

South Ayrshire Council

**Report by Director of Strategic Change and Communities
to Cabinet
of 28 November 2023**

Subject: Regional Economic Strategy - Delivery Plan

1. Purpose

1.1 The purpose of this report is to provide an update to cabinet on the approved Regional Economic Strategy Delivery Plan and note resource implications for the Council.

2. Recommendation

2.1 It is recommended that the Cabinet:

2.1.1 approves the published Delivery Plan of the Regional Economic Strategy and approves the use of existing resource to deliver the South Ayrshire Council actions detailed in paragraph 4.1.;

2.1.2 notes the financial resource pressures detailed in paragraph 4.2 and that future reports to Cabinet will detail progress with year one implementation and future actions and any associated resource requirements.

3. Background

3.1 The Ayrshire Regional Economic Strategy (RES) was approved by the Joint Committee on 20 February 2023. Formally launched on 19 June 2023, the Strategy was developed by the industry-led Regional Economic Strategy Working Group and identifies the vision of building wealth for everyone in Ayrshire by 2033. The Strategy was informed by engagement with a wide range of stakeholders including private and third sector enterprises, and young people. The Working Group built on this engagement to inform the development of a Delivery Plan which was approved by the Ayrshire Economic Joint Committee on 18 September 2023.

3.2 The delivery plan focuses on actions that can feasibly be commenced and/or delivered in Year One, 2023/24. It recognises the substantial level of activity already underway which aligns with the priorities of the RES including projects delivered by the Ayrshire Growth Deal and Community Wealth Building Action Plan. The draft actions propose the formation of an Ayrshire Regional Economic Strategy Delivery Group with representation from local enterprises, NHS Ayrshire and Arran and the Third Sector. Other key actions include the creation of a dedicated website to host the strategy alongside information on enterprise support, Ayrshire Growth Deal delivery and implementation of the RES.

- 3.3 The Scottish Government is currently exploring the establishment of Intelligence Hubs across all regions in Scotland. These aim to build sustained expertise within regions to carry out novel and creative economic analysis, providing a deeper and broader understanding of specific and nuanced regional strengths and challenges.
- 3.4 South Ayrshire Council currently has no dedicated budget to support regional action and therefore consideration is being given to identifying resource to support RES delivery, with a considerable focus on external funding. There are however existing projects that contribute to the Regional Economic Strategy. An officer group has met to ascertain which projects deliver on regional outcomes. This work is ongoing and will be included in an update report to Cabinet in April 2024.
- 3.5 The launch of the Delivery Plan took place at the Ayrshire Business Week 2023 on 2 October 2023.
- 3.6 The Regional Economic Strategy is important in setting out a vision for the region and galvanise all stakeholders behind a common framework. As a statement of intent it could prove valuable in securing external public funding, maximise collaboration opportunities and present Ayrshire as a unique opportunity for investment. The regional strategy however does not replace local strategies and activities, which are specifically designed to maximise opportunities for our local council area. The regional delivery plan however will require a shift towards ‘think regional, deliver local’.

4. Proposals

- 4.1 The approved Delivery Plan is provided at Appendix 1 and outlines the range of proposed actions in Year One. Whilst the plan seeks the support and input from all stakeholders in Ayrshire, it is envisaged that South Ayrshire Council will lead on a new action group focussed on the Enhancing Natural Capital priority theme and lead on the Aerospace and Space workstream. Further participation will be required by officers from economy and regeneration in overall regional governance and action groups. Support for the RES will require linkages with cross council services and external partners. Cabinet is asked to endorse the action plan and approve resource use for those actions where SAC provides leadership and input. Specifically:

:

- Lead role – Enhancing Natural Capital;
- Participation in 5 new action groups [Support for Enterprise, Fair Work, Innovation, Good health and wellbeing, Stronger Places and Communities];
- Provide secretariat support to Aerospace and Space workstream; and
- Ongoing senior representation to the Regional Economic Partnership (REP), Ayrshire Economic Joint Committee (AEJC) and the Regional Strategy Working Group (RSWG).

- 4.2 The Regional Economic Strategy Delivery Plan seeks to undertake a number of feasibility studies, establish a bespoke website and develop topic specific regional plans. Financial resource for these activities has not yet been confirmed, but it is anticipated that regional partners and stakeholders will contribute. At this stage it is difficult to determine the exact quantum and timing for additional financial resource, which could be up to £80,000. Cabinet members are asked to note potential resource pressures arising from the RES Delivery Plan for which no provisions have yet been approved.

- 4.3 The Regional Strategy Working Group aims to develop further detail on the implementation of the delivery plan over the next few months and further reports will be provided to Cabinet detailing progress with Year 1 implementation and actions and associated resource pressures. for future years of the delivery plan. It is further proposed that an officer group will continue work on mapping existing local project activity in South Ayrshire against the regional delivery plan to ensure that the full South Ayrshire contribution is recognised.

5. Legal and Procurement Implications

- 5.1 There are no direct legal implications arising from this report. Any legal implications arising from the Delivery Plan actions will be considered and addressed as appropriate through their development.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 There are no financial implications directly arising from this report, as the identified actions will be undertaken using existing resources or delivery will be subject to securing external funding. As the action planning and delivery/governance process continues, an assessment of available and required resources and financial implications will be undertaken and subject to agreement.

7. Human Resources Implications

- 7.1 None arising from this report

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 Rejecting the recommendations may impact on the reputation of the Council.

9. Equalities

- 9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 2.

10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

10.2 The Regional Economic Strategy aims to preserve and enhance Ayrshire’s natural capital, meeting Scotland’s commitments to net zero and protection of biodiversity. Its key outcomes include supporting a just transition to Net Zero. The Delivery Plan identifies Year One actions to support these ambitions.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 2 of the Council Plan: Live, Work, Learn.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report

13.2 Consultation has taken place with Councillor Bob Pollock, Portfolio Holder for Economic Development, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Director of Strategic Change and Communities will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the ‘Council and Cabinet Decision Log’ at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Update report on Year 1 implementation, future years of the delivery plan and associated resource pressures to cabinet	30 April 2024	Assistant Director - Communities

Background Papers **None**

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Ayrshire
Regional
Economic
Strategy



Delivery Plan 2023 - 2024

Building wealth for everyone in Ayrshire



Foreword

Our Ayrshire Regional Economic Strategy (RES) was launched on 19 June 2023, developed in partnership by the Regional Strategy Working Group of the Ayrshire Economic Partnership Board and approved by the Ayrshire Economic Joint Committee. The RES has ambitions to build wealth for everyone in Ayrshire by creating opportunities for those who want to live, work, learn and invest in the region.

The RES signifies the partnership effort in creating a shared vision for our region, indicating where we want to be by 2033. Whilst the RES itself represents an important step towards working regionally to deliver an improved economy for Ayrshire, the delivery of actions that help us achieve our desired outcomes is of greater importance. Our Delivery Plan therefore sets out what we need to do to achieve our strategic vision and recognises the challenges to overcome in the immediate future to allow for the delivery of actions over the medium and longer term.

Our Year 1 Delivery Plan focuses on priorities for this first year of delivery, including a review of regional governance, considerations around resourcing the delivery of the RES and mapping out baseline evidence to support future delivery and measurement of success. In addition, three of the priority themes have been identified for particular focus during Year 1: Support for Enterprise, Fair Work and Innovation.

The partnership working of the Regional Strategy Working Group has resulted in the delivery of a robust RES and a shared economic vision for the first time in Ayrshire. As we move into the delivery stage, the Working Group will change focus and take on the form of a Delivery Group, with additional members to bring renewed focus and flexibility. This will allow for representation from the third sector, NHS Ayrshire and Arran, and enhanced representation from the private sector. As a partnership we look forward to working with our communities, enterprises and wider stakeholders to build wealth for all across Ayrshire.

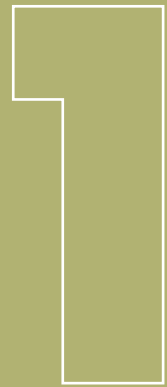


The RES Delivery Plan has been developed by the Ayrshire Regional Strategy Working Group on behalf of the Ayrshire Economic Joint Committee with support from the Economic Recovery Group.



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Our Regional Economic Strategy

The Ayrshire region offers a wealth of opportunities, with strengths in sectors of national significance and a stunning natural landscape. Our regional vision has been shaped by the key partners driving forward the strategy, in engagement with wider stakeholders. It captures these strengths and our ambitions to make Ayrshire a unique destination in which to live, work, invest and visit. Our Regional Economic Strategy (RES) addresses the key challenges facing our economy. It is externally positioned within a national policy context at Scottish and UK levels, including the National Strategy for Economic Transformation (NSET) and the Levelling Up White Paper. It reflects the desire of Ayrshire to take a different approach to regional economic development; an inclusive approach based on the principles of Community Wealth Building (CWB), to achieve a wellbeing economy by 2033.

Our RES faces our key challenges head on:

- **Delivering a wellbeing economy:** addressing high incidences of deprivation and child poverty by connecting communities to opportunities, whilst achieving a just transition to net zero.
- **Enhancing economic activity and productivity:** addressing low economic activity rates, high unemployment rates and skills mismatch/ shortages to make the most of inward investment opportunities.
- **Improving physical infrastructure:** addressing poor road linkages, reduced and unreliable public transport, high levels of vacant and derelict land and island and rural specific challenges, whilst capitalising on significant blue economy/marine environment opportunities.

By building on the significant **strengths** we have as a region to help us address these challenges:

- A **strong foundational economy**
- An **entrepreneurial culture**
- **Sectors of national significance** including aerospace, tourism and food and drink
- A **rich array of natural capital**
- A **strong sense of identity** amongst businesses and residents
- **Existing strong regional governance** including a pioneering Community Wealth Building approach to economic development.

With a ten-year timeframe, to 2033, the RES promotes a step change away from traditional economic development approaches to one that adopts the principles of CWB and delivers a region where wealth is shared fairly, where residents can live full and healthy lives, where our region is attractive to investors and visitors and where we prioritise and protect our natural wealth and culture.



2

Our Economic Focus: Inclusive, ambitious, achieving

The Ayrshire RES shared vision is:

Ayrshire will be a region where wealth is shared fairly, to enable people of all ages to live full and healthy lives. Our region will be outward looking, attractive to investors and visitors, making a major contribution to Scotland's economic development. We will also prioritise the protection of our natural wealth and culture. This is how our residents, communities, institutions and enterprises will rise to the opportunities and adapt to the challenges of the future.

Our Principles

Our principles focus on delivering economic renewal by embracing an inclusive CWB approach to economic wellbeing:

- Building wealth for the benefit of local communities
- Inclusive yet targeted
- Collaborative yet respectful
- Evidence based yet imaginative
- Ambitious yet responsive
- Place based yet speaking powerfully with one voice.

Priority Themes

In order to achieve our vision, we have developed a series of six key priority themes. These themes have been developed through extensive engagement and through the delivery of activity aligned to each theme, the vision for Ayrshire 2033 will be achieved. Themes 1 to 3 have been identified as immediate priorities for this Year 1 Delivery Plan, with the focus for actions under Themes 4 to 6 being developed during this initial year for delivery in future years. This is reflective of the opportunities to achieve immediate progress under some actions in Themes 1 to 3, due to initial work already underway; in addition to an acknowledgement that groundwork must be set for Themes 4 to 6 during Year 1 to inform the development and enable progress of actions in future years. Actions are also identified under the Culture of Delivery theme and three Cross Cutting Themes.



Year 1 Priorities

Cross cutting actions

- Community Wealth Building
- Digital Economy
- Skills

Culture of delivery

AYRSHIRE RES PRIORITY THEMES

Support for Enterprise

Outcomes

- Improved digital infrastructure for our region
- Enhanced business support services
- Improved quantity and quality of business space provision
- Improved support for the third sector to deliver community wealth

Fair work

Outcomes

- Improved access to jobs and fair employment opportunities
- Improved access to training and lifelong learning
- Employers in the region have adopted Fair Work principles
- Public sector Anchor Institutions spend and employ progressively

Stronger places and communities

Outcomes

- Improved physical infrastructure in our towns and cities
- Improved cultural and social infrastructure
- Empowerment for our residents and communities
- Improved road infrastructure

Good health and wellbeing

Outcomes

- Support people to fully contribute to the local economy
- Improved access to childcare, transport and local jobs
- More inclusive approach to recruitment by key employers in our region

Innovation

Outcomes

- Adaption and utilisation of innovation assets through the Ayrshire Growth Deal
- Development of effective partnerships for transfer of knowledge and technology
- Increased levels of R & D
- Continued use of CWB as a mechanism to embrace new economic development practice

Enhancing natural capital

Outcomes

- Better understanding of the natural capital in our region
- Development of a regional energy masterplan
- Supporting a just transition to net zero

Future Priorities

3 Delivering our Strategy

Our RES is ambitious. We have a vision for Ayrshire by 2033 and outcomes that we want to achieve. In order for us to chart progress over the next ten years and know that what we are doing is working, we have set a series of ambitious long-term strategic priorities that are aligned to our priority themes and outcomes. These have been developed with reference to our Ayrshire Inclusive Growth Diagnostic and the Scottish Government's Wellbeing Economy Toolkit. Our actions already developed and under development will sit under each of these long-term priorities to allow us to work towards achieving these.

We are committed to developing a wellbeing economy in Ayrshire which generates:

SP01



A better life for our youngest citizens

There will be a downward trend in child poverty across the region but particularly in North Ayrshire

SP02



Higher number of good quality jobs

Jobs density will be growing with new investment creating opportunities for employment and local people will have the opportunity to start their own generative business including employee owned, co-operatives and social enterprises

SP03



A rise in economic activity where people are more connected to opportunities

Economic inactivity will be falling with more opportunities for people to take up skills, training and employment in their local area, including young and older people

SP04



Stronger business start-up and survival rates

There will be an effective system of co-ordinated support across the region to help promote business start-ups and expansion, including better access to funding and finance

SP05



A greater proportion of public sector spend on local businesses

Supported by the CWB Anchor Charter and action to drive forward collaboration and innovation, with private sector supply chains and social enterprises

SP06



More vacant and derelict land brought into productive use

Including attracting public and private investment to realise the potential assets, e.g. including energy, work space, housing and green space

SP07



The region's natural assets are becoming more biodiverse and net carbon emissions are falling

Helping to create innovation, business development and new jobs

SP08



Evidence of some improvements in health inequalities

Particularly in our most deprived communities or amongst our most vulnerable groups

Year 1: 2023-24

This Year 1 Delivery Plan focuses on actions that can feasibly be commenced and/or delivered in the year 2023-24. A considerable amount of activity is already underway that aligns to the priorities of the RES, including by the six Regional Recovery and Renewal Workstreams, through projects delivered by the Ayrshire Growth Deal, through the pioneering work of the Ayrshire Community Wealth Building Commission, Anchor Charter and Anchor Network, and by the Ayrshire Economic Partnership Board, by unlocking funding made available by the Scottish and UK Governments. This Delivery Plan seeks to build on existing work, add value, and align to the RES priority themes, in addition to enhancing with new activity targeted towards achieving our long-term ambitious priorities.

Acknowledging the scale of the task ahead, the Regional Strategy Working Group has prioritised three key themes of Support for Enterprise, Fair Work and Innovation, under which some initial actions will kick start year 1 delivery. Development and delivery of actions under these three themes will be complemented and supported by actions under the Culture of Delivery theme, which will directly support delivery of the RES, in addition to Cross-Cutting Actions under the themes of Digital, Skills and Community Wealth Building. In addition, Year 1 will seek to develop medium- and longer-term actions under all six priority themes.

A common action running across all six priority themes in year 1 is a mapping exercise to determine existing activity and ensure a coordinated approach to the delivery of the RES. Ultimately, the RES will sit as an umbrella strategy for the region, with other strategic economic activity such as the Ayrshire Growth Deal and Community Wealth Building Commission and Anchor Charter reporting to the RES governance structures. A mapping process for each theme including a SWOT analysis, horizon scanning and review of existing actions will assist with a streamlined and consistent approach to delivery. This will link into the governance review to be conducted under the Culture of Delivery theme which will seek to identify lead organisations to ensure actions are progressed. In addition, the Regional Strategy Working Group (RSWG) will be developed into the Regional Strategy Delivery Group (RSDG) with additional representation on the group sought from the third sector, NHS Ayrshire & Arran and the private sector. This will strengthen the existing group for the delivery phase and will maximise stakeholder input.

The following sections of the Delivery Plan set out the actions, identify the key partners to be involved and the proposed initial timescales. Year 1 delivery will commence in October 2023, with the launch of the RES Delivery Plan at Ayrshire Business Week 2023. It is recognised that some actions, particularly those under the Culture of Delivery theme, are already underway.

4 Theme 1: Support for Enterprise

“A region where businesses can grow, entrepreneurship and creativity can flourish.”

Theme Outcomes:

- SE01:** Improved digital infrastructure for our region, encouraging new residents, new business start-ups and new investment.
- SE02:** Enhanced business support services that focus on domestic and global growth, innovation and procurement support to help retain wealth locally.
- SE03:** Improved quantity and quality of business space provision to meet evidenced demand, particularly for SMEs.
- SE04:** Improved support for the third sector to deliver community wealth, through support, training and capacity building.

Ayrshire has a number of strong industries including manufacturing and engineering and the visitor economy, all of which have a unique set of attributes. Businesses across Ayrshire make a valuable contribution to the wider Scottish and UK economy, but there is an opportunity to grow and develop business development further. This requires adequate support that is easily accessible and guaranteed to help create businesses that align with the future of the Ayrshire economy. This can be achieved by embedding the objectives of the RES into current work of partners delivering business support.

Aligned with a more proactive approach to assisting newly formed businesses, Ayrshire can become an area known for its strong support and clear strategy on business development. The work of Scottish Development International in positioning Ayrshire as a regionally and nationally significant inward investment destination can be built upon, in collaboration with Scottish Enterprise. Alongside this, more business support specifically tailored for social enterprises and community groups is required, so they are equipped to take a more active role in the economy, with particular reference to bidding for public contracts.

A series of Year 1 short-term actions has been developed under the Support for Enterprise theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



Theme 1: Support for Enterprise

Action 1.1	Action 1.2	Action 1.3
Develop a support matrix to address key issues raised by businesses which integrates with other agencies, linked to the new RES website.	Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support the mid-term review and evaluation of the AGD CWB business support programme with consideration of future options.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Review the best and most effective delivery approach for this theme in line with overall governance review. 2 Engage across the three Authorities, Chamber, SE and TSIs to develop support matrix. 3 Provision of information for RES website. 4 Test resulting support with RSDG. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Support for Enterprise actions to add value and avoid duplication. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG to engage with NAC as AGD CWB project lead to support the mid-term review and programme evaluation.
<p>Links to Outcomes</p> <p>SE02</p>	<p>Links to Outcomes</p> <p>No specific outcome link</p>	<p>Links to Outcomes</p> <p>SE02</p>
<p>Key Partners</p> <p>Chamber of Commerce, local authorities, Scottish Enterprise, Third Sector Interfaces, local enterprises</p>	<p>Key Partners</p> <p>RSDG members, local enterprises</p>	<p>Key Partners</p> <p>RSDG members, local authorities, PMO</p>
<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-Term</p>
<p>Links to Priorities</p> <p>SP02, SP03, SP04, SP07</p>	<p>Links to Priorities</p> <p>No specific priority link</p>	<p>Links to Priorities</p> <p>SP02, SP03, SP07</p>

Theme 1: Support for Enterprise

Action 1.4	Action 1.5	Action 1.6
Identify priorities and opportunities to develop actions to support communities and landowners to bring vacant and derelict assets into positive use, taking on board initial work from the CWB Lead Officer Working Group.	Provide improved support for social enterprise activity with strong partnership between Councils, Chamber of Commerce and TSIs.	Identify funding opportunities and secure funding to improve capacity and build resilience of third sector enterprises.
<p>Sub Actions</p> <ol style="list-style-type: none"> Undertake audit of vacant and derelict land and assets across authority areas using existing data. Complete the land and assets GIS mapping exercise. Undertake constraints exercise of assets to understand any other factors constraining development. Identify opportunities to enhance or expand the support currently available, including funding opportunities. 	<p>Sub Actions</p> <ol style="list-style-type: none"> <i>Link with Culture of Delivery action 7.5</i> for engagement with TSIs in launch of RES Delivery Plan and third sector enterprise membership on the RSDG. RSDG to assess support available to third sector enterprises for incorporation into support matrix (<i>Action 1.1</i>). 	<p>Sub Actions</p> <ol style="list-style-type: none"> RSDG to draw up a brief for a feasibility study into funding opportunities for improving capacity and building resilience of third sector enterprises in the region. Commission recognised consultants/think tanks with CWB and third sector expertise, through competitive tender, to undertake research. Use findings of research to develop future sub actions under this medium-term action, supporting <i>Action 1.5</i>.
<p>Links to Outcomes</p> <p>SE03</p>	<p>Links to Outcomes</p> <p>SE04</p>	<p>Links to Outcomes</p> <p>SE04</p>
<p>Key Partners</p> <p>Local authorities, Scottish Enterprise</p>	<p>Key Partners</p> <p>Chamber of Commerce, local authorities, Third Sector Interfaces, local enterprises</p>	<p>Key Partners</p> <p>Local authorities, TSIs</p>
<p>Timescale</p> <p>Medium-Term</p>	<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Medium-Term</p>
<p>Links to Priorities</p> <p>SPO6</p>	<p>Links to Priorities</p> <p>SPO2, SPO3, SPO4, SPO7</p>	<p>Links to Priorities</p> <p>SPO2, SPO3, SPO4, SPO5</p>

5 Theme 2: Fair Work

“A region which offers all individuals an effective voice, opportunity, security, fulfilment, and respect in work.”

Theme Outcomes:

- FW01:** Improved access to jobs and fair employment opportunities by addressing barriers faced by different groups.
- FW02:** Improved access to training and lifelong learning, enabling the workforce to adapt to changing requirements.
- FW03:** Employers in the region have adopted Fair Work principles, for example paying the living wage, offering secure employment contracts and jobs that are fulfilling and offer progression.
- FW04:** Public sector Anchor Institutions spend and employ progressively, setting a benchmark for other Ayrshire businesses to follow.

Across Ayrshire there is an existing and predicted future labour market shortage and skills gap. This causes concern for future growth and resilience of the local economy. There are several successful initiatives that are working to tackle these issues and to create a skilled workforce accessing employment opportunities that are paid the real living wage and offer secure futures and routes for progression. We need to build on the work already being done with Anchors through the Community Wealth Building Commission Fair Work Workstream. In addition, the Ayrshire Skills Plan, Ayrshire Skills Investment Fund and Fair Work Ayrshire project are all new initiatives that will ensure the region is prepared for the economy, jobs and skills of the future. These take into consideration broader trends and requirements such as the long term decline in manufacturing, increasing demand from the health and social care sector, and opportunities emerging from efforts to transition to a Net Zero economy.

A mapping exercise, covering skills shortages and labour market gaps now and in the future with emerging opportunities in the green and digital economies, is an important piece of work that can be achieved through forthcoming priorities for the skills workstream. Closer partnership working is required between schools, Business Support and Employability, Ayrshire College, organisations such as Skills Development Scotland, Scottish Enterprise, the University of the West of Scotland, and local businesses to deliver priority actions under the Fair Work theme.

A series of Year 1 short-term actions has been developed under the Fair Work theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



Theme 2: Fair Work

Action 2.1	Action 2.2	Action 2.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support Local Employability Partnerships (LEPs) in the development and implementation of pathways into employment for those clients who are currently furthest from the labour market, in partnership with the CWB Commission Fair Employment workstream.	Work with learning providers to maximise uptake of national entitlement card (NEC) scheme for young people under 22 years to reduce travel related barriers to employment.
Sub Actions 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Fair Work actions to add value and avoid duplication.	Sub Actions 1 Review the best and most effective delivery approach for this theme in line with overall governance review. 2 RSDG to build on CWB Commission work to map out sectoral and regional skills gaps and identify current pre-work training activity aligned to these skills gaps for client groups experiencing barriers to employment. 3 RSDG to develop a cross-cutting pan-Ayrshire model based on findings. 4 Commence delivery of pre-work training programme.	Sub Actions 1 Devise a proposal to work with schools and employability partners to maximise the uptake of NEC for young people aged under 22 years. 2 Consider transitional support for DWP clients who may be eligible after securing employment. 3 Investigate opportunities for support for other age groups, directly engaging with SPT/Stagecoach to discuss options for support. 4 Implementation of options.
Links to Outcomes No specific outcome link	Links to Outcomes FW01, HW03	Links to Outcomes FW01
Key Partners LEPs, local enterprises, TSI members	Key Partners LEPs, Ayrshire College, UWS, SDS, local enterprises	Key Partners LEPs, Ayrshire College, SDS, local enterprises, transport providers
Timescale Short-Term	Timescale Short-Term	Timescale Short-Term
Links to Priorities No specific priority link	Links to Priorities SP01, SP02, SP03, SP04	Links to Priorities SP01, SP02, SP03

Theme 2: Fair Work

Action 2.4	Action 2.5	Action 2.6
Support consideration of the future of the Fair Work Ayrshire (FWA) element of the AGD CWB programme. <i>Linked to Action 1.3.</i>	Support the adoption of the Real National Living Wage across public bodies and the private sector, linking to the progress made by Fair Work Ayrshire in promoting adoption of the RNLW across Ayrshire.	Identify and appoint Fair Work Champions in Anchor Organisations and enterprises across Ayrshire.
Sub Actions 1 RSDG to support the AGD CWB programme mid term review and evaluation to ensure RES outcomes are considered. 2 RSDG to consider outcomes and opportunities for extension of FWA.	Sub Actions 1 Following on from <i>Action 2.6</i> , RSDG to take forward progress made by FWA programme and develop actions around this for Year 2 onwards.	Sub Actions 1 RSDG to develop a role profile for FW Champion. 2 RSDG to work with FWA to identify Champions in Anchor Organisations and enterprises. 3 RSDG to appoint Champions. 4 Champions promote Fair Work within their organisations.
Links to Outcomes FW03	Links to Outcomes FW03	Links to Outcomes FW04
Key Partners Local authorities, PMO, local enterprises	Key Partners LEPs, local enterprises	Key Partners LEPs, local enterprises
Timescale Short-Term	Timescale Medium-Term	Timescale Medium-Term
Links to Priorities SPO2	Links to Priorities SPO2	Links to Priorities SPO2



Theme 3: Innovation

“A region where enterprises and the public sector adopt innovative solutions to address economic problems.”

Theme Outcomes:

- IN01:** Adoption and utilisation of innovation assets created through successful delivery of Ayrshire Growth Deal projects.
- IN02:** Development of effective partnerships across public, private and academic sectors with a view to fully enabling the transfer of knowledge and technology, stimulating economic opportunity and leveraging additional investment around innovation activity.
- IN03:** Increased levels of R&D (encompassing Business, Higher Education, Government and Private Non-Profit) within Ayrshire, maximising specific sectoral opportunities and the development of Innovative Places.
- IN04:** Continued use of CWB as a mechanism to embrace new economic development practice and addressing where innovative public sector activity can support wider wellbeing outcomes.

It has long been recognised that there are significant economic benefits to stimulating innovation activity within Ayrshire. Bodies such as SE, SDS, SFC, Innovate UK and UKTI all evidence the significant difference innovation can make in stimulating economic opportunity e.g. innovative firms grow twice as fast as those which do not. Innovation is seen as the engine of long-term economic development and has underpinned much of the UK's historic productivity growth. Yet as a region, business expenditure on R&D (BERD) across all local authorities in Ayrshire is well below the Scottish average. At present, BERD for Ayrshire is £73 per head of population, compared to £263 nationally.

One of the priorities for the Ayrshire Growth Deal is the introduction of innovation through the transfer of good practice, the development and use of benchmarks and the adoption of new processes. Yet to fully embrace the benefits of the economic assets created through the AGD, there is a need for collaboration across partners both regionally and nationally, building strong relationships between the public and private sector, while embracing the role academia can play in furthering knowledge transfer and technology development. There is also a need to develop innovative capacity and capability within businesses, enabling them to embrace the opportunities that come through the introduction of new processes or equipment. The introduction of CWB within Ayrshire demonstrates the public sector seeking to introduce new systems to address long standing inequalities across communities, while offering tangible solutions to business e.g. through procurement practices.

A series of Year 1 short-term actions has been developed under the Innovation theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



Theme 3: Innovation

Action 3.1	Action 3.2	Action 3.3
RSDG to oversee mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Map the innovation landscape in Ayrshire aligned to key opportunities, identifying partnership approach in areas such as policy (making and implementation), knowledge (creation and exploitation), skills and physical infrastructure.	Assess requirements for innovation centres, using information gathered under <i>Action 3.1</i> .
Sub Actions 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Innovation actions to add value and avoid duplication.	Sub Actions 1 Scottish Enterprise to agree commitment of time to deliver this mapping exercise. 2 RSDG to work with SE Innovation Systems team to maximise benefits across the partnership and beyond to utilise new and existing innovation assets e.g. Prestwick.	Sub Actions 1 Inform the national innovation centres of local requirements following mapping exercise. 2 Develop local capacity.
Links to Outcomes No specific outcome link	Links to Outcomes IN01	Links to Outcomes IN01
Key Partners RSWG members, local enterprises	Key Partners SE	Key Partners SE, local authorities, Ayrshire College, UWS
Timescale Short-Term	Timescale Short-Term	Timescale Medium-term
Links to Priorities No specific priority link	Links to Priorities SPO2, SPO4	Links to Priorities No specific priority link

Theme 3: Innovation

Action 3.4	Action 3.5	Action 3.6
Undertake a review of our key sectors (and where cluster development may be possible in areas such as Aerospace/Space or Life Sciences) to recognise which are more likely to drive R&D and address where spend can be targeted. <i>Linked to Action 3.1.</i>	Based on identified needs, adopt the established approach of projects like the EV pathfinder/ Core/ 9cc/ Hagshaw, encouraging private sector investment in low carbon/ renewable projects and engagement with HE and FE partners, supporting transition to net zero and removing fuel poverty.	Use Ayrshire as a test bed for developing consortium models to enable private and third sector organisations to work together collectively to bid for and deliver public service contracts.
Sub Actions 1 Review work started with HALO, DPMC and Ayrshire College. 2 Undertake further research and review-responsibility of SE. 3 Use research findings to support development of action(s) for Year 2 onwards around targeting spend for R&D.	Sub Actions 1 Communications subgroup to work with the RSDG to bring together case study examples to showcase success. 2 Case study examples to be published on RES website. 3 Develop action(s) for Year 2 onwards reflecting on success to stimulate new projects of this nature.	Sub Actions 1 Commission feasibility/research to uncover worldwide best practice on the development of consortium models. 2 Build action(s) on the back of this research.
Links to Outcomes INO3	Links to Outcomes INO3	Links to Outcomes INO4
Key Partners SE, local authorities, PMO, Ayrshire College, NMIS	Key Partners Communications subgroup, SE, UWS, Ayrshire College, Innovate UK	Key Partners Local authorities, SE (CDS)
Timescale Short-Term	Timescale Medium-Term	Timescale Medium-Term
Links to Priorities SPO2, SPO4	Links to Priorities SPO2, SPO3, SPO4	Links to Priorities SPO4



Theme 4: Good Health and Wellbeing

“A region where people of all ages have the access to resources to live a healthy, full and purposeful life.”

Theme Outcomes:

HW01: Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.

HW02: Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.

HW03: More inclusive approach to recruitment by key employers in our region, to support those experiencing health related barriers to employment to enter or re-enter the labour market.

A stronger and more inclusive economy will bring significant health benefits to Ayrshire residents. Inactivity rates in our region are high and of concern. This relates to people not in employment but not seeking work due to ill health. The mismatch between available employment and available workforce must be addressed, and this links to Priority Theme 2: Fair Work. The Ayrshire Growth Deal project, Working for a Healthy Economy, is already making progress in this area and this regional approach to economic inactivity should continue. In addition, NHS Ayrshire and Arran must become key partners in our RES and work with partners to maximise the economic, social and environmental outputs.

NHS Ayrshire and Arran is already operating as a CWB Anchor Institution and has appointed an NHS Community Wealth Building Officer. Future enhanced joint working could involve close collaboration with our Ayrshire authorities to ensure economic decision making is interlinked with health problems to address the deep-rooted issues that exist in many Ayrshire communities. In addition, the RES should take cognisance of Caring for Ayrshire which will act as a catalyst for alternative service delivery in healthcare and will offer significant opportunities for the region.

Actions under the Good Health & Wellbeing theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



Theme 4: Good Health and Wellbeing

Action 4.1	Action 4.2	Action 4.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Engagement of NHS Ayrshire & Arran, Public Health Scotland and Health and Social Care Partnerships in Regional Strategy Delivery Group to develop health related actions.	Investigate opportunities to support transport operators in transition to low emission fleets.
Sub Actions 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Good Health & Wellbeing actions to add value and avoid duplication.	Sub Actions 1 Engage with colleagues from NHS, PHS and the HSCPs to agree a health representative to join the Regional Strategy Delivery Group. 2 Participation of representative in action planning sessions and discussions throughout Year 1. 3 Develop action/actions for Year 2 onwards.	Sub Actions 1 Engage with Strathclyde Partnership for Transport 2 Engage with transport operators to establish current position on fleet and low emission transition plans 3 Develop action(s) for future year(s) implementation
Links to Outcomes No specific outcome link	Links to Outcomes HW01	Links to Outcomes HW02
Key Partners RSDG, NHS AA, local authorities, local enterprises	Key Partners NHS Ayrshire & Arran, Public Health Scotland, HSCPs	Key Partners SPT
Timescale Short-Term	Timescale Short-Term	Timescale Medium-Term
Links to Priorities No specific priority link	Links to Priorities SP08	Links to Priorities SP08

Theme 4: Good Health and Wellbeing

Action 4.4	Action 4.5	Action 4.6
Commission research during Year 1 to investigate opportunities for supporting communities to improve and deliver community transport.	Consider unique support required to island communities with regard to improving access to childcare, transport and local jobs.	Develop and strengthen our wider understanding of inward and outward migration in Ayrshire and the quality of housing to support the population and reduce fuel poverty.
Sub Actions 1 Identify and secure funding for research. 2 Write brief, taking account of pilot projects underway. 3 Commission research to identify what are the community needs, aspirations to deliver community transport, consideration of examples from elsewhere and identification of funding opportunities. 4 Develop follow on actions for Year 2 onwards.	Sub Actions 1 Liaise with Senior Officer - Islands at NAC to understand from the Island Plans what the needs are in terms of access to childcare, transport and local jobs. 2 Use this evidence to map out need and engage with the island communities through the Island Plan Steering Groups to capture the unique support required. 3 Create a follow-on island specific action.	Sub Actions 1 Task the Regional Intelligence Hub with providing the data required and interpretation of data to aid understanding. 2 Develop medium-term actions for Year 2 onwards.
Links to Outcomes HW02	Links to Outcomes HW02	Links to Outcomes No specific outcome link
Key Partners Local authorities, local communities	Key Partners NAC, island communities	Key Partners Regional Intelligence Hub
Timescale Short-Term	Timescale Short-term	Timescale Medium-Term
Links to Priorities SPO3	Links to Priorities SPO3	Links to Priorities SPO8



Theme 5: Stronger Places and Communities

“A region where local economies can sustain thriving communities and deliver good public and private services to residents and visitors.”

Theme Outcomes:

- PC01:** Improved infrastructure within our towns and villages, with consideration of 20 minute neighbourhoods.
- PC02:** Improved cultural and social infrastructure which boosts existing cultural and heritage assets, helps to improve regional identity and pride in place and contributes to growth in the visitor economy.
- PC03:** Empowerment for our residents and communities to have a stake in improving their place.
- PC04:** Improved public transport for rural communities.

The pandemic saw an enormous response from our communities in the form of volunteering and mutual aid. People responded to the crisis, and in doing so developed new relationships and connections, whilst making use of local assets. There is a desire amongst communities and community groups to build on this and become involved in CWB and the wellbeing economy. Some examples of how this may happen include community-led regeneration, participatory budgeting and community asset transfer.

However, at present many are unaware of how exactly they can do this. This requires collaboration between community groups, Community Planning Partnerships and our local authorities to initially understand the capacity building needs of these groups. This process can be supported by the three Third Sector Interfaces operating across our region. Any future work in this area should be informed by the outcome of the ongoing review of the Community Empowerment Act, which will have a particular focus on community ownership and strengthening decision-making to improve outcomes for the local community. In addition, there are a number of challenges faced by our communities in relation to public transport and rural inequalities affordability, withdrawal of services, limited provision in rural areas and issues with connections to centres of employment. There is a requirement for the RES to address this.

Actions under the Stronger Places & Communities theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



Theme 5: Stronger Places and Communities

Action 5.1	Action 5.2	Action 5.3	Action 5.4
Undertake a mapping exercise with support from colleagues, to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Review of environments for town centre living given decline in retail activity- town centre living pilot project. Implement Regional Spatial Strategy and NPF4 and LDP for town centre living and 20 Minute Neighbourhoods.	Stimulate business start ups linked to 20 Minute Neighbourhoods needs and requirements.	Develop a regional cultural and heritage strategy.
Sub Actions 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Stronger Places & Communities actions to add value and avoid duplication	Sub Actions 1 Develop proposals to design specific town centre health check related to town centre living with one pilot selected per council. 2 Include CWB elements e.g. diverse owned shops, alternative use of land and assets, proposals for VDL and do key business owners pay the RLW. 3 Appraisal of pilot and roll out. 4 Development of Year 2 onwards actions to link with implementation of RSS and link to NPF4 and local LDPs.	Sub Actions 1 Undertake an audit of needs of businesses to respond to Scottish Government's 20 Minute Neighbourhoods proposals. 2 Use results of audit to develop medium term actions for Year 2 onwards.	Sub Actions 1 Each local authority to undertake an audit of cultural and heritage assets in their council area. 2 Using this baseline, commission a regional cultural heritage strategy in Year 2. 3 Develop medium to long term actions as a result of the strategy.
Links to Outcomes No specific outcome link	Links to Outcomes PC01	Links to Outcomes PC01	Links to Outcomes PC02
Key Partners RSDG members, NHS AA local enterprises	Key Partners Local authorities	Key Partners Local authorities	Key Partners Local authorities
Timescale Short-Term	Timescale Medium-Term	Timescale Short-Term	Timescale Medium-Term
Links to Priorities No specific priority link	Links to Priorities SPO3, SPO6	Links to Priorities SPO4	Links to Priorities SPO7

Theme 5: Stronger Places and Communities

Action 5.5	Action 5.6	Action 5.7
Engage with the delivery of the Arran and Cumbrae Ten Year Island Plans to ensure alignment with RES ambitions.	Adopt a joined-up regional approach to external funds where appropriate to support place-based investment, for example through UK Shared Prosperity Fund and Levelling Up Fund.	Consider how to best use developer contributions to develop improved infrastructure.
<p>Sub Actions</p> <p>1 RSDG to engage with the governance structures for the Arran and Cumbrae plans to ensure that actions are aligned to the RES and the strategies are mutually beneficial. <i>Link to action 4.5.</i></p>	<p>Sub Actions</p> <p>1 Participate in SLAED External Funding Group</p> <p>2 Consider the need to establish a regional external funding group to consider future regional funding opportunities for place-based investment, such as UKSPF, Levelling Up Fund and Scottish Government regional funding.</p> <p>3 Develop future actions around coordinated regional submissions to these funds.</p>	<p>Sub Actions</p> <p>1 In Year 2, undertake research into the opportunity for a regional approach to developer contributions in relevant circumstances.</p> <p>2 Development of longer-term actions in response to research findings.</p>
<p>Links to Outcomes</p> <p>PC03</p>	<p>Links to Outcomes</p> <p>PC04</p>	<p>Links to Outcomes</p> <p>PC04</p>
<p>Key Partners</p> <p>North Ayrshire Council, island delivery plan groups</p>	<p>Key Partners</p> <p>Local authorities, Scottish and UK Governments</p>	<p>Key Partners</p> <p>Local authorities</p>
<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Medium-Term</p>
<p>Links to Priorities</p> <p>SPO1, SPO3 and SPO7</p>	<p>Links to Priorities</p> <p>SPO6</p>	<p>Links to Priorities</p> <p>No specific priority link</p>



Theme 6: Enhancing Natural Capital

“A region where Ayrshire’s natural capital is preserved and enhanced, meeting Scotland’s commitments to Net Zero and protection of biodiversity.”

Theme Outcomes:

- NC01:** Better understanding of the natural capital that exists across our region, with proposals to enhance this for visitor use whilst preserving for future generations.
- NC02:** Development of a regional energy masterplan with a focus on meeting Net Zero targets.
- NC03:** Supporting a just transition to Net Zero.

Ayrshire has a rich natural landscape, and in order to preserve and continue to improve it, a clear understanding of what natural capital exists at a regional level is needed. This will allow for specific interventions where they are needed most. A visitor management strategy would identify where infrastructure and facility investment are required over the long term. As our region moves towards Net Zero targets, its natural assets will continue to underpin CWB. Alongside this clearer understanding of the natural capital there also needs to be the development of an energy masterplan. Without this, a clear plan on how Ayrshire will reach its Net Zero targets will not be possible. Community benefits deriving from green energy projects should be prioritised. Collaboration is needed between the local authorities, academics from the University of the West of Scotland and Scottish Government land bodies to develop the plan and then build on the recommendations.

Actions under the Enhancing Natural Capital theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



Theme 6: Enhancing Natural Capital

Action 6.1	Action 6.2	Action 6.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support the delivery of the pan-Ayrshire Energy Masterplan	Identify opportunities for regional delivery under the three Ayrshire Authorities' Sustainability Strategies
Sub Actions 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Enhancing Natural Capital actions to add value and avoid duplication	Sub Actions 1 Coordinate on approach to LHEES and consider jointly, cross boundary sites and issues. 2 Consider scope for regional schemes to incentivise uptake of net zero technologies, linked to net zero accelerator scheme.	Sub Actions 1 Review strategy priorities and actions to identify regional linkages and opportunities
Links to Outcomes No specific outcome link	Links to Outcomes NC02	Links to Outcomes NC03
Key Partners RSWG members, NHS AA local enterprises	Key Partners Local authorities UK and Scot Gov, SE	Key Partners Local authorities
Timescale Short-Term	Timescale Medium-term	Timescale Short-term
Links to Priorities No specific priority link	Links to Priorities No specific priority link	Links to Priorities SPO1, SPO2, SPO3

Theme 6: Enhancing Natural Capital

Action 6.4	Action 6.5	Action 6.6
Investigate the potential for regional delivery of natural capital projects under UK Gov and SG funding sources including the Rural Tourism and Infrastructure Fund.	Support the delivery of the EV Pathfinder project	Investigate the potential to develop a regional Mobility as a Service (MaaS) project.
Sub Actions 1 Reviewing strategy priorities and actions to identify regional linkages and opportunities	Sub Actions Support the three Authorities, informed by outcome of Business Case proposal from Transport Scotland to: 1 Undertaken final public consultation on locations. 2 Issue tender documentation. 3 Implement the project.	Sub Actions 1 Consider recommendations of Islands Connectivity Study report MaaS recommendations 2 Identify opportunities for delivery with SPT
Links to Outcomes NC01, NC03	Links to Outcomes NC03	Links to Outcomes NC01, NC03
Key Partners Local authorities, SG	Key Partners Local authorities	Key Partners Local authorities and Strathclyde Partnership for Transport
Timescale Short to Medium term	Timescale Short to Medium term	Timescale Short-Term
Links to Priorities SP07	Links to Priorities SP07	Links to Priorities SP03

10 Theme 7: Culture of Delivery

The Culture of Delivery theme is essential to the successful delivery of the RES. We already have strong regional partnerships in Ayrshire, evidenced through the CWB Commission and work of Anchor Institutions, the Ayrshire Growth Deal, the regional recovery and renewal workstreams, and the Regional Economic Partnership Board. These are highlighted as our enablers in our strategy framework (*p. 54-55 of the RES*). However, an emerging theme from the consultation with stakeholders in producing the RES highlighted the opportunity for a regional governance review to enable streamlined and joined up delivery. The shared challenges and ambition we have requires partners to pioneer new and innovative forms of joint working and associated governance.

Successful delivery of this strategy will demand a culture of delivery and accountability in which objectives are shared and responsibilities are clearly allocated and accepted across the public, private and third sector. Part of the regional governance review must consider the work of the current Recovery and Renewal Workstreams and the operational and future projects of the Ayrshire Growth Deal, in order to map across activity to ensure synergy, most appropriate and efficient use of resources and most importantly avoid duplication of effort.

Some of the Culture of Delivery actions are already underway with more due online in advance of the launch of the RES Delivery Plan. All are short-term actions, designed to create effective progression routes for the RES. As such, there is no linkage to the outcomes and priorities highlighted.

For all the themed actions, it will be important to conduct mapping exercises to take forward the actions from the outset. However, this needs to avoid duplication and needs to incorporate/work with the following: Recovery & Renewal Workstreams, Commission Workstreams, PMO/ AGD projects, LEPs. The governance review should, as a matter of urgency, map out existing activity and set out proposals for streamlining and delivery. For example, some of the actions proposed under the Fair Work theme are similar to actions underway by the Commission Fair Work workstream. In addition, it will be important to build in the work of the PMO as current managers of a regional programme that manages business case development, facilitates regional discussion and liaises directly with Scottish and UK Governments. Regional activity should sit under the RES as an umbrella strategy and the picture should be joined up and coordinated to maximise impact from existing as well as new resources, including a potential regional intelligence hub.



Theme 7: Culture of Delivery

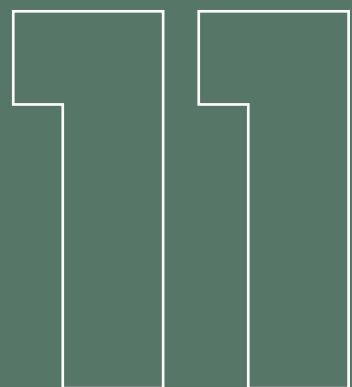
Action 7.1	Action 7.2
Transform the Regional Strategy Working Group (RSWG) into a Regional Strategy Delivery Group (RSDG) with additional representation sought from local enterprises, NHS and third sector.	Review and establish a revised regional governance structure to support the delivery of the RES.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Approach local enterprises to nominate members. 2 Identify NHS representative. 3 Work with Ayrshire TSIs to identify third sector representative. 4 Revise Terms of Reference to reflect move to delivery group. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Agree remit/role of partners in supporting governance review. 2 Undertake regional governance review informed by best practice from elsewhere. 3 Review of existing regional workstream activity and map across. 4 Review the best and most effective delivery approach for each priority theme. 5 Obtain approval from the AEPB/AEJC.
<p>Key Partners</p> <p>All RSDG, local enterprises, NHS, TSIs</p>	<p>Key Partners</p> <p>Three local authorities, ERG, RSWG members.</p>
<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-term</p>

Theme 7: Culture of Delivery

Action 7.3	Action 7.4
<p>Create a dedicated RES website to host the Strategy, information on enterprise support (<i>link to Action 1.1</i>), communications on implementation of the RES and information on the AGD, to include data from the Regional Intelligence Hub.</p>	<p>Work with Scottish Government to establish and resource a Regional Intelligence Hub for Ayrshire.</p>
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Agree funding mechanism including lead partner maintenance arrangements to create brief for web developer. 2 Work with partners to determine best structure and content for website. 3 Appoint web developer. 4 Launch regional website. 5 Link with regional intelligence hub over longer term. 6 Regular review and update of website. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Create costed proposal for support from Hub from Scottish Government. 2 Meet with Scottish Government to determine options. 3 Agree hosting of Hub with partner organisations. 4 Engage with Glasgow Intelligence Hub to understand what best practice looks like and where it could be adopted. 5 Recruit for and launch Hub.
<p>Key Partners</p> <p>Three local authorities, Chamber of Commerce, Scottish Enterprise, private sector, Scottish Government.</p>	<p>Key Partners</p> <p>Three local authorities, PMO, Scottish Enterprise, Scottish Government, Glasgow Intelligence Hub, NHS, UWS, Ayrshire College.</p>
<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-term</p>

Theme 7: Culture of Delivery

Action 7.5	Action 7.6	Action 7.7	Action 7.8
Establish requirements for and create a dedicated resource to lead on delivery of the RES, linked to the Regional Intelligence Hub.	Prepare and implement a Communications Strategy through establishment of a RES Communications subgroup.	Host the first annual State of the Ayrshire Economy event.	Develop a measurement framework, review and refresh of Year 1 Delivery Plan for Year 2 onwards.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Discuss with Scottish Government as part of Hub discussions on options. 2 Draw up staffing proposals for discussion with partners. 3 Agree resource leads and responsibilities and appoint staff. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 NAC Communications service to lead on establishment of a RES communications subgroup. 2 Creation of a Communications Strategy encompassing the RES launch at Business Week, ongoing RES messaging and delivery of the RES. 3 Subgroup to advise and input on development of RES website. 4 Regular review and update of Communications Strategy. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Identify members for short-term working group to develop State of the Ayrshire Economy event to take place in June 2024. 2 Agree financial support for event, including through discussions with Scottish Government. 3 With support from ERG, develop content for 2024 event. 4 Appoint event management company for 2024 event. 5 Deliver 2024 event. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG partners and regional lead (staff resource) to develop a measurement framework, building on alignment of priorities, outcomes and actions in <i>Appendix 1</i>. 2 RSDG to review and refresh the Delivery Plan beyond Year 1, for launch in October 2024.
<p>Key Partners</p> <p>Three local authorities, Scottish Government, UWS.</p>	<p>Key Partners</p> <p>All RSDG partners.</p>	<p>Key Partners</p> <p>All RSDG partners, ERG, Scottish Government.</p>	<p>Key Partners</p> <p>Regional lead (staff resource), all RSDG partners.</p>
<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-term</p>



Cross-cutting Themes

Community Wealth Building - at the heart of our strategy

Community Wealth Building (CWB) is an overarching theme of our strategy and something that we see as central to enabling partners to achieve our vision. This reflects the lead role that Ayrshire has had at the forefront of CWB in Scotland, challenging traditional models of economic development and recognising that the status quo isn't working. A set of short-term cross-cutting CWB actions has been developed with the intention to continue to embed these throughout the work of the RES going forward.

Skills

Skills has been identified as a second cross-cutting theme across the strategy. The three priority themes of Support for Enterprise, Fair Work and Innovation are all underpinned by skills. There are identified current and predicted future skills gaps across Ayrshire in key industries, and an immediate need to work in partnership with local industry, further and higher education institutions and our local secondary schools to equip young people with the skills that are in demand in our region. This will create a skilled local workforce capable of meeting need in key local industries and growth sectors, in turn creating an attractive environment for inward investment. Recognising this importance, a set of short-term cross-cutting skills actions has been developed as a priority in year 1.

Digital

Digital is increasingly becoming a key theme for economic development within the region, with a recognition that the region must be fully equipped digitally for actions under the key priority themes of Support for Enterprise, Fair Work and Innovation. Similar to CWB and Skills, a set of Digital cross-cutting actions has been developed to recognise the importance of this theme in year 1.



Community Wealth Building Actions

Action 8.1	Action 8.2	Action 8.3	Action 8.4
Review CWB work across Ayrshire including the CWB Commission and AGD CWB Programme to support regional delivery of CWB and the RES	Develop options for an Ayrshire Anchor Network to support regional delivery of CWB	Respond to requirements of any forthcoming Scottish Government legislation on CWB	Refresh the CWB Anchor Charter and promote adoption of pledges within Ayrshire Anchor Institutions
<p>Sub Actions</p> <p>1 As part of <i>Action 7.1</i> to review existing regional workstream activity, undertake a review of the CWB Commission workplan and workstreams</p> <p>2 Review of AGD CWB Programme</p>	<p>Sub Actions</p> <p>1 Seek input from the CWB Commission on the requirements and scope of an Ayrshire Anchor Network</p> <p>2 Consider options for resourcing the Ayrshire Anchor Network</p> <p>3 Develop Terms of Reference for the Ayrshire Anchor Network</p>	<p>Sub Actions</p> <p>1 Await outcome of Scottish Government consultation on CWB (<i>cross reference with Innovation</i>).</p> <p>2 Review implications and requirements of legislation.</p>	<p>Sub Actions</p> <p>1 Undertake a review of the CWB Anchor Charter and pledges</p> <p>2 Ensure review is undertaken in alignment with review of CWB Commission and development of an Ayrshire Anchor Network</p> <p>3 Promote the refreshed CWB Anchor Charter</p>
<p>Links to Outcomes</p> <p>SE04, FW03, FW04, IN04, HW03, PC01</p>	<p>Links to Outcomes</p> <p>SE04, FW03, FW04, IN04, HW03, PC01</p>	<p>Links to Outcomes</p> <p>No specific outcome link</p>	<p>Links to Outcomes</p> <p>FW04</p>
<p>Key Partners</p> <p>Ayrshire CWB Commission</p>	<p>Key Partners</p> <p>Ayrshire CWB Commission</p>	<p>Key Partners</p> <p>Ayrshire CWB Commission, Scottish Government</p>	<p>Key Partners</p> <p>Ayrshire CWB Commission</p>
<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Medium-term</p>	<p>Timescale</p> <p>Medium-term</p>	<p>Timescale</p> <p>Short-term</p>
<p>Links to Priorities</p> <p>SPO1, SPO2, SPO3, SPO5, SPO6</p>	<p>Links to Priorities</p> <p>SPO1, SPO2, SPO3, SPO5, SPO6</p>	<p>Links to Priorities</p> <p>No specific priority link</p>	<p>Links to Priorities</p> <p>SPO2, SPO5</p>

Skills Actions

Action 8.5	Action 8.6
<p>Undertake a whole skills mapping exercise to determine existing and predicted future skills gaps and prioritise sectors, linked to education and training.</p>	<p>Improve access to training and lifelong learning, with particular emphasis on industries experiencing current and predicted skills gaps, enabling the workforce to adapt to changing requirements.</p>
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Create a short term skills working group, including local authority Directors of Education, Ayrshire College, UWS, SDS, relevant members of the RSWG and local enterprises. 2 Undertake a mapping exercise, with support from external consultants if required, to determine the gaps. 3 Make recommendations on education and training opportunities to meet the skills gaps. 4 Development of skills actions for Year 2 onwards. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Develop a Digital Skills for Growth CWB Pilot in partnership with SDS, Ayrshire college, UWS, Microsoft 2 Raise awareness of the Digital Skills offer including AI and automation to enhance employability and ensure individuals are prepared for the evolving job landscape. 3 Improve collaboration and simplify engagement.
<p>Links to Outcomes FW02</p>	<p>Links to Outcomes FW02</p>
<p>Key Partners RSDG members, NHS AA local enterprises</p>	<p>Key Partners SDS, Ayrshire College, UWS, Microsoft</p>
<p>Timescale Short-Term</p>	<p>Timescale Short-Term</p>
<p>Links to Priorities No specific priority link</p>	<p>Links to Priorities SPO2, SPO3, SPO4</p>

Skills Actions

Action 8.7	Action 8.8
<p>Develop training courses around low carbon skills and other key areas with skills gaps (Ayrshire College, UWS) starting at school level and working with businesses.</p>	<p>Develop frameworks that align directly to the aspiration of future skills needs and skills gaps in Outcome FW02, in order to develop in-work learning opportunities including internships and apprenticeship programmes.</p>
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Subgroup to review current and predicted skills gaps in the region from existing research, working with the ASIP and ASIF. 2 Convene follow up meeting with secondary school head teachers to gain buy-in from schools. 3 Ayrshire College and UWS to develop training courses around low carbon skills, digital and AI and other sectors with skills gaps. 4 Engagement with businesses, Ayrshire College, UWS and schools to provide training opportunities linked to employment in these industries. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG to assess existing in-work learning opportunities through Ayrshire College and the three local authorities. 2 Partners to work to develop new and enhance existing opportunities to ensure a consistent offer directly linked to the aspiration of future skills needs and to address skills gaps.
<p>Links to Outcomes FW02</p>	<p>Links to Outcomes FW02</p>
<p>Key Partners Ayrshire College, UWS, local schools, LEPS, SDS</p>	<p>Key Partners LEPs, Ayrshire College</p>
<p>Timescale Short-Term</p>	<p>Timescale Short-Term</p>
<p>Links to Priorities SPO1, SPO2, SPO3</p>	<p>Links to Priorities SPO1, SPO3</p>

Digital Actions

Action 8.9	Action 8.10
Development and delivery of a Regional Digital Economy Masterplan	Support funding submission(s) to UK Government for emergent telecommunication technologies and 5G coverage across the region.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Develop an Ayrshire Digital Economy Framework 2 Stakeholder engagement and expansion 3 Establish a Digital Economy Champion Network 4 Establish a baseline 5 Develop an outline Digital Economy Masterplan 6 Developing a Regional Digital Impact Assessment Tool 7 Develop a Telecoms Industry Engagement Pilot 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG to work with Digital Economy Workstream to identify and progress potential funding opportunities. 2 Support the development of an initial bid to the UK Government's 5G Innovation Regions programme.
<p>Links to Outcomes</p> <p>SEO1</p>	<p>Links to Outcomes</p> <p>SEO1</p>
<p>Key Partners</p> <p>Digital Economy Workstream, RSWG, enterprises and industry</p>	<p>Key Partners</p> <p>Digital Economy Workstream, Chamber of Commerce, local authorities, local enterprises</p>
<p>Timescale</p> <p>Short to Medium term</p>	<p>Timescale</p> <p>Short-Term</p>
<p>Links to Priorities</p> <p>SP01</p>	<p>Links to Priorities</p> <p>SP01, SP03, SP04, SP07</p>

12 Delivery Framework and Action Plan: Year 1

As set out under Culture of Delivery, we will use the first year of our Delivery Plan to develop activity, actions and a governance structure that allows for the structured delivery of RES actions, backed up by accurate data that allows us to establish baselines and measure the impact of our actions. This includes supporting the development of a dedicated staffing resource alongside a Regional Intelligence Hub, working with the Scottish Government to secure funding to allow for both opportunities to be progressed. As part of these actions, the RSDG will develop a robust measurement framework. Table 1 in Appendix 1 sets out an alignment of actions, priorities and outcomes, to allow for cross-referencing. This will be used to develop a measurement framework.

In addition to a governance and resourcing review, Year 1 will involve delivery of some initial actions and baseline mapping to support the development of future actions over the medium and longer term. An initial Year 1 programme is under development.

13 Refresh and Renew

The Ayrshire Regional Economic Strategy was officially launched in June 2023, with the launch of the Year 1 Delivery Plan in October 2023. The first year of delivery will allow for partnership working to develop and mature and for a governance review to take place that builds on the success of the Regional Strategy Working Group and becomes a Regional Strategy Delivery Group with additional representation.

Year 1 of delivery will see a series of mapping exercises delivered, under the six priority themes, in order to identify current activity and propose delivery workstreams that enhance rather than duplicate existing regional activity. In addition, a number of short-term actions will be prioritised for delivery under the themes of Support for Enterprise, Fair Work and Innovation. Year 1 will also serve as an interim planning year where more detail is added to the medium- and longer-term actions planned for Year 2 onwards and to allow for these to be refined in accordance with evidence gathered during the mapping process.

The intention of the Regional Strategy Working Group is that the RES is adaptive to change and capable of building on progress and opportunities that arise during the ten-year timeframe. There is a commitment to ensuring an annual review and refresh process is undertaken, which will allow for current actions to be refined, new actions to be developed and completed actions to be removed. This process will also allow for a review of the outcomes under the priority themes, to ensure that the RES and the Delivery Plan remain fit for purpose. The refresh of both documents will be subject to the agreed approval process by the Ayrshire Economic Joint Committee.

Appendix 1: Delivery Framework and Action Plan: Year 1

Theme		Outcome	Actions	Priorities
Support for Enterprise	SE01	Improved digital infrastructure for our region, encouraging new residents, new business start-ups and new investment.	8.9, 8.10, 8.11	SP01, SP03, SP04, SP07
	SE02	Enhanced business support services that focus on domestic and global growth, innovation and procurement support to help retain wealth locally.	1.1, 1.3	SP02, SP03, SP04, SP07
	SE03	Improved quantity and quality of business space provision to meet evidenced demand, particularly for SMEs.	1.4	SP06
	SE04	Improved support for the third sector to deliver community wealth, through support, training and capacity building.	1.5, 1.6, 8.1, 8.2	SP02, SP03, SP04, SP05, SP07
Fair Work	FW01	Improved access to jobs and fair employment opportunities by addressing barriers faced by different groups.	2.2, 2.2	SP01, SP02, SP03, SP04
	FW02	Improved access to training and lifelong learning, with particular emphasis on industries experiencing current and predicted skills gaps, enabling the workforce to adapt to changing requirements.	8.5, 8.6, 8.7, 8.8	SP01, SP02, SP03, SP04
	FW03	Employers in the region have adopted Fair Work principles, for example paying the living wage, offering secure employment contracts and jobs that are fulfilling and offer progression.	2.4, 2.5, 8.1, 8.2	SP02
	FW04	Public sector Anchor Institutions spend and employ progressively, setting a benchmark for other Ayrshire businesses to follow.	2.6, 8.1, 8.2, 8.4	SP02
Innovation	INO1	Adoption and utilisation of innovation assets created through successful delivery of Ayrshire Growth Deal projects.	3.2, 3.3	SP02, SP04
	INO2	Development of effective partnerships across public, private and academic sectors with a view to fully enabling the transfer of knowledge and technology, stimulating economic opportunity and leveraging additional investment around innovation activity.		
	INO3	Increased levels of R&D (encompassing Business, Higher Education, Government and Private Non-Profit) within Ayrshire, maximising specific sectoral opportunities and the development of Innovative Places.	3.4, 3.5	SP02, SP03, SP04
	INO4	Continued use of CWB as a mechanism to embrace new economic development practice and addressing where innovative public sector activity can support wider wellbeing outcomes.	3.6, 8.1, 8.2	SP04

Appendix 1: Delivery Framework and Action Plan: Year 1

Theme		Outcome	Actions	Priorities
Good Health & Wellbeing	HW01	Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.	4.2	SP08
	HW02	Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.	4.3, 4.4, 4.5	SP03, SP08
Good Health & Wellbeing	HW01	Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.	4.2	SP08
	HW02	Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.	4.3, 4.4, 4.5	SP03, SP08
	HW03	More inclusive approach to recruitment by key employers in our region, to support those experiencing health related barriers to employment to enter or re-enter the labour market.	2.2, 8.1, 8.2	SP02, SP03
Stronger Places & Communities	PC01	Improved infrastructure within our towns and villages, with consideration of 20 minute neighbourhoods.	5.2, 5.3, 8.1, 8.2	SP03, SP04, SP06
	PC02	Improved cultural and social infrastructure which boosts existing cultural and heritage assets, helps to improve regional identity and pride in place and contributes to growth in the visitor economy.	5.4	SP07
	PC03	Empowerment for our residents and communities to have a stake in improving their place.	5.5	SP01, SP07, SP08
	PC04	Improved road infrastructure, better connecting the region with areas of opportunity, and improved public transport for rural communities.	5.6, 5.7	SP06
Enhancing Natural Capital	NC01	Better understanding of the natural capital that exists across our region, with proposals to enhance this for visitor use whilst preserving for future generations.	6.4, 6.6	SP07, SP03
	NC02	Development of a regional energy masterplan with a focus on meeting Net Zero targets.	6.2	
	NC03	Supporting a just transition to Net Zero.	6.3, 6.4, 6.6	SP01, SP02, SP03, SP07

Ayrshire
Regional
Economic
Strategy



East Ayrshire Council
Comhairle Siorrachd Àir an Ear



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

south
AYRSHIRE
COUNCIL
Comhairle Siorrachd Àir a Deas

**South Ayrshire Council
Equality Impact Assessment
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

1. Policy details

Policy Title	Regional Economic Strategy - Delivery Plan
Lead Officer (Name/Position/Email)	Georg.Hunter@south-ayrshire.gov.uk

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	-
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	-
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	-
Socio-economic Background – social class i.e. parent’s education, employment and income	-	-

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low

Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	NO <input type="checkbox"/>
Rationale for decision: This report recommends that Cabinet notes a previously approved regional action programme. Members' decision on this has no specific equality implications	
Signed : George Hunter Assistant Director Communities Date: 26 October 2023	