

Council Business Plan 2023-2027

Our Future Council, Our Future City

Progress Update 2024/25



Strategic Overview

In March 2023, we published our Business Plan 2023-27 which sets out our long term strategic priorities and outcomes. Our three priorities are:

- Create good places to live and work
- End poverty in Edinburgh
- Become a net zero city

Alongside this, we set out the actions we are taking to drive progress for all these areas. This includes the objectives and milestones we are aiming to meet and the key performance indicators (KPIs) we will track to monitor impact.

This Business Plan Progress Update report provides an update on how we are progressing with our Business Plan actions between April 2024 and March 2025. We start with an overview of the three priorities before giving more details on the actions being taken under each of our ten outcomes.

Create good places to live and work.

We are working alongside our partners to create good places for people to live and work in Edinburgh. We are making accessible and open places, with good links to health, childcare, and other services.

To ensure we have effective services for children in need of care we are delivering our children's services improvement plan and Edinburgh's Promise Plan to deliver intensive whole family support that prevents crisis and is fully integrated with poverty and homelessness prevention programmes. The Edinburgh Health and Social Care Partnership is taking action aimed at reducing the number of people with delayed discharge from hospital, reducing the number of people waiting for social care assessments and reducing the length of time people have to wait for a package of care.

A budget consultation was undertaken with Edinburgh residents November 2024 and January 2025 on proposals to balance the budget for financial year 2025/26. In total 3,260 residents participated. They were presented with decisions to address the Council's budget shortfall. 90% of participants supported priorities to improve their neighbourhood. In the budget consultation, we highlighted actions that were being taken to address those priorities - road condition, cleansing services and adult social care. Colleagues also took part in a separate consultation, and they felt that education required more funding, youth services were under-resourced and homelessness services were under pressure. They also felt that we should make better use of empty housing stock, needed to build far more affordable housing and were generally unhappy about the condition of roads and pavements across the city.

With that in mind the budget designed for 2025/26 was to get the basics right and make Edinburgh a fairer and greener city. It included:

- Substantial funding for schools and projects supporting young people, including 5 brand new schools, 5 extensions and a replacement campus.
- More money to improve road conditions and road safety around schools.
- Extra investment towards health and social care.
- Ongoing action on climate and sustainability, building on ambitions to become net zero.
- Funding to address housing and homelessness, tackling poverty and inequality.

Our companion report, the [Public Performance Scorecard](#) gives an overview of our day-to-day performance and is produced quarterly. It covers services that a large proportion of the residents of Edinburgh use such as schools, libraries and waste, as well as the service people receive when they contact the council.

End poverty in Edinburgh.

With the support of our partners we continue to implement the End Poverty in Edinburgh Delivery Plan, which commits us to taking all the local actions needed to ensure that no more than one in ten children or adults in Edinburgh live in poverty by 2030. In Edinburgh, around 80,000 people are living in poverty, which includes close to a quarter of all children. This makes tackling inequality and preventing poverty one of the biggest challenges facing the capital.

Helping families escape poverty through work has also been a key driver of the Council's employability programmes and supported by the work of the Edinburgh Living Wage Action Group, there has been a continued increase in the number of employers in the city paying the real living wage. We have taken action to promote fair work and through our procurement, and we have seen the number of living wage employers increase from 416 to 767 over the last 4 years and the percentage of our suppliers that are committed to Living Wage is high at 93%.

Charities losing funding from the Edinburgh Integration Joint Board (EIJB) have been given access to funding of £2.04M. This has been shared across 46 organisations and projects which are working to prevent poverty and support vulnerable residents. An additional £1M will help six third sector advice providers to support residents to maximise their income through accessing welfare benefits, reducing everyday living costs including debt management and improving access to work.

Homelessness and access to affordable housing continues to be the biggest and most visible driver of poverty in Edinburgh, as illustrated by the Council's declaration of a housing emergency and subsequently the Scottish Governments national housing emergency. Council programmes focusing on prevention have avoided homelessness for 1,340 households. We have also reduced the number of households in unsuitable accommodation from 1,288 in 2023/24 to

1,035 in 2024/25. In 2024/25, 1,135 new affordable homes were completed, with a further 658 approved. We have also helped drive down bills for 900 homes thanks to new energy efficiency measures and secured savings worth £0.21M for tenants through Energy Advice Support. However, we know that over the coming years, homelessness and the demand for social housing will remain a significant challenge.

Become a net zero city by 2030.

In the last year Edinburgh has been recognised at national and international level for our action on climate and Edinburgh has again been named as a leading sustainable city and we secured a place as one of only 112 cities on the CDP's Global A list. Our most recent City-Wide Emissions data demonstrates the progress we are making towards our ambitious targets, with city wide emissions now down by 48% since 2005. Our Council emissions have reduced by 68% to 62 ktCO₂e since 2005.

Council Progress

We are responsible for around 3% of the city's emissions. As set out in the Council's Emissions Reduction Plan (CERP) annual progress report, total Council emissions amounted to 62,189 tCO₂e in 2023/24. This represents an increase of 1.86% from the previous year. This increase can be attributed to internal and external factors based on the first three issues below, though there are positives too:

- The national electricity emissions factor increased due to an increase in natural gas use in electricity generation and a decrease in renewable generation.
- Increase in natural gas and gas oil consumption within our estate.
- Increase in waste tonnages compared to the previous year, though less waste has been sent to landfill.
- A new Retrofit Strategy (which sits under the Corporate Property Strategy) was approved in May 2024 which aims to use different solutions for different types of buildings thereby using what remains of the retrofit budget most efficiently.
- The Fleet Asset Management programme focuses on reducing the number of assets on hire and updating the council fleet to make it more efficient. As of March 2025, 100% of Council owned cars were electric.
- The in-house delivery of the climate change training has continued throughout 2024, with the total number of participants now being 524, with the number of new facilitators having increased to 35.

Citywide Progress

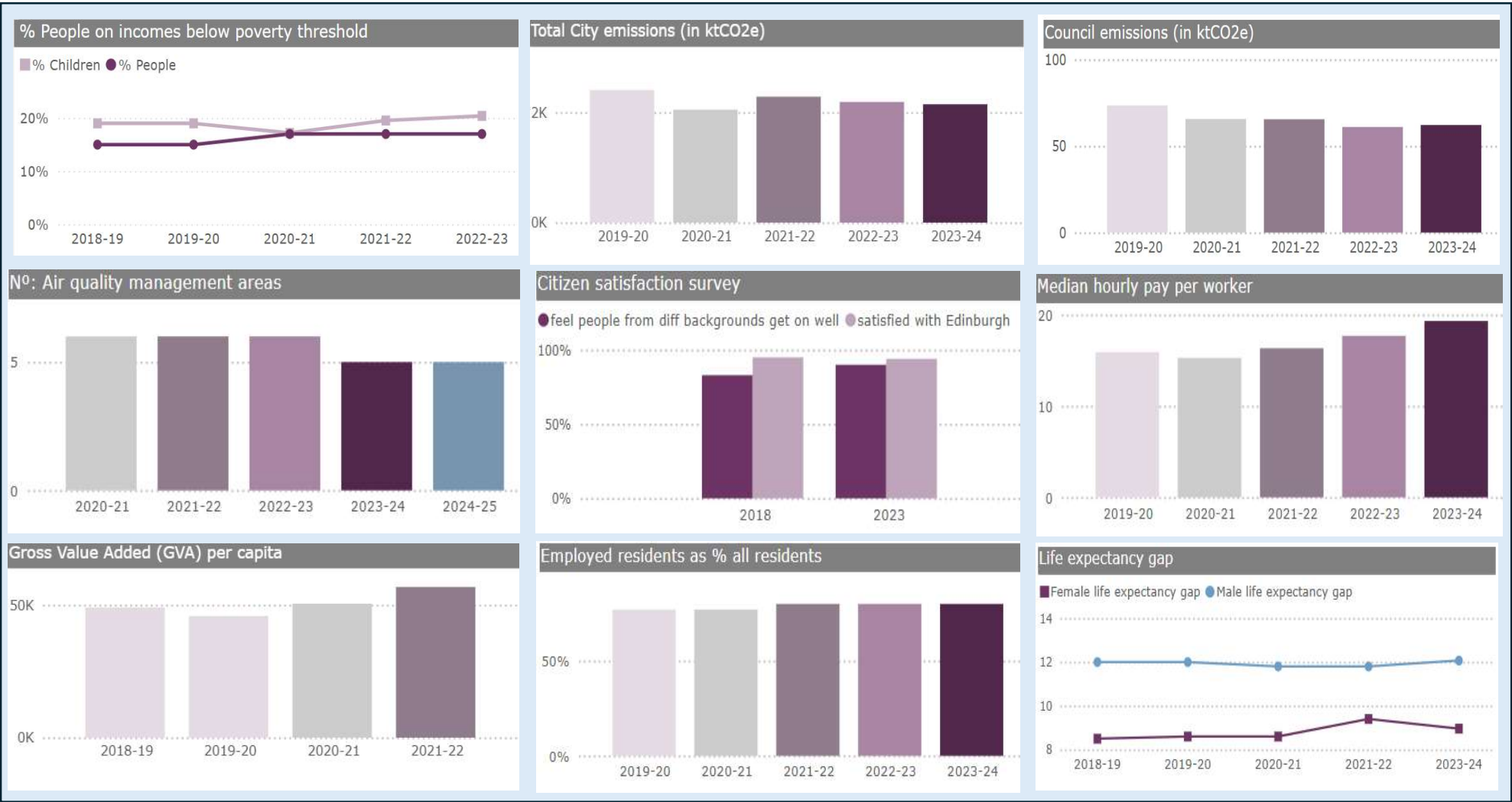
Using data from Department for Energy Security and Net Zero (DESNZ), Edinburgh's city-wide emissions in 2023 were 2,149,173 tonnes of CO₂e. This is approximately 3.3% below 2022 levels. This represents emissions reductions of 48% since 2005 and by 17% since 2018. In the last year we have:

- Revised the zones within the Local Heat and Energy Efficiency Strategy (LHEES) which sets out a citywide approach and potential heat network delivery zones, and an approved a customer charter for heat networks in the city.
- In 2024 over 12M tram journeys were taken, up from 9M in 2023 and 4.8M in 2022.
- Delivered the new Climate Ready Edinburgh Plan to set out how to ensure the city is resilient to the shocks and stresses of a changing climate.
- Delivered energy efficiency measures to 1,341 homes as part of a retrofit pilot program.

Buildings and transport remain key areas of focus for the city and present the biggest challenges for decarbonisation. With such a small percent of the city-wide emissions attributable to what we do, partnership working will continue to be a key area of focus. Further collaboration is now needed with communities to ensure a just transition is at the heart of decision making. Additional national policy and guidance is expected to be published by the Scottish Government in Autumn 2025 which will further support the city in addressing the twin climate and nature emergencies.

Strategic Measures.

Our strategic priorities are cross cutting and are at the heart of how we deliver all our services. We have chosen 12 measures to help us track how Edinburgh and the lives of its residents are changing over the longer term. While we are not directly in control of changes in these measures, we expect our actions to influence them and so use these measures as barometers to show if Edinburgh is a thriving, connected, inspired and fair city, where all forms of poverty and inequality are reduced. Below we show the latest available data and longer-term trends for our 12 strategic measures.



Budget

We face growing demand for our services and after the effects of inflation are factored in, we have less money available to deliver them with. In fact, despite having set out proposals for a balanced budget in 2025/26 over the next four years we think we need to remove £94M from our annual running costs just to break even.

Almost three quarters of the money we use to fund day to day services comes from Government grant funding. This has reduced by 15% in real terms since 2015 and is not expected to keep pace with demand going forward. At the same time, the population of Edinburgh is growing and changing, potentially meaning more children in schools, more housing and more demand for our services in general.

The cost of providing those services is increasing too. Inflation means the cost of goods and services is rising. High energy costs meaning our buildings are more expensive to heat and light. The cost of wages for our staff is increasing and higher interest rates mean we need to pay more to fund the capital investments we have planned.

To help us live within our means, we will continue to make the case to the Scottish and UK Governments for our fair share of funding. We will also maximise the opportunities we have to raise more local income in ways that are fair and appropriate for Edinburgh, like the Visitor Levy we are introducing.

Partnership working

The ambitions we have for Edinburgh cannot be met by the Council, or any other organisation, working on its own. Through the Edinburgh Partnership we are committed to working with our community planning partners – including community groups and community councils, public, private, and third sector organisations – across the city to deliver the outcomes and goals we all share, and which can only be achieved when we work together.

The Edinburgh Partnership Community Plan 2022-2028 describes the framework for joint working and focuses on actions needed to end poverty in Edinburgh. To do this, partners are committed to working together, seeking opportunities to share assets, services, and resources towards the three common outcomes set out in the Edinburgh Partnership Community Plan. These are having enough money to live on, access to work, training, learning opportunities and a good place to live.

Best Value

In Audit Scotland's latest annual audit report for 2023/24 they noted the progress we had made on implementing the recommendations that had been made following its full audit in 2020. Throughout the delivery of the Business Plan 2023-27 we will report to relevant committees on the implementation of best value improvements. We will also continue to collaborate with Audit Scotland and all its external inspection bodies to improve the culture of the organisation, and the quality, condition, coverage, and transparency of our services.

Edinburgh Integration Joint Board (EIJB)

The EIJB will continue to actively participate in the Edinburgh Partnership and will work with all partners to deliver better health and social care outcomes for the people of Edinburgh. To maximise the collective impact of the Edinburgh Partnership, the EIJB is prioritising investment in evidence-based prevention and early intervention within its areas of delegated responsibility.

A more detailed [performance report](#) is produced by the Integration Joint Board on an annual basis and is due to be approved at the EIJB meeting on 26 August 2025.

Objectives, Milestones and Key Performance Indicator Overview

Under each of our ten outcomes, we have set objectives and the actions we are undertaking to deliver these. Each has milestones we need to meet to show progress, and we have selected some Key Performance Indicators to show the impact of our actions over the short, medium and longer term. These were included in our initial 2 year delivery plan, approved with the [Council Business Plan 2023-27](#). Below is a summary of what has been achieved over the last 12 months and any impact on our key performance indicators.

The following sections of this report give updates on each of our ten outcomes:

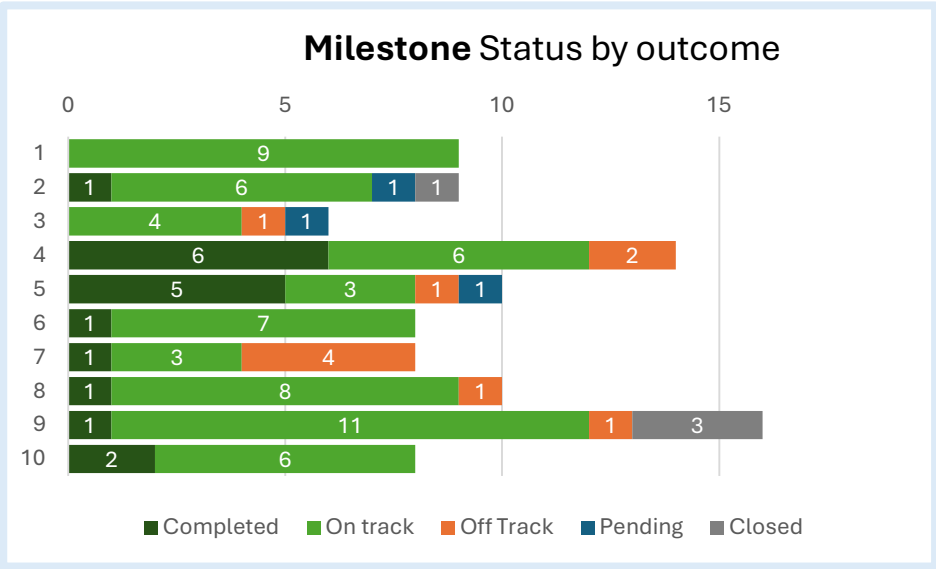
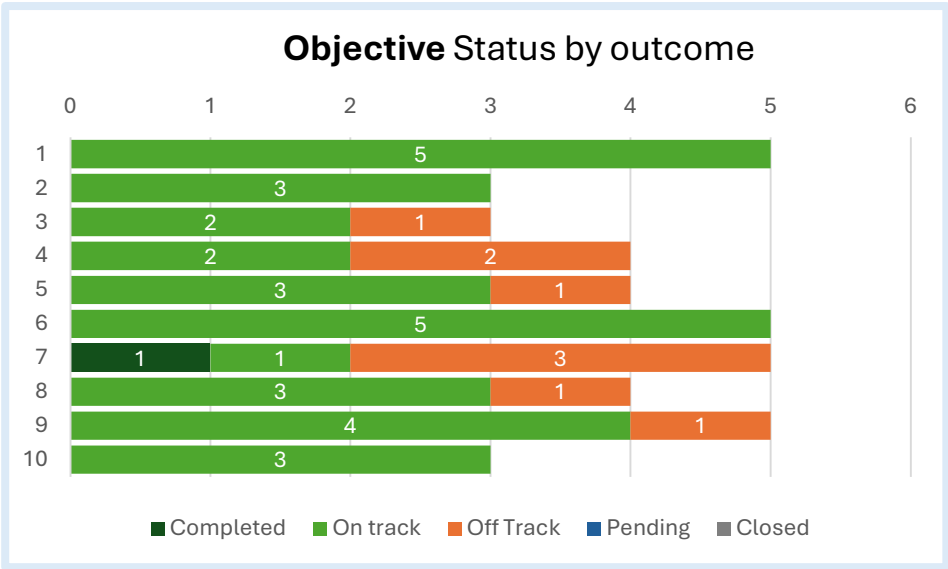
1. [Core services for people in need of care and support are improved](#)
2. [People can access fair work and the support they need to prevent and stay out of poverty](#)
3. [Edinburgh is a cleaner, better maintained city that we can all be proud of](#)
4. [People can access public services locally and digitally in ways that meet their needs and expectations and contribute to a greener net zero city](#)
5. [People have decent, energy efficient, climate proofed homes they can afford to live in](#)
6. [Attainment, achievement and positive destinations are improved for all with a particular focus on those in poverty](#)
7. [People use decarbonised public transport and active travel as the first choice way to get round the city](#)
8. [Edinburgh is a climate adapted city, with biodiverse green spaces, and cheaper cleaner networks for energy use](#)
9. [Edinburgh has a stronger, fairer, greener economy and remains a world leading cultural capital](#)
10. [The Council has the capacity, skills, and resources to deliver its priorities efficiently, effectively and at lower cost](#)

Objective and Milestone Status

To assess delivery in the first year of the Plan in 2024/25, we have assigned each objective and milestone a status based on the follow criteria:

Status	Definition
Pending	Not yet started.
In Progress – on track	Action has started and milestones are expected to be completed in full to the original timeline and within budget.
In Progress – off track	Action has started but milestones have not been completed in time or on budget. This may be due to delays outwith the Council’s control or timescales may have been extended following Committee approval.
Completed	Action has been completed and milestones achieved.
Closed	Either it has been decided not to progress with this action or the action started and then ceased part way through. Closure requires a reason.

The Charts below show the groupings of status for both Objectives and Milestones.



1. Core services for people in need of care and support are improved.

We and our partners provide care and support to the residents of Edinburgh from childhood and throughout adulthood ensuring they are safe, protected and cared for. This includes making sure children have the best start in life through our early years' services; support to remain with their families whenever possible and that care and support is in place at the right time to support adults to living independently for as long as possible. Within this outcome there are five objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Act as good corporate parents so that children and young people feel safe, healthy, and nurtured	On Track
Continue to deliver the balance of care plan	In progress – on track
Support all services in Edinburgh to support children's needs and deliver on the Promise	On Track
Implement the Edinburgh's Promise 2021-24 plan with over 75% of Edinburgh's Promise Plan 21/24 complete	In progress – on track
Work with partners to make sure that children and vulnerable adults are safe and protected through consistent city-wide approaches	On Track
Continue to deliver our child social care improvement plan, so that more children are effectively supported at an earlier stage, and we see a reduction in children in care	In progress – on track
Embed our adult protection improvement plan post inspection	In progress – on track
Implement the Equally Safe Edinburgh Committee plan improvements	In progress – on track
Ensure children have the best start to life through expanding the uptake of early years care and support	On Track
Continue delivery of the Early Years Expansion Plan	In progress – on track
Ensure that the care needs of vulnerable adults in Edinburgh are met consistently and safely	On Track
Work with partners to implement improvement programmes in Edinburgh and deliver the EIJB's directions to:	In progress – on track
Reduce the number of people with delayed discharge from hospital	
Reduce the number of people waiting for social care assessments	In progress – on track
Reduce the length of time people have to wait for a package of care	In progress – on track

Key achievements in 2024/25 in delivering this outcome:

1. We opened the Pennywell Early Learning Centre within the Macmillan Hub in August 2024.
2. We have seen reductions in the last year for both delayed discharges and the number of people waiting for a package of care.
3. We have changed the use of one of our long term house to an emergency reception house. This service supports children to return to their families where it is safe to do so.
4. Using the Whole Family Wellbeing Fund we have started running pilots providing holistic and preventative support for children and their families.
5. The Interim report from Audit Scotland highlights significant progress has been made in 4 out of the 7 priority areas in our Adult Protection improvement plan.
6. A revised Edinburgh Partnership wide 'Edinburgh's Forced Marriage Policy' and a revised Council's Multi-Agency Domestic Abuse Policy are in place.

Act as good corporate parents so that children and young people feel safe, healthy, and nurtured.

We have established a Children's Services Strategy oversight group with key focus on delivering the Balance of Care agenda. This focuses on:

- Reducing out of authority placements.
- Increasing use of our own residential properties where safe to do so.
- Progressing our work to support families at the earliest opportunity and using the Whole Family Wellbeing Fund to develop test of change projects across Edinburgh, and these are funded until 2027.
- Increasing foster care numbers.
- Increase use of key services such as family group decision making and kinship care.

We have reviewed the management structure of our in-house provision and moved to standardise our approach to residential care from a tiered approach. We have facilitated the change of one long-term house to an emergency reception/assessment house with the focus of returning children home to their family, where safe to do so. This house will be managed by the Edge of Care Services, which is now fully staffed. We have standardised essential learning for all residential care staff to ensure all staff and managers of residential care are clear on the core training they must undertake to deliver safe care. This is now accessed through My Learning Hub, giving managers oversight of completion of training, and allows managers to delegate training themselves.

Our Care Plans for children in residential care have been identified by the Care Inspectorate as requiring development. Specialist training has been undertaken with Team Leaders of residential houses on the development of SMART action/care plans. Residential Care houses are now also included in the

internal Quality Assurance work in social services which gives further insight into practice, so we don't rely solely on annual Care Inspections. This will be further enhanced with the introduction of the new MOSAIC system in February 2026 which will standardise care plans across all services and allow senior management easy oversight of children's plans. The Team Manager of Residential care has been tasked with completing an audit of unmet need. He has been asked to work with managers of other services where achieving good quality care in house can be challenging due to the complexities/safety issues for the young people who access their services. This will be reported back in March 2026.

Support all services in Edinburgh to support children's needs and deliver on the Promise.

Our Promise work across Edinburgh was aligned with the Corporate Parenting team in 2024. The Promise Scotland plan was published in June 2024 and the Promise Progress Framework followed in February 2025. This is now being used to develop a progress tracking system in Edinburgh that will allow us to showcase progress across the city and share good practice. A Promise Learning Network has been established and now meets quarterly to share practice across all agencies working in Edinburgh to support children and young people.

Our Corporate Parenting Plan also delivers on several areas of the Promise and is tracked and monitored by the Corporate Parenting Board, Edinburgh Children's Partnership and the Education, Children and Families Committee. This includes progress meetings that occur every six months to highlight any areas that are not on track. The Whole Family Wellbeing Fund has allowed test of change projects to begin across Edinburgh, and these are funded until 2027. Progress on these projects is reported via the Children's Partnership.

The opening and ongoing development of the Corporate Parenting Hub has allowed for a safe and accessible space for the care experienced community to come together and access services. The service redesign that is underway has been written with participation and the child's voice at the heart of the changes and this will be reflected in the outcome of the redesign.

Work with partners to make sure that children and vulnerable adults are safe and protected through consistent city-wide approaches.

We continue to deliver on our improvement plan. Whole family support test of change collaborations funded by the government Whole Family Wellbeing Fund have now started to support families and are providing evaluations of impact and outcome. The shift in our balance of care continues. A service re-design will go to consultation in July to ensure support continues to prioritise the needs of the children, young people and families.

We continue to make progress on delivering our Adult Support and Protection Improvement Plan. In November 2024, a review of progress since the joint Inspection of Adult Support and Protection was published by the Care Inspectorate. The joint review has concluded that ‘significant progress’ has been made in 4 out of the 7 priority areas. In particular, significant progress has been made in ensuring that ‘there is consistent, competent, effective adult support and protection practice that keeps adults at risk of harm safe and delivers improvements to their health and wellbeing’. The findings of the joint review of progress are an endorsement of the value and importance of additional professional governance, leadership and assurance within the Health and Social Care Partnership (HSCP) which has been enhanced through phase 1 of the management re-structure. The HSCP remains focused on delivering the rest of the improvement plan and this work has been embedded in the new Strategic Plan.

As part of the Equally Safe Edinburgh Committee, we are continuing to work collaboratively with our partners to implement the Equally Safe strategy across Edinburgh to prevent and eradicate all forms of violence against women and girls. Over the last year, we have revised the Edinburgh’s Forced Marriage Policy and the Council’s Multi-Agency Domestic Abuse Policy (MADAP). Both have been approved at Policy and Sustainability Committee. Our Multi-Agency Domestic Abuse Policy has been updated to reflect the update of Equally Safe: Scotland’s strategy for preventing and eradicating Violence Against Women and Girls (VAWG) and to incorporate guidance and principles of the United Nations Convention on the Rights of the Child (UNCRC).

Ensure children have the best start to life through expanding the uptake of early years care and support.

Following the opening of Pennywell Early Learning Centres (ELC) within the Macmillan Hub in August 2024, we now have 45 registered places for two year-olds. There are now approximately 450 two year-olds across all ELC settings.

Some collaborative work is being done with Health Visitors and ELC staff and Health visitors can now refer children under two years of age where there is a concern regarding child protection or a significant developmental delay.

An Early Years attendance pilot project is underway in the Craigmyle Learning Community. In Year 1 this work is bringing the Early Years Head of Centre together to plan to work consistently across each setting to record and track attendance. This will enable the data to be scrutinised and specific barriers to attendance be understood. A good practice guide is being co-constructed and a shared approach to transition to primary school is being developed.

Ensure that the care needs of vulnerable adults in Edinburgh are met consistently and safely.

Delays in patients being discharged from hospital have decreased over the last year, reducing from 169 in March 2024 to 133 in March 2025. This is the continuation of a trend of improvement achieved in recent years but progress accelerated in the last few months on 2024/25 resulting from new funding provided by the Scottish Government for the improvement of unscheduled care. This additional funding enabled Edinburgh HSCP to transition its internal home care service to a reablement model, which helps people to recover their independence after illness or injury and is helping to avoid unnecessary hospital admissions and enabling people to return home from hospital sooner.

The number of people waiting for a social care assessment has been increasing over the last year due to challenges in meeting demand. Assessment and Care Management teams have been restructured over the past year, with new roles to support the management of waiting lists and the allocation of work. The implementation of a new case management system is also on track for delivery by February 2026.

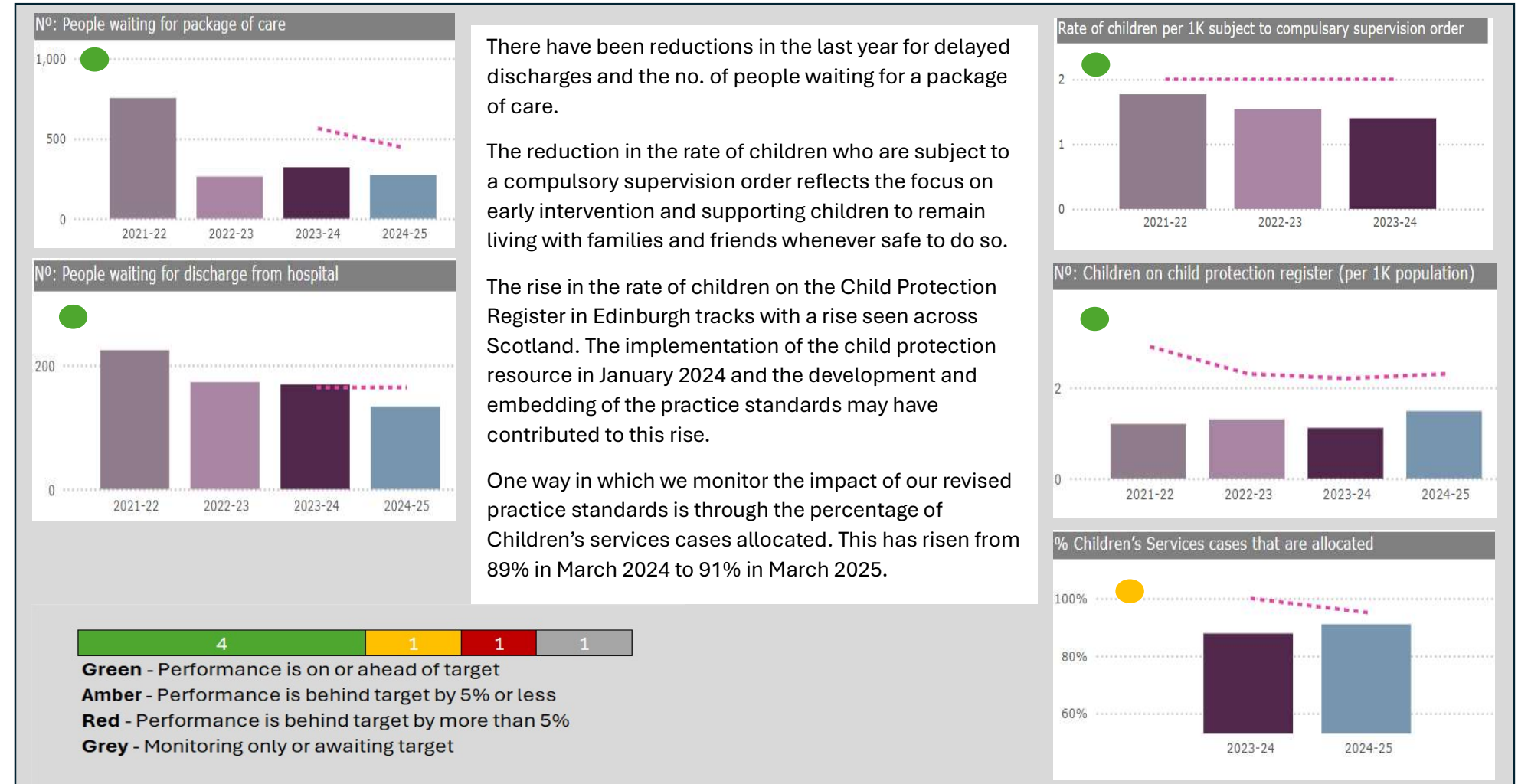
The number of people waiting on a package of care has reduced over the last year, reducing from 336 at the start of the year to 243. Most people receive a package of care or reablement service within a short time period, with the median in March 2025 at 5 days. There remain more complex cases that are taking longer to find a suitable match for, and we are focusing on resolving these long waits.

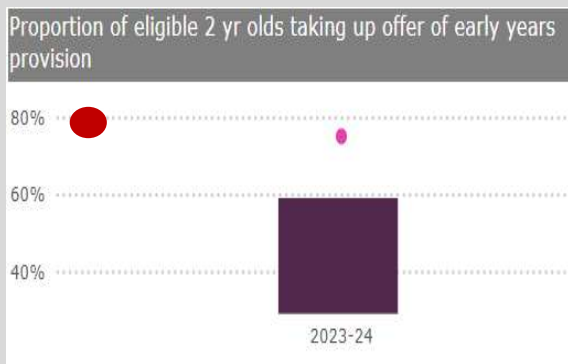
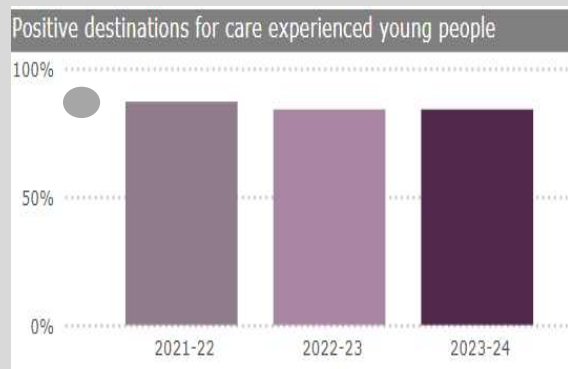
The work of the EIJB for the next three years will focus on the four strategic priorities:

1. Prevention and early intervention
2. Maximising independence
3. Protecting our most vulnerable
4. Using our resources effectively

Key Performance Indicators

We have seven key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress.





Until 2023/24 we had seen a gradually decreasing trend in the proportion of care experienced young people going on to positive destinations. Young people identified at risk of leaving school without a positive destination are given appropriate follow-up support. We have expanded our range of course options in school to provide fairer, more equitable pathways and raise attainment.

We introduced a new measure in 2023/24 to help us monitor the proportion of 2 year olds taking up the offer of early years provision. While we can offer places to all eligible under 2 year olds, the proportion and patterns that take up those places will help us develop our early years offering in future.

2. People can access fair work and the support they need to prevent and stay out of poverty and homelessness.

We want Edinburgh to be a city that promotes fair work that provides dignity and security, so we help people to access employment and businesses to start up and expand. We are investing in prevention services to support people when they face difficulties such as homelessness, debt, or anti-social behaviour. We are transforming our services to join up our family and community support, so they are easier to access. Within this outcome there are three objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Reform Money and Welfare Advice services to prevent crisis escalation, entitlements, and reduce the number of families experiencing problem debt increase the number of citizens fully accessing benefits	On Track
Create a city-wide advice line with partners to improve access to money and welfare advice	Pending
Establish a project team to design with partners a coordinated city-wide commissioning framework for advice services	In progress – on track
Implement a new city-wide commissioning framework for money and welfare advice services	In progress – on track
Design and roll out a new whole-family support model across the city, embedded in community settings to support early intervention and prevent poverty and homelessness	On Track
Deliver the actions set out in the Rapid Rehousing Transition Plan	In progress – on track
Implement a new whole family support model that is non-stigmatising and easy to access, built around trauma informed practice	In progress – on track
Complete current implementation plan for the Three Conversations programme in Adult Social Care	Closed
Develop the Edinburgh Wellbeing Pact through the implementation of the community mobilisation plan	Completed
Deliver the Edinburgh Guarantee and our employability programmes, supporting more citizens into sustainable, fair work, and helping to tackle in-work poverty	On Track
Continued promotion of the Edinburgh Guarantee brand	In progress – on track
In partnership with the Edinburgh Living Wage Action Group, promote fair work and the living wage accreditation among Edinburgh businesses	In progress – on track

Key achievements in 2024/25 in delivering this outcome:

1. Our homeless prevention programme prevented homelessness for 1,340 households in 2024/25.
2. Over 500 off-the-shelf homes were bought to provide temporary and settled accommodation over the past year for Ukrainian refugees and other homeless households.
3. 42 new jobs were created in 2024/25 with Edinburgh's Employer Recruitment Incentives funding.
4. In total of we have secured £10.2M additional income for clients through welfare advice.

Reform Money and Welfare Advice services to prevent crisis escalation, increase the number of citizens fully accessing benefits entitlements, and reduce the number of families experiencing problem debt.

Our internal service continues to build and develop its relationships and partnerships with key agencies such as the Department for Work and Pensions, Social Security Scotland and NHS Lothian. Our telephone advice line and email provide much needed citywide access to advice. We have seen increased demand for the service which we've been able to meet through staff becoming more adept at managing casework, specifically regarding Adult Disability Payment processes. This reflects an effective and efficient service which should continue to improve once the new structure is fully embedded. As well as the advice line and email contact service, walk in sessions at 249 High Street act as the first point of contact for the public and professional referrals.

Due to IJB funding ending, a temporary grants programme has been put in place for 2024/25, and a commissioning programme is in development beyond this. We will continue to deliver our advice line and work is still ongoing with partners in relation to delivery of a city-wide line. This will feature in any future coproduction for advice services in the city, although currently there is no certainty of funding beyond 31 March 2026.

Design and roll out a new whole-family support model across the city, embedded in community settings to support early intervention and prevent poverty and homelessness.

The Organisational review to bring advice and family support services together has now been complete. Closely aligning these services provides a greater focus on working locally, to improve the reach of the service. The Advice Shop has been working to improve the accessibility of its services and those of other advice providers through the Edinburgh Advice Partnership. Through the year, staff have been working on:

- Assisting council tenants with money and debt issues.
- Supporting clients in the parental employment service.
- Supporting a 'cash first' initiative with Family and Household Support in the South West locality.
- Adding a benefits calculator to our website.
- Delivering a project to assist people of pension age to maximise their income through Pension Credit and associated entitlements.

The final Local Housing Strategy will be presented to Housing, Homelessness and Fair Work Committee in Summer 2025. This now incorporates the Rapid Rehousing Transition Plan (RRTP) and the strategic objectives relating to homelessness remain the same. This is likely to be the last year of Scottish Government funding for RRTPs, and we are preparing options to be considered as part of the Council's budget setting process in response to this.

The refreshed Housing Emergency Action Plan (HEAP) is also being presented to Housing, Homelessness and Fair Work Committee in Summer 2025. The refreshed HEAP is centred around two themes: Housing Supply and Housing Demand. This includes actions to increase supply of both temporary and permanent accommodation and actions relating to homelessness prevention. We continue to focus on developing homelessness prevention activity and are working to address the compliance risks around failures to accommodate and the use of unsuitable temporary accommodation, following the recent decision to suspend the Council's Letting Policy.

Our approach to Three Conversations has been reviewed throughout 2024 and a decision now taken to stand it down. Although Three Conversations has helped to strengthen social work practice in many ways, the Health and Social Care Partnership (HSCP) is now facing new pressures with an increasing population and significant financial challenges, along with deep rooted problems such as health inequalities. We will continue to build on the principles of person-centred practice embedded in the Three Conversations model while we work to improve our future models for assessment and support planning.

The community mobilisation plan has now been completed. It involved delivery of specific funded programmes to support health and wellbeing. Given the significant financial challenges faced by the HSCP, consideration is being given to future models of commissioning, including any investment in the community and third sector. The new EIJB Strategic Plan prioritises investment in prevention and early intervention within the areas of the EIJB's delegated responsibility. It outlines an ambitious range of meaningful, specific and measurable objectives to help people across all sections of society live better and healthier lives and provides a clear and well-evidenced roadmap for achieving this.

We provided an update on the [Team Around the Community model](#) to the Education, Children and Families Committee on 29 January 2025. Team Around the Community is a developing, place-based partnership approach to preventing education and related family difficulties from becoming entrenched. The aim is to build networks of council, health, justice and voluntary sector services who can provide coordinated, timely and impactful help to families at an early stage. A Team Around the Community Development Group has been established and is working with local stakeholders to design services that meet local needs in the Liberton, Gracemount and Craigroyston.

Deliver the Edinburgh Guarantee and our employability programmes, supporting more citizens into sustainable, fair work, and helping to tackle in-work poverty.

We promote the Edinburgh Guarantee brand and programme through employer engagement. Edinburgh Guarantee and Joined up for Business partners continue to engage with employers and business leaders. The Edinburgh Strategic Skills Pipeline of provision continues to offer a full range of employability support for Edinburgh citizens and new provision has been commissioned this year to refresh the pipeline for 2025/26.

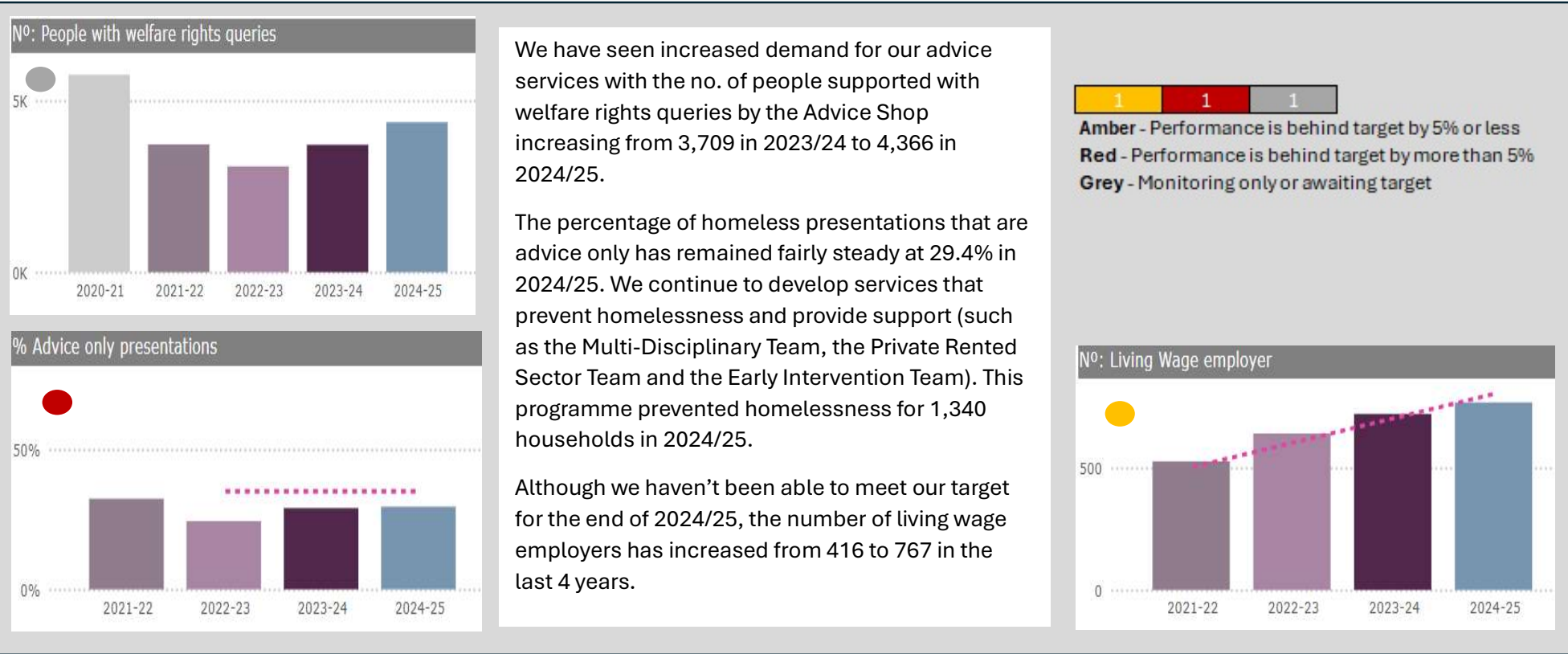
Edinburgh Employer Recruitment Incentive continues to be offered to businesses:

- 42 new jobs were created in 2024/25 with Edinburgh's Employer Recruitment Incentives funding.
- Employability Services in Edinburgh have supported 654 people into jobs in 2024/25.

[A draft Fair Work Charter](#) has been considered by Housing Homelessness and Fair Work Committee and a consultation with businesses is underway for implementing the new charter. The Vocational Training Framework continues to support key sectors to train citizens to upskill and to enable progression into key vacancies. In total, 286 people have taken part in training through this Framework in 2024/25.

Key Performance Indicators

We have identified three key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress. We hope to add in an appropriate measure around supporting clients into real living wage jobs, once data is available.



3. Edinburgh is a cleaner, better maintained city that we can all be proud of.

We have increased investment in the services that residents have told us are important to them. This includes making sure our city is clean with well-maintained roads, pavements and cycle paths for all forms of transport. Our parks provide a cherished good quality outside space for all residents and visitors. We aim to balance well-manicured spaces and open areas with areas to nurture biodiversity. Within this outcome there are three objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Deliver improvement in waste collection, recycling and cleansing service performance	Off Track
Implement an enhanced and targeted communications and engagement plan to reduce waste and improve cleanliness.	Pending
Continue implementation of the Communal Bin Review.	In progress – off track
Ensure our parks and green space are safe, well maintained, and accessible to all	On Track
Ensure every relevant park has a plan for high quality café and facilities improving the quality and accessibility of places and seeking to generate income, where appropriate.	In progress – on track
Maximise the opportunities for volunteer and community group participation in green space management and maintenance across all areas of the city.	In progress – on track
Deliver a capital investment programme to deliver full restoration of the assets in our parks and greenspaces	In progress – on track
Deliver long-term sustainable investment in the city's roads, paths pavements, gullies and street lighting	On Track
Deliver long term investment and improvement plan focusing first on the quality and accessibility of roads, paths, pavements, gullies, and street lighting.	In progress - on track

Key achievements in 2024/25 in delivering this outcome:

1. Our Road Condition Index has seen the largest single year improvement on record for our city in the survey's history.
2. We now have more than half (38) of the 77 Green Flags awarded in Scotland.
3. Completed Phase 4 of the Communal Bin Review project and have now made changes to the communal service used by over 45,000 households since we began implementing bin hubs in 2021.

Deliver improvement in waste collection, recycling and cleansing service performance.

We are aiming to develop a public campaign by asking residents to reduce waste and increase recycling, and we are nearing the completion of the Communal Bin Review which has made it easier for residents to recycle. This is taking a bit longer than we first hoped, with [Transport and Environment Committee](#) agreeing a revised timetable on 18 November 2024. Phases 1, 2, 3, 4 and A of the project have been implemented. Phase 5, the Edinburgh World Heritage Site, was paused following concerns raised by heritage bodies and community groups, but the public engagement is now underway. A new framework of criteria relating to where bin hubs can be located is also now in place.

To improve the cleanliness of our city we are using additional funding on initiatives such as “Scrub my Streets”, which is designed to focus on hard to clean areas. We are also:

- Increasing resources and frequency of cleans to target the area’s most in need.
- Providing larger capacity bins at locations with persistent issues.
- Trying to reduce the length of time it takes to complete requests.
- Carrying out public engagement and working collaboratively with other teams, citizens, and stakeholders to improve the quality of the local environment.
- Planning for additional Visitor Levy funds to improve the city as a leading visitor destination.
- Introducing a new frontline system that will allow for dynamic re-routes, route scenario testing, and more information direct to customers.

Ensure our parks and green space are safe, well maintained, and accessible to all.

Planning permission was granted in December 2024 for the £4M redevelopment of West Pilton Park. Edinburgh & Lothians Greenspace Trust (ELGT) will now lead the redesign work along with us and SLR landscape architects. There will be a new community growing space, a play park, skate park, bouldering areas and a possible cafe. We are aiming to create improvement plans for all our parks which will take in to account possible commercial avenues and what investment is needed to ensure suitable and improved facilities, focusing on accessibility.

We work with around 80 friends of parks and volunteer groups. A Friends of Edinburgh Greenspaces event took place in November 2024 to thank volunteers for their support, from planting and maintenance to organising community activities.

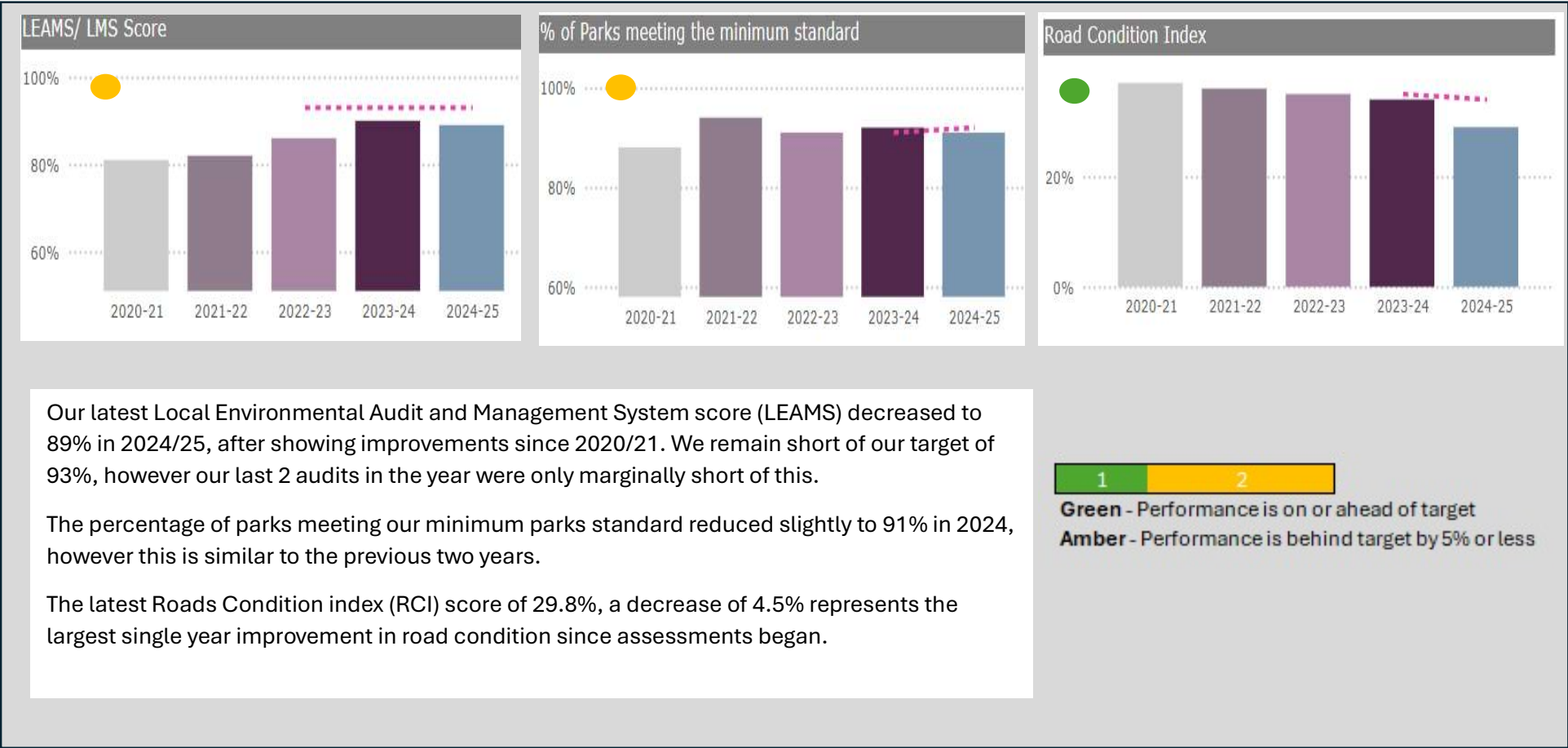
We are investing more than £1M on new accessible permanent toilets in Inverleith Park, Leith Links and the Meadows, with completion expected in summer 2025. In year 2 of our play park investment fund, we have completed the refurbishment of West Princes Street Gardens playpark, began work on the refurbishment of the Keddie Gardens playpark and large new and replacement play equipment has been installed within Sighthill Park, Braid Burn Valley Park and the Meadows. As part of the Roseburn to Union Canal Link Project, Dalry Community Play Park has also been fully refurbished and it re-opened in December 2024.

Deliver long-term sustainable investment in the city's roads, paths pavements, gullies and street lighting

In 2024/25, over 450,000m² of carriageways and 120,000m² of footways were treated and 94% of our capital schemes were delivered. The new roads condition index (RCI) score of 29.8% represents the largest single year improvement in road condition and the greatest percentage improvement across all Scottish local authorities. We also carried out work to replace 5,849 faulty street light lanterns, with all costs borne by the supplier. This completes the lantern replacement programme. New machinery is being ordered to check on blocked drains/gullies as part of our flood prevention work.

Key Performance Indicators

We have identified three key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress.



4. People can access public services locally and digitally in ways that meet their needs and expectations and contribute to a greener net zero city.

We are working in partnership with local communities across Edinburgh to create healthier, greener, thriving and more inclusive neighbourhoods. Our aim is to create places where most of people's daily needs can easily be met. This requires significant investment, and we are building new schools, retrofitting old buildings to net zero standards and consulting on changes needed to modernise our town centres. Within this outcome there are four objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Improve access to and co-location of services by embedding the 20-minute neighbourhood approach in all council building and public realm projects	Off Track
Construction completed for the Macmillan hub project	Completed
Construction commenced for the New Liberton High	In progress – on track
Construction commenced for the New Maybury Primary	Completed
New 20-minute neighbourhood town centre projects	In progress – off track
Deliver a revised corporate property and capital strategy that is focused on delivery of sustainable and resilient infrastructure	In progress – on track
Review our library model to improve access to library and community services	Off Track
Library service provision delivered in Ratho Hub	Completed
Library service provision delivered in Macmillan Hub	Completed
Review library staff structure and delivery model in line with the service plan	In progress – off track
Identify libraries where there are opportunities for change and develop and progress plans	In progress – on track
Work with Edinburgh Leisure and other partners to ensure inclusive access is maintained to sport, fitness and leisure activity across the city	On Track
Work with partners to develop and seek approval for the new Physical Activity and Sport Strategy for Edinburgh	Completed
Develop an action plan to deliver strategy objectives on equality, diversity and inclusion	In progress – on track
Establish partner contributions to maintaining and improving inclusivity within sport, fitness and leisure activities in Edinburgh	In progress – on track

Deliver Council led infrastructure investments, policies and strategies that enable Edinburgh's transition to a net zero city	On Track
New City Development Plan 2030 approved	Completed
Develop, agree, and begin to implement a costed plan to retrofit operational properties in the Council estate	In progress – on track

Key achievements in 2024/25 in delivering this outcome:

1. The new primary school at Maybury, part of the Maybury Community Hub, is the first school in Edinburgh to share a campus with a medical practice.
2. We opened two new libraries in hub buildings at Muirhouse and Ratho.
3. Our local development plan, City Plan 2030, was adopted by the Council on 7 November 2024.

Improve access to and co-location of services by embedding the 20-minute neighbourhood approach in all council building and public realm projects.

The new Macmillan Hub, developed in partnership with North Edinburgh Arts, was completed in early 2025. The shared building accommodates Pennywell Early Learning and Childcare centre for up to 185 children, a new Muirhouse Library, additional space for North Edinburgh Arts and six flats for social rent. The hub is a key part of one of the most significant urban regeneration projects in Scotland, helping tackling poverty and inequality in the area.

Built to Passivhaus standard, the Maybury Primary School officially opened in January 2025. This highly energy-efficient construction method is a comfort standard, creating a suitable learning environment and supporting our net-zero target by significantly reducing the building's energy consumption. Construction is underway for the new Liberton High School, due to complete in the summer 2026 and Currie High School due to complete in summer 2025. These new buildings are also being built to Passivhaus standard.

The overarching aim of our Corporate Property Strategy is to create a modern, more efficient, carbon neutral estate. This will be achieved in stages as property investment projects are progressed. [A Place Based Property Improvement Programme](#) was approved by Finance and Resources Committee on 19 September 2024. This programme will be aligned with the 20-minute Neighbourhood Strategy to support people to 'live well locally'. It will consider how property can deliver on a broader range of Place and Wellbeing Outcomes, and it will also reflect the library and community centre reviews. Initial engagement is underway for two key place-based property improvement projects in Queensferry and the Jack Kane Centre/Hunter's Hall Park. Work

continues to develop concept designs for improved town and local centres in Dalry, Portobello and Craigmillar and these projects will be considered as part of the development of the City Mobility Plan Capital Investment Plan. Several workstreams are progressing as part of the Corporate Property Strategy and these include:

- Directorate workshops and prevention led local service delivery design.
- Review of non-operational properties such as Temporary Units and Pavilions.
- Placed-Based Property Improvement Programme Proposals.
- A Depot Strategy.

Review our library model to improve access to library and community services.

We opened two new libraries this year. The new library at Muirhouse, part of the Macmillan Hub opened in September 2024, and the new Ratho Library opened in March 2025. The Future Libraries Service Review is ongoing, with the initial stage of the review complete with the approval of a new [Future Libraries Strategy for Edinburgh 2025-2030](#). The new Strategy has been shaped by over 19,000 responses from individuals and groups through a comprehensive engagement and consultation process and sets out plans for how libraries will respond to the changing needs of the city's population and the ways that people choose to access our library services. The next stage of Future Libraries will continue with the delivery of an organisational review process and approved changes to service, including some changes to library opening hours and the scheduling of events and activities. This has taken longer than initially planned due to delays in gaining Committee approval.

Work with Edinburgh Leisure and other partners to ensure inclusive access is maintained to sport, fitness and leisure activity across the city

Our new [Physical Activity and Sport Strategy](#) was agreed at Culture and Communities Committee on 5 December 2024. Work is now underway to develop the Action Plan and performance indicators for the new Strategy. Development of the strategy has been a partnership initiative with focus on improving inclusivity within sport, fitness and leisure activities. The action plan will include specific actions which establish partnership contributions and equalities focus and will be reported to Culture and Communities Committee on 21 August 2025.

Deliver Council led infrastructure investments, policies and strategies that enable Edinburgh's transition to a net zero city.

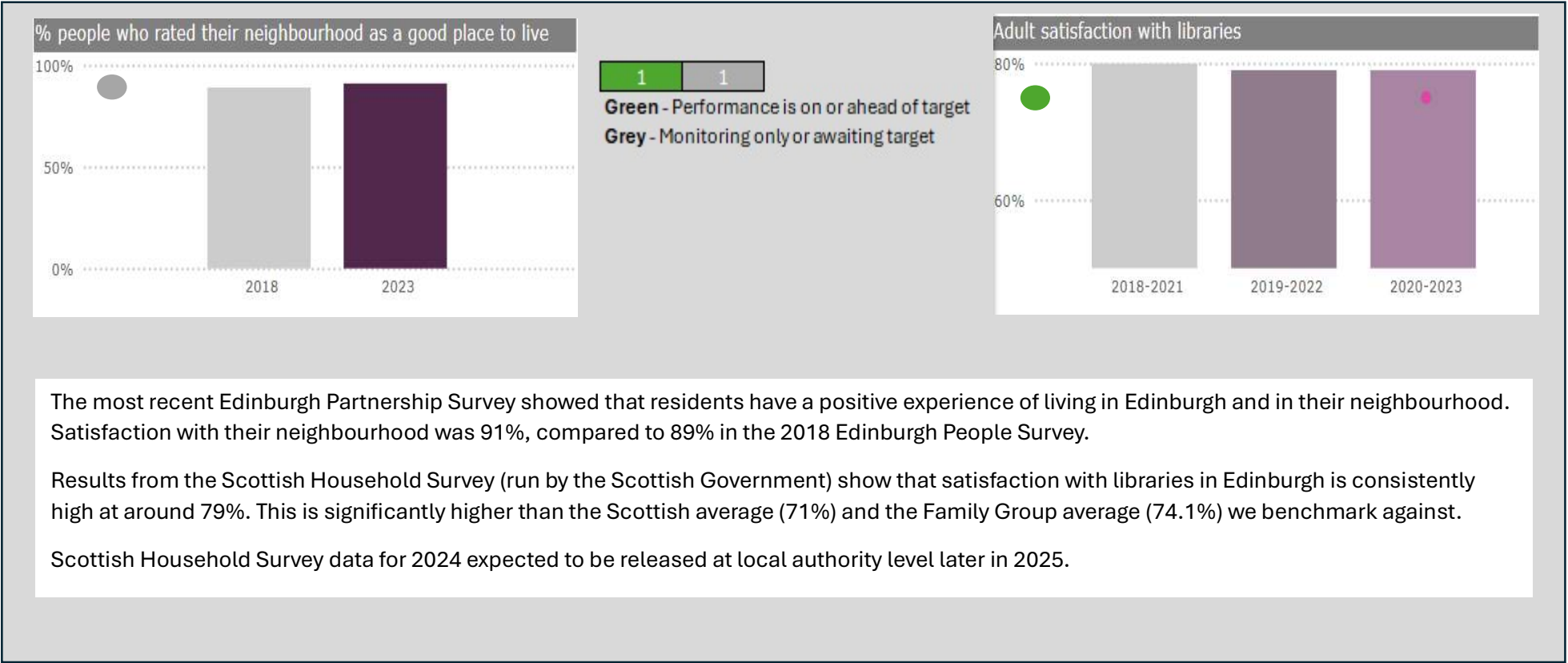
The City Plan 2030 was adopted by Council on 7 November 2024. It sets out policies and proposals to guide development and inform planning decisions. It aims to meet the growing needs of the city by delivering:

- A minimum of 35% affordable housing contribution from new housing developments.
- Use of brownfield rather than greenfield land for new developments.
- New sustainable neighbourhoods fit for local living in the 21st Century, including Edinburgh's Waterfront and in the west of the city.
- A reduction in carbon emissions from new buildings and the delivery of heat networks and energy infrastructure development.
- Environmental policies to tackle and adapt for climate change, protect our beautiful green spaces, increase biodiversity, physical and mental wellbeing, reduce flooding and other climate impacts, and improve air quality.

Our Retrofit Strategy, aligned to our net zero principles, was agreed at Policy and Sustainability on 28 May 2024. The strategy will be used as a guide to select buildings based on what retrofitting solutions are available for different types of buildings, rather than having an overall costed plan for the whole council estate. The areas of focus are buildings that can quickly be adapted to Zero Direct Emission Heating; those with potential for inclusion in a heat network; fabric-led upgrades and properties where the existing boilers are at the end of life.

Key Performance Indicators

We have identified two key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress.



5. People have decent, energy efficient, climate proofed homes they can afford to live in.

We have very ambitious plans in place to improve our existing council homes and to build new ones. Our revenue and capital budgets will help generate significant investment in our homes. We are aiming to improve housing services; support tenants to sustain tenancies; build new social rented council homes to meet housing need and to deliver the Scottish Government's requirement to meet energy efficiency standards. Within this outcome there are four objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Increase supply of affordable housing with an ambition to reach 25,000 new affordable homes	On Track
Update and gain approval of the Strategic Housing Investment Plan 2025-30	Completed
Deliver the Affordable Housing Supply Programme for 2024/25	Completed
Progress the collection of workstreams under the Housing Emergency Action Plan	In progress – on track
Deliver efficient regulation of short term lets to increase access to housing	On Track
Review approach and resources needed for determining licence applications and enforcement of the short term lets licensing scheme	Completed
Develop and implement business cases for resources required to ensure Short Term Let planning applications, licensing applications and enforcement actions	Completed
Deliver improvements to the council housing repairs service, increase tenant satisfaction, and improve operational efficiency	Off Track
Implement improvements in workflow management technology to drive productivity and service quality	In progress – off track
Develop inhouse workforce to reduce external contractor spend on repairs	In progress – on track
Implement new tools to capture and analyse tenant feedback and satisfaction	Pending
Continue to invest in ensuring that all Council owned homes will be brought up to climate-ready and modern standards, so all our tenants have a warm, safe and secure home	On Track
Complete Phase 1 and 2 of the Whole House Retrofit Projects	Completed
Design & development of improvement works programme for high rise stock	In progress – on track

Key achievements in 2024/25 in delivering this outcome:

1. Both affordable home approvals and completions exceeded their projections in 2024/25.
2. The number of void council properties has halved in the last year.
3. We have granted nearly 5,000 short term let licences since the licencing system went live in October 2022.

Increase supply of affordable housing with an ambition to reach 25,000 new affordable homes.

The Affordable Housing Supply Programme (AHSP) core budget and additional funding from the National Acquisition Fund was spent in full in 2024/25. Due to strong programme performance, close monitoring of projects and regular discussions with delivery partners, we were able to secure an additional £2M of AHSP funding from national underspends. This has reduced existing grant funding carry-forward commitments and led to a final programme outturn spend of £51.9M. The Strategic Housing Investment Plan 2050-30 identified a potential development programme of around 9,000 new affordable homes over a five-year period, with over 7,800 of these requiring grant funding through the AHSP. These would require an additional £416M over five years.

A cross-service working group has been established to explore approaches to support a sustainable programme of Council housebuilding and several financing options are being considered. These include lease-based models and a review of the borrowing terms. We are also looking at the potential options for how we spend the Edinburgh Visitor Levy Housing and Tourism Mitigation Fund, with a workshop planned for September 2025. In response to a Budget motion a business case will be taken to Housing, Homelessness and Fair Work Committee in August 2025 setting out options on how best we can deliver transformative change in Housing, by exploring different models of funding.

[An update on the Housing Emergency Action Plan](#) was reported to Housing, Homelessness and Fair Work Committee on 25 February 2025 setting out what had been achieved to date. In the last year this has included:

- Halving the number of Council voids.
- Reducing the number of households living in unsuitable temporary accommodation.
- Increasing the number of suitable temporary accommodation units available.
- Publishing a new online EdIndex application.

A second phase of stakeholder engagement has taken place with one online session and four in-person sessions to refresh the Housing Emergency Action Plan. A report on this engagement will be presented to Housing, Homelessness and Fair Work Committee in the summer of 2025 for approval.

Deliver efficient regulation of short term lets to increase access to housing.

[The Review of Short Term Let licensing policy](#) was reported to Regulatory Committee on 31 January 2025, and a final report will conclude in May 2025. The enforcement approach to licensing issues will continue to be reported to Regulatory Committee on an ongoing basis. Sufficient staff resource remains in place to deliver an efficient service.

Our Planning service continues to receive large numbers of Short Term Let applications and enforcement enquires. Applications are progressed by a single team to ensure constancy of approach and efficiency in timescales. While target timescales have been exceeded, the average timescale for determination has significantly improved in the last half of 2024/25.

Deliver improvements to the council housing repairs service, increase tenant satisfaction, and improve operational efficiency.

The recently established Service Improvement Team in Housing and Homelessness will now take forward improvement projects aimed at implementing workflow management technology. It is hoped this will drive productivity and improve service quality. A project team has also been established to develop an in-housing plan for the repairs service, aimed at reducing the reliance on contractors. We are aiming to report to Housing, Homelessness and Fair Work Committee by December 2025. There has been a delay in the project to capture and analyse tenant feedback and satisfaction due to security issues identified with the software that was being considered. We are now looking at the alternative options available.

Continue to invest in ensuring that all Council owned homes will be brought up to climate-ready and modern standards, so all our tenants have a warm, safe and secure home.

The Whole House Retrofit projects under phases 1 and 2 completed in February 2025. We have moved on to Phase 3 with the contract awarded in February 2025. This phase covers 17 Council homes to be improved at Loaning Road and Calder Drive. There are also a number of Mixed Tenure Improvement Service programmes running across the city including:

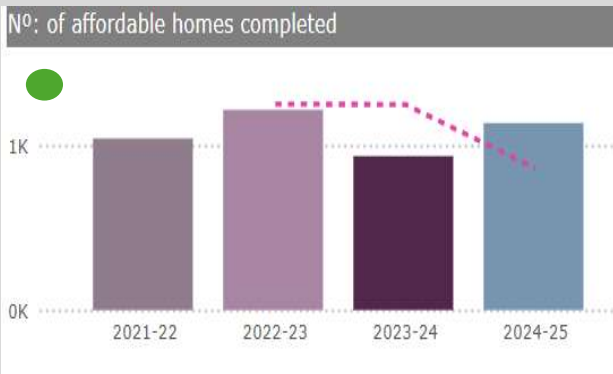
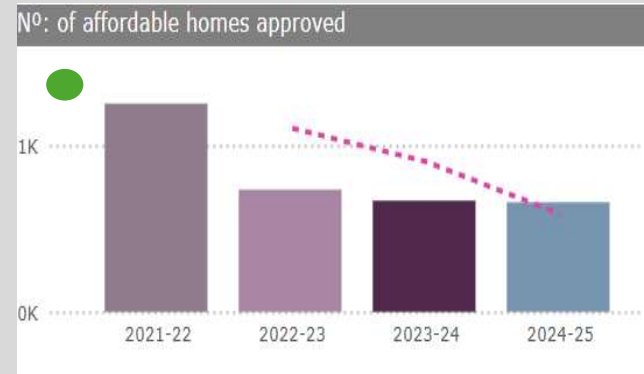
- Work completed on site Wester Hailes in May 2025 with debt recovery and invoicing on going across all phases.
- Magdalene, Bingham and Christians Phases 1-3 (106 homes) upgrades are due for completion by August 2025.
- Magdalene, Bingham and Christians Phase 4–6 are on site with, overall completion by March 2026, (150 Homes).
- Magdalene, Bingham and Christians Phase 7-9 are due to commence in September 2025 (120 Homes).
- Lochend & Restalrig (289 Homes). Works commenced in February 2025, with planned completions from July 2025 to the end of March 2026.
- Development of a further phase to upgrade seven No Airey Duo Slab Blocks containing a further 41 council homes is aiming to award the contract by October 2025.

Our ambitious programme of repairs and improvements to our High-Rise blocks is also progressing:

- May and Gunnet Court have been on site since March 2025 and are due for completion in January 2026.
- A Pre Construction Service Agreement is now in place for Craigmillar and Peffermill Court, with a site start at the end of 2025/26.
- A Pre Construction Service Agreement is now in place for Cables Wynd and Linksvie House, with design commission now in the final stages of design. This is due to start on site in the middle of 2026.
- Design commission now in RIBA Stage 3 and early market testing to get a contractor on board under a Pre-Construction Service Agreement to commence in June 2025 for the Moredun blocks. Site start is estimated for the middle of 2026.

Key Performance Indicators

We have identified three key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress. We had expected to report on the “Percentage of Council Homes that meet the Energy Efficiency Standard for Social Housing 2 (EESH2)”. However, this is not available as it is in the process of being replaced by the Scottish Government with a new net zero standard.



The additional £14.8M National Acquisition Fund which we received has allowed the purchase of new and second-hand homes which helped to deliver a final approval figure of 658 in 2024/25. This exceeded both the initial projection of and revised in-year targets. The final figure of 1,135 in 2024/25 for completions also exceeded targets.

We have shown an improvement in the percentage of tenants satisfied with the repairs service. Satisfaction increased to 70% in 2024/25, up from 61% in the previous survey carried out in 2022/23.



Red - Performance is behind target by more than 5%
Grey - Monitoring only or awaiting target

6. Attainment, achievement, and positive destinations are improved for all with a particular focus on those in poverty.

We remain focused on raising attainment and improving outcomes for all children and young people and we track pupils' achievements throughout their school years. Children from our most deprived communities were affected most by the impact of COVID-19 restrictions and we remain committed to ensuring inclusive education for all. We are investing in new and existing schools as it is projected that by 2030 the number of pupils in our primary and secondary schools will increase by 9%. Within this outcome there are five objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Deliver inclusive education that supports children to develop a love of learning and go on to positive destinations	On Track
Encourage and support more young people complete Foundation Apprenticeships	In progress – on track
Ensure that a greater proportion of children reach the expected Curriculum for Excellence levels of attainment for numeracy and literacy at key stages	In progress – on track
Review the attendance policy and launch upon completion	Completed
Deliver community based support that builds resilience	On Track
Develop a new approach to ensure children have access to the support they need, and funding is spent in the most effective way	In progress – on track
Invest in actions we know work to improve equity and reduce the cost of the school day	On Track
Implement Edinburgh's Pupil Equity Framework	In progress – on track
Develop a workforce that feel part of a team and are supported and challenged to continuously improve	On Track
Delivery of Teachers' Charter training for the 2024-25 academic year	In progress – on track
Improve skills of educators, support staff and Early Years Practitioners through implementation of the Teachers Charter and the Support Staff Framework	In progress – on track
Invest through our capital programme to ensure that our learning estate targeted to areas of deprivation and areas of new demand due to city growth	On Track
Delivery of capital programme investment	In progress – on track

The key achievements in 2024/25 in delivering this outcome:

1. Over 900 teachers participated in one of the four aspects of the training in the Teachers' Charter.
2. Increases in literacy and numeracy attainment across primary and secondary schools.
3. Expansion of our place-based Foundation Apprenticeship frameworks – 59 individual apprenticeships in 2024/25 (up from 16 in 2023/24).
4. 65% of our senior leaders in schools have completed our Leadership for Equity programme, now in its fourth year.
5. Our additional Early Years Practitioner is now well established and supports all primary schools with their approaches to supporting young learners as they transition from Early Learning and Childcare to Primary 1.

Deliver inclusive education that supports children to develop a love of learning and go on to positive destinations.

In session 2023/24, the attainment of our children and young people has improved across most measures compared to national benchmarks. The performance of the most disadvantaged learners has improved across almost all measures and the gap between most and least disadvantaged has improved across all measures. We are seeing improvements in attainment in both our primary and secondary school attainment measures:

In 2023/24, our levels of attainment were:

- Primary numeracy levels increased in 2023/24 for the P4 and P7 stages. P4 increased by 0.5% to 81.9% and P7 increased by 1.3% to 83.7%. In P1 there has been 0.5% decrease to 87.1%. The gap for Numeracy (combined P1, 4, 7) is at the lowest level for the last five years, marginally short of our ambitious stretch aim.
- Primary literacy levels have increased in 2023/24 in P4 by 2% to 76%. Literacy levels in P7 are similar to last session. There is a slight decrease in P1 of 1% to 80%. The gap for Literacy (combined P1, 4, 7) has been maintained compared to last session, just short of our ambitious stretch aim.
- The percentage of secondary leavers achieving SCQF level 4 or level 5 Literacy and Numeracy has improved when compared to 2023 and 2022.
- Across all measures the secondary school leavers attainment of the 2024 leavers has improved from 2023 (across SCQD levels).

Initial data for the academic 2024/25 session will be available in summer 2025 and will be reported to Education, Children and Justice committee after the summer recess.

Our schools have also been working hard to extend alternative opportunities for children and young people to progress. One such workstream has been the collaboration of our secondary schools with partners to extend the delivery of place-based Foundation Apprenticeship frameworks. From an initial low

uptake we have seen a significant expansion, from 16 registered in 2023/24, we have 59 registered in 2024/25 and an estimated 150+ for 2025/26. In 2023/24 there were 105, S4 students engaged in a construction skills course at Edinburgh College. In 2024/25, with Edinburgh College and industry partners (Kier Construction, Balfour Beattie, Historic Environment Scotland (HES) and the Scottish Traditional Building Forum) we have delivered a place-based construction curriculum offer across nine sites, increasing student numbers from 105 to 205.

Deliver community based support that builds resilience.

The community consultation has been completed, and the data has been shared with stakeholders in test sites in North-East and in the South-East. Equity funding has been used to fund a Family and Household Support senior to develop an early intervention and prevention practice in both test sites. This approach will develop partnership working across services and the third sector. Case studies started in April 2025 using referrals from schools in both test sites.

Invest in actions we know work to improve equity and reduce the cost of the school day.

We are currently revising the Making Education Equal for All document and we are planning for an updated version to be used as a good practice guide for schools to help reduce the cost of the school day. Key areas of focus to include learning and resources and removing financial barriers for families and reducing stigma. This is all in progress and will be completed by December 2025.

The Finance for Equity Framework and the template for planning has been revised for session 2025/26 based on feedback from schools and in partnership with our Education Scotland Attainment Adviser. Equity planning exemplars have been shared with senior leaders to share good practice and support schools in maximising the impact of their equity funding. Targeted support will continue to be provided to schools and learning communities by the Quality Improvement Team and Attainment Advisor to support with equity planning, evaluation of impact and identifying of next steps.

Develop a workforce that feel part of a team and are supported and challenged to continuously improve.

Our comprehensive professional learning programme, “Leadership for Equity” is in its fourth year of delivery. This programme provides participants with the leadership knowledge, understanding, attitudes and skills to respond effectively to the challenge of delivering equity and closing the poverty related attainment gap at a whole-school strategic level. The programme continues to be delivered to multiple cohorts of Senior Leaders, Middle Leaders and Teachers with over 65% of senior leaders having now been trained. This session, we have been co-constructing a national ‘Leadership for Equity’ professional learning programme with Education Scotland sharing our Equity resources and expertise with colleagues across Scotland whilst also developing and enhancing our offer for classroom practitioners and support staff.

Between August 2024 and January 2025, we have had over 900 teachers participate in one of the four aspects of the training in the Teachers’ Charter. The Support Workers Charter and Early Years Practitioners Charter have been approved at Education Leadership Team. Our next steps are to align the initial support workers PL offer with the charter headings and share with schools and settings. We are also working with our Early Years (EY) teachers to develop the professional learning offer that underpins the EY Practitioners Charter.

All primary schools are implementing play pedagogy within Primary 1, and an increasing number of schools are developing a play pedagogy approach beyond Early Level. Following the 3-year partnership with Education Scotland all guidance for schools has been reviewed and additional resources have been developed to support professional learning and high quality developmentally appropriate practice. A well-established digital platform supports teachers and practitioners’ collaboration, with membership on the Teams platform growing year on year with currently 880 members. The additional Early Years Practitioner (EYP) allocated to all primary schools to support play is well established. This addition to the Primary 1 staffing supports high-quality experiences for learners, transition from Early Learning and Childcare to Primary 1 and moderation across Early Level.

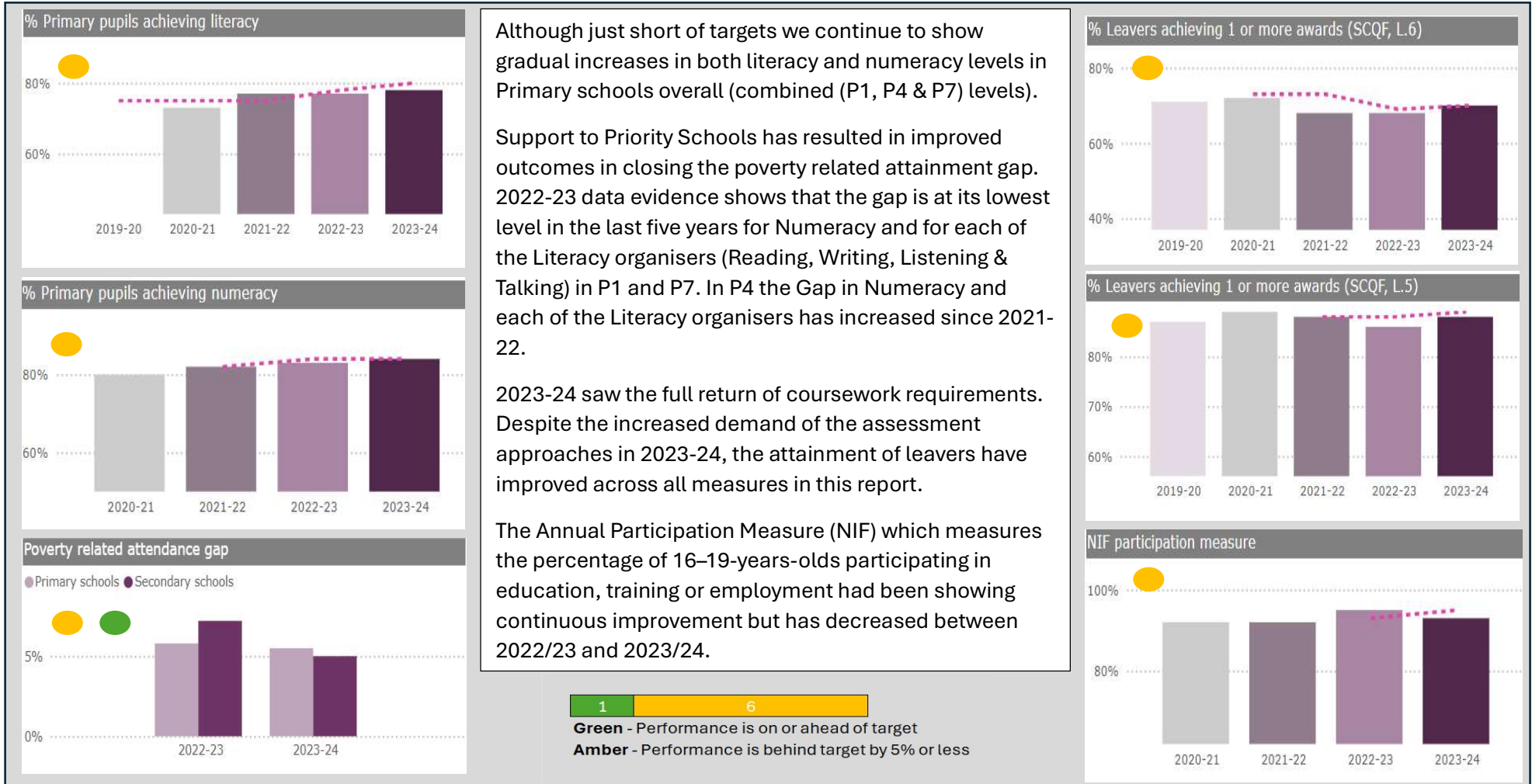
Invest through our capital programme to ensure that our learning estate targeted to areas of deprivation and areas of new demand due to city growth.

There is a current allocation of £513M in the Capital Investment Programme for learning estate projects including replacement secondary schools, investment in the inclusive learning estate, new primary schools and early years associated with new housing provision and expansion of existing schools where necessary. With a further £242M of Asset Management and Retrofit funding in our Capital Programme. The Asset Management Works funding covers improvement of the condition of existing operational properties on a prioritised basis, targeted accessibility improvements and investment in property that will support the Medium-Term Financial Plan.

There are two full scale building retrofit pilot projects being progressed at Liberton Nursery and Brunstane Primary School. Further projects and improvements are being designed and delivered in line with our Retrofit Strategy. The Asset Management Works and Retrofit board also oversees delivery of projects being progressed related to Reinforced Autoclaved Aerated Concrete.

Key Performance Indicators

We have identified seven key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress.



7. People use decarbonised public transport and active travel as the first choice way to get round the city.

Our City Mobility Plan sets out Edinburgh's route to achieving sustainable and effective mobility across Edinburgh and into the wider region. We are aiming to deliver large projects whereby we can say what it means to be a truly sustainable city. Our vision is that Edinburgh will be connected by a safer and more inclusive net zero carbon transport system. This should deliver a healthier, thriving, fairer and compact capital city, with a higher quality of life for all residents. Within this outcome there are five objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Deliver agreed investment increases in active travel, street design, road safety and local mobility systems in alignment with City Mobility Plan commitments and related action plans	Off Track
CMP programme delivery for 2024/25.	In progress - off track
Work in partnership with local bus companies to agree plans for the decarbonisation of the bus infrastructure and improve Edinburgh's public transport offer in alignment with City Mobility Plan commitments and Public Transport Action Plan	On Track
Align strategic business planning and operational management of the Council-owned public transport companies with the city's transport policies and programmes.	In progress – on track
Improve Edinburgh's public transport offer in alignment with City Mobility Plan commitments and the Public Transport Action Plan.	In progress – on track
Complete the Trams to Newhaven project and develop plans for further expansion of the network in alignment with City Mobility Plan commitments	Off Track
Complete public consultation on the North South Tram extension proposal.	In progress – off track
Deliver outline business case for expansion of the network (following outcome of consultation).	In progress – off track
Deliver the approved Low Emission Zone scheme	Completed
Full implementation of the LEZ including enforcement and monitoring of the scheme from June 2024.	Completed
Increase the number of publicly accessible Electric Vehicle chargers and continue to invest in the transition of the Council fleet	Off Track
Develop plan for EV Infrastructure expansion in Edinburgh.	In progress – on track
Continue replacement of LEZ non-compliant vehicles in the council's fleet.	In progress – off track

Key achievements in 2024/25 in delivering this outcome:

1. The Roseburn to Union Canal active travel route opened in December 2024. The exciting £17M project provides a new green corridor for walking, wheeling and cycling, significantly enhancing public safety and access to greenspace.
2. Full implementation and enforcement of the Low Emission Zone commenced in June 2024.
3. Two new bus routes became operational in Edinburgh in 2024.
4. In 2024, Edinburgh Trams recorded more than 12M customer journeys, an increase of almost 3M compared to 2023 and 7.3M more than in 2022.

Deliver agreed investment increases in active travel, street design, road safety and local mobility systems in alignment with City Mobility Plan commitments and related action plans.

The City Mobility Plan sets out our strategic approach to sustainable, safe and effective movement of people and goods in Edinburgh. Our objectives and policies focus on tackling climate change, reducing congestion and improving the quality, health, safety and accessibility of public streets and spaces. [The implementation plan](#), considered by Transport and Environment Committee on 1 February 2024, noted that significant additional funding and resources would be required to deliver the projects and initiatives in full. Current external funding streams (which are generally focussed on individual modes and types of activity) introduce complexities and significant risks to our aspirations. The level and timing of external funding has a major influence on the speed of development and delivery and that investment needs be prioritised taking into account future funding expectations. We will report a new Capital Investment Programme to Transport and Environment Committee in May 2025, prioritising large scale investment projects up to 2034/35.

Despite uncertainties over future investment and the need to prioritise, progress continues on delivering sustainable transport interventions in Edinburgh. In 2024/25, the Roseburn to Union Canal link was opened and the Low Emission Zone formally commenced enforcement. We have completed upgrades to the A90 queue management system, new signalised crossings are in place on Grange Road, with pedestrian improvements at the Deanhaugh Street/Leslie Place junction. We have also introduced new segregated cycle tracks and side road improvements on Lasswade Road.

Recent data suggests positive outcomes from new active travel projects:

- Leith Connections has seen a 20% increase in pedestrian numbers.

- City Centre West to East Link has seen an 83% increase in January cycle journeys.
- a 40% increase in cycling numbers on Leith Walk.
- Public transport in Edinburgh has also seen increased journeys with a 17% increase in Lothian Buses passenger numbers.

Work in partnership with local bus companies to agree plans for the decarbonisation of the bus infrastructure and improve Edinburgh's public transport offer in alignment with City Mobility Plan commitments and emerging Public Transport Action Plan.

Our Public Transport Action Plan 2030 sets out how we will deliver sustainable, safe and integrated mobility for Edinburgh, aligning with the objectives of the City Mobility Plan. Through our partnership with the council owned transport companies, we are identifying interventions key to delivering Edinburgh's target to achieve net zero carbon emissions and improving governance and coordination. The first of Lothian's fully electric double deck buses hit the streets of the capital in September 2024. This is part of an investment of more than £24M, showing commitment to introduce 50 cleaner, greener buses into the fleet. On 12 December 2024 Transport and Environment Committee agreed to a number of changes to the [company arrangements for Transport for Edinburgh](#) as the next step of the transport arm's length external organisations reform process, including setting up a shareholder forum.

Some of the work carried out to improve Edinburgh's public transport this year include:

- New Supported Bus Services are now in operation with McGill's operating Services 13 and 60 from December 2024.
- Edinburgh's new on-street bus tracking system went live with 322 new digital trackers displaying real-time travel information.
- Testing of the new 'Tap on, Tap off' system has taken place. This will cap bus and tram travel across the city at the day ticket rate, integrating buses and trams in Edinburgh.
- A new lease for Edinburgh Bus Station was agreed, extending the current deal with is due to expire in 2027, by a further 15 years.

Complete the Trams to Newhaven project and develop plans for further expansion of the network in alignment with City Mobility Plan commitments.

A public consultation to inform the Strategic Business Case for a tram route from Granton to the BioQuarter and beyond has been delayed and a revised timetable is in place for completion in 2025/26. The consultation period was delayed avoiding running over the summer holidays. It is now aiming to start in August 2025 and will run for 12 weeks. It is hoped that this changed timetable will allow all those wanting to engage the opportunity to do so. A report to Transport and Environment Committee will follow on the outcome of the consultation, with a Strategic Business Case, due for consideration in Winter 2025.

Deliver the approved Low Emission Zone scheme.

The Low Emissions Zone (LEZ) was introduced in Edinburgh on 31 May 2022, restricting the most polluting vehicles and benefiting everyone's health. In Edinburgh, a two-year grace period was in place, meaning no penalty charges were issued during this time. It is anticipated that the LEZ will significantly reduce harmful emissions of nitrogen dioxide from vehicles and air quality improvements are expected beyond the boundary. We started issuing Penalty Charge Notice fines, in line with Scottish Government regulations, on 1 June 2024.

The Scottish Government is also providing £5M across Scotland for a LEZ Support Fund, where residents and businesses can apply for support to ease the transition through retrofitting, disposal and other grants. Over the past three years people in the Edinburgh region benefited from £2.4M of grant support to prepare.

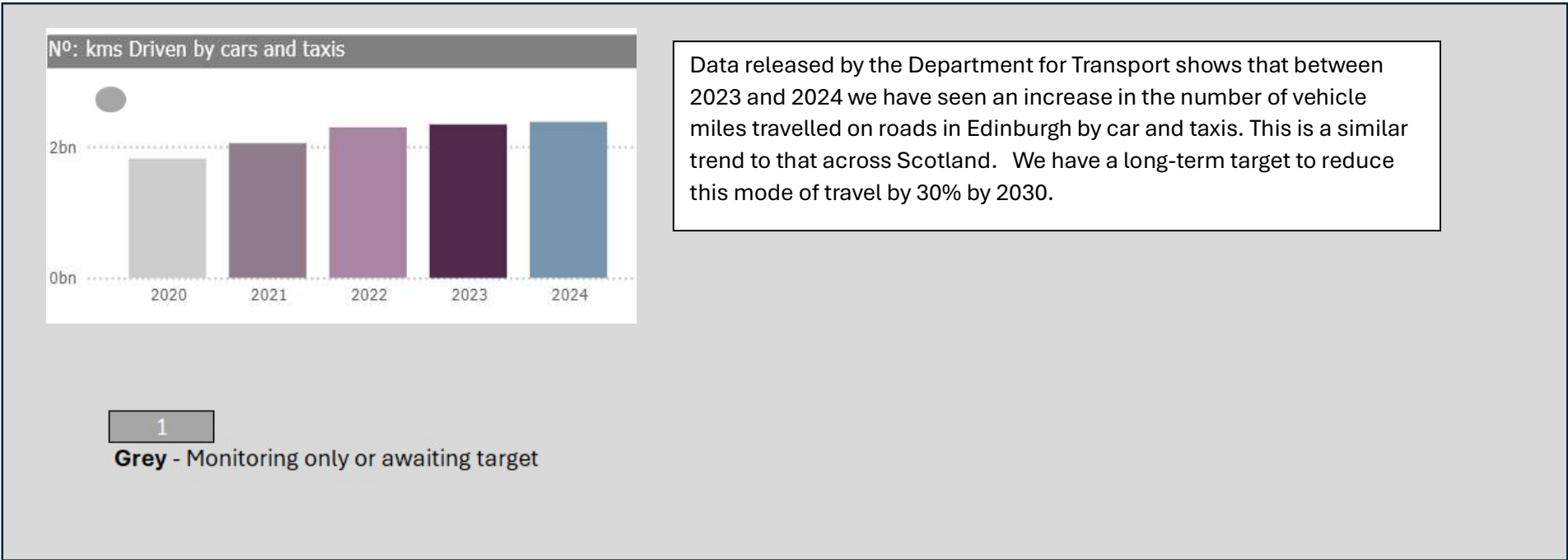
Increase the number of publicly accessible Electric Vehicle (EV) chargers and continue to invest in the transition of the Council fleet.

We are now developing a regional approach with SEStran on a contract model with a commercial operator to manage the existing contract and invest in new infrastructure. This will initially involve leading a collaborative South East Scotland Local Authority procurement project for electric vehicle charging points. This is being done to improve the sharing of information and experiences and aims to ensure a consistent approach to support the growth of EVs across the region.

LEZ compliant vehicles were hired into our fleet in May 2024 to provide delivery of services until such time as the purchased replacements were delivered. 12 hire vehicles remain in service while the replacement vehicles are procured. Of this remaining group there are two vehicles expected imminently for delivery and the rest due to be delivered before the end of 2025. The procurement exercise is for the entire Council fleet and there has been a range of competing priorities. This along with longer than expected lead-in times has led to the delivery of some of non-LEZ vehicles taking longer than expected.

Key Performance Indicators

We have identified a key performance indicator that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress.



8. Edinburgh is a climate adapted city, with biodiverse green spaces, and cheaper cleaner networks for energy use.

We have declared climate and nature emergencies as we recognise that we need to take bold and immediate action at the speed and scale necessary. We know we need to better understand and appreciate the natural environment in our city as they become even more important. We are highlighting the need for transformational change in how we value and invest in the recovery of nature from decades of decline. We are pioneering a climate-conscious places to live in Granton Waterfront and West Edinburgh. Within this outcome there are four objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Develop a new Adaptation plan to climate proof our infrastructure, communities, business and the natural and built environment	On Track
Start to deliver the Climate Ready Edinburgh Plan in partnership with Edinburgh Adapts and the Net Zero Edinburgh Leadership Board	In progress – on track
Deliver nature-based solutions to the impacts of climate change through delivery of the Thriving Green Spaces Strategy, Biodiversity Action Plan, Nature Network, One Million Tree and Living Landscapes programmes	In progress – on track
Take forward the Green Blue Neighbourhoods including Craighleith and Inverleith, Morningside and Oxfangs area and Leith	In progress – on track
Create new publicly accessible open space and biodiverse green space within the Granton development working towards a ground-breaking coastal park	On Track
Accessible open space created and open to the public at 20 West Shore Road	In progress – on track
Continue development of the Western Villages infrastructure projects	In progress – on track
Create new accessible green space within the refurbished gasholder	Completed
Deliver final business cases for approval to begin construction of the first phase of climate ready regeneration in Granton, the BioQuarter and West Edinburgh	Off Track
Part complete construction of climate ready and resilient developments in Granton including Western Villages, Silverlea, and plot D1	In progress – on track
Final Business Case for Granton regeneration (phase 1) approved	In progress – on track
Complete BioQuarter procurement and ensure further delivery of the campus is underway, led by the selected private sector partner	In progress – off track
Develop a city-wide heat and energy masterplan including plans to expand renewable energy generation in the city	On Track
Subject to business plan approvals, commence commissioning of delivery plans for heat networks in Granton and South East Edinburgh	In progress – on track

Key achievements in 2024/25 in delivering this outcome:

1. The gasholder park is now complete, and it opened to the public in December 2024.
2. New homes are being delivered in Granton and new tenants have moved in at Western Villages.
3. Orchard Park Swale and Sustainable Urban Drainage System (SuDS) work including tree planting is complete.

Develop a new Adaptation plan to climate proof our infrastructure, communities, business and the natural and built environment.

[The Climate Ready Edinburgh Implementation Plan](#) with Key Performance Indicators and milestones was approved at Policy and Sustainability Committee on March 2025. We are now working with our partners to deliver on the plan with scheduled updates due to be reported to Policy and Sustainability bi-annually and Governance, Risk and Best Value annually. Some of the proposed steps to implement the Plan include:

- Identifying trigger points and action needed to prepare for weather extremes.
- Making Edinburgh a Million Tree City by planting up to 25,000 new trees a year.
- Prioritising street tree planting in areas prone to flooding and overheating.
- Increasing the tree canopy from 17% to 20% of the whole city by 2045.
- Establishing a Wilding Wee Spaces Schools programme.
- Undertaking a flood study to determine the long-term management of existing defences along the coast.
- Completing a surface water flood management project with Scottish Water in Craighleith by 2026.
- Delivery of new small-scale adaptation and energy retrofit pilot projects in the Old and New Towns of Edinburgh World Heritage Site by 2026.
- Monitoring issues of damp in Council housing, addressing most at risk properties.
- Working with providers to increase the resilience of Edinburgh's transport systems.

The Edinburgh Biodiversity Action Plan programme has been delivered across the city in 2024/25 with several projects and operational programmes underway aiming to increase resilience in our natural environment. Alongside the Climate Ready Edinburgh plan, this work aims to strengthen the understanding of the role of nature in adapting to climate change impacts. Edinburgh's most important places for nature continue to be managed and improved by our Natural Heritage Service and Historic Environment Scotland Ranger Service. These include Holyrood Park Site of Special scientific interest

(SSSI), 8 Local Nature Reserves and Pentland Hills Regional Park. Activities include habitat management, habitat creation, priority species monitoring and conservation, community and volunteer engagement. Additional funding was secured to support an expansion of delivery in urban greenspaces with six new permanent nature roles. We report on delivery each year at www.edinburgh.gov.uk/biodiversity

The Climate Ready Craigleith project is delivering Green Blue Neighbourhood projects, with supported funding by Scottish Water, such as:

- Orchard Park Swale and Sustainable Urban Drainage System (SuDS) work including tree planting is complete.
- Easter Drylaw Avenue SuDS – Works progress to Stage 3 of architectural planning and will be delivered by spring 2027.
- Arboretum Place / Inverleith Park – Concept design currently being undertaken and will progress through to delivery by spring 2027.
- Orchard Park – Feasibility to develop SuDS interventions within the main park currently being undertaken.
- Craigleith SuDS Streets – Works being progressed to concept design and through to delivery by spring 2027.

Under the Linking Leith's Parks project, we are delivering three of the six pilot parks in 2025 as part of the Edinburgh Nature Network programme. The delivery of these parks is through the Nature Restoration Fund direct allocation. We are continuing to change how we manage our estate for nature in 2025, with the Our Nature Estate Programme entering its second year. As a partner in The Conservation Volunteers' Green Skills programme, we are helping to coordinate the work programme for trainees across Edinburgh's green spaces.

Create new publicly accessible open space and biodiverse green space within the Granton development working towards a ground-breaking coastal park.

The official opening of the open space outside of 20 West Shore Road took place on 6 December 2024 and the outdoor food market, community and event space and saunas are successfully operating. Ongoing work will continue throughout 2025 to attract further investment and community enterprises to the building.

The Western Villages project is 80% complete. Further development of the site is progressing to coincide with completion of the housing infrastructure at Western Villages. The gasholder park is now complete and opened to the public in December 2024. A formal opening event took place on the 5 April 2025. The 1.2-hectare park was created using £1.2M from the Scottish Government's Vacant and Derelict Land Investment Programme. This work followed refurbishment of the frame as well as removal of the historic bell using funding from the UK Government. The restored and repainted gasholder frame is also now a beacon of light in north Edinburgh as it is lit up permanently after dark.

Deliver final business cases for approval to begin construction of the first phase of climate ready regeneration in Granton, the BioQuarter and West Edinburgh.

Granton

In 2024/25 we saw residents move into Granton Station view and tenants moving into the first new homes at Western Villages. Handovers of the remaining homes are continuing through the summer of 2025. The Silverlea development is also progressing well with first handover of homes to the Council expected in spring 2026 and completion early 2027.

The final business case for both Phase 1 and the Granton Heat Network will be presented to committees in August and September 2025 seeking approval to progress with delivery and a concession agreement for the Heat Network. This will set out the funding strategy for Phase 1, including £16M of Housing Infrastructure Fund grant from Scottish Government which was secured and announced in March 2025.

BioQuarter

The procurement process has now closed, and no private sector partner was selected due to change in market conditions. Delivery of the campus has continued via the direct development programmes of University of Edinburgh and Scottish Enterprise.

West Edinburgh

Planning permissions was given, in principle, for thousands of new homes in the West of Edinburgh. West Town is expected to become one the biggest new housing developments in Edinburgh. There is space for 7,000 new energy efficient homes, 35% of which will be affordable. It is intended to create a new, green, 20-minute neighbourhood on a 205-acre site close to Edinburgh Airport.

Develop a city-wide heat and energy masterplan including plans to expand renewable energy generation in the city.

Our Local Heating and Energy Efficiency Strategy was published in December 2023. Since then, we have revised the zones within the Strategy, setting out our city-wide approach and potential heat network delivery zones, with an approved a customer charter for heat networks in the city. The final business case for the Granton Heat Network will be presented to committee in August and September 2025 seeking approval to enter a 40-year concession agreement for the Heat Network. We are also in early discussions about a further heat network in South East Edinburgh that could potentially use the same model as Granton.

Key Performance Indicator

As part of our new 2-year delivery plan we are aiming to track progress on our key plans, including the Thriving Green Spaces Strategy, One Million Tree City Project and Green Blue Neighbourhoods through quantified metrics and KPIs. Future reports will include key measures for this outcome.

9. Edinburgh has a stronger, greener, fairer economy and remains a world leading cultural capital.

Edinburgh is a world leading tourist destination, and its popularity has shown recovery from the COVID-19 pandemic, with substantial increases in the number of domestic and international visitors. However, as visitor arrivals increase, we are looking to reduce the burden on the environment, expand the offering across the city and contribute more to residents' quality of life. This is at the same time as trying to exceed the expectations of our visitors. We recognise the need to have services which support businesses to thrive and enable recovery from the pandemic. Within this outcome there are five objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Ensure regulatory and planning services respond efficiently to business needs and support economic recovery	On Track
Implement the Delivering Excellence project to improve efficiency of planning service	In progress – on track
Provide targeted support to help new and growing businesses thrive in the city	On Track
Maintain the delivery of the Edinburgh Business Gateway service providing access to the advice, support, and guidance needed by new and existing businesses across the city	In progress – on track
Promote fair work practice and identify sustainable / green outcomes through our supplier development activities, procurement approach and commissioning supply chains	In progress – on track
Continue to work with the Just Economic Transition Group and other partners	Closed
Prepare proposals and seek agreement to merge and create a single front gate or one-stop-shop for business support	In progress – on track
Deliver a world class cultural and visitor destination offer and enable all Edinburgh residents to access cultural experiences in their local area	Off Track
Deliver the Tourism 2030 Strategy	In progress – on track
Agree an SLA with Edinburgh Leisure which sets specific targets for wellbeing outcomes	Closed
Deliver the actions set out in the new Cultural Strategy	In progress – on track
Approve a Cultural Venues Sustainability Plan	Completed
Work with our partners on the delivery of the refurbished King's Theatre and the new Dunard Centre	In progress – off track
Ensure that Edinburgh is a welcoming and supportive city where creative and cultural practitioners can choose to develop their careers	On Track
Work with partners to deliver the recommendations of the Edinburgh Slavery and Colonialism Review	In progress – on track
Review and develop a new approach to equality, diversity and inclusion across the Council	In progress – on track

Work with Further and Higher Education partners to identify and fill skills gaps in key sectors such as culture, green economy, and others	In progress – on track
Maximise opportunities to raise local income to provide additional resources to our strategic priorities	On Track
Progress the Edinburgh VL programme to invest in culture, sustainable tourism and a well managed and clean city	In progress – on track
Begin implementation of a VL scheme dependent on appropriate legislation with a view to beginning to receive revenue from 2025 onwards	In progress – on track
Dependent on Council agreement, progress with implementation of a Workplace Parking Levy	Closed

Key achievements in 2024/25 in delivering this outcome:

1. Formal agreement to introduce a visitor levy was made in January 2025, with the potential to raise up to £50M per year.
2. Over 2.6M tickets were issued at the 2024 Fringe festivals, with 3,746 shows registered and an estimated 900 schoolchildren attended the Fringe as part of the schools' outreach work.
3. Business Gateway supported 413 new businesses to start trading.

Ensure regulatory and planning services respond efficiently to business needs and support economic recovery.

Progress has been made on implementing the Improvement Action Plan for Planning and Building Standards, including the launch of the new People Plan. The Pre-Application Advice service has been amended following a review and the Council has won 2 awards and been commended in another category in the Royal Town Planning Institute Scotland planning awards. Work continues reviewing the information governance policy and the Planning Authority has been engaging with peer authorities to share best practice and develop digital solutions.

Provide targeted support to help new and growing businesses thrive in the city.

The Edinburgh Business Gateway service provides access to the advice, support, and guidance needed by new and existing businesses across the city. In 2024/25:

- 1,183 pre-start enquiries were received in 2024/25, up 15% from the previous year.
- We got 2,489 workshop attendees, up 13% from the previous year.
- 413 new businesses were supported to start trading, which is up 5% from the previous year. This includes 89 new businesses from underrepresented demographics via the new inclusion outreach delivery pilot.

The Just Economic Transition Group no longer exists, but we have continued to work with partners in promoting and developing businesses for a green economy and supporting businesses to adopt circular economy principles. In 2024/25, we launched the IMPACT! Programme. This is a growth programme aimed at supporting local businesses to grow in purposeful, impactful, responsible, and sustainable ways. After a successful pilot, we are running it twice in 2025/26.

Our new Procurement Strategy 2025-2030 sets out how we will use our spending power to boost a green, inclusive and wellbeing economy. We aim to do this by:

- Reducing our Carbon Footprint through promoting and enabling innovation in procurement, particularly in green technologies.
- Ensuring environmental and social impact and adaptation are considered for every contract and applied where relevant.
- Continuing to engage early with suppliers and experts to understand carbon-reducing actions and innovative solutions.
- Use Community Benefits as an opportunity to support a fair transition to net zero through initiatives which prioritise regeneration of natural habitats, rewilding, tree planting and enhancements of green and urban spaces and training in green skills.
- Prioritise the reduction, recycling and management of waste within tenders and incorporate circular economy principles in line with the Circular Economy (Scotland) Act 2024 and Circular economy and waste route map to 2030.
- Working closely with suppliers to encourage and facilitate waste reduction.
- Improving training and awareness for Council colleagues and bidding organisations.

The consultation carried out with the public, suppliers and service leads showed continued support for Community Wealth Building, tackling poverty and inequalities through the expanding Fair Work principles.

Deliver a world class cultural and visitor destination offer and enable all Edinburgh residents to access cultural experiences in their local area.

Our Museums and Galleries service is undergoing a transformation programme. As well as mitigating against current budget pressures by operating a seasonal model, it also aims to accelerate income, looking at new income opportunities and reviewing the current retail model. We also need to create a new Collections Centre to bring together the city's museums and galleries collections, archives, Travelling Gallery, mobile library unit, library archives and learning resource. We have completed a sustainability plan to ensure the future service is engaging and accessible, while supporting the Council's net zero ambition. The opening of both the King's Theatre and the Dunard Centre have been delayed. Additional funding has been agreed for the Kings Theatre, and it is now due to open in Spring 2026. Impact Scotland, who are managing development of the Dunard Centre, are expecting a revised contract cost in Spring 2025. They are aiming to confirm contract costs in the Summer of 2025, potentially opening in 2028/29.

Edinburgh Leisure

We will no longer be progressing a service level agreement with Edinburgh Leisure, but we will be working with them on further developing our funding agreement and shared priorities. Edinburgh Leisure currently reports its annual performance to Culture and Communities Committee. In 2023/24 total income was £35.8M, an increase of £3.67M (11%), and total visits were 4.28M, which was 0.6M more than in 2022/23.

Tourism

As part of Edinburgh Visitor Economy Partnership, we continue to play a key role in aligning city-wide efforts and supporting the collaborative hub-and-spoke model. By actively contributing to data-driven strategies and transparent partnerships, this work ensures tourism delivers sustainable economic benefits while addressing emerging challenges. We are delivering the Destination Marketing and Promotions Spoke targeted towards leisure visitor markets and residents, ensuring the benefits of a successful visitor economy are seen throughout the city. We also deliver the Convention Bureau for the city and work in partnership with stakeholders across business tourism to develop a future business model for this. It is anticipated that the proposed business model for the Convention Bureau will be presented to Housing, Homelessness and Fair Work Committee in the Autumn of 2025.

A regional Visitor Economy group has been established as part of the Regional Prosperity Framework, ensuring that the work happening in Edinburgh aligns with the wider work in the Edinburgh and South-East Scotland Region. This group has, amongst other activities, led on the development of a cruise management plan to better understand the impact of cruise ship passengers on the visitor economy and ways to ensure that benefits from cruise ships are seen by local communities. One of the key focus areas for this group in 2025 will be to assess skills needs of the sector and establish an action plan for how to address these needs in partnership with higher and further education.

Ensure that Edinburgh is a welcoming and supportive city where creative and cultural practitioners can choose to develop their careers.

In its second year the Edinburgh Slavery and Colonialism Legacy Review Implementation Group has continued to raise awareness of its work and to make links with key communities, stakeholders and organisations across the city. Members have formed sub-groups to progress the individual recommendations with significant progress being made. This includes the successful delivery of the second event marking the city's formal observance of the UNESCO International Day for the Remembrance of the Slave Trade and its Abolition, and work with Edinburgh Art Festival to scope and develop plans for a major public artwork signifying Edinburgh's part in the historic slave trade.

We are working with the Edinburgh College Alliance and Music Cities Network to develop a music strategy, and the skills and jobs needed in that sector. We are also looking at skills shortages in the Culture sector with Business Gateway and are developing a guide for new cultural practitioners into the city.

Equalities and Diversity Framework

Engagement with stakeholders has taken place and there is ongoing public engagement underway for the new Equality Diversity and Inclusion Framework. This work is being undertaken by a new team, and an end of year report was submitted to Policy and Sustainability on 11 March 2025 outlining the work of the past year. Some of the work complete in 2024/25 includes:

- Engagement with over 47 equality and rights organisations across Edinburgh to support the development of the future equality outcomes.
- Going beyond the statutory pay gap reporting, voluntarily reporting ethnicity and disability, as well as gender pay gap data.
- Progressing the Scottish Women's Budget Group's recommendations in its organisational review of Integrated Impact Assessments.
- Representation of equality and rights organisations on the Women's Safety in Public Places CIP, the Accessibility Commission, Edinburgh Partnership and the Edinburgh Poverty Network.
- Growing the membership of the Equality and Rights Network to 231, an increase of nearly 10% on the year before.

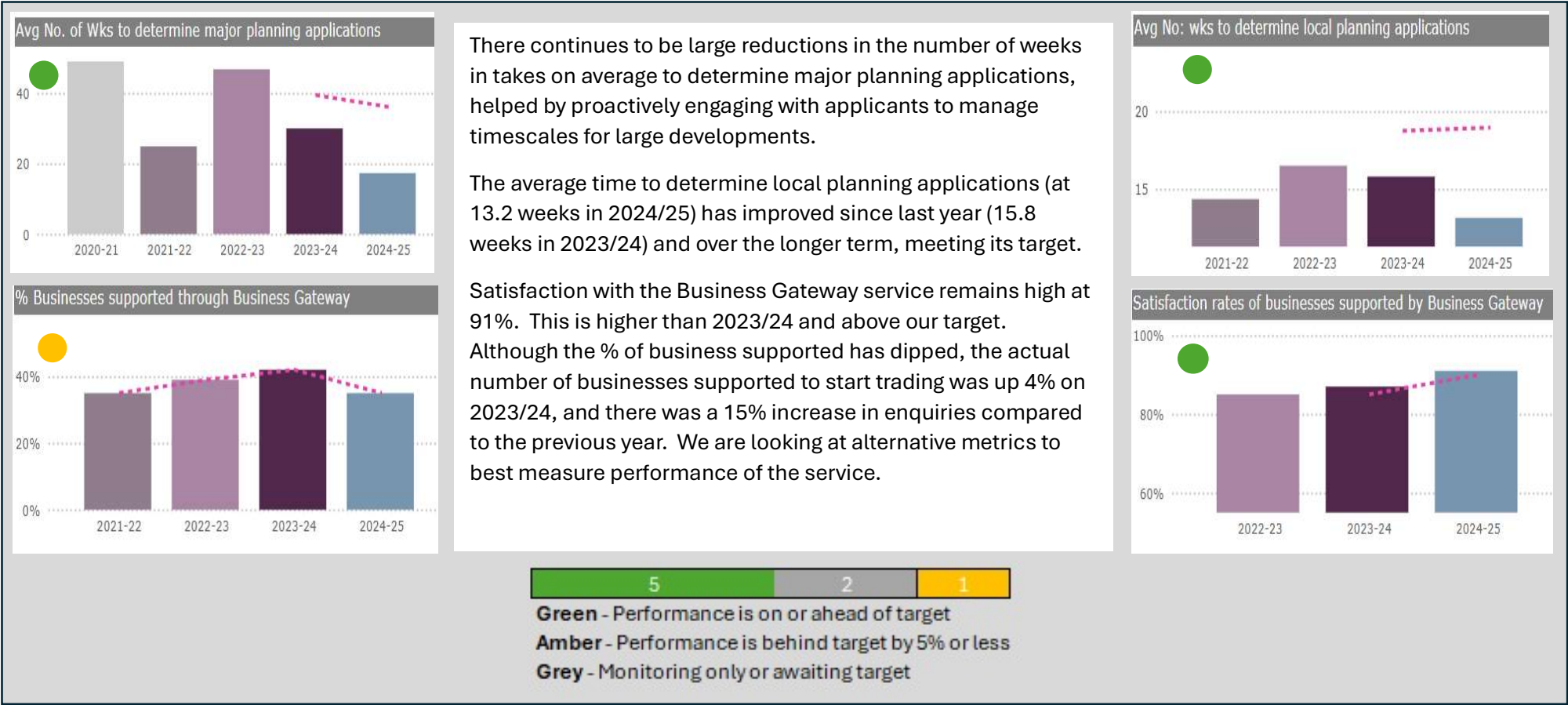
Maximise opportunities to raise local income to provide additional resources to our strategic priorities.

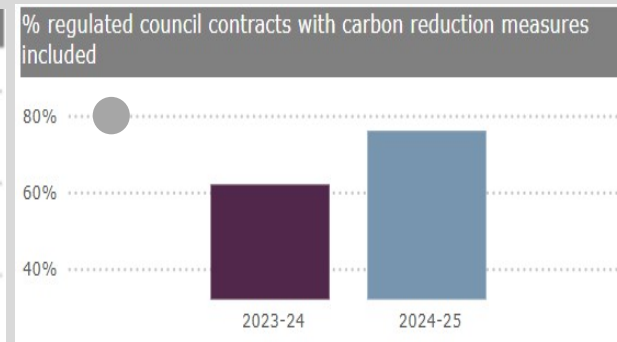
The final Edinburgh Visitor Levy scheme was agreed by Council on 24 January 2025, and the levy will be collected on overnight stays from July 2026. This is the earliest possible time as per the legislation. Implementation of the scheme has begun with the collection system under development by the Improvement Service and it is expected to be ready for testing by the end of 2025, with go live by April 2026. The Visitor Levy Forum chair has been appointed, and the first meeting of the Forum will take place in June 2025. The investment programmes are under development and anticipated to be agreed by relevant Executive Committees by the end of 2025.

Findings from engagement on the Edinburgh Workplace Parking Levy and the decision to pause the work were reported to the Transport and Environment Committee on 23 May 2024 [and later agreed by Council](#) on 29 August 2024.

Key Performance Indicators

We have identified eight key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these measures have been given an annual target to track progress. We will also aim to include in the future the ‘% of respondents who agree that culture and the arts make a positive difference to their local community’, should data become available from the Scottish Household Survey. Data collection at a local authority level was put on hold during the COVID-19 pandemic.

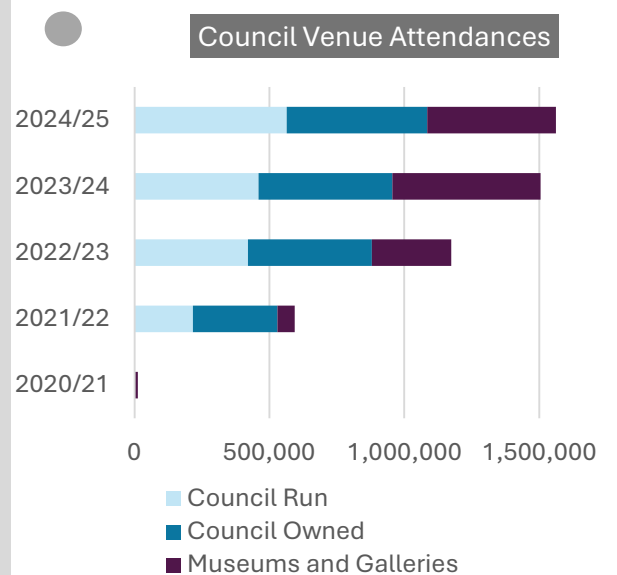




The percentage of our suppliers that are committed to Living Wage has shown a gradual rise since 2019/20 with a dip to 82% in 2022/23. In 2024/25 93% suppliers confirmed they will pay a living wage, slightly lower than 2023/24 and linked to the type of high volume of goods purchased.

The percentage of new contracts that have applied Fair Work criteria has increased to 96% on council contracts and we have seen an increase in the % of regulated council contracts with carbon measures included.

We continue to see the number of visits and attendances at our cultural venues grow following the decision to close these at the start of the COVID-19 pandemic in March 2020. Total attendance increased by nearly 4% between 2023/24 and 2024/25.



10. The Council has the capacity, skills, and resources to deliver its priorities efficiently, effectively and at lower cost.

We know that successful organisations have a clear purpose and a strong, positive culture. We aspire to be a progressive organisation that works flexibly and seeks to always do the right thing for our colleagues and the residents we serve. There have been positives and challenges from the way we have had to work in recent years. We want to build a culture across all services that focuses on the importance of strong relationships between colleagues, residents, businesses, and communities. Every year we spend over £1BN in revenue and around £400M of capital but although we have a strong track record of balancing our budget, the funding and income we receive is increasingly insufficient to meet the rising cost and demand for services. Within this outcome there are three objectives each with their own milestones to track progress.

Objectives and Milestones	Status
Modernise and streamline the Council's core business processes to deliver better outcomes for citizens, and a more secure and efficient organisation	On Track
Increase the number of council services which can be accessed online	In progress – on track
Deliver the system improvements needed to help reshape and improve how core council services are delivered	In progress – on track
Improve the security, resilience, and efficiency of cross council systems	Completed
Continue delivery of the Council's Sustainable Procurement strategy	In progress – on track
Support and equip the Council workforce with the skills and enabling culture needed to deliver safely these Council Business Plan priorities and our wider statutory duties	On Track
Agree a new Workforce Plan for 2024-2027	Completed
Provide support to staff to develop the appropriate skills needed to deliver their roles	In progress – on track
Ensure that the priorities committed to in this Council Business Plan are affordable and achievable within the resources we have available	On Track
Implement a change programme to drive organisational reform and support delivery of Business Plan priorities	In progress – on track
Deliver the Medium-Term Financial Plan	In progress – on track

Key achievements in 2024/25 in delivering this outcome:

1. 40 service lines are now live, allowing people more flexibility in how and when they get in touch with us.
2. A two-year project to replace our Social Care System is progressing well and all year one activity is on track.
3. Our new procurement strategy places sustainability at the heart of our procurement ensuring that our considerable spending power is used to support sustainable and inclusive economic growth.
4. Our new HR system went live from October 2024.
5. We've have delivered a balanced budget in 2024/25 and continued to prioritise spend on the area's residents have told us they care most about with our 2025/26 budget.

Modernise and streamline the Council's core business processes to deliver better outcomes for citizens, and a more secure and efficient organisation

Increasing the number of services available online

40 Service lines are now live, with a 20% shift in the volume of enquiries from calls to self-service. We will continue to develop on-line services with Verint. This work is being planned as part of the Organisational theme on Citizen Centric Servicing. A business case has been submitted for resource funding to carry out this development work, and consultation is underway with service areas to understand the next priority services to move on-line as part of a 12-week piece of engagement. Key projects include:

- Webbots and Chatbots are in place and work is underway as part of our AI Strategy to look to enhance the current offering. Pilots to understand how 'generative AI' could be utilised in the Contact Hub to enhance services.
- A digital knowledge base is being developed to support colleagues working in the Contact Hub to assist and resolve enquiries. This knowledge base will be used to support training, cross skilling and customer self-service. It is anticipated that AI will support the knowledge base to promote simple and easy to understand service engagements.
- We continue to deploy self-service and automation functionality in-line with national guidelines.
- Improving accessibility and customer satisfaction through improvements to the website configuration, online forms, digital channels and the Edinburgh app.

System improvements needed to help reshape and improve how core council services are delivered

Digital analysis developments are being used to track customer satisfaction, address failure demand and shape service delivery. e.g. telephony data being used to shape workforce plans, maximise self-service and reduce repeat contact. Key projects include:

- City App developed and moving into pilot with the aim of going live in the autumn. Consultation is taking place with citizens, elected members and Council service teams.
- Process improvements successfully delivered in Social Care Finance, with reduced turnaround times, better budget management and improved service user awareness.
- Infrastructure upgraded and ongoing development of automation to deliver cost and customer experience benefits.
- Reduced postage volumes through operational efficiencies and activities which has helped mitigate rising post charges incurred.
- Social Care System Replacement – work in progressing with a two-year delivery timescale. All activity is on track.

Improving the security, resilience, and efficiency of cross council systems

Work has continued with between the ICT and Resilience teams to ensure robust resilience plans are in place. Key projects include:

- Meta Engage platform to ensure staff complete their cyber security training is ready for roll out in May 2025. Software has been deployed across Corporate and Learning & Teaching (L&T) networks and the first course will be available on 28th May.
- A new established Cyber Resilience Board to ensure activity remains on track across.
- Security and Patching Plan is in place and progress is being tracked and all audit actions in relation to this have been completed and closed.
- New Firewall and Domain Servers in place, which provides a more modern, secure and robust architecture to underpin all our devices, applications and movement of data across the network.
- Successfully award of Public Services Network Accreditation again in 2024.
- Implementation of Egress across Corporate and L&T providing additional security and protection for our e-mail traffic.
- Joint Cyber exercises with CGI, Digital Services and the Council Leadership Team.

Our [new Sustainable Procurement Strategy 2025-2030](#) was approved at Finance and Resources Committee on 13 March 2025. The Strategy places sustainability at the heart of our procurement programme to ensure that our considerable spending power is used to promote economic, environmental and social outcomes that support sustainable and inclusive economic growth. The Strategy identifies three key strategic procurement priorities:

- Maximise the Community Wealth Building outcomes from our procurements for the benefit of our communities and the city.
- Deliver contracts that help meet our commitment to the climate and nature emergencies and deliver a just transition.
- Deliver savings and Best Value outcomes through innovative and sustainable solutions.

Support and equip the Council workforce with the skills and enabling culture needed to deliver safely these Council Business Plan priorities and our wider statutory duties.

[The Strategic Workforce Plan](#) was approved by Policy and Sustainability Committee on 22 August 2024. This includes workforce planning toolkits and support guidance rolled out to Heads of Service to embed workforce planning as well as creation of Strategic Workforce Planning Network. Local Service Workforce Plans were compiled and in place by the end of 2024. A summary of activity was contained in the refreshed Workforce Dashboard report in April 2025, with Deep Dives presented to Committee on each of the People Strategy Themes during 2024.

We have completed several projects aimed at supporting staff to develop the appropriate skills to deliver their roles. These include:

- A deep dive report on Fostering a Culture of Equality, Diversity and Inclusion was presented to Finance and Resources Committee during 2024 highlighting activity undertaken in the final year of the existing Diversity and Inclusion Strategy. The [new Workforce Equality, Diversity and Inclusion Strategy for 2024 - 2028](#) was approved at Policy and Sustainability Committee in October 2024, with an associated action plan. A new equalities dashboard was developed to provide insight that will identify the priority actions in the years ahead and help track and measure progress. Key focus for years 3-5 will be around 3 themes: addressing barriers to representation; protecting our colleagues and building resilience; and ensuring an inclusive workplace.
- A new Reasonable Adjustments Managers toolkit was approved in February 2025 which includes a new health adjustment passport. This passport is used to facilitate a conversation about a disability or long-term health condition, discussing the impact this has on the individual and how they carry out their role, with a view to exploring and agreeing suitable adjustments. This has been promoted and rolled out through a communications plan with a dedicated support page on our internal webpages.
- Our Wellbeing Focus Programme was rolled out with events taking place monthly. These covered physical, mental and financial wellbeing and we offered a mix of online and in person sessions. The first large Colleague Wellbeing Event was held in October 2024 with range of speakers and agency/service providers. Development of our Wellbeing Strategy is underway.
- A Suicide Prevention Toolkit developed and launched. This was supported by the rollout of a Suicide Awareness and Prevention Workshop series. We also have an ongoing communications and promotions of events such as World Suicide Day.
- The Transition to the new HR system was completed with implementation of Phase 1 (Core HR and Payroll) launching on 1 October 2024, followed by Phase 2 (Recruitment) in March 2025.

Ensure that the priorities committed to in this Council Business Plan are affordable and achievable within the resources we have available.

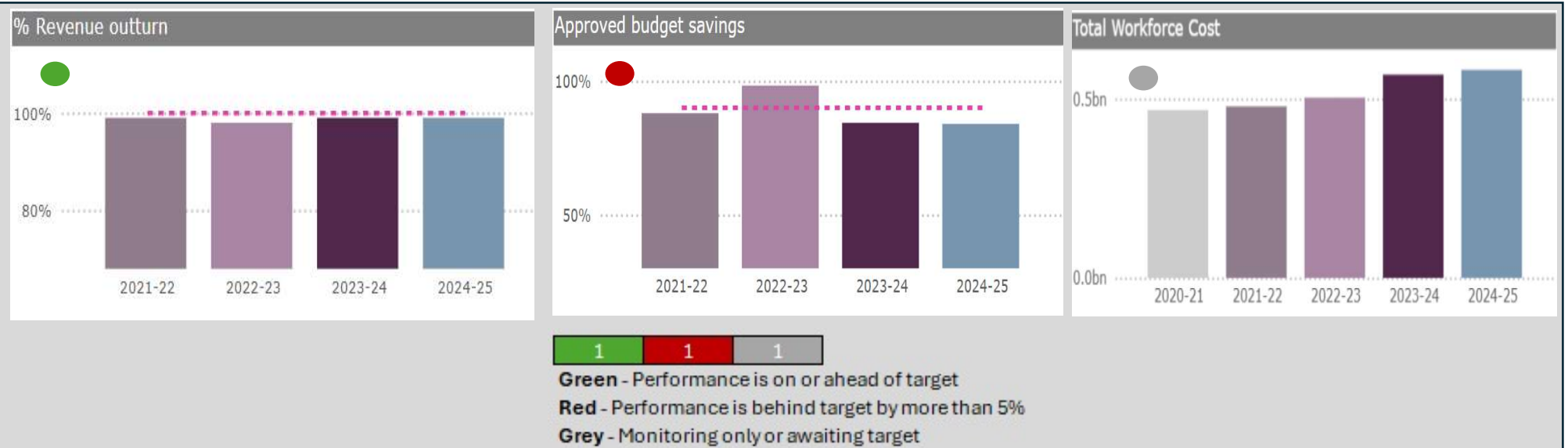
As in recent years, significant demand-led pressures resulted in net pressures within Directorates during 2024/25 of £18.9M. Most of these pressures were related to Council-delegated health and social care services within the Edinburgh Integration Joint Board. These pressures were offset by savings in several corporate budgets, including additional Council Tax income and reductions in the level of (devolved) Non-Domestic Rates Empty Property Relief granted, as well as application of the previous year's underspend and several reprioritised reserves. Taken together, these resulted in an overall underspend of £2.7M. We've been able to deliver a balanced budget and prioritise spend on the area's residents have told us they care about most, while being able to invest in our three priorities of ending poverty, tackling climate change and 'getting the basics right. A £1.8BN spending programme has been agreed for the 2025/26 budget, which includes:

- The highest spending on school buildings in recent years.
- A new innovation and Transformation Fund as part of extra support for Health and Social Care.
- More spend on roads, streetlighting and safer routes to schools.
- Additional funds for purchasing and building suitable temporary accommodation for people experiencing homelessness.

In February 2025, we updated our Budget Strategy and Medium-Term Financial Plan as part of our budget setting process for 2025/26. The Budget Strategy establishes a whole-organisation approach to achieving financial sustainability and enabling investment in prevention and transformation.

Key Performance Indicators

We have identified three key performance indicators that we expect to impact/improve in the medium term, as a result of completing actions and milestones. Where possible these have been given an annual target to measure progress.



We continued to manage our budget well and our outturn for 2024/25 was 99.8%. As in recent years, significant demand-led pressures resulted in net pressures of £18.9M. The majority of which related to Council-delegated health and social care services within the Edinburgh Integration Joint Board.

Of £28.5M of approved savings in service and corporate budgets, £23.9M (84%) were delivered in-year. In contrast to recent years, the main areas of shortfall were in corporate budgets, albeit these shortfalls were offset by savings in other non-service budgets, such that, alongside a reprioritisation of reserves, a balanced overall position was achieved.

Our total workforce cost at the end of 2024/25 is similar to 2023/24. Overall increases since 2020/21 have been driven by increased pay awards as well as an increase in the headcount.