to integrate and co-ordinate interventions in the city’s economic, social and financial systems. The intention is to bring together a network of experts, businesses and investors to tackle the challenges that this city faces.
- 4.29 Edinburgh would participate in the ‘Healthy Clean Cities’ theme within the programme as this targets ambitious cities and municipalities aiming to unlock wholesale transformation that delivers healthy places to live while reaching net-zero emissions. There are multiple benefits to Edinburgh’s participation in this type of long-term partnership, including bringing expertise, capacity, innovation and potentially also finance into the city and the Council. There would also be benefits for Edinburgh in working with and learning from similar major cities across Europe.
- 4.30 The Council, in partnership with ECCI submitted an application to become a ‘Deep Demonstrator of Healthy, Clean Cities’ on 10 May. If successful, this would mean in the first instance signing a Memorandum of Understanding (MOU) with Climate KIC around our long-term cooperation. The Committee is asked to endorse the proposed collaboration with Climate KIC, delegating approval of any initial MOU that may be required to the Chief Executive in consultation with the Council Leader.

5. Next Steps

- 5.1 To establish the two governance groups outlined above and for the APOG to have its first meeting by the end of June.
- 5.2 For the APOG to consider the full programme plan, and monitoring and performance data.
- 5.3 Officers will also progress the development of an MOU with Climate KIC.

- 5.4 In addition, a communications plan will be developed to support the promotion of the Council plan and the development of an ambitious 2030 strategy.

6. Financial impact

- 6.1 Detailed in the report

7. Stakeholder/Community Impact

- 7.1 It will be important to engage and consult with citizens about the appetite for and detail of bold economic, environmental and social sustainability ambitions for Edinburgh.
- 7.2 A strategic communications plan will be developed as part of the 2030 sustainability strategy and brought back to CP&S for approval.
- 7.3 In the meantime the Council will explore all options for promoting and encouraging wider city engagement about sustainability and climate change. As an immediate action, the Council will support the development of a Youth Climate Conference in recognition of the strength of feeling and concern about sustainability and climate change amongst Edinburgh's younger citizens.
- 7.4 This programme of activity will have a positive impact on all aspects of sustainability to be quantified on an ongoing basis through the monitoring framework

8. Background reading/external references

- 8.1 [Item 7.3 – Sustainability Audit, Corporate Policy and Strategy Committee, 26 February 2019](#)
- 8.2 [Item 7.5 – Sustainability Audit, Corporate Policy and Strategy Committee, 4 December 2018](#)
- 8.3 [Item 8.4 – Sustainability, Full Council, 28 June 2018](#)
- 8.4 [Climate KIC deep demonstrator background.](#)
- 8.5 [Greater Manchester Environment Plan 2019 - 2024](#)
- 8.6 [Committee on Climate Change Net Zero Report, published 2 May 2019](#)
- 8.7 [Leeds Sustainability Commission Report](#)

9. Appendices

Annex A – Proposed approach to Sustainability Programme – sample

Annex B – Route map to 2030 and 2050

Annex C – Governance and Terms of Reference

Annex D – Summary of Council action in response to Audit Recommendation

DRAFT SUSTAINABILITY PROGRAMME

Strategic Outcome	Edinburgh has a circular, low carbon economy		Edinburgh is a connected, clean, green, and healthy city		Edinburgh has fair and sustainable communities	
Priorities	<p>Develop low carbon supply chains and a low carbon workforce</p> <p>Develop a circular economy; local production, low waste, and increased recycling</p> <p>Increase local renewable energy generation</p> <p>Support sustainable growth and socially responsible business in key sectors</p> <p>Ensure Edinburgh is Scotland’s leading city for fair work</p>		<p>Decrease carbon emissions by 42% by 2020 and adapt to the impacts of climate change</p> <p>Deliver a 2030 city plan to ensure Edinburgh’s growth is sustainable and resilient to climate change</p> <p>Deliver an integrated environmentally friendly socially inclusive transport network</p> <p>Increase recycling and reduce Edinburgh’s waste and use of landfill</p> <p>Protect and improve the city’s network of parks, gardens and greenspace and increase biodiversity year on year</p>		<p>Reduce all forms of poverty and inequality in Edinburgh</p> <p>Ensure communities have access to quality green space and culture and leisure facilities</p> <p>Ensure our approaches to service design and delivery promote resilient and empowered communities</p> <p>Ensure all citizens can access fair work, training, and learning opportunities</p> <p>Improve public health through better air quality, active travel, and housing quality</p>	
	Key Strategies/Plans	City Plan 2030	Council Energy Policy/Carbon Budget Pilot	Waste and Recycling Strategy	Sustainable Energy Action Plan	Edinburgh Adapts Action Plan
Edinburgh Tourism Strategy		City Centre Transformation Programme	City Mobility Plan	Public Parks and Gardens Strategy	Strategic Housing Investment Plan	Asset Management and Property Strategy
Air Quality Management Plan		Edinburgh Integration Joint Board Strategic Plan	Biodiversity Action Plan	Open Space 2021	Physical Activity and Sports Strategy	Active Travel Action Plan
Sustainable Procurement Policy		Edinburgh Poverty Commission	Edinburgh and South East Scotland City Region Deal	Community Plan and Locality Improvement Plans	Change Strategy	Digital Strategy

DRAFT SUSTAINABILITY PROGRAMME

Edinburgh has a low carbon, circular economy

Priorities	Key Deliverables	Due Dates	Headline Progress Measure	Baseline Year	Target
Develop low carbon supply chains and a low carbon workforce	<ol style="list-style-type: none"> Use planned investments in housing across the city region to develop local supply chains for construction and refurbishment in low carbon design. (EES) Deliver a Housing, Construction & Infrastructure Skills Gateway to create learning and career pathways to meet future economy needs for low carbon skills (EES) (City Region Deal) 	<ol style="list-style-type: none"> 2018-2023 2018-2023 	% reduction in CO2 emission of 42% from a 2005 baseline	33% in 2016	42% by 2020
Develop a circular economy; local production, low waste, and increased recycling	<ol style="list-style-type: none"> Deliver tailored energy advice for households and businesses, including piloting projects to provide advice to social housing tenants living in fuel poverty across the four locality areas (EES) Promote the Circular Edinburgh brand, developed by Zero Waste Scotland and Edinburgh Chamber of Commerce, and assist SMEs to adopt circular economy practices (EES) Encourage stakeholders to develop approaches to waste which support the delivery of "Circular Economy" models whether by preventing waste at source or reuse and upcycling of materials (Waste and Recycling Strategy) Ensure that all Council buildings are offered the necessary collection systems compliant with the Waste (Scotland) Regulations for segregating waste (Waste and Recycling Strategy) Review the communal bin collection service, with a particular focus on those areas where waste is collected on street (Waste and Recycling Strategy) Ensure housing association and Council house building partners are working to sustainability principles which promote local material sourcing, recycling, insulation standards, and renewable energy (SHIP) 	<ol style="list-style-type: none"> 2018-23 2018-23 2025 2025 Summer 2021 2019-2024 	<p>No. social rented tenants receiving energy advice and/or advocacy support</p> <p>% of total household waste arising that is recycled</p>	<p>800 in 2018/19</p> <p>41% in 2017/18</p>	<p>2000 by 2019/20</p> <p>60% by 2022</p>
Increase local renewable energy generation	<ol style="list-style-type: none"> Increase Council and city renewable generation, use Council land and property for micro generation, support local groups to develop renewables projects, and encourage innovation in adopting new technologies. (SEAP & Change Strategy) Refresh the Council's Energy Policy to bring it in line with the commitment to achieve ISO50001 Certification for the Council operational properties. Develop a new energy recovery facility to manage non-recyclable waste, to generate energy and replace landfill as a mainstream waste disposal method and ensure that the city complies with the ban on disposal of waste to landfill by 1 January 2021 (Waste and Recycling Strategy) 	<ol style="list-style-type: none"> 2020 -2023 September 2019 Summer 2019 	<p>CO2 reduction from use of renewable energy</p> <p>Community ownership of renewable energy in MW</p>	<p>2.87 ktCO2 achieved to2017 (from 2005 baseline)</p> <p>1.36 MW in 2017/18</p>	<p>Increasing contribution towards city CO2 target (42% reduction)</p> <p>Increasing trend</p>

<p>Support sustainable growth and socially responsible business in key sectors</p>	<ol style="list-style-type: none"> 1. Support delivery of the new Edinburgh Social Enterprise Strategy, and its aims to grow and increase the sustainability of the social enterprise community in Edinburgh (EES) 2. Deliver the Fair Fringe and Fair Hospitality Charter and promote a fair work environment in all Edinburgh key sectors (EES) 3. Seek cost effective, sustainable partnerships to deliver waste prevention partnerships e.g. the Remakery (Waste and Recycling Strategy) 4. Work with Data Driven Innovation programme to deliver social benefit for Edinburgh (City Region Deal) 	<ol style="list-style-type: none"> 1. 2018-22 2. 2018-22 3. 2025 4. From 2019 	<p>Number of social enterprises in Edinburgh</p> <p>Social Enterprise turnover</p>	<p>250 in 2016/17</p> <p>£133m in 2016/17</p>	<p>Increasing trend</p> <p>Increasing trend</p>
<p>Ensure Edinburgh is Scotland leading city for fair work</p>	<ol style="list-style-type: none"> 1. Deliver public sector leadership in fair work practices, including contractual arrangements for Council staff, commitments to Living Wage and support for programmes such as Project SEARCH (EES) 2. Adopt an agreed approach to City Region Deal procurement, with Community Benefit clauses used to target inclusive employment practices and other opportunities, and a consistent approach taken to applying the principles laid out in the Scottish Government's Business Pledge. (EES) (City Region Deal) 3. Use Council procurement to promotes fair work practices and encourage suppliers of goods, works and services to adopt fair work practices, including payment of the Living Wage Foundation rate. (EES) 	<ol style="list-style-type: none"> 1. 2018-23 2. 2018-23 3. 2018-23 	<p>Number of employers in the Edinburgh region accredited as Living Wage Foundation employers</p>	<p>416 for 2018</p>	<p>Increasing trend</p>

Annex B – Routemap to 2020-2030

Key principles being delivered through the plan include: focus on key challenges and priorities; strategic alignment and enablers; and on-going collaboration with key partners and politicians.

Sustainability Programme Plan and Monitoring Framework

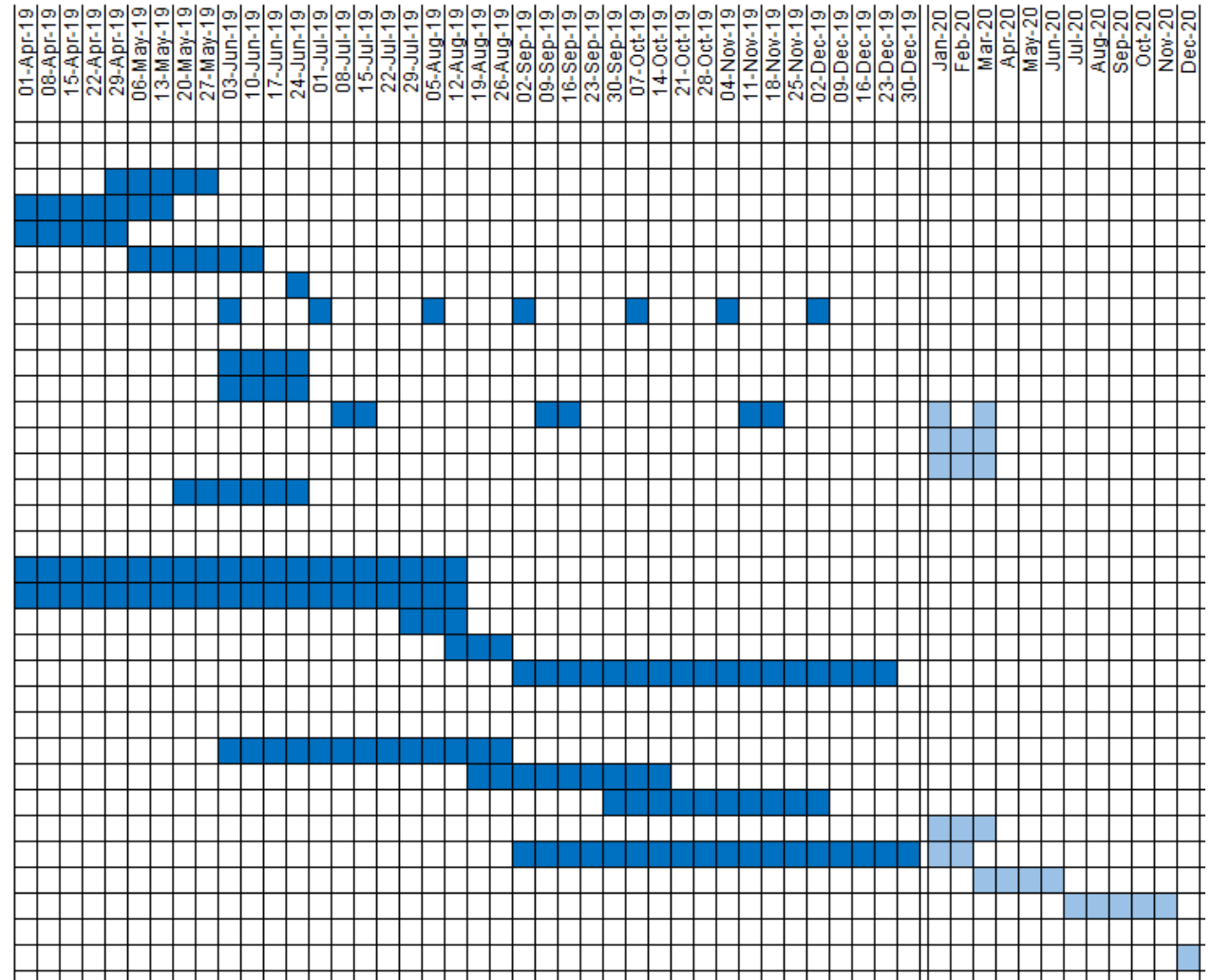
- Secure buying and senior leadership
- Review existing monitoring framework on sustainability
- Review existing Council strategies, and action plans that improve sustainability
- Develop a single programme of consolidated work on sustainability
- Agree Sustainability Programme Plan and Monitoring Framework
- Review and monitor progress of programme plan
- Implement enhanced Governance arrangements:
 - Establish new Sustainability Programme Board
 - Establish new All Party Oversight Group
- Implement new Board meetings (two month cycle up to April 2020)
- Boards to Review and monitor progress of new arrangements
- Seek approval for Revised Programme plan for 2020
- Develop and agree communications plan

Improvement

- Investigate co-operative opportunities with sustainability partners
- Investigate investment models e.g. Climate KIC.
- Formulise agreements, e.g. initial MoU, Deep Demonstrator of healthy clean cities.
- Seek authorisation and sign off for opportunities and investment models
- Develop new investment models and partnerships

Development of 2030 Strategy and 2050 Ambition

- Evidence gathering
 - Peer review events with Sustainability Partners
 - Public conversation/consultation on Edinburgh sustainability ambitions
 - Present findings and review on Edinburgh sustainability ambitions
 - 2030 Strategy and 2050 Ambition writing
 - 2030 Strategy and 2050 Ambition writing - final modifications
 - Sign off the 2030 Strategy with 2050 Ambition outline
- Publish strategy 2020-2030



Year 1 activities ■

2020 to 2030 activities ■

Sustainability All Party Oversight Group

1. Membership

- i. Convener and Vice-Convener of the Corporate Policy and Strategy Committee
- ii. The Sustainability Champion
- iii. 1 Representative from Conservative Group
- iv. 1 Representative from Green Group
- v. 1 Representative from Liberal Democrat Group

2. Convener/Chair

The chair will be the convener or vice convener of the Corporate Policy and Strategy Committee and if they are not present then the Convener/Vice Convener of the Transport and Environment Committee will assume the chair for that meeting.

3. Substitutes

Substitutes are permitted from the same political group.

4. Officers

Officers will attend to support meetings.

5. Remit

- i. champion the prioritisation of sustainability action within the Council and across the city;
- ii. support and drive a co-ordinated approach throughout the Council to embed sustainability outcomes in the delivery of Council services;
- i. play a key role in providing additional scrutiny and oversight of the implementation of the Programme Plan;
- ii. provide a vehicle for the development of the 2030 Sustainability Strategy and 2050 Vision before it is submitted for debate and approval at the Corporate Policy and Strategy Committee; and
- iii. provide a means to facilitate and engage with partners and the community on the developing strategy and the wider sustainability agenda throughout the City.
- iv. link in with other working groups within the Council which are progressing elements included in the Sustainability Programme or 2030 Strategy.

6. Meeting Frequency

The APOG will meet on an eight-week cycle but may meet more frequently if determined necessary by the Chair.

Annex D – Summary of Council action in response to Audit Recommendations

Audit Recommendation that the Council should:	Council Action	Timescales
<p>1. Vision and Strategy: The Council needs an over-arching vision and strategy, with iconic goals for the city and clear staging points to 2050</p>		
Develop and deliver an ambitious long term city strategy and action plan for sustainability that recognises the social, environmental and economic opportunities that this agenda presents for the city and the Council.	<ul style="list-style-type: none"> • Council commitment to develop an ambitious long term city strategy • Planned route-map for 2020-2030 Sustainability Strategy and 2050 Ambition • Deliver 2030 Sustainability Strategy 	<ul style="list-style-type: none"> • Feb 2019 CPandS • May 2019 CPandS • From 2020
Set iconic targets – for example a mobility strategy that removes the need for petrol/diesel vehicles in the city by 2030; a buildings strategy that ensures local communities are energy positive by 2030 – to place Edinburgh as a leading sustainable city for human wellbeing in the UK and delivers against the longer term City Vision.	<ul style="list-style-type: none"> • To be considered by the Sustainability Board and the APOG • To be taken forward in the 2020 -2030 Sustainability Strategy • Reflected in the 2050 City Vision activity 	<ul style="list-style-type: none"> • June 2019 • 2020 • Sept 2019
Develop policy priorities which focus on delivering strategic sustainability outcomes, rather than narrowly defined sector targets, while giving due regard to legislative requirements.	<ul style="list-style-type: none"> • To be considered by the sustainability Board and the APOG • To be taken forward in the 2020 -2030 Sustainability Strategy 	<ul style="list-style-type: none"> • June 2019 • 2020
<p>2. Leadership and Governance: The Council needs political and corporate leadership with more effective governance and strategic coordination of sustainability</p>		
Be clear on its collective political prioritisation which needs to set sustainable outcomes at the heart of its economic and social, as well as environmental goals.	<ul style="list-style-type: none"> • Council commitment to an ambitious long term city strategy and ongoing delivery plan 	<ul style="list-style-type: none"> • Feb, May 2019 CPandS
Improve the clarity and visibility of its corporate leadership and governance of sustainability and climate action.	<ul style="list-style-type: none"> • New officer and elected member governance established to provide visible collective leadership and governance 	<ul style="list-style-type: none"> • May 2019 CPandS
Embed sustainability outcomes in the key performance indicators of existing service delivery directors to effectively mainstream responsibilities.	<ul style="list-style-type: none"> • To be taken forward in organisational looking forward priorities 	<ul style="list-style-type: none"> • May 2019
Situate strategic coordination of sustainable development within corporate services, coupled with clear lines of responsibility to service delivery functions	<ul style="list-style-type: none"> • Strategy and Communications to take the corporate lead with direct responsibility to the Director for Place; resources being reallocated and enhanced to support this new role 	<ul style="list-style-type: none"> • June 2019
Ensure the “virtuous circle” between reporting outcomes and future action is embedded in sustainability governance.	<ul style="list-style-type: none"> • Governance groups established with clear remits • Sustainability programme plan and monitoring framework established 	<ul style="list-style-type: none"> • June 2019 • June 2019
<p>3. Internal Resources, Capacity and Skills: The Council needs properly resourced strategic coordination of sustainability supported by refreshed skillsets and access to external finance</p>		

Ensure sufficient resource is available to undertake cross-cutting functions operating between service delivery areas, where many of the social and economic opportunities are to be found (between social care, health, energy, transport, green spaces, food).	<ul style="list-style-type: none"> Resources being reallocated and enhanced within the corporate policy function 	<ul style="list-style-type: none"> June 2019
Invest in dedicated resources with the skill sets in particular around commercial expertise to develop, implement and procure projects – i.e. beyond the business case and through procurement to delivery - linked to a refresh of the Council-owned energy service company	<ul style="list-style-type: none"> For consideration by the sustainability board and as part of any future business cases brought forward 	<ul style="list-style-type: none"> Ongoing
<p>4. Finance and Investment: The Council needs the ability to unlock third party finance. There is a need to refresh delivery mechanisms (such as the Edinburgh ESCo.) and to improve its capacity to develop, deliver and scale investable projects</p>		
Ensure decisions about investing in city infrastructure (buildings, transport, green spaces) make explicit the life-cycle financial (capital + revenue) and carbon costs of different options, and work on the assumption that Scotland will be expected to be zero carbon before 2050	<ul style="list-style-type: none"> Underway in key capital investment activity Further delegated to the new governance group remit To be taken forward in all future business cases 	<ul style="list-style-type: none"> Ongoing
Work with a range of financial institutions to identify how best the council might partner with these organisations to co-invest in and deliver city-scale sustainability projects.	<ul style="list-style-type: none"> Being taken forward as part of the Climate KIC collaboration in the first instance 	<ul style="list-style-type: none"> Ongoing
Examine different contracting models, joint ventures and the risks entailed with these in determining how best to progress some of its projects that involve multiple partners.	<ul style="list-style-type: none"> To be taken forward in all future business cases 	<ul style="list-style-type: none"> Ongoing
Re-examine the objectives and purpose of Energy for Edinburgh and give that entity sufficient resource to support the delivery of the SEAP	<ul style="list-style-type: none"> For consideration by the new governance groups and Council within the context of budget decision-making 	<ul style="list-style-type: none"> Early 2020
<p>5. Partnerships: The Council needs to build radical new innovation partnerships with local social enterprises, businesses, entrepreneurs, agencies, Universities and civic groups</p>		
Improve the effectiveness of partnership by moving from its traditional approach to explore and apply different partnership models that address specific sustainability challenges in the city (from local food to clean energy provision and smart cities/districts).	<ul style="list-style-type: none"> Being taken forward as part of the Climate KIC collaboration in the first instance 	<ul style="list-style-type: none"> From May 2019
Work with partners to build local Edinburgh innovation ecosystems with local companies, social enterprises, civic groups, entrepreneurs, Universities and Colleges, and use these partnerships as a broker between the “problem holder” - the City Council - and the “problem solver” - social enterprises and local businesses.	<ul style="list-style-type: none"> Being taken forward as part of the Climate KIC collaboration in the first instance To be developed as a key component of the Communications and engagement plan 	<ul style="list-style-type: none"> From May 2019 June 2019