

Economy Committee

10am, Tuesday, 23 June 2015

Economic Development Service – Annual Performance Review 2014/15

Item number	7.11
Report number	
Executive/routine	
Wards	All

Executive summary

This report summarises the findings of the Annual Performance Review of the Economic Development Service (EDS) in 2014/15. This is the third such annual review, in line with the key performance indicators set out in the Council's Economic Strategy – A Strategy for Jobs 2012-2017. The performance review focuses on the EDS operational activities which sit alongside the Strategy and assesses performance against the key performance indicators and annual targets.

The EDS has exceeded expectation on the three Key Performance Indicators for the period 2012 – 2015 (although performance in 2014-2015 was not as strong as previous years) and has met or exceeded 49 of the 61 targets set in the operational plan 2014-2015.

This report proposes new targets for the three Key Performance Indicators which the service monitors performance against.

Links

Coalition pledges	P7, P15, P16, P17, P 21, P22, P28, P29
Council outcomes	CO7, CO8, CO9, CO26
Single Outcome Agreement	SO1

Economic Development Service – Annual Performance Review 2014/15

Recommendations

- 1.1 Economy Committee is asked to:
- Note the findings of the annual performance review up to 2014/15; and
 - Approve the new KPI targets for the period 2015-2017.

Background

- 2.1 The Economic Development Service (EDS) undertakes an annual review of performance as part of its on-going monitoring programme. The last annual report was presented to Economy Committee on [7 October 2014](#).

Main report

- 3.1 The purpose of this Annual Review is to assess the performance of the EDS. The Review was carried out between April and May 2015 and it forms part of the EDS' ongoing programme of performance monitoring. The annual report presented in [Appendix 1](#) is the third annual report on performance for the current Economic Strategy.
- 3.2 The EDS has set three headline KPIs in its Operational Plan to be achieved by the end of 2014/15:
- support the creation and safeguarding of 2,000 jobs (net) in Edinburgh;
 - support the movement into work and learning of 6,000 people; and
 - support £200 million (net) of physical investment in Edinburgh
- 3.3 At the end of 2014/15, the EDS achieved:
- The creation and safeguarding of 2,196 jobs (net) in Edinburgh (above target);
 - The movement into work and learning of 10,442 people (above target); and

- The support of £228.3 million (net) of physical investment in Edinburgh (above target).
- 3.4 The EDS Operational Plan set out 61 specific targeted activities to be achieved in 2014/15. Of these:
- 49 were achieved or exceeded; and
 - 12 were not achieved.
- 3.5 For the targets that were not achieved, an explanation as to why this was the case is given, and, where appropriate, recommendations have been made for improvement. Details on the 45 targets that were achieved or not achieved during 2014/15 are included in [Appendix 2](#).
- 3.6 The EDS monitors performance against the three KPIs on a quarterly basis with regular reporting to Economy Committee. Monitoring against the operational plan targets has been undertaken on an annual basis however it is proposed to review the targets every six months from now on to ensure they remain relevant.
- 3.7 The EDS leads on eight of the 53 Capital Coalition Pledges. Performance is monitored and reported on a six monthly basis, with reports to Economy Committee as well as The City of Edinburgh Council. The last performance report in [April 2015](#) shows that all eight are on target to be met by the end of this administration. The next update will be due in October 2015.
- 3.8 The annual review also looks at the performance of the city and this shows an improving trend on the measures reviewed.
- 3.9 The service will continue to monitor and report performance on a quarterly basis throughout 2015/16. The approach to risk management is in line with the requirements of the Council's Risk Management Approach and the two policies included on the Council's policy register in 2014/15 have been reviewed and found to remain valid.

Revised Key Performance Indicators

- 3.10 The service exceeded the three year target set for the KPIs. To ensure that the five year target in the Economic Strategy is met, a review of performance to date together with the gross and net targets for the period 2012-2017 and a forecast of performance completed accordingly.
- 3.11 The KPIs for Jobs and Work and Learning follow a reasonably predictable path and therefore can be forecast with a degree of certainty. The KPI on investment is less predictable and therefore a more conservative estimate has been used.
- 3.12 The Economy Committee is asked to approve the following KPI targets for the period 2015 – 2017:

- support the creation and safeguarding of 20,000 (4,100 jobs net) in Edinburgh;
 - support the movement into work and learning of 18,000 (17,000 people net) in Edinburgh; and
 - support £850 million (£380 million net) of physical investment in Edinburgh.
- 3.13 On this basis, Edinburgh would be on target to achieve the gross KPIs set in the Economic Strategy for Jobs and supporting people into work or learning however the gross target (£1.3bn) for physical investment would not be achieved.
- 3.14 The service is currently reviewing the operational plan activities to ensure that these remain valid and up to date. These will be reviewed every six months from now on and any changes will be reported to Economy Committee as part of the regular performance updates.

Measures of success

- 4.1 The performance of the EDS is measured and reported against three Key Performance Indicators to Economy Committee on a quarterly basis.
- 4.2 Progress against the Coalition Pledges is reported to Economy Committee on a six monthly basis.

Financial impact

- 5.1 All of the activities covered by this annual review were met from the EDS budget in 2014-2015.
- 5.2 The EDS budget in 2015/16 is £11.5 million.

Risk, policy, compliance and governance impact

- 6.1 The service's approach to risk management is in line with the Council's approach to risk management and is reviewed on a quarterly basis.
- 6.2 The service has reviewed the policies which fit within the Council's policy register as part of this annual review and found no revisions were required. These will be reviewed on an annual basis.

Equalities impact

- 7.1 A full [Equalities Impact Assessment](#) was carried out on the Economic Strategy in February 2012. In line with the Equality Act 2010, the Council has a duty to develop equalities outcomes.

Sustainability impact

- 8.1 The sustainability impact of the activities which contribute to achieving the Operational Plan is integrated into the project management approach developed for each of the activities.

Consultation and engagement

- 9.1 This annual review and revised operational plan have been prepared in consultation with the Economic Development Management Team.
- 9.2 A comprehensive engagement plan will be prepared as part of the preparation for the final review of performance against the three year plan and will begin in January 2015.

Background reading/external references

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Links

Coalition pledges	<p>P7 - Further develop the Edinburgh Guarantee to improve work prospects for school leavers</p> <p>P15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors</p> <p>P16 - Examine ways to source new funding to support small businesses</p> <p>P17 - Continue efforts to develop the city's gap sites and encourage regeneration</p> <p>P21 - Consult further on the viability and legality of a transient visitor levy</p>
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	P22 - Set up an independent forum to promote locally-owned retail businesses
	P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city
	P29 - Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work
Council outcomes	CO7 - Edinburgh draws new investment in development and regeneration
	CO8 - Edinburgh's economy creates and sustains job opportunities
	CO9 - Edinburgh residents are able to access job opportunities
Single Outcome Agreement	SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all
Appendices	1 – Annual Review Report

Economic Development Service: Annual Review 2014/15

May 2015



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Executive Summary

Introduction

The purpose of this Annual Review is to assess the performance of the Economic Development Service (EDS) of the City of Edinburgh Council after the third year of its Operational Plan for 2012-15. The Review forms part of the EDS' ongoing programme of performance monitoring. This report provides a high level summary of the activity of the EDS.

The EDS has set three headline KPIs in its Operational Plan to be achieved by the end of 2014/15:

- support the creation and safeguarding of 2,000 jobs (net) in Edinburgh;
- support £200 million (net) of physical investment in Edinburgh; and
- support the movement into work and learning of 6,000 people.

Key Performance Indicator Review

Within the period 2014/15, the EDS achieved in relation to their KPIs:

- The creation and safeguarding of 584 jobs (net) in Edinburgh;
- The support of £88.5 million (net) of physical investment in Edinburgh; and

- The movement into work and learning of 3,721 people.

Over the period 2012/13 and 2014/15, the EDS achieved:

- The creation and safeguarding of 2,208 jobs (net) in Edinburgh (above target);
- The support of £228.3 million (net) of physical investment in Edinburgh (above target); and
- The movement into work and learning of 10,442 people (above target).

Assessment and update of Operational Plan

The EDS Operational Plan set out 61 specific targeted activities to be achieved in 2014/15. Of these:

- 49 were achieved or exceeded; and
- 12 were not achieved

Key Performance Indicators Review

Introduction

The purpose of this section is to assess the performance of the EDS over the course of the third and final year of its Operational Plan for 2012/13 to 2014/15. This section:

- assesses the success of the EDS towards meeting the KPIs set out in its three year plan; and
- considers the robustness of the EDS' methodology towards assessing its performance against its KPIs.

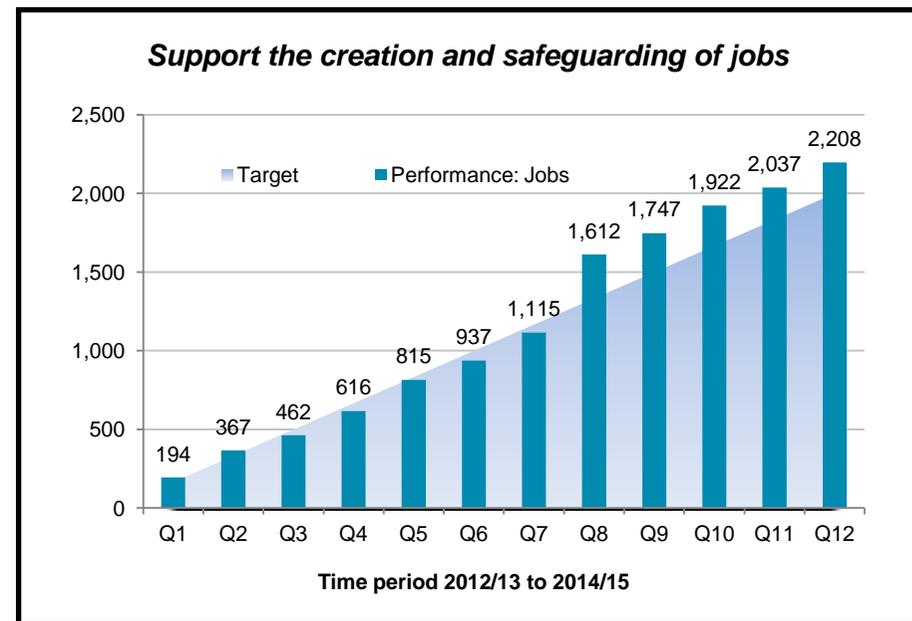
The detailed explanation of the methodology for measuring the KPIs and attributing them to the work of the EDS can be found in the [EDS Operational Plan for 2012/13 to 2014/15 Technical Appendix](#). This was approved by the Economic Development Committee, together with the Operational Plan, on 26 June 2012.

Progress on monitoring these KPIs is considered sound.

KPI 1: Support the creation and safeguarding of jobs in Edinburgh

This KPI reflects the economic and social importance of employment. High levels of employment are at the heart of the

prosperity and productivity of a city, while unemployment is strongly linked to lower standards of living, including poorer health. This KPI relates to National Outcome 2 of the Single Outcome Agreement: *“we realise our full economic potential with more and better employment opportunities for our people”*.



Performance over 2014/15

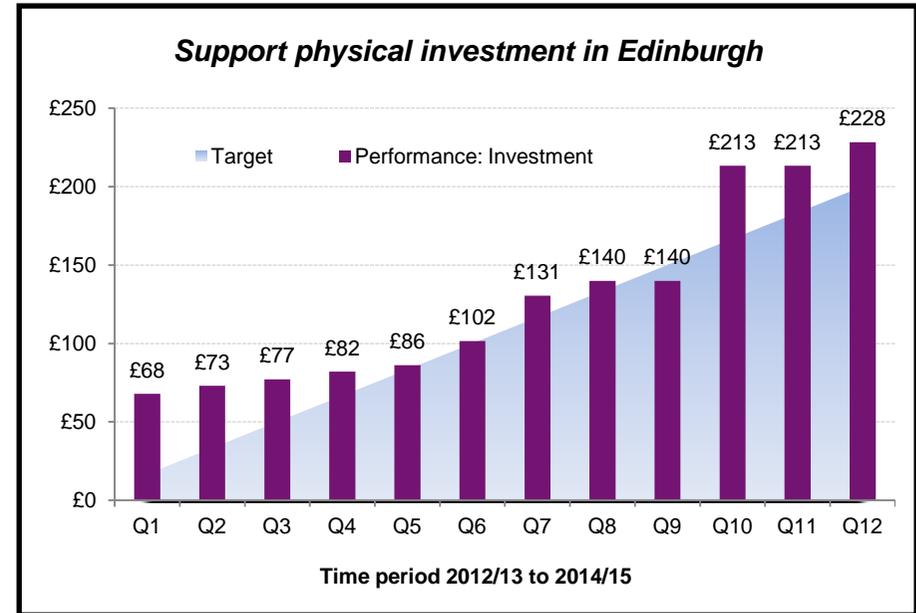
Results for period 2014/15 show 584 (net) jobs created or safeguarded by the EDS over the course of 2014/15, this was less than the jobs target of 666.7 for the year however the service still remained on course to exceed the three year target. The high spike in Q8 (Jan to March 2014) can be explained by the service recording a higher number of start ups and a very high number of significant growth businesses jobs.

Facts on jobs created or safeguarded in 2014/15

There were 558 (net) jobs from business gateway activity in Edinburgh in 2014/15; 863 (net) jobs from business gateway activity in Edinburgh in 2013/14; and 487 (net) jobs from business gateway activity during 2012/13.

KPI 2: Support physical investment in Edinburgh

This KPI reflects the importance of supporting new physical investment in Edinburgh in the form of the development of new properties and infrastructure and capital investment by businesses. Physical investment is an essential component of area regeneration, a key driver of productivity and necessary to ensure Edinburgh has sufficient stock of residential and commercial properties to meet future demand.



Performance over 2014/15

Results for period 2014/15 show £88.5 million of physical development was supported. Overall the target to support £200m of investment by the end of 2014/15 was exceeded with a total of £228.3 million of investment supported by EDS.

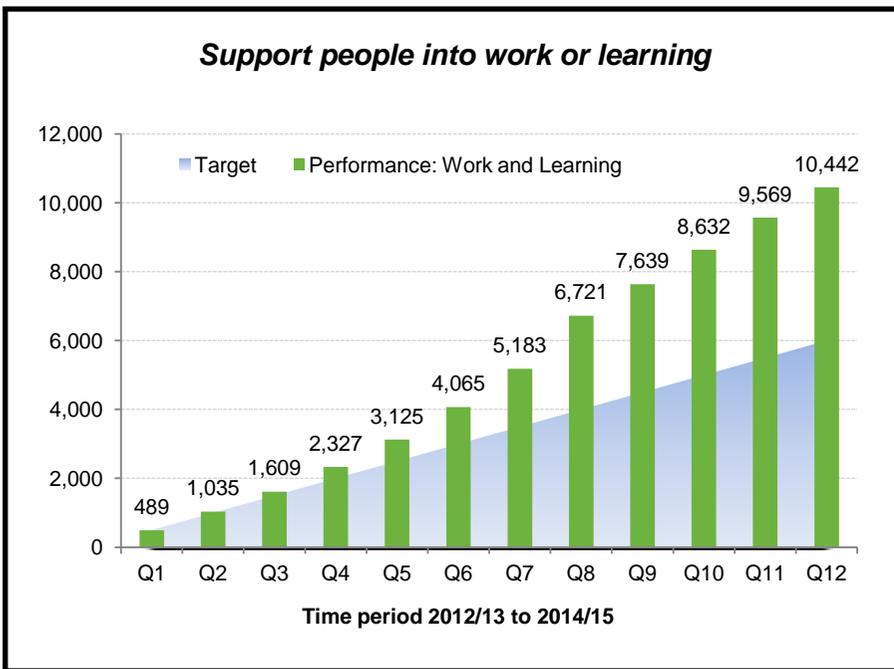
Facts on physical investment in 2014/15

There were 5 physical investment projects in Edinburgh; 10 projects in 2013-14; and 5 projects during 2012/13.

3.7 permanent construction jobs have been supported; 29.7 construction jobs supported in 2013-14; and 74.2 construction jobs supported in 2012/13.

KPI 3: Support people into work or learning

This KPI reflects the economic and social importance of employment. High levels of employment are at the heart of the prosperity of a city, while unemployment is strongly associated with lower standards of living, including poorer health.



Performance over 2014/15

Results for period 2014/15 show that 3,721 ‘work or learning’ outcomes were supported by the EDS. This means that the year target of 2,000 was exceeded. The final three year target of 6,000 was achieved one year ahead of schedule in 2014/15. A revised target for the period 2015/16 and 2016/17 will be provided in the new Economic Development Service Operational plan.

Compared to the first year performance for this indicator has improved greatly in 2013/14 and 2014/15.

Facts on people supported into work or learning in 2014/15

There were 1,687 people supported into work through the employability skills programmes, *1,598 people were supported into work during 2013/14, and there were 853 people supported into work during 2012/13.*

There were 2,404 people supported into learning through the employability skills programmes, *2,736 people were supported into learning during 2013/14, and there were 1,414 people supported into learning during 2012/13.*

Assessment and Update of Operational Plan

Introduction

This section assesses whether the targets for 2014/15 in the Operational Plan 2012/2015 were achieved. Further detail is provided in [Appendix 1](#).

Summary of recommendations in last 2012/13 EDS Annual Review

In summary there were 61 targets in the Operational Plan for 2014/15. A total of 49 targets were achieved or exceeded, 12 have been reported as not being achieved:

- **Programme 1 - Invest in the city's development and regeneration:** 15 achieved, 2 not achieved.
- **Programme 2 - Support inward investment:** 11 achieved, 3 not achieved.
- **Programme 3 - Support Businesses:** 15 achieved; 3 not achieved.
- **Programme 4 – Help people into work and learning:** 8 achieved, 4 not achieved.

Summary of EDS Operational Plan



49 targets were met or exceeded target



12 targets were not achieved

It was recommended in the EDS Annual Review 2012/13 and again in 2013/14 that: *“EDS programme teams should report on progress to their operational plan objectives to the EDS senior management team.”*

To ensure that all targets established in the operational plan are still relevant and appropriate; progress should be revisited within six months after the publication of the annual EDS operational plan.

Assessment of EDS performance

Introduction

This section reviews that actions arising from the EDS Annual Review 2014. The current status showing the progress made over the course of the last year is noted in the graphic *Achievements from Annual Review 2014*.

Achievements from Annual Review 2014

In summary a large number of these recommendations were achieved. The graphic below highlights the achievements and non-achievements from the recommendations in last the Annual Review. The work on progressing the two non-achieved recommendations are outlined below:

- **Operational Plan objectives reviewed by EDMT January February 2015** – EDMT on a monthly basis consider performance across the service as a standing item on their agenda. The operational plan targets were reviewed by service managers throughout the year and have been incorporated into the development of the team plans for 2015/16.
- **Work on next EDS Operational Plan to start in February 2015** – work progressed to revise the existing operational plan and to incorporate new targets for 2015/16 and 2016/17.

Recommendations from Annual Review 2014

Two out of the four recommendations have been achieved (green). Work is progressing with the other two recommendations (blue).

Officers will continue to ensure that templates which account for the EDS' level of intervention are completed in a timely manner and with acceptable levels of evidence to justify the attribution figures.

Physical development activities will only be claimed against the relevant KPIs after planning consent has been granted.

Progress on operational plan objectives by programme area should be reported to the Economic Development Management Team (EDMT) in January or February 2015 to ensure that all targets established in the 2014/15 Operational Plan remain relevant and appropriate.

EDS Senior Managers to review priorities in order to establish the next Economic Development Service's Operational Plan before the end of February 2015.

EDS Activity Reports

In addition to the collective reporting arrangements the EDS is organised into seven teams. All of these teams provide detailed updates to the Economy Committee on a regular basis on their activity. Links to the reports presented to the Economy Committee over the period April 2014 to March 2015 are given below.

The **Business Partnership** team reports on the Development Zones - including the Edinburgh 12, Business Improvement Districts and associated Town Centres activity, Tourism and on the Edinburgh Business Forum.

- [Business Partnerships Progress Update - 29 April 2014](#)
- [City Strategic Investment Fund - 29 April 2014](#)
- [St James Quarter Regeneration Accelerator Model - 22 May 2014](#)
- [Registers Lane Study: update and recommendations - 19 August 2014](#)
- [Business Partnerships Headline Projects - 19 August 2014](#)
- [HMS Edinburgh - 7 October 2014](#)
- [Edinburgh 12: Supporting Development and Regeneration - 18 December 2014](#)
- [Registers Lane Delivery Group - 18 December 2014](#)

- [West End Business Improvement District - 18 December 2014](#)
- [Strategic Development Areas - Zone Plans – 13 February 2015](#)
- [Cycling Tourism Action Plan - 13 February 2015](#)
- [Cruise Tourism Action Plan - 13 February 2015](#)
- [Business Improvement Districts and Town Centre Management Update - 13 February 2015](#)
- [New Waverley Community Fund - 13 February 2015](#)

The **Enterprise and Innovation** team reports on Business Gateway, financial support to businesses, funding, Interspace and creative exchange, connected capital, social enterprise and inspiring open innovation.

- [Enterprise and Innovation update - 24 June 2014](#)
- [Future of Edinburgh Technology Transfer Centre - 24 June 2014](#)
- [Enterprise and Innovation update - 18 December 2014](#)

The **Investor Support** team is responsible for attracting and supporting high quality sustainable investment to Edinburgh.

- [Marketing Edinburgh Service Level Agreement - 19 April 2014](#)
- [Investor Support Update - 24 June 2014](#)
- [Investor Support Update - 13 February 2015](#)

The **Employability and Skills** team is responsible for helping people with significant barriers to employment to access, sustain or progress in work or learning.

- [Employability and Skills activity report - 29 April 2014](#)
- [European Structural Funds Employability & Skills update - 24 June 2014](#)
- [Employability and Skills update - 19 August 2014](#)
- [Third Party Grant Challenge Fund Update - 7 October 2014](#)
- [Employability and Skills Budget Pressures Update - 13 February 2015](#)
- [Third Party Grant Challenge Fund Awards - 13 February 2015](#)

The **External Relations** team works across the Council and externally to raise Edinburgh's international profile, secure European Union funding for Edinburgh and influence legislation and policy at Scottish, UK and international levels.

- [External Relations update - 24 June 2014](#)
- [External Relations update - 13 February 2015](#)

The **Strategic Partnerships** team is responsible for managing Scottish Cities Alliance activities on behalf of the Council, facilitate cross-regional activity manage the Economic Development Strategic Partnership and deliver the EDS communications improvement plan.

- [City Growth and Infrastructure Investment - 18 December 2014](#)
- [Leith Docks – Catalysing the Development Opportunity – 24 June 2014](#)
- [Regional Economic Framework – 24 June 2014](#)
- [Investing in Jobs: An Economic Framework for Leith – 18 December 2014](#)

The **Sustainable Economy** team supports the delivery of the Economic Strategy and to do this in ways that promote a resource efficient and resilient economy, to meet wider sustainability goals.

- [Council Energy Services Company - 22 May 2014](#)

Capital Coalition Commitments and Outcomes

Following the local government elections in May 2012, the Capital Coalition (Labour-SNP administration) set out 53 specific pledges to deliver the following high-level commitments:

- Ensuring every child in Edinburgh has the best start in life
- Reducing poverty, inequality and deprivation
- Providing for Edinburgh's prosperity
- Strengthening and supporting our communities and keeping them safe
- Ensuring Edinburgh, and its residents, are well-cared for
- Maintaining and improving the quality of life in Edinburgh.

There are eight pledges that are attributed to the Economic Service, seven of which are led by the EDS.

A detailed summary of progress towards these pledges is reported the City of Edinburgh Council on a six-monthly basis. This includes information under a number of different headings:

Where we are now;

- Challenges;
- Where we want to get to;
- Actions achieved;
- Actions in progress; and
- Indicators of progress (where appropriate).

The most recent update was provided on 26 April 2015 to the [Economy Committee for the period November 2014 to April 2015](#). A summary of the EDS capital coalition pledges and their status at end of March 2014 is presented in the box below.

High level commitment	Lead officer	Pledge	Current status
Reducing poverty inequality and deprivation	Ken Shaw	07 - Further develop the Edinburgh Guarantee to improve work prospects for school leavers	
	Elaine Ballantyne	15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors.	
Providing for Edinburgh's economic growth and prosperity	Jim Galloway	16 - Examine ways to source new funding to support small businesses	
	Steve McGavin	17 - Continue efforts to develop the city's gap sites and encourage regeneration	
	Steve McGavin	21 - Consult further on the viability and legality of a transient visitor levy	
	Steve McGavin	22 - Set up an independent forum to promote locally-owned retail businesses	
	Steve McGavin	28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the City	
	Ken Shaw	29 - Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work	

Overall Performance of city

Introduction

This section gives a brief summary of the Edinburgh economy and specifically what has changed since April 2012. It looks at a range of measures in the economy including: unemployment, number of school leavers achieving positive destinations and foreign direct investment.

What's been achieved

In summary a large number of indicators have changed over the last three years and have been showing signs of continued improvements from historically low positions. A list of selected economic indicators shows:

- **A greater proportion of young people are entering work or learning.** The sustained level of school leavers moving into positive destinations (nine months after leaving) has moved above the Scottish average to 91% a rise of 9.7% in three years, compared to a 6% rise in the Scottish Average over the same period.¹
- **Unemployment has decreased** in the last three years and remains below the Scottish average. The proportion of working age Edinburgh residents receiving Job seekers

¹ Information from [Skills Development Scotland – School Leaver Returns](#)

Conditions in the Edinburgh economy have improved since 2012

School leaver destination returns are higher than they were before April 2012. Unemployment has also fallen from 3.5 percent in 2012 to 1.7 percent in 2015, equivalent to about 6,000 fewer people claiming unemployment benefits.

See [Edinburgh by Numbers 2015](#) for further stats on Edinburgh and [Economy Watch](#) for monthly analysis on Edinburgh indicators

allowances fell from 3.5% in April 2012 to 1.7% in April 2015.²

- **Youth unemployment has decreased** in the last two years and remains below the Scottish average. The proportion of working age Edinburgh residents aged 16 to 25 years receiving job seekers allowance fell from 4.3% in April 2012 to 1.5% in April 2015.³
- **Persistent long term unemployment in Edinburgh.** Five years ago in April 2010 14.6% (1,610) of those claiming JSA were unemployed for over a year. In April 2015 the rate was 24.4% (1,405). The rates over the last six years were as follows: 14.6%, 13.7%, 21.5%, 24.9%, 25.7% and 24.4%.⁴

² Information from [NOMIS](#)

³ Information from [NOMIS](#)

⁴ Information from [NOMIS](#)

- **Edinburgh has a relatively high proportion of their workforce with a degree.** The proportion of the Edinburgh workforce with a degree is 53.9%. This is higher than other major cities in the UK.⁵
- **Investors are attracted to the opportunities in Edinburgh.** In the three years 2012 and 2014 Edinburgh welcomed around 80 new foreign direct investment projects, bringing in almost 1,861 jobs to the city as recognised by FDI markets.⁶
- Growing numbers of **new businesses in Edinburgh are receiving support.** Business Gateway in Edinburgh helped 3,518 new businesses to start trading between April 2012 and March 2015; creating a projected 9,918 (gross) jobs.

Another interpretation is that the improved position in Edinburgh may mean there may be fewer opportunities for assisting a shrinking or at least static unemployed population into work or learning. The persistence of the long term unemployed in Edinburgh also means that those furthest away from employment remain.

The current Economic Development Service Operational Plan finished at the end of March 2015. The operational plan has been revised for the period 2015/16 to 2016/17 will be presented to the Economy Committee in June 2015.

Conclusions from economic performance

The move towards a more positive condition for Edinburgh's workforce in the last three years remains encouraging. These conditions can be interpreted a number of different ways. As the economy has grown this has actually helped EDS achieve so many of our targets which were based on performance during the recession. In addition many developments have taken off which were stalled during the recession.

⁵ Information from [Scottish Government – Annual Population Survey](#)

⁶ Information from [FDi Markets](#).

This section provides a signpost to additional supporting information covering risk management, performance management, and supporting plans.

Risk Management

The actions and outputs described in this report adheres to the risk compliance policy and governance arrangements. In addition the recommendations in the report do not impact in any existing policies of the Council.

Policies – Assurance Statement

Council policies are key governance tools. They help realise the Council's vision, values, pledges and outcomes, and are critical to the Council's operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner.

To strengthen governance arrangements in this area a policy framework has been developed to ensure that all current Council policies are easily accessible, and are created, revised and renewed in a consistent manner and to an agreed standard.

To ensure that Council policies remain current and relevant, the Economic Development Service has reviewed the two policies which sit within this area:

- A Strategy for Jobs – the Council's Economic Strategy 2012-2017; and

- New Commissioning Strategy for Council Supported Employment Services.

Both policy documents remain valid at present. The Strategy for Jobs will be reviewed in time for the end of the Strategy period (March 2017) and the Commissioning Strategy is currently being reviewed. This will be complete by March 2016.

Performance Management

The EDS reported on 2014/15 quarterly performance to the Economy Committee on the following dates:

- Tuesday 23 June 2015 (January to March 2015)
- [Friday, 13 February 2015](#) (October to December 2014)
- [Thursday, 18 December 2014](#) (July to September 2014)
- [Tuesday, 7 October 2014](#) (April to June 2014)

The [Economic Development Service Annual Review report for 2013/14](#) was presented at the Economy Committee on the 7 October 2014.

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HAPPY TO TRANSLATE

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Appendix 1 – Progress on EDS Operational Targets

(1) Invest in the city’s development and regeneration

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Support physical investment into Edinburgh.	£200m (net) of investment has been secured over three years.	Yes	Since April 2012 a total of £228.3 million of investment was supported into Edinburgh.
Maximise job creation from capital projects.	360 (net) person-years of employment in construction have been supported over one year.	No	Over 2014/15 a reported 81 (net) person years of employment in construction was supported.
Develop and deliver “exemplar” sustainability developments.	Present a paper that identifies the criteria for selecting exemplar projects and the potential funding options for low carbon or sustainable investments in Edinburgh.	Yes	A paper was prepared by Economic sustainability team and submitted to EDMT
Take forward the recommendations made in the Edinburgh 12 Report.	Establish a pipeline of potential sites to support the Edinburgh 12 initiative.	Yes	The Edinburgh 12 site development underway, key pipeline sites being taken forward
Continue to work with partners in delivering city wide strategic projects.	Complete HMS Edinburgh feasibility study.	Yes	HMS Edinburgh feasibility study was completed by Price Waterhouse Coopers in June 2014. The council favoured against using it as a tourist attraction in September 2014.
	Produce an improvement plan for the Exchange area.	Yes	The Exchange area improvement plan has been created and is being managed by Service for Communities, with Economic Development providing specialised input. There is an ongoing consultation with the Exchange stakeholders.
Continue to deliver the Investment Zone Plan for the city centre.	Work has begun on the St James Quarter development.	Yes	Work on an updated Development Zone Plan was approved at Economy Committee in February 2015. A new funding mechanism (GAM) in place for Edinburgh St James.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Continue to deliver the Investment Zone Plan for South and East Edinburgh.	<p>Construction of the replacement Royal Hospital for Sick Children has begun.</p> <p>Develop the PARC delivery plan to support the regeneration of Craigmillar.</p>	Yes	<p>Construction on the replacement of the Royal Hospital for Sick Children is on site.</p> <p>An update on Craigmillar's development zone plan was approved at Economy Committee in February 2015.</p>
Continue to deliver the Investment Zone Plan for the Edinburgh Waterfront.	Continuation of the Waterfront Promenade project	Yes	<p>The Leith Economic Framework and action plan was approved in April 2015; this will nest within the Waterfront Zone Plan.</p> <p>Planning permission granted for the next stage of the Promenade</p>
Continue to deliver the Investment Zone Plan for West Edinburgh.	Continue to support the development of West Edinburgh including Edinburgh Park and the International Business Gateway.	Yes	<p>The West end development zone plan was approved at Economy Committee in February 2015.</p> <p>Working Group and Board Meetings held quarterly. The International Business Gateway progressed to phase 1 planning.</p>
Continue to work with partners on the four priority investment zones	At least £20 million of development value to be attributed to each zone as part of council facilitation.	No	A total of £213.2m investment supported since April 2012. Across each of the four investment zones, only the City Centre have secured over a minimum of £20 million worth of development value attributed to the council facilitation.
Support the creation and development of Business Improvement Districts (BIDs) in Edinburgh.	<p>A ballot has been held on a new BID for at least one neighbourhood in Edinburgh.</p> <p>Hold a BIDs awareness event for elected members</p>	Yes	Preparations have been made for West End BID Ballot, which is due to take place in June 2015. In addition, elected members were briefed on BIDs in May 2014.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Continue to support the regeneration of Edinburgh's town centres.	Edinburgh's festivals have been engaged with to deliver themed events in all town centres.	Yes	Busking Bikes in place in Town Centres as part of Edinburgh International Science Festival.
City management – enhance the public realm of the city centre to support retail performance.	A programme of animation projects has been identified and delivered. Animate empty units in at least two more locations	Yes	National launch of Small Business Saturday held in November 2014. Small Business Saturday rolled out across Town Centres
Identify and adopt innovative funding mechanisms for capital projects	Continue to support the Scottish Government RAM at St James	Yes	A funding model (GAM) has been rolled out to progress the Edinburgh St James development.
Combine resources across Council functions to develop an investment pipeline.	As part of the tripartite agreement, key Council strategic development projects with a value of £150m have been brought forwards.	Yes	Fulfilment of the Edinburgh 12 will support £2.14bn into Edinburgh upon realisation of all the 12 sites.
Support ETAG and key partners in developing Edinburgh's Tourism Offer	Establish tourism strategy for cycling tourism.	Yes	The cycling tourism action plan was submitted to Committee in February 2014.
To facilitate cross-regional working	Develop the City Region Infrastructure Fund and the Strategic Development Plan 2 technical economy note"	Yes	An outline business case was developed for City Deal and presented to Scottish and UK Governments.

(2) Support inward investment

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Support investments that create or safeguard jobs in Edinburgh.	750 jobs have been created or safeguarded over three years.	Yes	A total number of 1,040 (gross) jobs have been created or safeguarded in Edinburgh from new investment and physical development.
Promote Edinburgh as a high quality investment location	Increase the portfolio of investment promotion films to achieve a more targeted and wider geographical investment base. Open up new investment channels through in-kind support towards airport route development	Yes	A range of films covering tech and life sciences were created and they were promoted in key markets such as the US.
Support investments that create or safeguard "green" jobs in Edinburgh.	3 strategically significant green investments have been facilitated	No	The Renewable Energy market has not developed as expected. Expected projects have not happened (e.g. Wind turbine manufacturing in Leith Docks). However supported Baywa renewables from Munich into Edinburgh.
Continue to build relationships with potential inward investors through target city regions.	At least two inward investments have been supported from the target regions.	Yes	Avaloq inward investment extension (Switzerland) & Deka purchase of Radisson (Germany). Also airline support – Etihad (UAE)
Develop, package and internationally promote large-scale investment opportunities in Edinburgh.	At least one large-scale investment has been secured for Edinburgh.	Yes	Development underway in several key development sites including New Waverley.
Engage with investors through major property events (such as MIPIM and Expo Real).	Edinburgh has been represented at least three major European property trade events.	Yes	Edinburgh stand at Expo Real and Edinburgh presence on SCA stand at MIPIM and MIPIM UK.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Manage enquiries from potential new investors.	Support potential investors by effectively managing investor enquiries 100% of major investor inquiries are responded to within five working days.	Yes	All enquiries responded to with two working days.
Promote the emergence of clusters between businesses.	At least 12 high-level networking events for investors have been hosted.	Yes	A range of high-quality events have been hosted including the StartEDIN London event and investor dinners at property events.
Continue to deliver aftercare support to investors in Edinburgh.	At least 36 recent investors have been engaged with.	Yes	All new investors have received a welcome letter from Cllr's Ross and Burns. Larger investors have received ongoing 1-2-1 support (e.g. Avaloq)
Continue to provide support to new and established investors in Edinburgh.	At least five new investors to Edinburgh have taken up the "soft landing" package.	No	Two companies were hosted. Several others were unable to use the space due to the sensitive nature of their businesses or changes in their plans.
Support investment in overseas markets and export activities	<i>(Per 3.6)</i>	Yes	The China programme has involved the establishment of an incubator facility in Shenzhen to help Edinburgh companies access the Chinese market.
Develop and maintain an understanding of the Global Investment market and opportunities	Promote the talent management agenda for the TECH / innovative sector in recognition of the demand for ICT based skills in the city.	Yes	Ongoing promotion of StartEDIN and partnership working with TalentScotland.
Provide a level of support and quality of place which enhances Edinburgh's competitive offer to potential investors.	Familiarisation visits have been organised for at least five potential new investors.	Yes	Significant number of visits, with particular interests from the hotel and housing investment sectors.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
To develop a strategic approach to sustainable economy activities.	To develop a Strategic Framework for jobs and investment in the energy and other low carbon sectors.	No	Changes in the Renewable Energy sector have reduced the potential for inward investment.
Develop local supply chains.	<i>(Per 3.5)</i>	Yes	Ongoing work to promote the FinTech sector will help to raise the profile of these firms with larger Edinburgh based companies.

(3) Support businesses

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Manage the transition and delivery of Business Gateway as a in-house service	The Business Gateway service has been evaluated and further developed to enhance the effectiveness of the delivery model.	Yes	National evaluation conducted by consultants. Further enhancements made to Edinburgh programme including specialist service (e.g. HR / Marketing)
	Produce an Edinburgh & Lothian delivery plan by May 2014. Further develop the Edinburgh Business Gateway Partnership introducing a further 3 new external partners.	Yes	Introduction of four external partners.
Integrate Business Gateway within the consents unit	The integration of Business Gateway has been evaluated and further developed.	Yes	Increased links with CEC Planning, and Commercial and Procurement Service – with joint monthly surgeries.
Develop and deliver a new programme of training sessions for businesses focussed on reduce costs for businesses by helping them to be more resource-efficient.	60 businesses have been through the training programme.	Yes	60 businesses supported with specialist advice/workshops through the Interspace and Business Gateway Plus projects.
Deliver the Business Gateway service	The Business Gateway service has delivered at least 6,600 jobs (including self-employment).	Yes	9,918 jobs (gross) have been delivered as a result of Business Gateway Activity since April 2012.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Provide intensive support to business with growth potential	<p>Support 480 higher value growth start up companies through Business Gateway “High Value Starts”</p> <p>Support 120 companies to access “Growth Pipeline” services.</p> <p>Assist 200 growth businesses to grow turnover or find new ways of doing business through the “Growth Advisory Service.”</p> <p>Deliver Edinburgh Growth Club maintaining membership of 300 and providing 8 networking events.</p>	Yes	<p>655 high value starts supported. 129 businesses supported through Growth Pipeline/Account Management. 204 businesses supported through Growth Advisory Service. Growth club delivered.</p> <p>Please note that targets given are for one year performance of the Business Gateway service across Edinburgh & Lothian in 2014/15.</p> <p>Future targets may change as a result of a BG service specification update in October 2015.</p>
Support the development of entrepreneurial skills	Support entrepreneurship programmes delivering support to 60 new entrepreneurs.	Yes	Entrepreneurial Spark – estimated that 180 businesses supported to date. Interspace delivered support through training to 110 SME’s. The Open Innovation project Masterclass programme attended by 27 businesses and Lean start bootcamp by 21.
Continue to deliver the Executive Skillsbank	90 placements have been allocated.	No	Programme reviewed and discontinued. Links maintained with Chamber Mentoring programme
Deliver the East of Scotland Investment Fund and Small Business Loan Fund	Provide access to finance through ESBLF, ESIF and SULCO delivering support to 100 companies.	No	<p>5 loans through ESIF & ESBLF – total lend £82,500.</p> <p>SULCO – 9 businesses approved for Start Up Loan – total lend £118,000.</p> <p>Target of 100 was set by Start Up Finance Scotland based on their projections of numbers required to make the pilot scheme sustainable. Demand for the loans across Scotland has been lower than expected.</p>

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Deliver the INTERREG Inspiring Open Innovation project	Plan and deliver a competent bid for INTERREG 5.	Yes	SYNERGIE project bid submitted between 10 transnational partners with Edinburgh as lead.
Encourage better use of digital technology and broadband to support innovative entrepreneurship	<p>Deliver the Connected Capital broadband voucher scheme providing 1,800 vouchers and a successful demonstrator unit.</p> <p>Support 60 companies during 2014/15 to produce IT strategies.</p>	No	<p>CC Board reviewed the targets, which were in turn exceeded.</p> <p>The voucher targets were revised from 1,800 to 420 by the Connected Capital Programme Board in conjunction with BDUK. The project issued a total of 509 vouchers for £814,000 in 2014/15 exceeding the revised target.</p> <p>The scheme has been extended in to 2015/16 to reach a target of 463 vouchers. The Edinburgh project team is also administering the scheme on behalf of Glasgow, Stirling, Dundee and Inverness.'</p> <p>The target for supporting 60 companies during the year to produce IT strategies was revised and is expected for 2015/16 rather than 2014/15.</p>
Support the Edinburgh Science Triangle	Initiatives to support 250 SMEs with their development plans have been delivered.	Yes	250 SMEs supported through networking events delivered through EST, Interspace, and Business Gateway Plus activity. Continued PR activity to promote Edinburgh's tech/life science sectors.
Support the creative industries, social enterprise and low carbon economy sectors	Initiatives to support 250 SMEs with their development plans have been delivered.	Yes	<p>400 creative industry businesses / individuals supported through Creative Edinburgh (membership now stands at 1,500).</p> <p>BG Social Enterprise Adviser working with circa 100 clients based in Edinburgh. Support for ECCi's ideas Lab (8 companies signed up)</p> <p>20 companies supported at Creative Exchange.</p>

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Supplier Development Programme	750 companies have been supported through the supplier development programme. Deliver a minimum of four Supplier Development Programme events.	Yes	500 Edinburgh businesses now registered members of SDP. 2 SDP events held in Edinburgh; attended by 60 businesses. Partnership events with Procurement and SDP have supported a further 250 SMEs in Edinburgh.
Business and business support directory	A new business and business support directory has been produced.	Yes	Business Directory has been published and distributed to partners; 600 copies distributed.
Collaborative and co-operative development	300 companies have been supported.	Yes	Work has been done to identify the 60 co-operatives in Edinburgh. BG Social Enterprise Adviser working with circa 100 clients based in Edinburgh. Events held for social enterprises have been attended by over 150 businesses.
Support growth and investment plans	Support the development of 150 growth or investment plans through the Growth Advisory Service. Support Entrepreneurial Spark and Creative Exchange Up Programme to develop 40 companies to investment stage and achieve investment of not less than £2 million	Yes	355 companies supported with their growth plans through Business Gateway Growth Pipeline support. Entrepreneurial Spark – estimated that 180 businesses supported to date. UP Accelerator – 8 businesses supported so far, details of investment yet to be reported.
Support investment in overseas markets and export activities	At least three international trade missions have been over two years	Yes	There have been three international trade missions over the last two years to Canada (Toronto), Turkey (Istanbul), and China (Shenzhen).

(4) Help unemployed people into work or learning

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Develop employability programmes to deliver the Employability Commissioning Strategy.	Maintain additional growth of 2,000 positive outcomes with a breakdown of 50% securing work, 30% education and 20% other positive outcomes.	Yes	Over 4,000 Positive Outcomes in period, of which 1,687 were employment related (42%)
Implement the recommendations of the 2009 Employability review.	A long-term solution to the funding gap for employability support has been implemented. Complete and implement the findings of the Job Strategy Partnership review to inform and re-affirm the future joint priorities of the partners.	Yes	New Commissioned service for disabled clients in place. Full review of Challenge Fund grants programme for Adult service completed and Youth Review nearing conclusion. This allows Council investment in employability to be well targeted and aligned with mainstream provision.
Provide a recruitment service to inward investing "green companies" to place staff on Council-run training programmes with the new investors	10% of staff recruited from "green" investors supported will derive from Council-run training programmes.	Yes	Recruitment service and offer is available to all employers. No significant call for support from "green companies" to date.
To develop a strategic approach to sustainable economy activities	(Per 2.3)		

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Continue to deliver the Edinburgh Guarantee initiative to help young people into positive destinations.	At least 390 young people have been offered apprenticeships or training places within the Council.	No	<p>A total of 142 Modern Apprenticeships places offered in 2014/15. There was also an addition 148 other training places offered over the period. The breakdown is as follows:</p> <ul style="list-style-type: none"> • 88 Inspiring Young People places • 48 Capital Skills Trainee places awarded through SDS Employability Fund • 12 Project Search Places <p>This gives a total of 290 apprenticeships or training places within the Council which falls short of the target of 390.</p>
	Undertake a detailed review of youth employment services to identify opportunities for improved Value for Money	No	A detailed review of youth employment services has not been completed and currently ongoing.
Secure employment or training opportunities for disadvantaged people using community benefit clauses and voluntary agreements.	A council-wide approach to identifying community-benefit opportunities and tracking impact is in place and opportunities are increased.	Yes	We have supported procurement's approach to implementing CBCs across a wider range of contracts and have developed procedures to maximise these opportunities working co-operatively with a range of stakeholders across the City. This is an ongoing process and we are seeking further guidance in this area from Scottish Government in light of changes to sustainable public procurement policy on a national basis.
Provide support to newly unemployed residents to help them to re-enter the workforce.	Work with the PACE partnership to support people to quickly move back into work.	Yes	PACE in Edinburgh helped 30 employers and 657 individuals who were facing redundancy

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Implement proposals for an Edinburgh Skills Shop.	The Fort Kinnaird Recruitment Centre has been established as part of the offer to jobseekers and employers across South-East Edinburgh.	Yes	FKRSC established and links with adjacent Local Authorities recognising Travel to Work patterns.
Prepare revised proposals for a Construction Centre of Excellence	<p>Undertake pilot activity to help increase the earnings of low waged individuals (families) that aims to break the cycle of inter-generational deprivation.</p> <p>Work with the Education service to develop a joint action plan on Affordable Childcare.</p>	Yes	Discussions are in progress with Children and Families to develop an Affordable Childcare Strategy which includes the “commissioned subsidised places” and increased public funding for 2, 3 and 4 year olds. Both departments joined together to present the challenges for low income household parents from the different perspectives in November. This now needs to more formally link to the relevant business and employer forums, including the EBF and EDSP.
	Meet the actions of the revised business plan.	No	<p>Actions from the revised business plan are not completed but are ongoing.</p> <p>Edinburgh Construction Skills Academy established and operating with Edinburgh College taking lead on programme delivery. Well positioned to deliver increased number of training places in response to skill needs of construction sector in city if funding allows.</p> <p>JU4B Construction Group established and developing action plan which brings all of city’s construction training providers together.</p>

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Establish Get On centres providing employers with recruitment and training support integrated with services for jobseekers.	Concordats have been drafted between the Get On Centres and key employers in each Investment Zone.	No	Changed priorities and emergence of Joined Up For Business and stronger employer engagement activity has developed Fort Kinnaird Recruitment & Skills Centre, Airport Recruitment Centre and Skills Shop at St James Centre and Project Delivery Board as part of Job Strategy.
	The re-commissioning for Supported Employment Services (for people with a disability) has been concluded. The initial re-commissioning and first phase pilot work for Working Parents Childcare Services has been implemented.	Yes	A new "All In Edinburgh" service has been commissioned and launched to support 950 people a year with disabilities with 225 minimum jobs outcomes per year.

Appendix 2 – EDS Operational Targets

(1) Invest in the city's development and regeneration

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Support physical investment into Edinburgh.	£200m (net) of investment has been secured over three years.	Yes	Since April 2012 a total of £228.3 million of investment was supported into Edinburgh.
Maximise job creation from capital projects.	360 (net) person-years of employment in construction have been supported over one year.	No	Over 2014/15 a reported 81 (net) person years of employment in construction was supported.
Develop and deliver "exemplar" sustainability developments.	Present a paper that identifies the criteria for selecting exemplar projects and the potential funding options for low carbon or sustainable investments in Edinburgh.	Yes	A paper was prepared by Economic sustainability team and submitted to EDMT
Take forward the recommendations made in the Edinburgh 12 Report.	Establish a pipeline of potential sites to support the Edinburgh 12 initiative.	Yes	The Edinburgh 12 site development underway, key pipeline sites being taken forward
Continue to work with partners in delivering city wide strategic projects.	Complete HMS Edinburgh feasibility study.	Yes	HMS Edinburgh feasibility study was completed by Price Waterhouse Coopers in June 2014. The council favoured against using it as a tourist attraction in September 2014.
	Produce an improvement plan for the Exchange area.	Yes	The Exchange area improvement plan has been created and is being managed by Service for Communities, with Economic Development providing specialised input. There is an ongoing consultation with the Exchange stakeholders.
Continue to deliver the Investment Zone Plan for the city centre.	Work has begun on the St James Quarter development.	Yes	Work on an updated Development Zone Plan was approved at Economy Committee in February 2015. A new funding mechanism (GAM) in place for Edinburgh St James.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Continue to deliver the Investment Zone Plan for South and East Edinburgh.	<p>Construction of the replacement Royal Hospital for Sick Children has begun.</p> <p>Develop the PARC delivery plan to support the regeneration of Craigmillar.</p>	Yes	<p>Construction on the replacement of the Royal Hospital for Sick Children is on site.</p> <p>An update on Craigmillar's development zone plan was approved at Economy Committee in February 2015.</p>
Continue to deliver the Investment Zone Plan for the Edinburgh Waterfront.	Continuation of the Waterfront Promenade project	Yes	<p>The Leith Economic Framework and action plan was approved in April 2015; this will nest within the Waterfront Zone Plan.</p> <p>Planning permission granted for the next stage of the Promenade</p>
Continue to deliver the Investment Zone Plan for West Edinburgh.	Continue to support the development of West Edinburgh including Edinburgh Park and the International Business Gateway.	Yes	<p>The West end development zone plan was approved at Economy Committee in February 2015.</p> <p>Working Group and Board Meetings held quarterly. The International Business Gateway progressed to phase 1 planning.</p>
Continue to work with partners on the four priority investment zones	At least £20 million of development value to be attributed to each zone as part of council facilitation.	No	A total of £213.2m investment supported since April 2012. Across each of the four investment zones, only the City Centre have secured over a minimum of £20 million worth of development value attributed to the council facilitation.
Support the creation and development of Business Improvement Districts (BIDs) in Edinburgh.	<p>A ballot has been held on a new BID for at least one neighbourhood in Edinburgh.</p> <p>Hold a BIDs awareness event for elected members</p>	Yes	Preparations have been made for West End BID Ballot, which is due to take place in June 2015. In addition, elected members were briefed on BIDs in May 2014.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Continue to support the regeneration of Edinburgh's town centres.	Edinburgh's festivals have been engaged with to deliver themed events in all town centres.	Yes	Busking Bikes in place in Town Centres as part of Edinburgh International Science Festival.
City management – enhance the public realm of the city centre to support retail performance.	A programme of animation projects has been identified and delivered. Animate empty units in at least two more locations	Yes	National launch of Small Business Saturday held in November 2014. Small Business Saturday rolled out across Town Centres
Identify and adopt innovative funding mechanisms for capital projects	Continue to support the Scottish Government RAM at St James	Yes	A funding model (GAM) has been rolled out to progress the Edinburgh St James development.
Combine resources across Council functions to develop an investment pipeline.	As part of the tripartite agreement, key Council strategic development projects with a value of £150m have been brought forwards.	Yes	Fulfilment of the Edinburgh 12 will support £2.14bn into Edinburgh upon realisation of all the 12 sites.
Support ETAG and key partners in developing Edinburgh's Tourism Offer	Establish tourism strategy for cycling tourism.	Yes	The cycling tourism action plan was submitted to Committee in February 2014.
To facilitate cross-regional working	Develop the City Region Infrastructure Fund and the Strategic Development Plan 2 technical economy note"	Yes	An outline business case was developed for City Deal and presented to Scottish and UK Governments.

(2) Support inward investment

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Support investments that create or safeguard jobs in Edinburgh.	750 jobs have been created or safeguarded over three years.	Yes	A total number of 1,040 (gross) jobs have been created or safeguarded in Edinburgh from new investment and physical development.
Promote Edinburgh as a high quality investment location	Increase the portfolio of investment promotion films to achieve a more targeted and wider geographical investment base. Open up new investment channels through in-kind support towards airport route development	Yes	A range of films covering tech and life sciences were created and they were promoted in key markets such as the US.
Support investments that create or safeguard "green" jobs in Edinburgh.	3 strategically significant green investments have been facilitated	No	The Renewable Energy market has not developed as expected. Expected projects have not happened (e.g. Wind turbine manufacturing in Leith Docks). However supported Baywa renewables from Munich into Edinburgh.
Continue to build relationships with potential inward investors through target city regions.	At least two inward investments have been supported from the target regions.	Yes	Avaloq inward investment extension (Switzerland) & Deka purchase of Radisson (Germany). Also airline support – Etihad (UAE)
Develop, package and internationally promote large-scale investment opportunities in Edinburgh.	At least one large-scale investment has been secured for Edinburgh.	Yes	Development underway in several key development sites including New Waverley.
Engage with investors through major property events (such as MIPIM and Expo Real).	Edinburgh has been represented at least three major European property trade events.	Yes	Edinburgh stand at Expo Real and Edinburgh presence on SCA stand at MIPIM and MIPIM UK.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Manage enquiries from potential new investors.	Support potential investors by effectively managing investor enquiries 100% of major investor inquiries are responded to within five working days.	Yes	All enquiries responded to with two working days.
Promote the emergence of clusters between businesses.	At least 12 high-level networking events for investors have been hosted.	Yes	A range of high-quality events have been hosted including the StartEDIN London event and investor dinners at property events.
Continue to deliver aftercare support to investors in Edinburgh.	At least 36 recent investors have been engaged with.	Yes	All new investors have received a welcome letter from Cllr's Ross and Burns. Larger investors have received ongoing 1-2-1 support (e.g. Avaloq)
Continue to provide support to new and established investors in Edinburgh.	At least five new investors to Edinburgh have taken up the "soft landing" package.	No	Two companies were hosted. Several others were unable to use the space due to the sensitive nature of their businesses or changes in their plans.
Support investment in overseas markets and export activities	<i>(Per 3.6)</i>	Yes	The China programme has involved the establishment of an incubator facility in Shenzhen to help Edinburgh companies access the Chinese market.
Develop and maintain an understanding of the Global Investment market and opportunities	Promote the talent management agenda for the TECH / innovative sector in recognition of the demand for ICT based skills in the city.	Yes	Ongoing promotion of StartEDIN and partnership working with TalentScotland.
Provide a level of support and quality of place which enhances Edinburgh's competitive offer to potential investors.	Familiarisation visits have been organised for at least five potential new investors.	Yes	Significant number of visits, with particular interests from the hotel and housing investment sectors.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
To develop a strategic approach to sustainable economy activities.	To develop a Strategic Framework for jobs and investment in the energy and other low carbon sectors.	No	Changes in the Renewable Energy sector have reduced the potential for inward investment.
Develop local supply chains.	<i>(Per 3.5)</i>	Yes	Ongoing work to promote the FinTech sector will help to raise the profile of these firms with larger Edinburgh based companies.

(3) Support businesses

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Manage the transition and delivery of Business Gateway as a in-house service	The Business Gateway service has been evaluated and further developed to enhance the effectiveness of the delivery model.	Yes	National evaluation conducted by consultants. Further enhancements made to Edinburgh programme including specialist service (e.g. HR / Marketing)
	Produce an Edinburgh & Lothian delivery plan by May 2014. Further develop the Edinburgh Business Gateway Partnership introducing a further 3 new external partners.	Yes	Introduction of four external partners.
Integrate Business Gateway within the consents unit	The integration of Business Gateway has been evaluated and further developed.	Yes	Increased links with CEC Planning, and Commercial and Procurement Service – with joint monthly surgeries.
Develop and deliver a new programme of training sessions for businesses focussed on reduce costs for businesses by helping them to be more resource-efficient.	60 businesses have been through the training programme.	Yes	60 businesses supported with specialist advice/workshops through the Interspace and Business Gateway Plus projects.
Deliver the Business Gateway service	The Business Gateway service has delivered at least 6,600 jobs (including self-employment).	Yes	9,918 jobs (gross) have been delivered as a result of Business Gateway Activity since April 2012.

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Provide intensive support to business with growth potential	<p>Support 480 higher value growth start up companies through Business Gateway “High Value Starts”</p> <p>Support 120 companies to access “Growth Pipeline” services.</p> <p>Assist 200 growth businesses to grow turnover or find new ways of doing business through the “Growth Advisory Service.”</p> <p>Deliver Edinburgh Growth Club maintaining membership of 300 and providing 8 networking events.</p>	Yes	<p>655 high value starts supported. 129 businesses supported through Growth Pipeline/Account Management. 204 businesses supported through Growth Advisory Service. Growth club delivered.</p> <p>Please note that targets given are for one year performance of the Business Gateway service across Edinburgh & Lothian in 2014/15.</p> <p>Future targets may change as a result of a BG service specification update in October 2015.</p>
Support the development of entrepreneurial skills	Support entrepreneurship programmes delivering support to 60 new entrepreneurs.	Yes	Entrepreneurial Spark – estimated that 180 businesses supported to date. Interspace delivered support through training to 110 SME’s. The Open Innovation project Masterclass programme attended by 27 businesses and Lean start bootcamp by 21.
Continue to deliver the Executive Skillsbank	90 placements have been allocated.	No	Programme reviewed and discontinued. Links maintained with Chamber Mentoring programme
Deliver the East of Scotland Investment Fund and Small Business Loan Fund	Provide access to finance through ESBLF, ESIF and SULCO delivering support to 100 companies.	No	<p>5 loans through ESIF & ESBLF – total lend £82,500.</p> <p>SULCO – 9 businesses approved for Start Up Loan – total lend £118,000.</p> <p>Target of 100 was set by Start Up Finance Scotland based on their projections of numbers required to make the pilot scheme sustainable. Demand for the loans across Scotland has been lower than expected.</p>

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Deliver the INTERREG Inspiring Open Innovation project	Plan and deliver a competent bid for INTERREG 5.	Yes	SYNERGIE project bid submitted between 10 transnational partners with Edinburgh as lead.
Encourage better use of digital technology and broadband to support innovative entrepreneurship	<p>Deliver the Connected Capital broadband voucher scheme providing 1,800 vouchers and a successful demonstrator unit.</p> <p>Support 60 companies during 2014/15 to produce IT strategies.</p>	No	<p>CC Board reviewed the targets, which were in turn exceeded.</p> <p>The voucher targets were revised from 1,800 to 420 by the Connected Capital Programme Board in conjunction with BDUK. The project issued a total of 509 vouchers for £814,000 in 2014/15 exceeding the revised target.</p> <p>The scheme has been extended in to 2015/16 to reach a target of 463 vouchers. The Edinburgh project team is also administrating the scheme on behalf of Glasgow, Stirling, Dundee and Inverness.'</p> <p>The target for supporting 60 companies during the year to produce IT strategies was revised and is expected for 2015/16 rather than 2014/15.</p>
Support the Edinburgh Science Triangle	Initiatives to support 250 SMEs with their development plans have been delivered.	Yes	250 SMEs supported through networking events delivered through EST, Interspace, and Business Gateway Plus activity. Continued PR activity to promote Edinburgh's tech/life science sectors.
Support the creative industries, social enterprise and low carbon economy sectors	Initiatives to support 250 SMEs with their development plans have been delivered.	Yes	<p>400 creative industry businesses / individuals supported through Creative Edinburgh (membership now stands at 1,500).</p> <p>BG Social Enterprise Adviser working with circa 100 clients based in Edinburgh. Support for ECCi's ideas Lab (8 companies signed up)</p> <p>20 companies supported at Creative Exchange.</p>

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Supplier Development Programme	750 companies have been supported through the supplier development programme. Deliver a minimum of four Supplier Development Programme events.	Yes	500 Edinburgh businesses now registered members of SDP. 2 SDP events held in Edinburgh; attended by 60 businesses. Partnership events with Procurement and SDP have supported a further 250 SMEs in Edinburgh.
Business and business support directory	A new business and business support directory has been produced.	Yes	Business Directory has been published and distributed to partners; 600 copies distributed.
Collaborative and co-operative development	300 companies have been supported.	Yes	Work has been done to identify the 60 co-operatives in Edinburgh. BG Social Enterprise Adviser working with circa 100 clients based in Edinburgh. Events held for social enterprises have been attended by over 150 businesses.
Support growth and investment plans	Support the development of 150 growth or investment plans through the Growth Advisory Service. Support Entrepreneurial Spark and Creative Exchange Up Programme to develop 40 companies to investment stage and achieve investment of not less than £2 million	Yes	355 companies supported with their growth plans through Business Gateway Growth Pipeline support. Entrepreneurial Spark – estimated that 180 businesses supported to date. UP Accelerator – 8 businesses supported so far, details of investment yet to be reported.
Support investment in overseas markets and export activities	At least three international trade missions have been over two years	Yes	There have been three international trade missions over the last two years to Canada (Toronto), Turkey (Istanbul), and China (Shenzhen).

(4) Help unemployed people into work or learning

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Develop employability programmes to deliver the Employability Commissioning Strategy.	Maintain additional growth of 2,000 positive outcomes with a breakdown of 50% securing work, 30% education and 20% other positive outcomes.	Yes	Over 4,000 Positive Outcomes in period, of which 1,687 were employment related (42%)
Implement the recommendations of the 2009 Employability review.	A long-term solution to the funding gap for employability support has been implemented. Complete and implement the findings of the Job Strategy Partnership review to inform and re-affirm the future joint priorities of the partners.	Yes	New Commissioned service for disabled clients in place. Full review of Challenge Fund grants programme for Adult service completed and Youth Review nearing conclusion. This allows Council investment in employability to be well targeted and aligned with mainstream provision.
Provide a recruitment service to inward investing "green companies" to place staff on Council-run training programmes with the new investors	10% of staff recruited from "green" investors supported will derive from Council-run training programmes.	Yes	Recruitment service and offer is available to all employers. No significant call for support from "green companies" to date.
To develop a strategic approach to sustainable economy activities	(Per 2.3)		

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Continue to deliver the Edinburgh Guarantee initiative to help young people into positive destinations.	At least 390 young people have been offered apprenticeships or training places within the Council.	No	<p>A total of 142 Modern Apprenticeships places offered in 2014/15. There was also an addition 148 other training places offered over the period. The breakdown is as follows:</p> <ul style="list-style-type: none"> • 88 Inspiring Young People places • 48 Capital Skills Trainee places awarded through SDS Employability Fund • 12 Project Search Places <p>This gives a total of 290 apprenticeships or training places within the Council which falls short of the target of 390.</p>
	Undertake a detailed review of youth employment services to identify opportunities for improved Value for Money	No	A detailed review of youth employment services has not been completed and currently ongoing.
Secure employment or training opportunities for disadvantaged people using community benefit clauses and voluntary agreements.	A council-wide approach to identifying community-benefit opportunities and tracking impact is in place and opportunities are increased.	Yes	We have supported procurement's approach to implementing CBCs across a wider range of contracts and have developed procedures to maximise these opportunities working co-operatively with a range of stakeholders across the City. This is an ongoing process and we are seeking further guidance in this area from Scottish Government in light of changes to sustainable public procurement policy on a national basis.
Provide support to newly unemployed residents to help them to re-enter the workforce.	Work with the PACE partnership to support people to quickly move back into work.	Yes	PACE in Edinburgh helped 30 employers and 657 individuals who were facing redundancy

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Implement proposals for an Edinburgh Skills Shop.	The Fort Kinnaird Recruitment Centre has been established as part of the offer to jobseekers and employers across South-East Edinburgh.	Yes	FKRSC established and links with adjacent Local Authorities recognising Travel to Work patterns.
Prepare revised proposals for a Construction Centre of Excellence	<p>Undertake pilot activity to help increase the earnings of low waged individuals (families) that aims to break the cycle of inter-generational deprivation.</p> <p>Work with the Education service to develop a joint action plan on Affordable Childcare.</p>	Yes	Discussions are in progress with Children and Families to develop an Affordable Childcare Strategy which includes the "commissioned subsidised places" and increased public funding for 2, 3 and 4 year olds. Both departments joined together to present the challenges for low income household parents from the different perspectives in November. This now needs to more formally link to the relevant business and employer forums, including the EBF and EDSP.
	Meet the actions of the revised business plan.	No	<p>Actions from the revised business plan are not completed but are ongoing.</p> <p>Edinburgh Construction Skills Academy established and operating with Edinburgh College taking lead on programme delivery. Well positioned to deliver increased number of training places in response to skill needs of construction sector in city if funding allows.</p> <p>JU4B Construction Group established and developing action plan which brings all of city's construction training providers together.</p>

Activities	2014/15	Achieved (yes / no)	Comments (60 words max)
Establish Get On centres providing employers with recruitment and training support integrated with services for jobseekers.	Concordats have been drafted between the Get On Centres and key employers in each Investment Zone.	No	Changed priorities and emergence of Joined Up For Business and stronger employer engagement activity has developed Fort Kinnaird Recruitment & Skills Centre, Airport Recruitment Centre and Skills Shop at St James Centre and Project Delivery Board as part of Job Strategy.
	The re-commissioning for Supported Employment Services (for people with a disability) has been concluded. The initial re-commissioning and first phase pilot work for Working Parents Childcare Services has been implemented.	Yes	A new "All In Edinburgh" service has been commissioned and launched to support 950 people a year with disabilities with 225 minimum jobs outcomes per year.