

Capital Coalition Pledges – Delivery and Performance

The City of Edinburgh Council

23 August 2012

1 Purpose of report

- 1.1 The purpose of this report is to provide an outline of the capital coalition pledges with an overview of arrangements for delivery and performance reporting.

2 Main report

Capital Coalition Pledges

- 2.1 Following the local government elections in May 2012, the Capital Coalition was formed between Labour and SNP politicians and the Contract with the Capital was published.
- 2.2 The agreement outlined the Capital Coalition's shared commitments for delivery during the 2012-2017 term of the Council via a range of pledges in the following key areas:
- Every child in Edinburgh gets 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; and
 - Maintaining and improving quality of life.
- 2.3 Following this agreement lead politicians and officers have been assigned to support delivery of individual pledges along with proposed steps and stages for delivery on major projects or areas of transformation as outlined in Appendix 1.

Political Management Arrangements

- 2.4 The current review and consultation on a new proposed political governance model provides an opportunity to align the proposed new Policy Overview Committees with the Capital Coalition Pledges. Each Policy Overview Committee could be themed to focus on the key Pledges and this proposal is outlined in more detail as an option in the report on 'Political Management Arrangements' on this agenda.

2.5 It is proposed that each of the Policy Overview Committees could have the following focus and remit:

- a. Advancing Equalities;
- b. Children and Families;
- c. Health and Well Being;
- d. Successful Communities;
- e. Economy;
- f. Budget and
- g. Operational Excellence.

2.6 This model would ensure transparency, accountability and effective policy development and overview to ensure delivery of each Pledge within agreed timescales.

Performance Framework

2.7 The Council’s Business Intelligence Service is developing a Performance Framework to take account of political, partnership and operational outcomes identified by the Capital Coalition Pledges, the Edinburgh Partnership’s Single Outcome Agreement 2012-15, and the Council’s overall responsibility for delivering a wide range of services to Edinburgh.

2.8 These priorities are mapped together in the diagram below at a high level with the six Capital Coalition Pledges and seven Council Vision Statements:



2.9 This framework will deliver transparent and accountable performance information to Elected Members and the wider public. This framework is

currently under development and Elected Members will be consulted at a briefing on 30 August and the framework will thereafter be presented to Council 25 October 2012 for approval.

Co-operative Development Unit

- 2.10 The co-operative approach is currently being developed and a seminar with a range of interested parties has been planned to begin wider consultation and engagement in early September. This will be followed by sharing information with other local authorities engaged in similar approaches.
- 2.11 Support for the development of this approach and information on performance and delivery of pledges will initially be delivered by close working between the lead officers in the Business Intelligence Service, Governance Unit and Members' Services within Corporate Governance.

3 Financial Implication

- 3.1 Financial implications are contained within the Capital Coalition Pledges and the Council's Performance Framework.

4 Equalities impact

- 4.1 Equalities implications are contained in all of the Capital Coalition Pledges including the commitment to reduce poverty, inequality and deprivation.

5 Environmental impact

- 5.1 Environmental implications are contained within the Capital Coalition Pledges and the Council's Performance Framework.

6 Recommendations

- 6.1 It is recommended that the Council agree the Capital Coalition Pledges and notes the arrangements for delivery and reporting.

Alastair D Maclean
Director of Corporate Governance

Appendices	Appendix One Capital Coalition Pledges Monitoring Information
Contact/tel/Email	Kirsty-Louise Campbell, Corporate Governance Tel: 0131 529 3654 Email: kirstylouise.campbell@edinburgh.gov.uk Sarah MacKenzie, Corporate Governance Tel: 0131 529 7025 Email: sarah.mackenzie@edinburgh.gov.uk
Wards affected	All
Single Outcome Agreement	The pledges are aligned to all outcomes in the Edinburgh Partnership's Single Outcome Agreement 2012-15 as outlined in the diagram.
Background Papers	None

Capital Coalition Pledges baseline report August 2012

Generated on: 16 August 2012

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

Pledge 01	Increase support for vulnerable children, including help for families so that fewer go into care
Lead Politician	Paul Godzik
Lead Service Area:	Children and Families
Contact:	Gillian Tee
Where are we now:	We have secured Council agreement to proposals for £8.6m investment in support for vulnerable children and families through the Early Years Change Fund. This will include 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.
Challenges:	The challenge is to reduce the numbers of children who need to be looked after in the context of overall rising child population and rising numbers of vulnerable children.

Pledge 02	Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations
Lead Politician	Paul Godzik
Lead Service Area:	Children and Families
Contact:	Gillian Tee
Where are we now:	All P1 classes have a maximum of 25 pupils 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 as agreed with the Scottish Government. Using this agreed definition, almost all P1 classes have pupil:teacher ratios of 25 or fewer.
Challenges:	The challenge is to maintain P1 classes at a maximum of 25 in the context of rising school rolls and pressure on school places in some areas of the city (though there are 5,000 spare places overall). Our priority in reducing class sizes further is to focus on positive action schools. The forecast for academic year 2012-13 is that 55% of P1 classes in positive action schools will have 18 pupils or less. This forecast is based on currently planned class organisations which will change as appeal results become known.

Pledge 03	Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools
Lead Politician	Paul Godzik
Lead Service Area:	Children and Families
Contact:	Gillian Tee
Where are we now:	<p>Progress on the main school developments is as follows:</p> <p>New Portobello High School - The appeal to the Inner House of the Court of Session was heard on 23/24 May.</p> <p>New James Gillespie's Campus – In accordance with Council approval in March 2012, the new project requests have been approved by Scottish Futures Trust and submitted to Hub South East Scotland Limited. This is the first such project in Scotland to reach this stage.</p> <p>New Boroughmuir High School – Council approval for new build option and appointment of associated design team secured on 28 June.</p> <p>Corstorphine and Towerbank Primary School Extensions – For each project the contract have been recently let.</p> <p>New Gaelic Medium Education (GME) Nursery and Primary School – Scottish Government Grant funding fully secured.</p> <p>Regarding providing adequate investment in the fabric of all schools a significant programme of activity is being progressed during 2012/13. The extent of works being undertaken this year is much higher than usual. In addition to the normal programme of works which happens using the annual asset management works funding on building repairs and maintenance, fire improvement and energy efficiency improvements; this year schools are also benefiting from the additional one-off investment of £4m in fabric repairs which was approved by Council in February to mainly cover any essential re-decoration works and replacement floor coverings.</p>
Challenges:	We are awaiting the outcome of the appeal to the Court of Session regarding Portobello High School. The challenge is to secure fabric improvements in schools in the context of budget constraints.

Pledge 04	Draw up a long-term strategic plan to tackle both over-crowding and under use in schools
Lead Politician	Paul Godzik
Lead Service Area:	Children and Families
Contact:	Gillian Tee
Where are we now:	The immediate priority regarding potential over-crowding is in the primary school estate in light of the pressures which are expected to arise as a result of the anticipated 24% increase in primary rolls in the period to 2019. An extensive exercise has been undertaken to review the potential impact and a number of schools identified where additional capacity is likely to be required. Whilst catchment review may be an option for a limited number of schools, the solution in the majority of cases is expected to be the provision of additional accommodation.
Challenges:	There are 5,000 spare places across the Primary School estate but particular schools have pressure on places. Expansion of these schools will require additional resources.

Pledge 05	Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum
Lead Politician	Paul Godzik
Lead Service Area:	Children and Families
Contact:	Gillian Tee
Where are we now:	<p>Learning and teaching approaches which have secured improvements in performance include increased cooperative teaching strategies, developing higher order thinking skills and effective use of ICT. These continue to be supported and embedded.</p> <p>The introduction of the broad, general education curriculum 3-15 continues to be implemented where Primary and Early Years establishments deliver a curriculum covering all of the curriculum areas and will report fully to parents in all curriculum areas by 2013-2014 as this has been agreed as a staged approach.</p> <p>Special schools have been implementing the curriculum for excellence alongside the work on evaluating improvements in performance in special schools. As part of the improvements in performance all special schools have begun to look at further accreditation including, national qualifications and other areas such as ASDAN, Duke of Edinburgh, and the JASS programme. Special schools have attended relevant CPD at city wide level with mainstream colleagues and worked across similar schools within special, where appropriate. The sharing of practice has developed across the special sector and there are increased opportunities to meet together as whole staff groups and Headteacher groups.</p>
Challenges:	We need to continue to ensure that schools have all the support they need to implement Curriculum for Excellence successfully. A report on this will be presented to Committee before the end of the year.

Pledge 06	Establish city-wide childcare co-operatives for affordable childcare for working parents
Lead Politician	Paul Godzik
Lead Service Area:	Children and Families
Contact:	Gillian Tee
Where are we now:	Officers are working with the Convener and the Director of the Cooperative Education Trust to take forward the establishment of a childcare cooperative, further development of cooperative learning, and consideration of other services that could be delivered on a cooperative basis.
Challenges:	The challenge will be the expansion of childcare within the context of budget constraints.

Pledge 07	Further develop the Edinburgh Guarantee to improve work prospects for school leavers
Lead Politician	Tom Buchanan
Lead Service Area:	City Development
Contact:	Ken Shaw
Where are we now:	The latest statistics show the percentage of school leavers in 2010/11 who entered positive destinations increased from 82.5% to 87.4%, the highest level reported since 1997/98.
Challenges:	The economic climate remains a constraint on the labour market and increases the competition for jobs and opportunities for young people.

2) Reducing poverty, inequality and deprivation

Pledge 08	Make sure the city's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Elaine Scott
Where are we now:	<ul style="list-style-type: none"> - Investment to modernise existing Council homes has meant that 75% of all Council homes now comply with the Scottish Housing Quality Standard (SHQS) and the Council is on track to complete the SHQS programme by 2015. Improvements in energy efficiency lead to reductions in fuel poverty. - In March 2012, 1,400 new affordable homes were under construction across the city. There are another 1,558 new affordable homes approved for site start. This will generate £296m of direct and indirect investment and support 2,000 jobs. This includes council homes at Greendykes and Fort. However, anticipated public investment levels are likely to allow delivery of only 30-50% of the target unless new approaches are achieved. - The strategic business case for housing investment is being reviewed in order to secure the investment to build 16,000 new affordable homes over the next ten years and to support the wider housing market deliver 36,000 homes in total during that time. 96% of affordable homes are delivered on site with private housing and on brownfield sites.
Challenges:	<ul style="list-style-type: none"> - Edinburgh is a growing city. Both population and households set to grow significantly over the next 20 years. 16,000 new affordable homes required over the next ten years, 36,000 new homes in total. Demand for affordable homes growing and changing e.g. first time home-buyers can't get mortgages, increasing demand for rented housing particularly mid market rent and private market rent. - New house-building for private home ownership in decline and may hamper the use of land through the Affordable Housing Policy to deliver more affordable housing. Some development sites over valued and difficult to release. - Availability of traditional forms of public sector investment e.g. central government subsidy and private sector investment e.g. development finance and mortgages for homeownership is restricted and increasingly costly. <ul style="list-style-type: none"> - Cost of energy to maintain and heat homes increasing.

Pledge 09	Work in partnership with Scottish Government to release more funds for council homes for rent
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Elaine Scott
Where are we now:	<p>- The Scottish Government has confirmed the total amount of subsidy available for the new supply of affordable housing by the Council and its housing association partners in Edinburgh over the next three years: £24.094m in 2012/13, 22.138m in 2013/14 and £32.512m in 2014/15. Since 2009 the Council has secured £9.1m worth of Scottish Government funding to support council house building. However, anticipated public investment levels are likely to allow delivery of only 30-50% of the target unless new approaches are achieved.</p> <p>- The strategic business case for housing investment is being reviewed in order to secure the investment to build 16,000 new affordable homes over the next ten years and to support the wider housing market deliver 36,000 homes in total during that time. 96% of affordable homes are delivered on site with private housing and on brownfield sites.</p>
Challenges:	<p>- Edinburgh is a growing city. Both population and households set to grow significantly over the next 20 years. 16,000 new affordable homes required over the next ten years, 36,000 new homes in total. Demand for affordable homes growing and changing e.g. first time home-buyers can't get mortgages, increasing demand for rented housing particularly mid market rent</p> <p>- New house-building for private home ownership in decline and may hamper the use of land through the Affordable Housing Policy to deliver more affordable housing. Some development sites over valued and difficult to release.</p> <p>- Availability of traditional forms of public sector investment e.g. central government subsidy and private sector investment e.g. development finance and mortgages for homeownership is restricted and increasingly costly.</p> <p>- Cost of energy to maintain and heat homes increasing. Need to rationalise and modernise existing Council housing stock to minimise ensure tenants have the best quality, affordable to maintain and heat homes.</p>

Pledge 10	Set up a task force to investigate ways to bring empty homes into use
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Mairi Keddie
Where are we now:	<ul style="list-style-type: none"> - Edinburgh has a low number of empty homes compared to other local authorities. - The number of empty homes is reported annually to Committee. - The Scottish Government launched a £4m empty loan fund on 13 July 2012, with £2m focusing on the rural areas. The deadline for applying to the loan fund is 3 October 2012. - Edinburgh already has in place a range of measures to make use of empty homes (e.g. Private Sector Leasing Scheme with 1600 homes is the largest in the UK).
Challenges:	<ul style="list-style-type: none"> - Owners of empty homes reluctance to make properties available for renting or for sale. - Limited strategic impact on the overall need for new homes of bringing a small number of empty homes back into use. - Proposed changes to the Council Tax discount for empty homes and minimising risks to funding for new affordable homes. - It will also take an overview of the any service set up following an Edinburgh bid to the empty homes loan fund.

Pledge 11	Encourage the development of cooperative housing arrangements
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Mairi Keddie
Where are we now:	<ul style="list-style-type: none"> - Co-operative approaches to housing services are embedded in tenant participation and consultation and liaison arrangements on a city wide basis with Edinburgh Tenants Federation and on a neighbourhood basis with 50 Council tenant led Registered Tenant Organisations (RTOs) who advise on housing management, repairs and maintenance, investment and regeneration activities of the Council. - Policy and services development in housing advice and support, housing development, allocations and lettings have clear structures and processes of consultation with stakeholders and service users including Checkpoint Groups, city wide consultation forums and neighbourhood development groups through Neighbourhood Partnerships and regeneration programmes. - An assessment of the role that co-operatives can play in housing related services has been commissioned and the initial results of this shared with the vice convenor for housing. This review includes an initial options analysis of the application of co-operative models to deliver housing development, housing management and estate management, and community housing services.
Challenges:	<ul style="list-style-type: none"> - Co-operative approaches to development of new social rent are limited by subsidy and investment priorities but more potential for mid market rent and low cost home ownership. - Review and identify existing co-operative models currently in place within Edinburgh e.g. tenant participation strategy, neighbourhood engagement with RTOs, checkpoint groups on prevention etc. - Tenant and customer commitment to co-operative models needs to be significant. - Value for money implications of co-operative models.

Pledge 12	Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes
Lead Politician	Ricky Henderson
Lead Service Area:	Health and Social Care
Contact:	Nick Smith
Where are we now:	<p>Edinburgh Alcohol and Drug Partnership is the strategic partnership which addresses problems associated with alcohol and drug use. Partners include NHS Lothian, Lothian and Borders Police, City of Edinburgh Council and the Third Sector.</p> <p>The EADP Commissioning Plan: Commissioning for Recovery 2012-15 was published in February 2012. The three key objectives are to: 1. Ensure that people receive the right services at the right time; 2. Provide coordinated care; 3. Develop strong recovery communities. The report sets out the types of services it intends to commission: Recovery Hub services, counselling services, services for carers and family members, wrap around care, including employability and the development of recovery communities.</p> <p>EADP has developed a draft joint Commissioning Plan with Children and Families which sets out how the partnership intends to achieve the following outcomes (this plan will go to consultation between August - September 2012):</p> <ul style="list-style-type: none"> o Fewer children and young people use drugs, children and young people choosing to drink alcohol start later in life and take fewer risks. o The impact of parental alcohol and drug use on children and young people is reduced. o More children and young people receive appropriate and timely support for problem alcohol and drug use. <p>The Homelessness Prevention Commissioning Plan outlines the link that exists in some cases between addictions and homelessness. Services that focus on addictions and funded through this plan will be reviewed in partnership with Health and Social Care and Edinburgh Alcohol & Drug Partnership to ensure people get the appropriate support required to help them gain independence.</p>
Challenges:	<ol style="list-style-type: none"> 1. Work in partnership with a range of diverse service providers and to achieve a more recovery oriented system of care 2. Shift commissioning from an output focus to a focus on outcomes 3. Develop governance arrangements which ensure that services users are engaged effectively in the planning development and delivery of services. 4. Shift the balance of care so that people have access to employability, housing, family support and mental health services as well as treatment and support 5. Improve service planning across commissioning bodies using the SWIA Commissioning Cycle to ensure that people can access the services they need at the right time during their recovery journey.

Pledge 13	Enforce tenancy agreements (council and private landlord) with a view to ensuring tenants and landlords fulfil their good conduct responsibilities
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Jennifer Hunter
Where are we now:	<ul style="list-style-type: none"> - Responsibility for Council tenant behaviour is currently shared between housing management and regulation services and community safety services. This includes the regulation of private landlords through registration and HMO licensing. Work is ongoing to ensure these services work effectively together. - The Scottish Government has recently consulted on the strategy for the private rented sector. A separate consultation was carried out on the content of a tenant information pack, which will be given to private rented tenants at the start of an assured tenancy; and on charging premiums, in addition to rent and deposit, when granting or renewing a private rented tenancy.
Challenges:	<ul style="list-style-type: none"> - Council's wider responsibilities to support vulnerable people and to protect and support children. - The legislative and regulatory framework for tenancy management places significant and increasing weight on the rights of tenants. Scottish Housing Regulator, ECHR, equalities legislation. - Lack of investment and professional management of the private rented market.

Pledge 14	Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Karen Allan
Where are we now:	<ul style="list-style-type: none"> - Tenants can currently be suspended from allocations for council and housing association homes for anti social behaviour or failure to pay rent. - Length of tenancy is recognised for tenants who wish to move to a new home.
Challenges:	<ul style="list-style-type: none"> - Council's wider responsibilities to support vulnerable people and to protect and support children. - Allocations policies are heavily prescribed by the Scottish Housing Regulator and legislative requirements. - Allocation policies need to be agreed in consultation with Edindex partners and Edinburgh Tenants Federation and Registered Tenants Organisations.

Pledge 38	Promote direct payments in health and social care
Lead Politician	Ricky Henderson
Lead Service Area:	Health and Social Care
Contact:	Nikki Conway; Wendy Dale
Where are we now:	The number of people receiving a direct payment in Edinburgh has increased each year since 120 during 2003-04 to 828 during 2011-12. The total amount paid has also increased each year, from £1,978,900 in 2003-04 to £11,541,780 in 2011-12. - The latest available national data for 2011 showed that Edinburgh ranked 6th highest for the number of recipients (expressed as a rate per 10,000 population); and 2nd highest for spend per head of the population.
Challenges:	The key challenges to promoting direct payments are listed below: - The process of receiving a direct payment can be perceived as being lengthy and complex. - There is reluctance from some people who are eligible for social care support to use direct payments because they are concerned about taking on the responsibility of managing the budget and where they would like a Personal Assistant, the responsibility of becoming an employer. - Support to people in managing and using their direct payment. This is currently provided at the outset by the social worker or care manager, the ongoing support is provided via Lothian Centre for Inclusive Living and the Funding Independence Team (telephone) Advice Line. It is recognised that further and more detailed support would potentially encourage more people to use direct payments.

Pledge 39	Establish a Care Champion to represent carers
Lead Politician	Ricky Henderson
Lead Service Area:	Health and Social Care
Contact:	Monica Boyle
Where are we now:	Describe how we would propose to consult on or to identify a Care Champion and what we would envisage that the role would encompass.
Challenges:	The key initial challenge is to agree a role, scope and remit for a Care Champion, and to identify the most appropriate person to take on this role.

3) Providing for Edinburgh's economic growth and prosperity

Pledge 15	Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors.
Lead Politician	Tom Buchanan
Lead Service Area:	City Development
Contact:	Elaine Ballantyne
Where are we now:	<ul style="list-style-type: none"> · Planning underway to promote Edinburgh's investment opportunities at Expo Real in October 2012 and MIPIM 2013. · Undertaken investor relationship building and promotion of investment opportunities to target markets: Munich/Zurich, London, Tianjin, Doha/Abu Dhabi and Toronto. · Worked with partners and agencies within Scotland and overseas to support investment promotion events such as the British-American Business Council's Annual Transatlantic Conference (BABC), All Energy Conference in Aberdeen and the Sovereign Wealth Funds Dialogue. · Hosted potential investors from overseas including from Finland. Hosted Foreign Direct Investment office of Dubai to build mutual interests. · Two media visits have been hosted from journalists from targeted German investment and renewables publications/media. · Worked with Marketing Edinburgh on air route development, including support for the recent Turkish Airlines investment into the city.
Challenges:	Presenting Edinburgh's investment opportunities in as creative a way as possible, to match competition from major cities around the world.

Pledge 16	Examine ways to source new funding to support small businesses
Lead Politician	Tom Buchanan
Lead Service Area:	City Development
Contact:	Jim Galloway
Where are we now:	Funding through private sector investment and banking remains challenging for SMEs. Banks have funds but remain risk adverse and conditions of borrowing remain severe. UK and Scottish Government pressure continues to be applied.
Challenges:	The key challenge is to build capacity in SMEs to demonstrate to lenders that they are sustainable businesses with the ability to a) repay and b) grow. The second challenge is to respond to market failure by supporting match and direct loan funding through the Council's two loan funds (East of Scotland Investment Fund and Edinburgh Small Business Loan Fund).

Pledge 17	Continue efforts to develop the city's gap sites and encourage regeneration
Lead Politician	Tom Buchanan
Lead Service Area:	City Development
Contact:	Steve McGavin
Where are we now:	Monitor the extent of gap sites in the city and current approach towards encouraging their development through use of the Scottish Derelict Land Survey for the City of Edinburgh Council.
Challenges:	The prevailing market conditions have effected the ability of developers to obtain funding for speculative construction. Residential development has been frustrated by the lack of mortgage finance for first time buyers. Majority of CEC gap sites are on HRA land.

Pledge 18	Complete the tram project in accordance with current plans
Lead Politician	Lesley Hinds
Lead Service Area:	Corporate Governance; Services for Communities
Contact:	Colin Smith
Where are we now:	Tram project works are underway and being progressed to the programme agreed under the Settlement Agreement signed in September 2011. The Settlement Agreement being the culmination of the mediation between the Parties. The Council will seek to minimise the impact of the works on the city of Edinburgh.
Challenges:	Clearing utilities Managing civil engineering system and controls works Managing procurement, delivery, testing and commissioning of Trams Completion of shadow running of Trams to bring ready for revenues service by Summer 2014

Pledge 19	Keep Lothian Buses in public hands and encourage the improvement of routes and times
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	Marshall Poulton
Where are we now:	<p>In the short term, Transport will seek to encourage the free flow of Public Transport.</p> <p>In the longer term, Transport will work with the bus operators to demonstrate the effectiveness of Bus Lane Camera Enforcement (BLCE) in improving service reliability; and to establish the potential for bus network improvements. Transport will also work with Lothian Buses to implement integrated ticketing, including (in Lothian Buses's case) integrated Tram and bus ticketing arrangements.</p>
Challenges:	<p>Reductions in Bus Service Operators' Grant and Concessionary Travel Reimbursement, expanding population and changing demographics leading to more demand for supported bus services.</p> <p>Competition and commercial issues for bus operators re integrated ticketing.</p>

Pledge 20	Work with the Scottish Government to deliver a larger return of business rate receipts as part of the Business Rates Incentivisation Scheme (BRIS)
Lead Politician	Tom Buchanan
Lead Service Area:	City Development; Corporate Governance
Contact:	Hugh Dunn
Where are we now:	BRIS introduced with effect from April 2012, allowing local authorities to retain 50% of additional income relative to target for up to five years. Further clarification is required around the precise income figure to be compared against this target before assessment of achievability may be made.
Challenges:	NDR income is subject to a number of factors, many of which are outside Council's direct control. The level of NDR due and received to date will therefore be kept under close scrutiny to determine the extent to which the scheme may offer the potential to supplement existing investment.

Pledge 22	Set up an independent forum to promote locally-owned retail businesses
Lead Politician	Tom Buchanan
Lead Service Area:	City Development
Contact:	Steve McGavin
Where are we now:	Top-level information regarding retail, proportion of locally owned retail businesses in Edinburgh (and comparative information), Town Centre Survey Information, Information from Development Planning, Retail Strategy, City Management Group established to ensure a co-ordinated approach, Business Improvement Districts (BIDs) Steering Group established to share best practice.
Challenges:	Planning legislation does not allow us to control the occupants of a retail unit. There may be state aid issues around directly supporting specific businesses. The definition of locally owned business needs clarified.

Pledge 23	Identify unused council premises to offer on short low-cost lets to small businesses, community groups and other interested parties
Lead Politician	Tom Buchanan
Lead Service Area:	Services for Communities
Contact:	Bill Miller
Where are we now:	The Council has a large portfolio of properties which are held for Non-Operational purposes and leased to small businesses, community groups and other interested parties. This includes approximately 140 properties which are let at a concessionary rent ie. less than market value. The majority of the portfolio is occupied but when a property does become vacant, every effort is made to advertise its availability and bring it back into use as soon as possible. This will include, where practical, agreeing a short term lease pending a longer lease or sale being concluded. Corporate Property is currently consulting with Service Departments on the creation of a Council Policy on the sale or lease of property at less than market value and it is intended to report this to the Finance and Resources Committee at the end of this year.
Challenges:	<ul style="list-style-type: none"> - Some investment may be required. - Need to continue to maximise income/capital receipts.

Pledge 24	Maintain and enhance support for our world-famous festivals and events
Lead Politician	Steve Cardownie
Lead Service Area:	Culture and Sport
Contact:	Lynne Halfpenny
Where are we now:	Edinburgh has 12 major festivals which work together as Festivals Edinburgh. An independent study assessed the full range of their impacts in 2010; their positive impacts included improving quality of life for residents; building capacity amongst volunteers and temporary workers; building confidence and inspiring creativity; developing skills and talents of performers; attracting tourists and journalists; building Edinburgh's reputation worldwide; and an economic impact of £245m for the city. Nevertheless, other cities in the UK and around the world have created their own festivals and are attracting increasing attention, funding and visitors. The 2006 Thundering Hooves Study and its resulting Action Plan remain important: the Action Plan focuses on what Edinburgh must do to stay ahead of this competition. Major events also have numerous similar benefits for the city.
Challenges:	Challenges for the festivals: sufficient funding to: continue to stay ahead of the competition and develop innovative programming; cultural infrastructure; achieving sustainable development of the festivals; growing competition from other cities. Challenges for major events: sufficient funding to research and bid for key events; strain on the city's infrastructure and associated costs (related to roads and transport; parks and greenspace; waste; policing/security; Event Planning and Operation Group support); competition from other cities for key events; new events and growth of sector.

Pledge 25	Introduce a “living wage” (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development
Lead Politician	Alasdair Rankin
Lead Service Area:	Corporate Governance
Contact:	Philip Barr
Where are we now:	Initial consultation with Chief Executive and Directors in progress to identify issues and risks for examination and assessment prior to reporting to Committee in October 2012
Challenges:	Challenges include impact on budgets/costs (initial and ongoing); impact on competitiveness of STOs; impact on pay and grading structure; impact on other policies (including commitment to a policy on no compulsory redundancies)

Pledge 26	Establish a policy of no compulsory redundancies
Lead Politician	Alasdair Rankin
Lead Service Area:	Corporate Governance
Contact:	Philip Barr
Where are we now:	Examination of implications of adopting a policy of no compulsory redundancies is under way.
Challenges:	Challenges include impact on budgets; impact on current severance schemes; impact on employment policies such as redeployment and associated resource requirements; impact on training resources including budgets.

Pledge 27	Seek to work in full partnership with council staff and their representatives
Lead Politician	Alasdair Rankin
Lead Service Area:	Corporate Governance
Contact:	Philip Barr
Where are we now:	A programme of frequent engagement meetings with trades unions is in place ensuring their early and meaningful involvement in industrial relations' and employment policy matters; agreement to the principle of partnership working has been secured with the unions and work towards that objective is actively progressing; a partnership approach with staff has been adopted in the development and implementation of internal improvement plans.
Challenges:	A key challenge is ensuring cross-council consistency of good practice in staff engagement

Pledge 28	Further strengthen our links with the business community by developing and implementing strategies to promote and protect economic the well being of the City
Lead Politician	Tom Buchanan
Lead Service Area:	City Development
Contact:	Lesley Martin
Where are we now:	<p>Key partnerships include Edinburgh Business Forum (EBF) and the Economic Development Strategic Partnership (EDSP). The EBF is a panel of leading businesses and public sector organisations providing a strategic perspective on the future development challenges facing the city. It is chaired by Hugh Rutherford of Montagu Evans. The Council Leader, Convener of Economic Development and Chief Executive are also represented.</p> <p>EDSP was established in May 2011 as one of a number of strategic theme groups within the Edinburgh Partnership structure and offers a means of co-ordinating the economic and skills development activities of national agencies, local agencies and local business groups. EDSP is chaired by the City of Edinburgh Council Economic Development Service. Edinburgh's business community is represented on the partnership by Edinburgh Chamber of Commerce and the Federation of Small Businesses.</p> <p>EBF acted as project board for the 2011 Edinburgh City Region Economic Review and were key partners, alongside EDSP, in developing and informing the Council's new Economic Strategy for 2012-17</p>
Challenges:	A review of EBF operations and membership is underway, designed to further strengthen this important city business forum. This was discussed at the EBF meeting on 31st May and a number of recommendations have been agreed to shape its future direction.

Pledge 29	Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work
Lead Politician	Tom Buchanan
Lead Service Area:	City Development
Contact:	Ken Shaw
Where are we now:	<p>Since July 2011 the Edinburgh Guarantee has identified and supported the recruitment of 50 additional apprenticeship places within the Council. Work is underway to identify a further 50 in this year.</p> <p>The Inspiring Young People programme is providing 80 work-focused training places. This programme has a particular focus on those who are classed as 'Looked After' and support the Council's family firm approach.</p> <p>The JET programme will provide structured work placements, training and support for 235 school students in danger of becoming unemployed at leaving.</p> <p>23 high schools participate in the programme and the latest school leaver destination report highlighted that 91% of individuals who participated in 2010/2011 sustained a positive outcome.</p>
Challenges:	The economic climate remains a constraint on the labour market and increases the competition for jobs and opportunities for young people.

Pledge 30	Continue to maintain a sound financial position including long-term financial planning
Lead Politician	Alasdair Rankin
Lead Service Area:	Financial Services
Contact:	Hugh Dunn
Where are we now:	(i) Balanced budget for 2012/13 was set in February 2012, including a substantial level of upfront investment to deliver savings in future years; (ii) all service areas maintained expenditure within budget for third successive year in 2011/12; (iii) unallocated reserves remain at £13 million, in line with the Council's reserves strategy; (iv) assumptions within Long-Term Financial Plan are subject to on-going review; (v) a risk-based approach is adopted for budget monitoring, with an increased emphasis now being placed upon balance sheet monitoring.
Challenges:	After successive years of delivering substantial efficiency savings, more fundamental review of the Council's activities is required; this process will be informed by proposals brought forward under the Priority-Based Planning project. The prolonged effects of the economic downturn, together with changing demography, also continue to place additional demands on a range of Council services whilst simultaneously reducing the level of capital receipts and other income.

Pledge 31	Maintain our city's reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure
Lead Politician	Richard Lewis
Lead Service Area:	Culture and Sport
Contact:	Lynne Halfpenny
Where are we now:	The Edinburgh Cultural Venues Study, which was reported to the Culture and Leisure Committee in May 2009, described the priorities for investment in our cultural infrastructure. 73 venues in public, private, higher education and third sector ownership, with a 200 plus capacity, were assessed and priorities identified. The following projects have been completed: the Usher Hall, the Church Hill Theatre, the National Museum and new stands for the Tattoo. A major refurbishment of the Assembly Rooms and interim investment in the King's Theatre will be completed in July. The Council would expect to facilitate or support developments of venues in non-Council ownership 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 will officially launch its new visitor attraction and extended and refurbished facilities in July; improvements in the City Art Centre will complete soon; and work will begin soon at the Museum of Childhood. The Culture and Sport service grant funds around 40 cultural clients in the city who make a significant contribution to the success of the city's cultural infrastructure.
Challenges:	The Edinburgh Cultural Venues Study identified that a minimum of £25m would be needed to address the then basic requirements of existing venues across the city, c. £100m would bring the venues up to a competitive international standard and c£200m would place Edinburgh at the forefront of venue provision in the world. Investment would improve the quality of existing venues; increase the quantity of quality product coming to the city; and meet identified gaps and market need.

4) Strengthening and supporting our communities and keeping them safe

Pledge 32	Develop and strengthen local community links with the police
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Mark Turley
Where are we now:	The Council over successive administrations has invested in additional resources for community policing. The structure of community policing was changed to the Safer Neighbourhood Team Model during 2010 with 1 Safer Neighbourhood Team per ward. These teams in conjunction with Neighbourhood Community Safety Teams are engaging with local communities to set 3 priorities, in addition to intelligence led service provision.
Challenges:	Ensuring that the engagement is robust and the groups used are fully representative of the whole community. The change to a national police force will require action to ensure that existing links are not diminished.

Pledge 33	Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used
Lead Politician	Maureen Child
Lead Service Area:	Services for Communities
Contact:	Natalie Hoy; Mark Turley
Where are we now:	<p>Neighbourhood Partnerships, as part of the Council's neighbourhood approach, currently provide an effective mechanism for achieving better local outcomes for communities and strengthening the local democratic process. These Advisory Committees of the Council provide opportunities for communities to have a say about services and influence decision making. The success of the approach is evidenced through reported and tangible improvements in the targeting and delivery of services and the positive trends in resident satisfaction with neighbourhoods and specific services.</p> <p>Neighbourhood Partnerships already provide a wide range of opportunities for people to get involved, from providing information, to consultation and to more active participation. Community representatives are active in all the Neighbourhood Partnership structures, including sub groups and forums, and in the decision making and governance processes. A wide range of activities are carried out aimed at involving the whole community from traditional methods such as surveys, road show programmes and community events to the development of new approaches such as social media channels and participatory budgeting.</p> <p>A key feature of the approach is the recognition of the need for continuous improvement. Accordingly Neighbourhood Partnerships are implementing measures designed to improve their effectiveness in providing a focus for involving local people, and planning and delivering services at a local level through the delivery of neighbourhood and local community planning improvement plans. A key area of work being addressed currently is improving the synergies and strengthening the links between the neighbourhood and strategic levels to ensure local intelligence and priorities inform mainstream resource deployment and service provision. Examples of this activity include the development of links to the Employment and Joined Up for Jobs City Strategy where local community plans are being linked to the city pipeline approach for employability and the recent use of Neighbourhood Partnerships as the vehicle for the Council's approach to priority based planning through the hosting of a series of Executive led budget outcome events. This work is also complimented by the development of a Partnership Performance framework which will allow Neighbourhood Partnership Boards to more effectively monitor progress toward outcomes and scrutinise service delivery in the area.</p>
Challenges:	<p>Developing an effective neighbourhood based response to planned legislative change as part of public sector reform programme for example the establishment of Single Police Service for Scotland, integration of Health and Social Care and proposed Community Empowerment and Renewal Bill.</p> <p>Achieving an integrated approach to community engagement involving all partners to make better use of stretched resources, ensure engagement is consistent and avoid unnecessary duplication.</p> <p>Further improving the synergies and strengthening the links between the neighbourhood and strategic levels.</p> <p>Building capacity within communities to allow effective engagement and contribution to further reform.</p>

Pledge 34	Work with police on an anti-social behaviour unit to target persistent offenders
Lead Politician	Cammy Day
Lead Service Area:	Services for Communities
Contact:	Susan Mooney
Where are we now:	Neighbourhood Community Safety Teams are well established and there is close cooperation between those teams and Safer Neighbourhood Teams. This include where possible co location in Council Office for example the West Local Office and Library and future East Neighbourhood Office. There is a shared priorities for these teams through the structure of 6 Local Tasking and Coordinating Groups, which are chair either by the Neighbourhood Manager or local Chief Inspector. This model has delivered significant reductions in crime and antisocial behaviour.
Challenges:	As crime and ASB levels reduce the remaining cases are tend to be more challenging in terms of reaching the desired outcome. Typically the persistent offender will have complex issues which a range of service beyond community safety and policing will require to be involved.

Pledge 35	Continue to develop the diversity of services provided by our libraries
Lead Politician	Richard Lewis
Lead Service Area:	Services for Communities
Contact:	Susan Mooney
Where are we now:	<p>Our overarching aim is to be “Best library and Information Service”. Edinburgh’s library and Information Services have just been awarded the UK Industry “Best Library Service “award for the quality, breadth and diversity of the service. The judges described the services as; “innovative on so many fronts, full of energy, bang up to date and unafraid of the future”. “This is a template for libraries everywhere to be inspired by,” the judges declared.</p> <p>This award becomes the third national libraries award for the Capital in the last two years. Edinburgh won the Scottish Design Awards’ Chairman’s Award for Design for its innovative Whose Town? software project in May 2011 and the Libraries Change Lives Award from the Chartered Institute of Library and Information Professionals for HMP Edinburgh Library Partnership (Saughton Prison) in July 2010.</p> <p>As a 2012 UK Public Sector Digital Awards Finalist we are also very proud of how our cutting-edge use of technology and innovative use of electronic information and social media is changing the way we deliver services and increasing visits and usage in Edinburgh. http://www.ukpublicsectordigitalawards.co.uk/2011-finalists</p> <p>The service is bucking the UK trend and we have built one new library hub in Drumbrae and the second in Craigmillar completes late 2012. They are ideal examples of the model of future services for us. The £5.7 million Drumbrae Library Hub was officially opened in February. The new building boasts a striking, modern design and provides a ‘one stop shop’ for local residents to access a wide range of activities, such as computer classes, author visits and events for all ages to enjoy. The Hub also provides important services such as adult day care and houses the Council’s West Neighbourhood Office and the Drumbrae and Gyle Police Safer Neighbourhood Team. The Drumbrae Library Hub was delivered by Hub South East Scotland Limited, as part of the wider South East Scotland Territory Programme, and was built by Morrison Construction.</p> <p>Craigmillar will open in late autumn this year will be an even bigger library and Neighbourhood Office. The million pound revamp of Morningside Library, completed on budget and ahead of schedule was shaped by the views of more than 800 library users, who completed a questionnaire asking what new facilities they wanted to see in their local library. It provides modern interior design and shelving, soft seating, a coffee area, study space, community rooms, computer learning centre, improved internal lighting, the long-awaited customer toilets and new and improved areas for children and teenagers. The building is also now accessible on two levels for the first time, creating much more space to be used by the community.</p> <p>Innovation in interior designs have also made 19 of our library spaces much more targeted and attractive. Other new refurbished libraries are bright and welcoming environment with new heating systems, improved lighting levels, redecoration, new zoned flooring, and modern internal design including vinyl window graphics, large-scale photographic wall images and a simple signage solution.</p>
Challenges:	<ul style="list-style-type: none"> - Assembling a deliverable development proposal for Central Library. - Having set the standard with Drumbrae, Craigmillar and Morningside the key challenge is funding the improvement of the rest of the estate. Equally challenging will be to continue to deliver innovation in electronic services and creative social impact services as below.

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

Pledge 36	Develop improved partnership working across the Capital and with the voluntary sector to build on the “Total Craigroyston” model
Lead Politician	Maureen Child
Lead Service Area:	Children and Families; Services for Communities
Contact:	Gillian Tee; Mark Turley
Where are we now:	<p>A consultation and community engagement process has been conducted and the outcomes are currently being analysed. A ‘Road Map’ will be produced giving details of actions to meet intended outcomes. A high number of local staff, agencies and local people were involved in the consultation including the voluntary sector. There is a high level of support at local level for the initiative.</p> <p>A local Total Craigroyston Management Group has been established which will take forward action at local level.</p> <p>We intend to test out a more joined up approach to supporting local families facing complex challenges by selecting a small number with whom to work differently. More details of this will be available by the end of September.</p> <p>Several quick wins have been implemented including improving the transition arrangements for P7 children going into S1 involving voluntary sector partners and creating opportunities for street play within the community</p> <p><u>Total Neighbourhood (East)</u> In parallel with Total Craigroyston, work is ongoing in developing the ‘Total Neighbourhood’ project for East Neighbourhood. The joint agency project team have completed the six Practitioner Engagement sessions and are drafting the reports on each. These sessions also included local voluntary sector representatives. The ‘deep dive’ financial analysis of all service spend with East Neighbourhood is ongoing and these products will be discussed by the Project Board on 29 August. In preparation for the implementation phase there will be discussion with all six local elected members on community engagement through the Neighbourhood Partnerships and a joint agency management group has been set up to develop the concept further and start testing collaborative approaches underpinned through co-location of services in the new east Neighbourhood Office and Library in Craigmillar (ENOLC). The themes or focus of the initial work is yet to be decided.</p>
Challenges:	For ‘Total Neighbourhood’ develop a robust joint agency management model within the new hub (ENOLC) to ensure real joined up working across services with streamlined client focussed solutions that can be delivered at lower cost.

Pledge 37	Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users
Lead Politician	Ricky Henderson
Lead Service Area:	Health and Social Care
Contact:	Monica Boyle
Where are we now:	
Challenges:	Discussion underway to clarify scope and expectations

Pledge 40	Work with Edinburgh World Heritage Trust and other stakeholders to conserve the city's built heritage
Lead Politician	Ian Perry
Lead Service Area:	Services for Communities
Contact:	John Bury
Where are we now:	The CEC sponsors, along with Historic Scotland, the Edinburgh World Heritage Trust with Council representation on the Board. The key objective is to deliver the World Heritage Management Plan, Action Plan and their outcomes - including promotion of the World Heritage Site, Education, Liveability, and best practice.
Challenges:	To engage the community and raise awareness of World Heritage Issues. To engage the economic and commercial sectors with the world heritage site. As the Planning Authority, we need to work with our partners to ensure the appropriate balance between conservation and development. Working with partners to ensure implementation of the World Heritage Site Action Plan.

Pledge 41	Take firm action to resolve issues surrounding the Council's property services
Lead Politician	Alasdair Rankin
Lead Service Area:	Services for Communities
Contact:	Cathy King; Mark Steed
Where are we now:	<ul style="list-style-type: none"> - Entering final stages of disciplinary investigations of staff in Property Conservation and Property Care Services. - Undertaking resolution of legacy customer complaints in Property Conservation. - Redesigning services in consultation with customers and stakeholders. - Transferring management responsibilities for Property Care Services to Edinburgh Building Services.
Challenges:	<ul style="list-style-type: none"> - Reputational damage caused to Council. - Extent and complexity of outstanding customer complaints. - Customer aspirations and expectations of Council responsibilities and owner responsibilities to maintain and repair their homes. - Protecting Council against financial risk. - Backlog of investment Council properties.

Pledge 42	Continue to support and invest in our sporting infrastructure
Lead Politician	Richard Lewis
Lead Service Area:	Culture and Sport
Contact:	Lynne Halfpenny
Where are we now:	All of the city's Victorian swimming pools have been refurbished over the last few years, and a major refurbishment of the Royal Commonwealth Pool was completed earlier this year. In April 2012 the Culture and Leisure Committee identified areas within the city which will receive investment in pitches and pavilions. A total of £600k revenue has been allocated to this work. Once tenders are returned for the Meadowbank 3G pitch, it will be possible to confirm the capital sums remaining for other sport infrastructure projects.
Challenges:	Significant levels of funding will be required to address the remaining infrastructure priorities, which include Meadowbank Sport Centre and cycling facilities.

Pledge 43	Invest in healthy living and fitness advice for those most in need
Lead Politician	Richard Lewis
Lead Service Area:	Culture and Sport
Contact:	Lynne Halfpenny
Where are we now:	<ul style="list-style-type: none"> · Customer visits to Edinburgh Leisure (EL) run facilities are up 7.5% to 4.4 million visits · EL are continuing to grow their work with target groups:- - Children and Young People customer visits increased by 24% to 1.5 million - Older adults' customer visits increased by 20% to 478,000 · EL secured £707,344 in external funding to deliver targeted interventions through sport and physical activity programmes <p>Project Awarding Funder Amount Detail</p> <p>Healthy Active Minds NHS Lothian £65,124 600 referrals and 200 visits per week (average) Child Healthy Lifestyle NHS Lothian £42,180 136 families referred Ageing Well NHS Lothian £86,520 440 visits per week Steady Steps Change Fund £50,000 Funding received February 2012 Looked After & Active Council £140,000 Funding received April 2012 Positive Destinations Council £100,000 Funding received April 2012 Active Lives Council £200,000 Funding received April 2012 Health 4 U NHS Lothian £10,000 Funding allocated for academic year 2012/13 First Steps in Leith Council £13,520 135 visits per week</p> <p>Total external funding received £707,344</p> <ul style="list-style-type: none"> · EL & Baker Tilly have completed an Social Return on Investment (SROI) analysis of seven projects that showed significant return on external investment: £32.5 million return for CEC funding of £9 million - Healthcare cost savings through our Healthy Active Minds project totalled at least £2m · Community Access Programme (CAP) – Supporting Voluntary & Community organisations to encourage their clients to participate in physical activity - 172 organisations have signed up to the CAP card programme, with 1,312 individual cards issued - 5,181 visits were made to the CAP programme in this quarter, generating an approximate income of £7,229
Challenges:	<ul style="list-style-type: none"> · An ageing population · An upward trend in obesity, chronic health conditions and mental health conditions · Large percentage of population not meeting current physical activity guidelines

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| | <ul style="list-style-type: none">· People from deprived backgrounds, ethnic minorities and people with a disability are much less likely to participate· Girls are less likely to participate than boys· Finding ways to work in partnership with other publicly owned leisure providers, namely the education sector, who are increasingly opening their facilities for public use |
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6) Maintaining and enhancing the quality of life in Edinburgh

Pledge 44	Prioritise keeping our streets clean and attractive
Lead Politician	Lesley Hinds; Ian Perry
Lead Service Area:	Services for Communities
Contact:	David Lyon
Where are we now:	<p>The ImProve it Open Space Maintenance project will transform the Council's approach to street cleaning and grounds maintenance. For the first time we will be able to accurately plan how frequently and by what means our streets need cleaned, devise routes and schedules which we can share with the public to let them check when their street is due to be cleaned, and put in place the staff, material and vehicle resources we need to maintain cleanliness to a high standard. Routing and scheduling details are currently being worked out, and in the autumn staff and vehicle resources will be allocated across the city in accordance with these. Finally, we are carrying out an organisational review of our Task Force management arrangements which we expect to conclude by the end of the year, which will ensure that the performance of our staff on the ground is proactively and closely monitored and managed.</p> <p>Edinburgh Public Realm Strategy approved by Planning Committee in December 2009. Projects recently progressed include St Andrew Square gardens, Grassmarket, Chambers Street, Queen Street (Portrait Gallery), George IV Bridge, East Market Street, Cranston Street, George Street (Assembly Rooms and the Shore).</p> <p>Report by Gehl Architects 'Edinburgh Revisited: Public Space Public Life', approved by Committee February 2011, proposed temporary projects as a way of improving the street environment. Implementation of these currently being addressed.</p>
Challenges:	<p>Funding to deliver the further projects in the Public Realm Strategy requires to be identified. Part of this may be drawn from developer contributions but resources will also be required from the Council.</p> <p>There is a need to programme Public Realm works to take account of other street and road works and the wishes of local residents, communities and businesses.</p> <p>Delivery of the imProve It Programme.</p>

Pledge 45	Spend 5% of the transport budget on provision for cyclists
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	Marshall Poulton
Where are we now:	Programmes of capital (£957,400) and revenue (£478,050) expenditure have been developed to meet the 5% spending commitment on cycling. These will deliver capital projects such as the Quality Bike Corridor and Leith – Portobello ‘Family Network’ routes which are due to be completed by September 2012 and other cycle schemes will be developed and delivered, including a pilot of residential cycle parking provision. The revenue expenditure will be used to improve maintenance of cycle facilities including off-road cycle paths (such as through removal of vegetation encroachment) and relining of on-road cycle facilities. There will also be promotional activities to support cycling and encourage safe behaviour of drivers and cyclists.
Challenges:	Funding to meet the 5% (+1% p.a.) target will need to be found from other areas such as centralised Roads maintenance/renewal budgets and from local Neighbourhood area revenue budgets. These pressures will increase as the target increases year by year (1% per annum) and where total transport expenditure increases. Additional staff resources will also need to be appointed to ensure effective delivery of the projects associated with the additional expenditure.

Pledge 46	Consult with a view to extending the current 20mph traffic zones
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	Marshall Poulton
Where are we now:	<p>Around 50% of Edinburgh's residential streets are already covered by 20 mph zones based on physical calming measures. A pilot 20mph area largely based on signs is underway in south Edinburgh and the attitudes of residents to the system are being assessed. This process will be completed by Autumn 2013, and reported to the Transport and Environment Committee before the end of 2013. A plan and programme for roll-out of this type of measure will be prepared, should it prove effective. While physical calming measures remain popular and effective, there is now a much diminished road safety return on investments, as all the medium – high priority areas have now been treated.</p>
Challenges:	<p>If the pilot proves successful a decision would need to be made whether to roll it out incrementally, or to across the whole city, with only a strategic network of roads retaining a 30mph limit. A citywide rollout would require a significant consultation exercise. Support would be required from the Emergency Services, especially the Police, who enforce speeding offences. An effective communication and information strategy would be required, especially with regard to main roads and shopping areas.</p>

Pledge 47	Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	Marshall Poulton
Where are we now:	Arrangements are in hand to hold the first meeting of the Transport Forum.
Challenges:	Ensuring that the Forum comprises an effective balance of interests and expertise. Ensuring that the Forum is effectively integrated with the new Local Transport Strategy 2013 – 2018. Developing robust communication and reporting mechanisms.

Pledge 48	Use Green Flag and other strategies to preserve our green spaces
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	David Jamieson
Where are we now:	<p>24 of Edinburgh's 135 parks & public greenspaces have secured a Green Flag Award in 2012. The criteria of the award are also used to set a minimum quality standard for each park type (Premier, City, Community, Natural, Recreation Ground) and annually assess all the Council's parks. In 2011, 82% of the Council's 135 parks met this standard. It is also now being applied to the city cemeteries.</p> <p>A more detailed performance measurement framework has also been introduced – the Landscape Quality Standards which assesses the quality of grounds maintenance on a monthly basis. This will enable managers to more accurately identify where they are performing well and areas that require more attention in order that they meet the standard.</p> <p>Grounds maintenance also is within scope of the imProve it Programme and is part of the Open Space Maintenance imProve it project (see Pledge 44). When completed this will allow grounds maintenance work and resources to be more accurately planned and scheduled and the appropriate level of resources and equipment to be identified. The Living Landscapes initiative which aims to encourage greater bio-diversity by transforming many of the Council's amenity grass areas into alternative lower maintenance landscapes such as pictorial meadows or woodlands.</p>
Challenges:	<p>Continuing to meet the GFA Award costs. Each application costs around £600 to cover the costs of judges/administration etc. However, the Council now has Green Flag authority status and is able to self-assess those sites already with a Green Flag – which significantly reduces costs.</p> <p>Resourcing site improvements to get remaining sites up to the required standard for GFA application.</p> <p>Delivery of the imProve it Programme</p>

Pledge 49	Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	Pippa Milne
Where are we now:	<p>A waste and recycling strategy has been produced which outlines how recycling will increase to 75% by 2020. This will involve increasing recycling at source to 50% by providing enhanced kerbside recycling services or communal recycling points. In January 2011 plastic bottles and household batteries added to the kerbside recycling collection. Food waste collections have been introduced for all low density properties and are currently being rolled out for high density properties.</p> <p>Even with comprehensive recycling services there will always be some waste left for disposal. The City of Edinburgh and Midlothian Councils are working together to deliver a sustainable solution for both Councils' food and mixed residual waste. This project will enable the City of Edinburgh Council to meet the targets set out in the Scottish Government's Zero Waste Plan. A site suitable for such a facilities has been purchased jointly by the two authorities and planning permission in principle has been granted. A call for final tenders for the food waste facility has gone out and the the procurement of the mixed residual waste facility is well advanced.</p> <p>The recycling rate in 2011/12 was 33.5% and 148,000 tonnes of waste were sent to landfill.</p>
Challenges:	<p>1. Increasing the levels of resident participation in our scheme.2. Implementing significant changes in the way services are delivered that affect staff and residents.3. Delivering significant infrastructure for the processing of food waste and mixed residual waste.</p>

Pledge 50	Meet greenhouse gas targets, including the national target of 42% by 2020
Lead Politician	Lesley Hinds
Lead Service Area:	Corporate Governance
Contact:	Janice Pauwels; Marshall Poulton
Where are we now:	<p>Between 2005 and 2009 Edinburgh's carbon dioxide emissions reduced by 10% from 3,421 kilotonnes of carbon dioxide (ktCO₂) to 3,068 ktCO₂.</p> <p>The proportion of Edinburgh's emissions of carbon dioxide by sector in 2009 was:</p> <p>Industry and Commercial 41.7% Domestic 33.9% Road Transport 23.6% Land Use 0.8%</p> <p>The % reduction in carbon dioxide emissions between 2005 and 2009 by sector was:</p> <p>Industry and Commercial -9.7% Domestic -13.1% Road Transport -7.1% Land Use -13.3%</p> <p>The reduction in Edinburgh's emissions reflects the local impact of changing national energy supply, the recent economic downturn, improved vehicle efficiency and the contribution made by a range of local projects and initiatives working to make Edinburgh more sustainable. Transport-related carbon dioxide emissions and energy use have reduced by around 5% between 2005 and 2009; it is likely that the main influences have been improved vehicle efficiency, increasing fuel prices, the recent economic downturn and local transport initiatives. Road transport is estimated to account for 24% of all of Edinburgh's emissions of carbon dioxide</p>
Challenges:	<ol style="list-style-type: none"> 1. To meet the pledge will require transforming energy generation, supply and usage across the city. 2. Establishing delivery models, including significant investment, for major sustainable energy programmes in the city. 3. Potential for an economic recovery and major infrastructure projects to increase carbon emissions in Edinburgh, as well as an increase in motorised traffic. 4. Maintaining the availability of staff and financial resources to 2020.

Pledge 51	Investigate the possible introduction of low emission zones
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	Marshall Poulton
Where are we now:	The Environmental Assessment Team is working on proposals for a low emission zone for public consultation. Transport will be a key partner in developing any proposals. Proposals for a LEZ need to be considered in a wider city context involving the risks and impacts.
Challenges:	Establish baseline data for pollutants.

Pledge 52	Oppose industrial biomass incineration in Edinburgh
Lead Politician	Lesley Hinds
Lead Service Area:	Services for Communities
Contact:	Susan Mooney
Where are we now:	
Challenges:	

Pledge 53	Encourage the development of Community Energy Cooperatives
Lead Politician	Lesley Hinds
Lead Service Area:	Corporate Governance
Contact:	Janice Pauwels
Where are we now:	Energy Co-operatives can be providers of energy services (including supply and generation) to local communities. Many of the schemes focus on renewables, in particular wind turbines where local communities own the assets with any funds ploughed back into other environmental projects or energy initiatives. There are a number of different models and options and the number of co-ops is increasing in the UK as energy costs increase. There is an existing Edinburgh Community Energy Co-operative in North Edinburgh .
Challenges:	To meet the pledge will require: <ul style="list-style-type: none"> · encouraging and securing community buy-in; · change of attitude to community energy technologies so that they are considered mainstream; · finding a model or range of models that best suits Edinburgh's needs in terms of current and future energy provision