

Economy Committee

2.00pm, Thursday, 18 December 2014

Investing in Jobs – An Economic Framework for Leith

Item number	7.1
Report number	
Executive/routine	
Wards	All

Executive summary

An analysis of future jobs potential for Leith has been carried out in response to uncertainty about jobs from the renewable energy sector. The analysis identifies future job opportunities in administrative and support services, and accommodation and food services. The creative, tourism and retail sectors are also considered to be of great importance in bringing people and business activity to the area and thus stimulating investor interest.

The outputs from the study have been incorporated into a Leith Economic Framework (Framework) (appended) which sets out an approach based on enhancing and promoting Leith's existing but under-recognised assets. It also highlights the importance of the tram as a catalyst to jobs and investment. There is potential for long term transformational change.

The Framework will be the subject of an 8 week period of consultation, coming back to Economy Committee on 28 April 2015. The Framework will inform the Waterfront Zone Development Plan and Economic Development Service Operational Plans.

Investing in Jobs – An Economic Framework for Leith

Recommendations

- 1.1 Economy Committee is asked to:
- Agree the attached Leith Economic Framework;
 - Approve an 8 week period of consultation, bringing the finalised version of the Framework to Economy Committee on 28 April 2015;
 - Develop the “Priority Areas for Council Action” into an action plan with allocated responsibilities and timescales, to fit with the timetable for the overall operational plan for the Economic Development Service.

Background

- 2.1 This Committee agreed at its meeting of 24 June 2014 to prepare an economic development assessment and framework for strategic priorities in Leith. The Framework nests within “A Strategy for Jobs”, the economic strategy 2012-17.
- 2.2 Leith was the subject of a waterfront regeneration masterplan and more recently, identified as a key location by the Scottish Government to support Scotland’s off-shore renewable energy industry. These changes were reflected in the Local Development Plan and Waterfront Zone Development Plan. Changes in the UK subsidy regime for renewables and other industry uncertainty have cast doubt on the likelihood of new jobs in the renewables sector in Leith.
- 2.3 The drivers for this economic framework are primarily:
- The need to identify alternative sources of new jobs
 - The need to catalyse economic activity, particularly capitalising on the Edinburgh Tram.
- 2.3 The study area comprises Leith Docks and the surrounding historic harbour settlement comprising a population of almost 25,000. The boundary is fluid however and some actions will require a focus on wider territories, for example Leith Walk.

- 2.4 The methodology included a review of relevant documents, consultations with a range of internal and external groups, and a review of comparator waterfront developments. The economic framework (appended) is underpinned by a study report containing information on the social, economic and legislative context. The study also explored the investment potential, re-development opportunities, and job enablers. As far as practicable, the study took account of emerging initiatives such as the emerging Cruise Tourism Action Plan, anticipated to come before this Committee in February 2015.

Main report

- 3.1 The Leith Economic Framework (Appendix 1) sets out the proposed approach to supporting jobs and investment in Leith. Amongst the findings of the supporting study report are:

- There are good prospects for new jobs in “administrative and support services”, and “accommodation and food services¹”. These cover jobs in a large variety of sub-sectors.
- New jobs in the creative, tourism, and retail sectors are thought to offer potential and although the analysis indicates that prospects for growth in Leith are modest, the potential of these sectors to animate and promote Leith’s attractiveness as a destination is considerable.
- The number of available vacant and derelict sites and buildings is limited for such a large area, however the opportunities which do exist are in prime locations with excellent potential to make an impact.
- There are many short term improvement actions which can be implemented and these could act as a springboard for longer term, more transformational change in the area’s job prospects.

- 3.2 There is evidence that investment in public transport leads to the realisation of economic development and regeneration. Council considered a proposal on [Future Investment in Public Transport – Potential Tram Extension](#) on 11 December which included information on the economic benefits of investment in tram which includes:

- Increase investor confidence, in the wider city as well as Leith
- Shrink the perception of Leith as remote
- Reshape perceptions of Leith as a location of choice for larger companies and as an alternative to the city centre

¹ Standard Industrial Classification

- Help unlock gap sites
 - Increase property values and developer demand
 - Enhance the potential for Leith to become a business hub in its own right.
- 3.3 The vision for the Framework is reproduced from the Waterfront Zone Development Plan 2013 and complemented by the Leith Local Community Plan 2014-17. There is an emphasis on vibrancy, regeneration, quality of place, and community participation. The main challenges and opportunities identified in the Framework are:
- Creating the conditions for sustainable jobs
 - Improving Leith's connectivity
 - Stimulating new investment in infrastructure
 - Growing business
 - Improving the quality of place.
- 3.4 The recommended approach for the Framework emphasises the need to:
- Avoid "grand plans" and instead focus on sustained, incremental improvements to Leith's public realm
 - Tell Leith's positive story more effectively, improving communications and joined-up governance
 - Create the right conditions to stimulate new business and investment, for example by bringing more people to the area through events and attractions, and supporting the creative sector which is a proven catalyst for investment
 - Improve signage, interpretation and the sense of a connected place.
- 3.5 As these measures take root, it could catalyse longer term transformational changes including for example:
- New events and attractions of national and international significance
 - Low carbon exemplar developments and high profile sustainability initiatives
 - Maritime activities, capitalising on the waterfront location and port
 - The development of Business Improvement Districts
 - Leith's reputation as a tourist destination and business hub.
- 3.6 Outcomes and priority areas for Council action are set out under the four programmes of the economic strategy:
- Programme 1 – Invest in Leith's Development and Regeneration

The Framework includes actions to improve accessibility and connectivity, enhance shopping and leisure, develop vacant sites and buildings (including temporary uses), and enhance Leith's appeal to residents and visitors.

- **Programme 2 – Support Inward Investment**
The Framework includes actions to attract new investment - particularly supporting the creative sector, support new investors, and improve competitiveness through, for example, positive promotion.
- **Programme 3 – Support Businesses**
The Framework includes actions to build on the success of the Creative Exchange, find beneficial uses for vacant units, capture visitor spend, grow key sectors, and support business-led Business Improvement Districts.
- **Programme 4 – Help Unemployed People into Work or Learning**
The Framework includes actions to promote employment support, coordinate employability services, help school leavers and young people (14-19) make the transition into work, and provide employability support for individuals with particular needs.

3.7 These actions will be developed into operational plans, as part of the overall Economic Development Service Plan, with specific responsibilities and timescales.

Measures of success

- 4.1 The Framework explains that, as a Council document, it will be delivered and monitored through established operational planning and performance monitoring arrangements. Recognising the importance of partnership activity to deliver action on the ground, the document acknowledges that this Framework may be used by partners and stakeholders where required.
- 4.2 The delivery chapter of the Framework explains that progress will be measured using the three Key Performance Indicators for the economic strategy. New jobs, new investment, and people helped into work and learning in Leith will feed into the city-wide performance reports.

Financial impact

- 5.1 There are no new financial implications arising from this report as the priority areas for action reflect activities already underway or planned under the four

programmes of the economic strategy. The actions will therefore be funded and resourced from within the existing Economic Development Service budget.

- 5.2 The delivery chapter of the Framework explains that additional resources might be able to be procured from external sources to contribute to existing projects or develop new areas of activity. There are a number of channels identified through which Leith could benefit, including the city region investment planning process, innovative investment models used elsewhere in the city, and European funding programmes.

Risk, policy, compliance and governance impact

- 6.1 The main risks are:

- Confusion or overlap with other work, such as the Waterfront Zone Development Plan. The risk will be managed through ensuring good internal communication and clarity on the purpose of documents
- Duplication of effort with other agencies. The risk will be managed through clear communications and an information sharing strategy
- Organisational and management risks: lack of operational support or resources, inadequate resources for delivery, lack of clarity on roles and responsibilities. The risk will be managed through project and resource planning, clear milestones, and exception reporting.

Equalities impact

- 7.1 The actions in the Framework are intended to produce outcomes for paid jobs, employability support, and an improved place. This will, in turn, lead to improved health, community wellbeing - through productive and valued activities, learning outcomes, and a higher standard of living. The Framework acknowledges the positive benefits to be gained from the Leith's ethnic diversity and embraces cultural difference.
- 7.2 The contents, analysis and recommendations described in the report are therefore considered to contribute to, and help deliver the three Public Sector Equality Duties. The outcomes in the Framework relate to the ten areas of rights, and it is considered that they enhance the defined rights.

Sustainability impact

- 8.1 The impacts of this report have been considered in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. The proposals in the Leith Economic Framework could reduce carbon emissions through improved public transport links and low carbon development but may increase emissions by virtue of increased economic activity. It is not possible to calculate the net impact at this stage.

- 8.2 By increasing Leith's prosperity and the potential of the community to flourish, the city's resilience to climate change impacts should be enhanced. Flood risk is explicitly addressed in the study report. The Framework will help achieve a more sustainable Edinburgh with its emphasis on economic wellbeing, improved public transport connections, an enhanced public realm, and community participation. The Framework includes reference to the potential for Leith to play a full role in contributing to all five programmes of the Sustainable Energy Action Plan.

Consultation and engagement

- 9.1 Discussion with a wide range of groups and individuals has guided the content of the Leith Economic Framework and supporting study report. The consultees are listed at the end of the study report. A half day Council-wide workshop was held on 9 October 2014 to discuss the draft Framework. The workshop report is included as an appendix to the study report.

Background reading / external references

1. Leith Study Report (2014): The City of Edinburgh Council
2. [Waterfront Zone Development Plan \(2013\): The City of Edinburgh Council](#)
3. [Local Development Plan \(2013\): The City of Edinburgh Council](#)

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Links

Coalition pledges	P15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors P17 - Continue efforts to develop the city's gap sites and encourage regeneration P18 - Complete the tram project in accordance with current plans P28 - Further strengthen our links with the business community by
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	<p>developing and implementing strategies to promote and protect the economic well being of the city</p> <p>P31 - Maintain our City's reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure</p> <p>P33 - Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used</p> <p>P44 - Prioritise keeping our streets clean and attractive</p> <p>P50 - Meet greenhouse gas targets, including the national target of 42% by 2020</p>
Council outcomes	<p>CO7 - Edinburgh draws new investment in development and regeneration</p> <p>CO8 - Edinburgh's economy creates and sustains job opportunities</p> <p>CO9 - Edinburgh residents are able to access job opportunities</p> <p>CO10 - Improved health and reduced inequalities</p> <p>CO19 - Attractive Places and Well Maintained – Edinburgh remains an attractive city through the development of high quality buildings and places and the delivery of high standards</p> <p>CO 23 - Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community.</p>
Single Outcome Agreement	<p>SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all</p>
Appendix	<p>1. Investing in Jobs – An Economic Framework for Leith</p>

INVESTING IN JOBS – AN ECONOMIC FRAMEWORK FOR LEITH

FOREWORD

We are pleased to present this Economic Framework for Leith which aims to provide a springboard for action on the retention and creation of jobs in Leith. It is a Council Framework which nests within “A Strategy for Jobs”, the Council’s Economic Strategy for 2012-17 and the Waterfront Zone Development Plan. Our approach to supporting jobs in Leith will mirror that set out in the Economic Strategy: a focus on jobs; engaging the whole Council; and facilitating greater collaboration.

We believe that Leith’s unique sense of place and the characteristics of its people can be harnessed to great effect for long term job generation, investment and prosperity. Leith’s physical character is a product of history, its distinctiveness within Edinburgh, its port status, and its heritage. The mixture of old and new, the unusual, the bohemian, and its “hidden gems”, provide a powerful set of ingredients for a compelling investment offer. Of equal and perhaps even greater importance, is the energy and enthusiasm of Leith’s people. Leith is entrepreneurial, evidenced by over 150 local groups and one of the highest business start-up rates in Scotland. Its population comprises a rich mix of established and new residents, and in-migrants with origins ranging from Edinburgh, to halfway across the globe. As new residents and businesses move in, they bring new ideas to complement the existing innovative spirit. There is a receptiveness and capacity to initiate and experiment. And there is intense pride about living in Leith.

There are many futures for Leith but all of them will need to be led by Leith itself, with the active support of the Council and other partners. We need to improve our collective effort in telling Leith’s positive story, promoting its successes, and raising awareness of its tremendous assets. We hope that this Economic Framework will provide the right stimulus to debating how best this can be done.

Councillor Frank Ross
Convener, Economy Committee

Councillor Gordon Munro
Vice-Convener, Economy Committee

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Vision

Investing in Leith's Future

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VISION

To transform the Edinburgh Waterfront and its surrounding communities into one of the most vibrant and sustainable city quarters, one which regenerates and integrates old with new in inclusive communities together with an attractive mix of open space, thereby creating a safe, high quality environment.

Waterfront Zone Development Plan 2013

Set within this overall vision for the Waterfront, the most definitive and recent vision for Leith is provided by the Leith Local Community Plan 2014-17, developed after consultation with over 700 people. It sets out the following priorities on which local people have said they would like the Leith Neighbourhood Partnership to focus.

- Clean, Green Leith
- Leith Economy
- Healthy Leith
- Safe Leith
- Young Leithers
- Engaged Leith

The outcome statements later in this document also reflect the consultations undertaken and together represent a compelling vision of the future.

INVESTING IN JOBS

“Leith has for centuries been both the marine gateway to Edinburgh and its economic powerhouse”. “Although Leith has now lost its shipbuilding and some heavy industries, it has diversified and we now see a new Leith emerging”. These quotations, taken from the guidebook of the Leith Local History Society sum up very well both the unique place Leith occupies in history and the challenges for the future.

“A Strategy for Jobs”, the Council’s Economic Strategy for 2012-2017, is built around the theme of “sustainable growth from investment in jobs”. This goal is equally relevant for Leith. There are however serious challenges facing Leith which distinguish it from the overall city picture. The Leith Study Report, which provides the background to this Framework, shows that the area has experienced a fall in some 3,500 jobs from 2009-2013, representing an 18% drop. The overall unemployment rate is higher than the city’s and there has also been a significant rise in long term unemployment. However, it is encouraging to note that the full time employment rate is considerably higher than the Edinburgh average and Leith’s educational profile, as measured by degree level qualifications, is comparable to Edinburgh.

The Study report provides a demographic profile, showing the significance of Leith’s migrant population. Some 35% of Leith’s 14,580 population were born outside Scotland and over 19% outside the UK; the latter figure is 3.2% higher than the Edinburgh average. It is notable that that the wider population of Leith and Leith Walk wards, at just under 57,000, is comparable to towns like Livingston or Dunfermline. The Study Report provides a business profile, and explains the circumstances surrounding the previously identified opportunity for wind turbine manufacture at Leith Docks, including the reasons why this is no longer expected to happen. Whilst Leith Docks continue to be a focus for jobs, both related and unrelated to port functions, they will not create jobs of sufficient scale and diversity to meet the area’s needs. The Study Report explains that although the cruise liner market is part of the city’s visitor economy with potential to grow, the jobs potential for Leith is limited. It is therefore essential that the Council and its partners investigate the options for alternative sources of employment.

The Study report summarises the results of an analysis of the job opportunities by sector. Whilst there is a significant and growing creative industries cluster numbering upwards of 350 firms, the scale of new jobs emerging is unlikely to be adequate to meet the jobs demand. However, the benefits that creative sector industries bring in terms of innovation, diversity and networking are key to building an effective entrepreneurial culture. Forecasts set out in the Report suggest that jobs growth in Leith is most likely to arise in administration and support service activities, and accommodation and food services. Using a broad trends-based model for the city, employment in Leith could increase by 3,400 net over the period 2013-2030.

Although the wind turbine manufacturing opportunity is no longer expected to develop as anticipated previously, there are still many opportunities for Leith to play a full role in contributing to all five programmes of the Sustainable Energy Action Plan (SEAP). These are: energy efficiency (e.g. exemplar buildings, retrofitting); renewable energy (e.g. testing, research, demonstrators), waste to energy (capitalising on existing land uses); district heating; and sustainable transport. As the Energy Services Company (ESCO) model for Edinburgh takes shape, Leith will be able to tap into this opportunity and even develop its own mini-ESCOs.

An important message coming from the consultations during the development of this Framework, is that Leith has a positive story to tell but that more could be done to tell this story, promote success messages and build up the momentum based on past achievements.

CHALLENGES & OPPORTUNITIES

Edinburgh has a successful and growing economy but the Council recognises that there remain many challenges and underlying issues, many of these with a geographical focus. This Framework recognises the need to identify the challenges specific to Leith.

Creating the conditions for sustainable jobs

In common with Edinburgh, Leith faces the problem of the number of people looking for work rising faster than jobs supply. Even where new jobs are created, there is no guarantee that local people will secure the jobs. As the city's economy continues to recover from the economic shocks of 2008-09, the challenge is not just about the number of jobs. It is also about the quality of jobs, their value to the city's productive effort, and the fit with the skills of the workforce. A key challenge in Leith is therefore equipping local people with the skills and abilities to best fit them for the job opportunities which emerge. The higher than average migrant population provides both a challenge and opportunity in responding to particular needs and capitalising on the entrepreneurial culture and scope for sharing best practice.

Improving Leith's connectivity

Leith is perceived to be in a peripheral position, located as it is on the edge of the city by the seafront. Despite being only a mile and a half from the city centre, it is often regarded as distant. Connections by road from all directions can be slow and indirect. The area's broadband connection is standard. Connecting Leith more effectively with the city, region and beyond is a pre-requisite to enabling it to flourish economically. This is why the challenge set out in A Strategy for Jobs: "Capitalising on the tram project" is so relevant to Leith. Experience elsewhere indicates that bringing the tram to the waterfront would have an immediate beneficial effect in raising investor interest and developer confidence in Leith and the wider waterfront. The tram would also reduce the perception of distance. Addressing the need for active travel is also part of the essential mix. This includes improving pedestrian and cycle connections around Leith, for

example links from the foot of Leith Walk to the waterfront. The challenge is to make it easy for people to orientate themselves, allowing them to get where they want quickly and conveniently.

Stimulating new investment in infrastructure

Leith's need for investment in new and improved infrastructure is not unique; it is a major challenge for the city as a whole. Investing in buildings, the public realm, transport and ICT are vital to enhancing Leith's attractiveness to businesses. Advance works for the tram are already largely in place. The port location and industrial and scrap yard uses, provide a possible opportunity to capitalise on the Scottish Government's resource recovery agenda. While the Council's land holdings in Leith are not significant, there have been some promising initiatives which provide good examples of best practice. For example, the "Edinburgh 12" is aimed at unlocking barriers to developing key sites. The St James Quarter boasts one of the most innovative investment models in the UK. Meanwhile, the Scottish Cities Alliance is spearheading solutions to boosting investment in the city region, identifying and prioritising projects from all parts of the region. Waterfront connectivity is included in the Edinburgh city region investment plan. These ideas have the potential to be adapted for Leith's own circumstances.

Growing business

Leith already has a thriving business base with some 30 companies in the "high growth" pipeline and the third highest business start up rate in Scotland (2013). The high proportion of SMEs and micro businesses can however result in greater vulnerability to market conditions. Edinburgh's creative and artistic community called for more networking and mentoring opportunities and the city responded with Creative Edinburgh and the Creative Exchange. In line with "A Strategy for Jobs", an important task in Leith is to develop the entrepreneurial and management skills of businesspeople. The inherent collaborative spirit in Leith provides an excellent basis to grow businesses with a comparative advantage such as certain sub-sectors of the creative sector, particularly design and photography.

Improving the quality of place

Quality of place is acknowledged as a key factor in attracting investment and jobs. Leith has a strong sense of place, rooted in its waterfront aspect, maritime history, distinctiveness and adaptability. But as community consultation has indicated, Leith's quality of place could be enhanced by taking action to improve its sense of safety, welcome and ease of movement. Addressing resource efficiency would also improve Leith's success as a place and its contribution to build Edinburgh's low carbon economy. Areas like Ocean Terminal, the Shore – including the Customs House, the Kirkgate and the area around the Creative Exchange are examples of important focal points. The working port dominates much of the seafront and is delineated by extensive security fencing, creating a rather forbidding edge in places. There are also areas demanding improvement such as Salamander Street and Great Junction Street. Improving the quality of these and other areas, complemented by more coordinated signage and interpretation would enhance the image of the whole area.

THE COUNCIL'S APPROACH

This Framework recognises that Leith does have a separate identity. But Leith's future is inextricably bound up with that of Edinburgh and therefore action is set firmly within the context of the waterfront, the city and the city region. This means that Leith must fit within an overall framework for resource allocation which is seen as fair and transparent. The Council's approach in Leith will therefore mirror that set out in the city-wide economic strategy, but taking account of the area's particular circumstances.

The production of this Framework reflects the priority which the Council accords to Leith in helping catalyse economic activity in an area of considerable change. It acknowledges the major and sometimes traumatic events which have tested Leith's resilience, the most recent being the tram works on Leith Walk. The area has seen a number of masterplans, none of which has come to fruition, although some partial implementation has happened. The community has been consulted on what it wants and needs but not all of the aspirations have been able to be fulfilled. The area is changing fast, both physically and in the composition of its people. The newer residents and businesses do not always see Leith in the same way as more established residents. Inevitably there can be different opinions about what is needed.

The Council has responded to these issues in a number of ways such as:

- Business Gateway: assisting start ups and growing companies
- Creative Exchange: proving flexible business space and networking opportunities
- McDonald Road Library Business and Employability Hub: providing a focus for training and networking for businesses, and for residents seeking employability support
- Leith Walk Traders: helping with promotional campaigns and providing environmental enhancements such as artwork and shopfront animation

- Leith Programme: ongoing project for improvements to Leith Walk and the surrounding streets; the investment to date is estimated at over £9M, of which £5.5M is Council investment
- Customs House: acquisition of an important historical building to help maximise the economic and community benefits of the asset
- Shrubhill: action to help unlock a key re-development site
- Edinburgh Trams: progressing preparatory works and developing the business case for extension to the waterfront
- Employability: implementing a variety of programmes tailored to local needs
- Housing: allocating land for new housing and progressing special initiatives for affordable housing.

One key message on which all seem to be agreed, is to avoid more “grand plans” and instead to aim to a greater sense of certainty by focusing on improving Leith’s existing assets. The approach therefore favours a sustained, ongoing commitment to continual, incremental enhancements to the area’s focal points, working in partnership with local groups. The improvements should aim to create more reasons, not just to visit Leith, but to stay for longer in the area. One way to achieve this is to explain, interpret and sign the area’s attractions in a much more joined-up way. The approach needs to consider the elements that the area is missing and take action to procure these. A consistent message from consultees is to celebrate the area’s existing mixed use and maritime character, whose charm sometimes lies in being unplanned, and to embrace the elements of contrast and organic change. In this way, the essential character of Leith will be preserved.

Focus on quality jobs

The overall economic goal for Leith, as for the city as a whole, is to bridge the gap between the number of people looking for work and the supply of jobs. The emphasis is shifting increasingly towards enhancing the value and longevity of jobs, and to focus not just on new jobs but on retaining existing jobs. Supporting jobs and investment means creating the right climate or “growing conditions” in which businesses can flourish. A key element is capital investment in supporting infrastructure, the most important of which is the tram extension to Newhaven. The tram is the single most important catalytic enabler for Leith. Other desirable investments include enhancing open spaces – including temporary “greening”, building refurbishment, signage and interpretation, and community facilities. Also of critical importance in enhancing Leith’s quality of place is to animate the area by bringing in more people – residents, businesses, visitors.

To achieve this may mean more year round and occasional events and attractions. To help support local people in securing jobs, will mean a continued focus on enhancing skills and employability.

Engaging the whole Council

The Neighbourhood Partnership is the key player in working with local people to develop a range of social, economic and environmental improvements. The Partnership will take forward the Leith Local Community Plan and Leith programme and continue to lead other locally-driven initiatives. Creating the right conditions for jobs and investment in Leith is the business of the whole Council – from planning and housing, property management, roads, paths and parks maintenance, waste management, and community care. The importance of skills and employability means that education, health and social services are at the heart of Council action. A well-functioning, looked-after place helps create a positive reputation and atmosphere, and confidence of its people, and thus the likelihood of attracting investment.

Facilitating greater collaboration

“A Strategy for Jobs” is grounded in the principle of collaboration, working with public, private and third sector partners. In an area with such a diverse range of groups, the task is to find ways to create greater coherence and structure in managing Leith’s challenges. The Council’s role lies in helping broker relationships, using its convening power to bring people and groups together. The Council also has a role as policy maker in providing a clear, consistent strategic framework across all of its services which supports the achievement of Leith’s ambitions. The Council can also enable and facilitate activity, and provide skills and expertise in specialist fields such as advising on funding sources. The approach is to find projects on which community leaders can agree, and to develop goals to work towards collectively.

Priority areas for Council action

- We will develop, in partnership with the community, an improved communications strategy for Leith, which promotes the area's successes and assets.
- Working within the Scottish Cities alliance, and regional and local partners, we will identify and prioritise investments across the region. Leith's key opportunity sites and buildings will be incorporated into this workstream, using fair and transparent criteria.
- We will continue to use the Council's internal Waterfront Zone Coordinating Group to join up Council activity, identify opportunities and respond to community initiatives.
- Led by Leith's community leaders, we will help facilitate an improved governance structure for Leith, which is agreed and understood locally and which will provide the optimum conditions to support a flourishing economy.

FOUR INVESTMENT PROGRAMMES

The Leith Economic Framework will be delivered through the four programmes of the Council's economic strategy, "A Strategy for Jobs". These programmes are interconnected and although many activities will be led by the Economic Development Service, the best chance of success will be achieved by collaboration with other Council services and external partners. Partners would include the Leith Chamber of Commerce, the Port of Leith Housing Association, the Leith Trust, Forth Ports, NHS, other business organisations, and the many community groups operating through the conduit of the Neighbourhood Partnership.

Programme 1 – Invest in Leith's Development and Regeneration

Programme 2 – Support Inward Investment

Programme 3 – Support Businesses

Programme 4 – Help Unemployed People into Work or Learning

PROGRAMME 1 – Invest in Leith’s Development and Regeneration

Priority Outcomes for 2014-17

- Leith Walk has developed as an impressive city boulevard and gateway, offering a varied and compelling retail and leisure offer that meets the needs of residents and visitors.
- The extension of the tram line to Leith is underway, creating a surge in investor interest and confidence, a rise in property values, and with minimal disruption to traders.
- Leith’s appeal to residents and visitors has been strengthened and the area’s offering made more compelling, with new and improved attractions, interpretation facilities and clearer orientation.
- Gap sites and vacant buildings have been redeveloped to deliver a variety of new uses in response to demand from residents and businesses.
- The public realm of Leith has been enhanced with improved branding of sub-areas with distinct identities, and enhanced signage and street furniture.
- Leith Docks and Newhaven Harbour are thriving, delivering a variety of maritime activities.

PRIORITY AREAS FOR COUNCIL ACTION

The Council’s approach

In the last 20 years, Leith has seen considerable regeneration, with many of the brownfield sites resulting from industrial decline brought back into use as homes or commercial developments. As a result there is no longer a large supply of vacant land, shop units and buildings remaining. However those that do remain have significant potential to reinvigorate the area. Key opportunities include: the former tram depot site off Leith Walk; the Kirkgate and nearby Trinity House Maritime Museum, and access from there to the Waterfront; the Customs House and Shore; Leith Theatre and associated buildings; Ocean Terminal and adjoining land; and the remaining allocated

housing sites and vacant industrial and leisure-related buildings. These and other improvement and development opportunities are set out in Leith Study Report. The Council will aim to support redevelopment using the levers at its disposal, adopting a tailored approach to each individual opportunity. In particular, the Council will aim to secure the effective use of its own limited land and property holdings.

The port facilities at Leith Docks are a strategic asset for Edinburgh. The land take is significant however, limiting waterfront redevelopment options, and there can be conflicts with residential uses such as visual and noise disturbance. The security considerations mean that access to the waterfront is necessarily restricted. However there are opportunities to redevelop non-operational dockland and to enhance the port's visual impact, for example through interpretation that tell of the port's history and current activities. The approach will be to continue to work with Forth Ports and other strategic partners to maximise the benefits from the port for the city's economy and help facilitate successful co-existence with adjoining land uses. The Council will also respond to opportunities for jobs growth of port-related uses. Whilst the Leith Study Report explains that the cruise liner market is not significant for the city's overall economy and the future jobs potential for Leith may be limited, the approach will be to support any initiatives that help capture the opportunities presented by this market. This would build on the success of the Royal Yacht Britannia which attracts some 300,700 visitors a growth rate of 5% last year.

The Council has already invested heavily in public realm enhancements in Leith and Leith Walk. Working through the Neighbourhood Partnership, the approach will be to build on these improvements with the aim of continually improving Leith as a place to live and visit, and to provide more reasons to linger. The approach should prioritise action on opportunities identified locally and to work with traders and residents. The focus will be on implementing a sustained programme of incremental improvements that will have a real and lasting beneficial impact on Leith's environment and job prospects, while still preserving its distinct character and role.

Action areas

Improve accessibility and connectivity

We will support initiatives to enhance public transport linkages to Leith, in particular developing a compelling business case for the extension of the tram line to Newhaven. We will work closely with businesses along the tram route to mitigate any disruption caused by construction works. We will work with Forth Ports to support the continued use of Leith Docks and Newhaven Harbour for a variety of maritime functions, including the movement of cargo, the berthing of cruise liners and dry dock activities. We will continue to develop the waterfront promenade, working around the access restrictions of the port.

Enhance shopping and leisure

We will take forward actions to reduce vacancy rates and improve the quality and variety of the retail offer in Leith/Leith Walk town centre, capitalising on ongoing public realm enhancements. We will enliven the town centre and other identified improvement areas by animating shutters and empty units through posters and public art. We will promote the long term development of Leith Walk as a compelling city boulevard. We will work with the owners of the Ocean Terminal and Kirkgate shopping centres to help them deliver a high quality retail and leisure offering.

Develop vacant sites and buildings

We will work with developers and occupiers to bring gap sites and unused or underused buildings with the potential to deliver employment or housing back into fully productive use. This will include public sector bodies including the Council itself. We will continue to support the animation, greening and temporary use of gap sites and vacant units. We will help match potential occupiers to site or building opportunities. We will engage with Forth Ports and Network Rail to help them realise their ambitions for their land holdings and identify opportunities for the redevelopment of non-operational land. We will support the reallocation of shop uses to alternative use (eg business incubators, artist studios) where this would help bring vacant units into productive use.

Enhance Leith's appeal to residents and visitors

We will work to enhance Leith's offering to residents and visitors, including improving the visual appeal, style and liveliness of the area. In partnership with the private sector, we will address areas requiring improvement and animation. This will include the scope for relocation or rationalisation of industrial uses which do not co-exist easily with residential uses. We will address the navigability of Leith through more coordinated signage and branding, and improving the "gateways" in and out of the area. We will work with the local community to preserve the heritage of Leith. We will develop business cases for the successful adaptation of Council-owned facilities: Customs House; Leith Theatre and the former tram depot sites as high profile focal points offering public-facing uses with a variety of community and business benefits.

PROGRAMME 2 – Support Inward Investment

Priority outcomes for 2014-17

- Leith has further developed its unique investment offer, set within the context of the city region investment plan, focussed on waterfront regeneration opportunities, the port, niche land uses and a vibrant, mixed community.
- Leith is contributing to the city's international reputation for global competitiveness.
- Leith is benefiting from increased visitors and investment resulting from new and enhanced events and attractions that capitalise on the area's history, waterfront location and atmosphere.
- Leith has further developed its capability to host and welcome events of national and international importance.
- The Port of Leith is creating new jobs, maximising its value to the city's economy and co-existing successfully with its immediate neighbours.

PRIORITY AREAS FOR COUNCIL ACTION

The Council's approach

Edinburgh is a globally competitive city which has attracted over 150 foreign direct investments in the past five years. The investments have been particularly focussed on: retail; financial services; IT; hospitality; life sciences; and logistics. Maintaining and increasing the city's investor appeal means that efforts must be channelled into enhancing the attributes of all four development zones. Leith therefore sits within this city-wide approach to promoting the city and supporting investment.

Leith already has attractive investor offer with its waterfront location and port, distinctiveness and diverse workforce. However together with the perception of distance, it is regarded as a low cost location rather than a real alternative to the city centre. There are some offices based here (e.g. VisitScotland) but it is not currently a location of choice for larger companies. The tram could entirely reshape this perception and Leith could emerge as more of a business hub in its own right.

The role of the port is also key to the status of Leith as an investment location. In other parts of the UK and abroad, ports have become part of an important waterfront regeneration strategy. In Leith's case, the port is operational and the owners have indicated that they are not currently in a position to release significant areas of port-related land. In time, if Leith's economic prospects improve, Forth Ports may choose to become more involved in investment promotion activity and be more pro-active in waterfront redevelopment. At present the owners have signalled their willingness to give in principle support for industrial development and other uses such as the cruise liner business which are compatible with the port's operations.

The Leith Study Report summarises the impacts of past major events such as the Tall Ships race and MTV Awards which had wide benefits for the city's international profile. Whilst it is a compelling idea to develop more of these kinds of events and attractions in Leith, they may be expensive and risky to secure and have limited long term benefits. They may also be regarded locally as being foisted on the community and being more about Edinburgh than Leith. More fundamentally, there are considerable challenges in developing new attractions in peripheral areas of the city when the city centre cultural hub has such a powerful pull.

We will therefore work to improve the attractiveness of Leith as an investor location, with the creative sector seen as the most promising opportunity initially. The approach is to gradually improve the built and natural heritage of Leith, aiming for high quality, providing better orientation and interpretation, and initiating activities that bring more people to the area. Extending the tram to the waterfront is likely to be the single most important action to increase investor interest and its catalytic effect cannot be underestimated. Our approach will also continue exploiting the city's international and civic connections for mutual benefit. The Council will continue to play its full part in responding to any opportunities arising to develop international cultural and sporting events and attractions which capitalise on Leith's

history and waterfront location. Together these measures will build a solid foundation for future investment and growth in the wide range of generic jobs forecast.

Priority areas for Council Action

Attract new investment

We will develop our understanding of Leith's role within the city's creative sector and use the research to tailor our competitive offer to investors. We will develop the creative sector presence on the Invest website with enhanced information on Leith's strong creative sector offering.

Support new investors

We will respond to requests for assistance from potential investors, providing an integrated Council service. In doing so, and dependent on the nature of the enquiry, we will promote Leith's unique offer. We will be alert to the particular opportunities which may arise around the government's resource efficiency agenda.

Where a new investment opportunity emerges in the area, we will help local firms and residents position themselves to gain benefits in terms of jobs. For inward investment elsewhere in the city, we will ensure that Leith job-seekers and companies have equitable opportunities to benefit from the new investment.

Improve competitiveness

We will work with local and regional partners to enhance Leith's role as a destination for potential investors, adding value to the city's competitiveness. We will agree a set of key messages to promote Leith's offer to investors, set within the overall city promotion context. We will take opportunities to tell Leith's positive story and promote its assets.

PROGRAMME 3 – Support Businesses

Priority Outcomes for 2014-2017

- Leith businesses are benefiting from easily accessible, locally tailored business support services.
- Leith has capitalised on the Creative Exchange model as a way of providing flexible business space, local business support and mentoring.
- Leith is one of Scotland's distinctive creative clusters, focussed on the area's strengths around publishing, digital marketing, design, advertising and fine arts.
- Cultural activity and creative endeavour have been integrated into Leith's social and economic life.
- Leith plays a full contribution to the city's strengths in emerging and growing sectors, and high growth companies.
- Leith's reputation for excellence in its restaurant offering is continually being enhanced as new businesses seek to locate there and the customer base grows.
- Leith's established and new businesses are confident and entrepreneurial, finding new ways to network and share their experience.

PRIORITY AREAS FOR COUNCIL ACTION

The Council's approach

Leith ranked third in Scotland for new business registrations in 2013, reflecting the area's entrepreneurialism. Leith's unusually high population density and its higher than average migrant population present rich opportunities for business growth. The approach will be to capitalise on these strong foundations.

While Leith has a vibrant business community, there are areas with high vacancy rates and low patronage. Yet in other areas there is a shortage of affordable incubator, start up and studio space. The Council will work with landlords and businesses to address these challenges. The approach will continue to support the growth of key sectors in Leith. The Leith Study Report indicates that the key future job opportunities are likely to lie in administrative and support services, and accommodation and food services. Information and communication, and arts, entertainment and recreation together are also likely to be significant. Initial analysis of the diverse creative sector in Leith shows a cluster of certain sub-sectors, particularly design, photography, architecture, and advertising and marketing. Tourism – including the cruise business - and retail activity, whilst not expected to be a significant generator of new jobs in Leith, provide an important foundation for other sectors to flourish. Working with businesses to enhance the welcome and facilities for cruise passengers would help increase the value of cruise tourism to Leith.

The approach will be to complement the measures for improvement and enhancement set out under Programme 1. Flexible and affordable premises will be provided for businesses in the creative industries through the Creative Exchange and similar models. Working with the private sector, new opportunities for incubation space and studios will be explored. Recognising the expertise and enthusiasm possessed by Leith's business community, the Council will work to deliver improved business support and networking opportunities. This will include information on cost reduction through energy savings and resource management. The opportunity for Business Improvement Districts (BIDs) will be supported provided it is business-led and in accordance with BIDs elsewhere in the city, that there is evidence of widespread support. The approach will aim to exploit the diversity of the business community, learning from Leith's international in-migrants.

Priority areas for Council action

Build on the success of the Creative Exchange

We will build on the success of the Creative Exchange by seeking other opportunities to provide suitable premises and continuing to promote and enhance the model. We will develop the Interspace initiative which links incubators in the city, provides support and helps balance out supply of business space with demand. This potentially can bring additional custom to the Creative Exchange where unused supply exists.

Find beneficial uses for vacant units

We will work with landlords and other stakeholders to match vacant units with growing businesses seeking to expand to new premises. This could include reallocation for alternative uses (e.g. shop units to business incubators or studios) and buildings for adaptation.

Capture visitor spend

We will work with visitor-facing businesses through Business Gateway and other channels to enhance its retail, leisure and hospitality offering and capture increased spending. We will facilitate business-led initiatives to promote Leith's assets.

Support key sectors

We will continue to promote the growth of key sectors, providing generic and specialist support via the Business Gateway. We recognise that some employment-generating development fall outwith specific sectors or crosses more than one sector and we will be equally supportive of any such opportunities.

Support Business Improvement Districts

We will continue to support business-led initiatives around opportunities for Business Improvement Districts (BIDs) in Leith and Leith Walk.

We will work with Ocean Terminal to develop their business model, incorporating innovative ideas such as retail incubators and flexible space for events and arts, community and leisure uses.

PROGRAMME 4 – Help unemployed people into work or learning

Priority Outcomes for 2014-2017

- Leith residents have much greater awareness of employment support services
- The number of Leith residents in sustainable employment has increased
- Partnership working has become stronger, equipping a greater number of school pupils and young people to reach a positive destination in work or learning
- Leith residents with a disability have access to a specialist supported employment service
- Poverty impacts on Leith residents have reduced.

PRIORITY AREAS FOR COUNCIL ACTION

The Council's approach

The Council has developed, with partner support, a sustained and effective suite of programmes to help people into work, education and training. Leith has benefitted from these city-wide initiatives. The focus is particularly on people with significant barriers to work and where nationally funded services are not the best way of meeting the need. The Council plays an important role in signposting people to sources of advice and helping them navigate what is a complicated range of services. A key challenge is ensuring that people are aware of the services available to them.

Since the economic strategy was published, in-work poverty and enhancing skills at all levels have become even bigger issues. The evolving commitment to Corporate Social Responsibility offers potential to enhance training opportunities, develop anti-poverty measures, and work with voluntary organisations. The Edinburgh Guarantee continues to progress, reflecting the priority to help young people in work or learning. There is potential to input to the curriculum of Leith Academy to encourage young entrepreneurs, working in partnership with the Leith Chamber of Commerce, Federation of Small Business and the Scottish Government.

Meanwhile, city-wide employment hubs have been established as a response to the need for outreach services to make a bigger impact. Leith's outreach model has virtual hubs in McDonald Road Library, Leith Library, Piershill Library, Lochend Community Hub and Bethany Centre. The enhanced use of libraries for employment support is increasingly part of the Council's approach. Most recently, an innovative scheme for a new Supported Employment Service has been developed, coordinating services from a range of organisations. This has attracted the interest of the Scottish Government who have signalled their intention to promote the initiative as an example of best practice.

Leith has a vibrant voluntary sector and a range of migrants from the UK, mainland Europe (particularly the accession countries) and beyond. It benefits from innovative centres like "Out of the Blue" which partner with the Council to deliver training. The diverse and receptive community in Leith, provides a good seedbed for new ideas addressing issues specific to Leith.

Priority areas for Council Action

Promote employment support

We will promote our employment support services through “Get On” branding and consolidate this through local community events, including increasing our presence in libraries. We will develop our Corporate Social Responsibility initiative to develop new ways to engage businesses in employability and learning.

Coordinate employability services

Through our commissioning strategy, we will ensure that there is an effective range of service provision at all stages of our Strategic Skills Pipeline; including links to City Centre and other Progress Centres which are geared to job-ready clients. We will tailor our training programmes to identified sector skills requirements.

We will commission a one stop shop Supported Employment service offering individual case worker support, not just to secure a job but to keep the job. We will develop an associated toolkit to help other Councils learn from the approach.

Help school leavers and young people (14-19 years) make the transition into work

We will work in schools and with young people in Leith to enhance their employability skills through helping them access the right programmes to meet their needs and those of employers.

Provide employability support for individuals with particular needs

We will complement national services to support individuals in priority groups. This includes people with disabilities and long term unemployed people. We will develop solutions to address the needs of these and other vulnerable groups, tailored to Leith's situation. Through our commissioning strategy, we will ensure that there is an offer of support to reduce the costs of childcare for working parents and increased access to learning opportunities in collaboration with Community Learning Services.

DELIVERY

As a Council document, the Leith Economic Framework will guide the Council's operational activity and resource allocation decisions. However, it is also intended as a framework to guide action by other partners, both at city and local level. As "A Strategy for Jobs" acknowledges, no one organisation has sufficient influence to support the full development of the economy.

Delivering this Framework will be achieved through the Council's ongoing operational plans and programmes. This will include in particular the Waterfront Zone Development Plan, the Local Development Plan and the Leith Local Community Plan. Whilst funding and resources is a key constraint, there are some channels through which Leith could benefit. These are:

- a) City region investment planning: Edinburgh Waterfront connectivity is currently included in the City Investment Plan; as the “City Deal” or similar model evolves, other potential projects which could benefit Leith could be included.
- b) Scottish Government models such as the Growth Accelerator Model (GAM); this was the basis for the St James Centre funding.
- c) Tax Increment Funding (TIF) or similar model; the Leith Study Report summarises the history of the Leith TIF; although the projects included under the previous TIF are now superseded, there is no reason in principle why TIF could not be reactivated with the right plan and stakeholder support.
- d) Building on the “Edinburgh 12” and Edinburgh Premium: these approaches encompass a sustained effort to support and facilitate the development of key sites in the city centre though consistent advice and a “one-door” Council service; it is an approach which is intended to be rolled out to other areas of the city as new opportunities emerge.
- e) European or other funding programmes; there are a number of programmes which might be suitable for Leith including INTERREG, Horizon 2020 and Heritage Lottery Funding. The Council has recently appointed a new external funding team which is tasked with advising on suitable funding sources that match the vision and objectives for an area.
- f) Corporate Social Responsibility (CSR); the Council has recently agreed to develop a new programme around CSR which could unlock business and community benefits for Leith.

A number of important enablers are set out in this Framework, the most important of which is the tram extension. The issue of achieving a coherent model of governance is also important and is included within this Framework as a key element of the Council’s approach.

The Leith Study Report summarises some other enabling measures including site assembly options, re-use of existing buildings, land and harbours, and initiatives such as Business Improvement Districts. The Report also highlights from the consultation, a number of ideas and propositions which may be worthy of further consideration and testing as part of the operational stage.

Measuring progress will be dealt with using established performance management channels:

- a) Monitor economic performance against the single outcome agreement
- b) Key Performance Indicators
- c) Annual Review of progress.

Regular bulletins and news items also provide progress on delivery across the city.

The Key Performance Indicators for the economic strategy 2012-17 are:

- Support the creation or safeguarding of 20,000 jobs in Edinburgh
- Support £1.3 billion of development in Edinburgh
- Support the movement into work or learning of 10,000 people.