

Edinburgh Economic Development Framework Review

Executive of the Council

13 March 2007

1 Purpose of Report

To provide a review of the existing economic development framework for the City of Edinburgh and to redefine the City's priorities for the period 2007-2010.

2 Summary

- 2.1 It is considered that to assist the articulation of the shared agenda and prioritisation for the Metropolitan City Region, it is appropriate that the constituent Local Authorities define their own individual economic development priorities and challenges. To this end, most of the relevant adjoining Councils are engaged in reviews of their Economic Development Strategies.

Edinburgh's economy has seen significant growth and development over the last ten years. The Council has played a key and distinct role in helping achieve these gains. Maintaining this position and continuing to compete effectively on a European and international stage will require an enhanced commitment to tackling the challenges facing the City.

- 2.2 As part of the City's commitment to joint regional working, a review of existing strategies has been undertaken. This has enabled an assessment of the key challenges and priority actions for the City, attached as Appendix 1 - The Edinburgh Economic Development Framework Review.
- 2.3 The Review is not a new strategy and is set within the context of other strategic documents, particularly the City Vision and joint economic strategy, "Delivering our Potential". It synthesises the outcomes of a number of other strategic documents and will enable the City to contribute effectively to the evolving city region vision.

3 Main Report

Background

3.1 Over the last ten years Edinburgh's economy has gone from strength to strength:

- (i) The number of claimant unemployed residents in the City has fallen from 14,498 in December 1996 to 6,596 in December 2006, or from 5% of the resident population to just 2.1%. This is below both the Scottish and UK average rates.
- (ii) The number of employee jobs in the capital has increased by more than 50,000 since 1996 and the proportion of working aged people who are in employment has increased from just over 69% to 77%. The economically inactive population has dropped from 22% in 2000 to 20% in 2006.
- (iii) Edinburgh's year round programme of international festivals – including the world famous international festival, the fringe festival and Edinburgh's Christmas and Hogmanay celebrations - has grown massively with audience numbers increasing from approximately 2.5m in 1996 to around 3.6m in 2004-5. In 2004/5 the festivals were found to generate approximately £40m of new income in Edinburgh (£51m in Scotland) and support 3,200 FTE jobs a year (3,900 in Scotland).
- (iv) The number of VAT registered businesses in the City has increased by over 14% to 12,495 (2005 latest figures) compared to 10,705 ten years previously. Over the same period, the number of overseas visitors to the capital has increased by 100,000.
- (v) Wages have increased by over 40% with the average full time worker seeing their gross weekly wage increase from £330.20 per week in 1998 to £469.80 in 2006.
- (vi) The number of children leaving school and going on to further or higher education has increased from 43% in 1996 to 52% in 2006, and the proportion of working age adults qualified to NVQ level 4 or above has increased from 33% in 1996 to more than 41% today.
- (vii) The City has become an increasing draw for international visitors with the number of people arriving at Edinburgh International Airport increasing year on year since 1996 from 3.81m per annum to 8.45m per annum in 2005. Over the same period, the number of overseas visitors to the capital has increased by 100,000.
- (viii) The City has experienced major new development at a number of important sites including the new Royal Bank of Scotland HQ at Gogarburn, Edinburgh Park and the Gyle, the Edinburgh International Conference Centre and the Exchange district. Looking forward to the next ten years and beyond, this growth is set to continue with several major new projects already in the pipeline, including the bio-medical park at Little France, regeneration schemes at Craigmillar and the Waterfront

and the sustainable expansion of the airport and gateway development at West Edinburgh. An ambitious vision for the transformation of the city centre is also being developed. These developments will be complemented by the Trams for Edinburgh project and the Edinburgh Airport Rail Line. The Waterfront development alone has an estimated value in excess of £6bn.

- (ix) The City has enjoyed one of the highest rates of in-migration in Scotland. With net civilian migration at 13,891 since 1996, the City's population has grown to 457,830, an increase of almost 3%. This is six times more than the 0.5% growth recorded in the Scottish population as a whole over the same period.
 - (x) Since the mid 1990s, the City's targeted effort in helping people into work has grown enormously. For example, in 2005/06 the Council engaged with some 1500 clients with 350 undergoing employability training. Of those completing the training, 54% gained employment, of which 80% were sustained beyond 13 weeks. Grants to employment training focussed on third party organisations yielded an additional 630 client contacts and 300 job outcomes.
- 3.2 The City has been awarded numerous accolades including Favourite UK City (Guardian/Observer Travel Awards 2000-2006), Best UK City (Conde Nast 2001, 2002 and 2004), European City of the Year (Urbanism Awards 2006) and UNESCO City of Literature.
- 3.3 The Council's activities have contributed significantly to these outcomes, fulfilling a mix of enabling and interventionist roles. These are described in detail in section 4 of Appendix 1 and range from partnership activity, roles in major development projects, promotion of the city and region, tackling the quality and quantity of labour supply, providing for land supplies and action to maintain and enhance the quality of life in the City. Whilst the Council's functions are complemented by the activities of national agencies: Scottish Enterprise, VisitScotland and Communities Scotland and at a local level the Chamber of Commerce and the Edinburgh Convention Bureau, the Council's role is tailored to achieving broader city goals, particularly in its emphasis on tackling social inclusion. In that respect the Council does not duplicate effort, rather, its economic development activities on, for example, access and training, policy and strategy and tourism are distinct and complementary.
- 3.4 The key challenge is to continue to build on this success and to work harder to ensure that the economic benefits are spread more widely, both throughout the city by reaching the less advantaged residents, and across the city region. At a time when city region joint working is growing in importance and the Local Economic Forum will shortly be reformed as a Regional Forum, it is therefore opportune to take stock of the City's key economic challenges.
- 3.5 Whilst Edinburgh performs well on many indicators at a UK level, benchmarking against European competitor cities indicates the need for the City to take further action to maintain its competitive position, raise its international profile and learn from best practice elsewhere. The City has already taken significant steps in developing a compelling Brand and working with partners towards a more

effective inward investment effort. The outcomes of the ongoing Council Review will be very influential in this regard.

- 3.6 The City's strategic vision and objectives are set out in a number of documents, in particular, the City Vision, Corporate Plan and Community Plan. The City Vision includes the aim for Edinburgh "to lead the most successful and sustainable city region in Northern Europe". The economic development framework is set by the joint Economic Strategy and Action Plan "Delivering our Potential", covering Edinburgh and the Lothians. The City of Edinburgh, working within the Local Economic Framework and in the spirit of collaboration with the Local Economic Forum and Lothian local authorities, has not produced a separate economic strategy. The City Council has played an important role in helping facilitate improved regional co-operation and joint working.
- 3.7 As regional collaboration and the impetus to the development of a shared city vision grows in importance, there still remains a need for constituent local authorities to be clear about their own issues and priorities. This Review seeks to provide this clarity and in doing so, will help foster productive joint working with the wider region and with other public and private partners towards a joint regional vision. In that regard, it is not a new strategy, nor can it be seen in isolation. Rather, it is intended to underpin the City's commitment to closer joint regional working in the future.
- 3.8 Regional collaborative working will be developed in the spheres of economic development, land use planning and transport. It will also be promoted in the context of new governance structures such as the new Regional Economic Forum. The Edinburgh City Region Conference, scheduled for 8 June 2007, and related pre-conference seminars which are taking place this March, will provide the opportunity to debate these issues more fully. A post-conference meeting will be held with key partners to discuss and agree the next steps in the preparation of the city region vision.
- 3.9 Complementing this Review is the assessment of the unique roles that Edinburgh plays as Scotland's capital city, the development of a strong vision for the Capital and the re-statement of the Council's European and International Strategy.
- 3.10 It should be noted that for the purposes of economic development the city region comprises: The City of Edinburgh; Midlothian; West Lothian; East Lothian; Fife; Scottish Borders; Falkirk; Stirling and Clackmannanshire.

Economic Development Framework Review

- 3.11 The Economic Development Framework Review is attached as Appendix 1. It provides more detail on the context including recent research, and re-states the current strategic objectives from the City Vision and "Delivering our Potential". It then sets out a number of key challenges and priority actions for the City within this framework. These range from the partnership processes essential to achieving the City's goals to the physical growth and development of the City. Current key issues include labour supply and skills, implementation of transport and other infrastructure, the City's major development projects and improvements to the public realm. The Review also addresses the need to spread the benefits of economic success throughout the City's communities of interest, allowing people the opportunity to take up productive work. Finally, the Review notes that the next steps will include the development of an action plan with measurable targets and outputs, decisions on governance and an assessment of the adequacy of the existing research base.

4 Financial Implications

4.1 There are no financial implications arising from this report.

5 Recommendations

5.1 It is recommended that the Executive of the Council:

- a) approve the Economic Framework Review attached as Appendix 1 to this report;
- b) remit the Director of City Development, working with other Directors as appropriate, and public and private partners to progress the joint regional economic collaboration agenda.

Andrew Holmes
Director of City Development

Appendices	1 Edinburgh Economic Development Framework Review
Contact/Tel	Lesley Martin 0131 529 4309
Wards affected	City wide
Background Papers	<ol style="list-style-type: none"> 1. Edinburgh City Vision. City of Edinburgh Council: June 2003. 2. Delivering our Potential – An Economic Strategy for Edinburgh and the Lothians. Edinburgh and Lothian Local Economic Forum: April 2004. 3. A Community Plan for Edinburgh – the Key Challenges for 2004-2010: The Edinburgh Partnership 4. Economic Development Research including: survey of Key Sectors (2005-06); research by Experian (2006) and BAK Basel (2006-07) 5. Tourism Strategy and Action Plan 2007-2012: Edinburgh Tourism Action Group. 6. Scenario Planning exercise led by City of Edinburgh Council: 2003. 7. Edinburgh Business Assembly – Vision Statement: 2006. 8. Edinburgh and the Lothians Structure Plan: Approved by Scottish Ministers June 2004. 9. Edinburgh 2040: A Vision for Capital Growth – Draft for Consultation: April 2006. City of Edinburgh Council. 10. Joined up for Jobs: Edinburgh’s Employability Agreement. 2005. Capital City Partnership/City of Edinburgh Council. 11. Winter Festivals Business Plan, City of Edinburgh Council: 2006. 12. Cities, Regions and Competitiveness. Working Group on City Regions and Competitiveness (ODPM, HM Treasury, Dept for Transport): June 2003. 13. Competitive Cities: Scottish Executive Social Research 2005: Mary Hutchins and Michael Parkinson, European Institute for Urban Affairs (Liverpool John Moore’s University)

APPENDIX 1

EDINBURGH ECONOMIC DEVELOPMENT FRAMEWORK REVIEW

1 Context

1.1 The City of Edinburgh Council's (CEC) high order strategic vision and objectives for the economic growth and development of the city economy is articulated in the City Vision, Corporate Plan and Community Plan. The City Vision states that:

"By 2015 Edinburgh will:

- Lead the most successful and sustainable city region in Northern Europe*
- Sustain the highest quality of life of any UK city competing with the best in the world*
- Keep and attract the people needed to drive its talent and knowledge economy and provide every citizen with the best personal opportunities for work, education and development*
- Be a safe and tolerant, creative and connected city, promoting the well being of both people and place."*

1.2 Currently the Council's Economic Strategy forms part of the joint City of Edinburgh and Lothian Local Authorities and Scottish Enterprise Edinburgh & Lothian (SEEL) Economic Strategy "Delivering our Potential." An associated Action Plan and Monitoring Framework has been agreed as part of the Community Planning process. The Strategy's key objectives are:

- 1. KNOWLEDGE - Developing the finest education system in the UK*
- 2. IDEAS AND KNOWLEDGE HUB – A magnet and incubator for world class research and innovation*
- 3. LOCATION – Maximising creativity, quality of place and community*
- 4. LINKS – Creating a capital city gateway*
- 5. COLLABORATIVE CITY REGION – Seeking common purpose with metropolitan Glasgow and neighbouring areas*

1.3 Recent work setting out the strategic context for the city economy includes the Scenario Planning work "Edinburgh 2020 Vision – Capital Gains and Capital Punishment" (2003), which has recently been revisited based on work by Experian in the context of the Structure Plan visioning exercise "Edinburgh 2040" (2006).

1.4 The Glasgow-Edinburgh collaboration project is of enormous importance in providing the basis for improved West-East region to region links and to developing the potential of the central belt conurbation for the benefit of the whole of Scotland.

- 1.5 Other recent work includes the comparative analysis of the Edinburgh Metropolitan Region with European competitor cities by Basel BAK consultants (2006 and 2007).
- 1.6 The City continues to work to define the city region economic agenda with its regional partners: the Local Authorities of the Lothians, Fife, Scottish Borders, Falkirk, Clackmannanshire, and Stirling; Scottish Enterprise and the Local Economic Forum (LEF). There has also been successful private sector engagement in the City through the Edinburgh Business Assembly, Edinburgh Tourism Action Group, Local Economic Forum, Key Sectors Survey and Scenario Planning Exercise.
- 1.7 The LEF has recently agreed to re-constitute itself and reform as a larger entity, extending engagement with the local authorities from the wider region. This is in recognition of the regional economic sphere of influence of the City and the City's ever-extending Travel to Work Area (TTWA). It also reflects Scottish Enterprise's realignment according to "Metropolitan" city region areas.
- 1.8 It is likely that the new Regional Economic Forum will review the joint economic strategy "Delivering our Potential". At the same time, joint regional working has commenced on the Strategic Development Plan for the city region, a requirement of the new Planning Bill, and will require economic development input. The timetable is still to be set by secondary legislation but is currently anticipated to require a new plan around 2009/10. The Area Tourism Partnership also continues to develop its role in the context of closer regional ties.
- 1.9 A number of collaborative mechanisms therefore already exist along with a raft of existing strategies, visions and policy documents. The emphasis is continually shifting towards a more intense and constructive city region approach to working. In recognition of the competitive global environment within which the Edinburgh City Region functions, there is a need for increasingly strong alliances, benchmarking and learning from best practice within and beyond the region, not only in Scotland and the UK, but also in Europe and further afield.
- 1.10 The city region relationship is explored in detail in the government publication "Cities, Regions and Competitiveness" (2003) which summarises the ways in which cities boost regions and regions rely on cities. For example, cities provide a

concentration of knowledge and culture institutions, connectivity which attracts higher value business functions and a national profile. In contrast the region provides the city with assets such as a wider range of housing options, breadth and depth of labour market opportunities and recreational facilities. Scottish Enterprise has contributed to the debate by preparing a discussion paper on the benefits of the Metropolitan Scotland approach (2006). The paper emphasises the independence of city and region and the need to bring together urban and rural assets to enable city regions to compete to best effect.

- 1.11 It should be noted that for the purposes of economic development, the city region comprises: The City of Edinburgh; Midlothian; West Lothian; East Lothian; Fife; Scottish Borders; Falkirk; Stirling and Clackmannanshire. This has been termed variously as the Edinburgh Metropolitan, East Central Scotland or “Metro East” city region.

2 Objectives and Purpose of Document

- 2.1 It is considered that to assist the articulation of the shared agenda and prioritisation for the Metropolitan City Region, it is appropriate that the constituent Local Authorities define their own individual economic development priorities and challenges. To this end, most of the relevant adjoining Councils are engaged in reviews of their Economic Development Strategies.
- 2.2 The purpose of this document is to review the existing economic framework for the City of Edinburgh and to redefine the City’s priorities for the period 2007-2010. It is therefore not a new strategy but a restatement of priorities defined in current strategic documents. This will help enable the city to participate more effectively in regional joint working. The **economic development objectives** underpinning this document are therefore those as outlined in “Delivering our Potential” and the Edinburgh City Vision (Summarised in Section 1). Complementing this document is the assessment of the unique roles that Edinburgh plays as Scotland’s capital city.
- 2.3 It is important to restate that economic strategy must be developed collaboratively, using a number of mechanisms including those outlined in the contextual section above. This document cannot therefore be seen in isolation, but as part of an ongoing process in the articulation of the evolving city region vision. This is continuing to

develop as external environmental factors change, and in the context of the emerging government agenda for city regions.

2.4 The **purposes** of preparing this Economic Development Framework Review are:

1. To review the existing strategic framework for the City and city region (documents consulted listed in the Background Papers to the accompanying Executive Committee report).
2. To set out the key challenges and priority actions for the city arising from this review.
3. To enable the City of Edinburgh to play a key role in city region joint working, leading or with others leading as appropriate.

2.5 It is recognised that actions encompass both process-related activity which can by nature be difficult to measure but is nevertheless crucial to success, economic development-related action; and action to enhance Edinburgh as a competitive place, that is, involving development or construction.

2.6 The challenges and actions are not intended to be exhaustive but represent a synthesis of the existing strategic economic development framework.

2.7 This document has been prepared in consultation with a reference group drawn from a cross-section of departments within the Council. It also draws on dialogue with key stakeholders in relation to the Metro City Region concept and the Glasgow-Edinburgh Collaboration project.

3 Key Challenges – The Economy

3.1 The key challenges are considered to be:

1. The enhancement of the City's unique roles as **Scotland's capital** including: a key economic hub and seat of government; the home of key institutions and headquarters; a gateway for investors and visitors; a leader and innovator; and internationally, the public face of the Scottish nation.
2. The need to maintain the City's international **competitive** position.

3. The need to increase the **productivity** of the labour force, particularly in the knowledge sector, taking into account the enhancement and retention of skills and improved access to jobs from socially excluded groups.
4. The need to maintain the **diversity** of the local economy, building on the City's existing strengths in key sectors, particularly the financial services sector, and promoting the development of growing industries.
5. Improving **connectivity** across all transport modes and geographical scales in a way consistent with environmental sustainability, and including information and communications technology connectivity.
6. Promoting and developing **innovation** in all sectors and as an integral part of the city's ethos.
7. Developing, nurturing and promoting the City's **unique qualities** using the Brand with its Live, Invest, Visit and Study focus to build the city region's international reputation and positive external perceptions.
8. Enabling the City's **physical growth and development** according to sustainability principles, and as part of the Strategic Development Plan process which will allow for full public consultation.

4 City of Edinburgh Council Contribution

4.1 Given that economic development reaches an extremely broad range of service activities throughout the Council, the City Council can make a real **impact** in many areas relevant to economic development strategy. The Council fulfils a mixture of enabling and interventionist roles and aims to provide a climate conducive to business growth and investment. Some of the Council's greatest impacts are:

1. Playing a key role in **partnerships**, including the provision of funding and specialist staff resources. The Council plays the lead role in the community planning process for the City, a mechanism for continually improving community involvement in the prioritisation of service delivery and in Council decision-making. Private sector partnerships such as the Business Assembly, Edinburgh

Tourism Action Group, Joined up for Jobs and the Partnerships for the Waterfront and City Centre are of great importance in sharing expertise and resources.

2. Playing a leading role in taking forward **major land use and transport development projects**. The strength of the City's connectivity is one of the key factors identified by the private sector in creating an attractive business location. This is relevant both at the national and international scale where air travel and high-speed rail are particularly important, and at regional and local levels where an efficient transport system is essential to ensuring ease of access. The City plays a number of direct roles in setting up appropriate structures for the delivery of projects. Delivery roles include: ensuring effective communication channels involving the private sector, interest groups and the community; managing related workstreams such as environmental impacts; developing effective land use policy, for example protecting city centre retailing; and contributing funding to projects. The City also works with private sector partners in lobbying for strategic transport developments.
3. **Promoting the city region** and developing the City Region Brand, demonstrating through example how the Brand Values are being incorporated into day-to-day actions and decisions.
4. Tackling shortages in the quantity and quality of **labour supply** by aiming to increase the levels of activity in the labour market through helping people into the workforce and into jobs. There is an opportunity to link this activity to the social justice agenda by targetting resources in areas undergoing large scale regeneration such as the Waterfront and Craigmillar. The various Academies play an important role in upskilling the workforce and in acting as broker between employers and potential employees. The focus on the more deprived parts of the city makes this aspect of the City's role particularly important in achieving social cohesion objectives. The quality of the City's schooling and further education colleges are also central to achieving a highly qualified workforce and to engendering attitudes of self-confidence and entrepreneurial drive.
5. Developing Edinburgh as a **competitive place**, improving the quality of the built and natural environment and public realm. The quality of the City's built environment and heritage, reflected in the World Heritage Site and many other environmental designations, is a key part of its attractiveness as a business

location. The City's activities in leading and contributing to Masterplans and Development and Design Briefs for strategic development sites are aimed at maintaining and enhancing these assets and promoting sustainable growth.

6. Providing for **housing, employment and other land supplies** through the planning process and providing for affordable housing through policy and developer agreements. The Council also has a role in giving support to **Small and Medium sized Enterprises** (SMEs) through provision of business space and using planning policy to protect existing industrial uses.
7. Enhancing **quality of life** for all residents and potential residents, particularly through spending on education and social care, cultural and recreational opportunities, environmental protection and the quality of other service provision. Nurturing the **cultural and creative sector** is central to Edinburgh's international capital city role and vital to tourism and to enhancing the visitor experience. The sector is a key driver for business growth, competitive place and job generation.

5 Priority Action

(a) Process-related Action

- (i) The promotion of strong **leadership** at city and regional levels. This means putting in place effective succession planning and developmental skills training, coupled with the nurturing of self-confidence and motivation. It also means a renewed commitment to creating equal opportunities for all in gaining leadership positions.
- (ii) A commitment to **integrate** action at a number of levels, specifically:
 - a commitment to working at the wider city region level and beyond, particularly the central Scotland corridor to Glasgow.
 - promoting effective links between public sector, private business and the Higher Education sector.
 - ensuring strong linkages between economic development, planning and transport, and the related fields of housing, education and community facilities, all within a framework of sustainability.

This will develop and sustain effective **governance** and partnership working structures which will continue to work across professional boundaries to ensure no duplication of effort. It will also mean improving ways of engaging communities of interest, ensuring the involvement of diverse client groups. Consultation and participatory processes already in place through Community Planning, land use planning, Joined up for Jobs and the Edinburgh Tourism Action Group provide a strong foundation.

- (iii) The investigation and sourcing of a wider range of **funding options** than is currently available to the city, coupled with a study of the city's control of its resources. This will include the progression of current work on innovative funding sources (e.g. tax increment financing), a continuation of the debate on non-domestic business rates and the evaluation of new ideas such as a Visitor Levy.
- (iv) The **promotion of the city region** through the Inspiring Capital Brand and other promotional activity through institutions such as VisitScotland, the Edinburgh Convention Bureau, Festivals and Events and through working with Scottish Enterprise and Scottish Development International. The Council's External Relations Unit and Lord Provost's Office have a key role to play in contributing to this effort as well as the Brand and economic development teams. The City needs to demonstrate the continued active adoption of the Brand values. Action is likely to be targeted both at supporting indigenous businesses and inward investment. This will involve a significant and sustained commitment of resources to the necessary promotion activities and to fostering continued collaborative effort.

(b) Competitive Place Action

- (i) The transformation of the **public realm** in the city centre involving an enhanced shopper/visitor experience; higher quality public spaces and access routes and environmental enhancement. The City Centre Partnership and City Centre Management Company will be key to this process. The new Business Improvement District provides opportunities to for building improved business links.

- (ii) The progression of key **transport infrastructure projects** particularly the Trams for Edinburgh project, the redevelopment of Waverley and Haymarket stations, increased international air routes as part of a sustainable airport expansion strategy and the Edinburgh Airport Rail Link. Reliable and frequent rail routes both to Glasgow and to the south of England will be important in offering sustainable travel options and high-speed rail links should continue to be investigated.
- (iii) The successful completion of **major developments and regeneration projects** currently underway at the Waterfront (Leith and Granton); Craigmillar; West Edinburgh; South East Wedge and city centre mixed use development. Keys to success include effective partnership working, especially with the private sector and developers, and adherence to a clear project plan agreed early in the process. Also required is an appropriate planning and environmental framework and the implementation of required supporting infrastructure, particularly access routes, water and drainage, community facilities and environmental protection measures, including flood defences.
- (iv) Planning for **longer term growth** as envisaged by the 20/40 vision must begin to ramp up to ensure that housing and employment land supplies and longer term supporting infrastructure are provided when required. This will involve a green belt review and working with partner local authorities to discuss and agree long term roles of market towns, future business clusters and growth hubs. It will be important to meet the needs of Edinburgh's role as the key Scottish International Gateway. Planning for hotel accommodation and tourism related development will form part of the process. This work will be done as part of the new Strategic Development Plan.

(c) **Economic Development Action**

The actions above are all relevant to achieving sustainable economic development objectives. In addition, there are several more specific economic development-related actions:

- (i) Further develop knowledge and understanding of the **needs of the City's key industry sectors** and identify the specific actions that the Council and its

partners can do to ensure their continued success and growth. This includes action both to create the right competitive environment to support the City's top companies, particularly those who are headquartered here, and to assist the city's small and medium sized enterprises (SMEs). Developing the potential of social enterprises will also be important. Creating a beneficial environment for business growth will include action on a number of fronts described elsewhere in this document, including land and property provision, improved connectivity and public realm, skills development, affordable housing and continued investment in the City's high quality of life.

- (ii) Increase the resources spent on attracting **inward investment**, building on the existing partnerships with the City Brand, External Relations Unit, Lord Provost's Office, Edinburgh Convention Bureau, Scottish Enterprise and Scottish Development International. This will include action on website development, events, visits, promotional material, networking and the development of systems to capture and respond to inward investment enquiries.
- (iii) Develop initiatives jointly with the private and University sectors to enhance opportunities for **innovation** and encourage **entrepreneurship** and the commercialisation of research ideas.
- (iv) Ensure the availability of an appropriate **labour supply** to meet projected growth and the skills needs of high value sectors. This will involve improved commuter transport links and collaboration with the wider region on housing supply to enable a broad labour catchment. Secondly, it will mean the continuation and growth of initiatives to further increase the levels of activity in the labour market, helping people into work through a range of measures including skills training and employer partnerships. Finally, it will involve a commitment to increase the productivity of the workforce.

6 Monitoring and Review

- 6.1 The challenges and actions set out above will provide a baseline for the City of Edinburgh's inputs to the development of city region joint working. The next steps will include the development of an action plan with measurable targets and outputs.

6.2 There are a number of decisions to be made, including:

- (i) The structures for governance at the wider city region level, particularly the co-ordination of parallel economic development, planning and transport strands, especially at city region level. The work will use the results of audits now underway of existing strategies, plans and boundaries. The process will include defining who our key partners need to be to ensure success and the development of a shared vision and agenda.
- (ii) The scope, method and timing of any review of “Delivering our Potential” and how the priorities of the constituent partners ought to be reflected. A review of progress on the existing Action Plan would be undertaken as an initial step.
- (iii) Identification of any gaps in the research and economic intelligence base and decisions on how to tackle these.
- (iv) Assessing progress on the implementation of the City Vision, using the indicators developed as part of the evolving Monitoring and Evaluation Framework.

Contact:

Lesley Martin, Team Leader (Economic Development, Projects)

City Development Department, City of Edinburgh Council

Tel. 0131 529 4309. E-Mail: lesley.martin@edinburgh.gov.uk

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