



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Ayrshire Economic Partnership Board

A Special Meeting of the **Ayrshire Economic Partnership Board** of North Ayrshire Council will be held remotely on **Monday, 18 September 2023** at **10:00** to consider the undernoted business.

Meeting Arrangements - Fully Remote

This meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. Where possible, the meeting will be live-streamed and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>. In the event that live-streaming is not possible, a recording of the meeting will instead be available to view at this location.

1 **Declarations of Interest**

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2 **Ayrshire Regional Economic Strategy Delivery Plan**

Submit report by the Executive Director, Place (North Ayrshire Council) requesting the Partnership Board to: (a) endorse the draft Year One Delivery Plan provided at Appendix One to the report; (b) agree to the submission of the Delivery Plan to the Ayrshire Economic Joint Committee for approval; and (c) receive further reports for future years of the Delivery Plan (copy enclosed).

Webcasting

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Ayrshire Economic Partnership Board Sederunt

North Ayrshire Council	Chair:
Councillor Marie Burns	
Councillor Joe Cullinane	
Councillor Anthony Gurney	
Craig Hatton	
Russell McCutcheon	Apologies:
Neale McIlvanney	
Louise Kirk	
East Ayrshire Council	Attending:
Councillor Douglas Reid	
Councillor Iain Linton	
Councillor Maureen McKay	
Councillor Stephen Canning (sub)	
Councillor Barry Douglas (sub)	
Councillor William Lennox (sub)	
Eddie Fraser	
David McDowall	
Graham Saunders	
South Ayrshire Council	
Councillor Martin Dowey	
Councillor William Grant	
Councillor Bob Pollock	
George Hunter	
Theo Leijser	
Eileen Howat	
Others	
Simon Fraser, Spirit Aerosystems	
Derek McCrindle, Scottish Enterprise	
Angela Cox, Ayrshire College	
Paul Zealey, Skills Development Scotland	
Claire Baird, Ayrshire Chamber of Commerce	
Alastair Dobson, Taste of Arran	
Gillian Docherty, University of Strathclyde	
Morag Goodfellow, Highland and Islands Enterprise	
Craig Hume, Utopia Computer	
Rachel Phillips, Scottish Government	
Christine Johnstone, Scottish Government	
Kevin Kane, Strathclyde University	
Hisashi Kuboyama, Federation of Small Businesses	
Johnny Mone, University of West of Scotland	

Milan Radosavljevic, University of West of Scotland	
Malcolm Roughead, Visit Scotland	
Ian Welsh, Third Sector	

NORTH AYRSHIRE COUNCIL

18 September 2023

Ayrshire Economic Partnership Board

Title: **Ayrshire Regional Economic Strategy Delivery Plan**

Purpose: The purpose of this report is to present the draft Year One Ayrshire Regional Economic Strategy Delivery Plan for endorsement and to seek authorisation for submission to the Ayrshire Economic Partnership Board.

Recommendation: That the Partnership Board:

- a) Endorses the draft Year One Delivery Plan provided at Appendix One;
- b) Agrees to the submission of the Delivery Plan to the Ayrshire Economic Joint Committee for approval; and
- c) Agrees to receive further reports for future years of the Delivery Plan.

1. Executive Summary

1.1 The Ayrshire Economic Joint Committee approved the Ayrshire Regional Economic Strategy on 20 February 2023. The Regional Strategy Working Group has developed an accompanying draft Year One Delivery Plan. This report seeks the Partnership Board's endorsement of the draft Plan and authorisation for submission to the Ayrshire Economic Partnership Board for approval.

2. Background

2.1 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.

2.2 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 the accompanying draft Delivery Plan for which this report seeks endorsement and authorisation to submit to the Ayrshire Economic Joint Committee for approval. This has included workshops led by the Centre for Local Economic Strategies (CLES) and Ayrshire Chamber of Commerce to engage with local enterprises and Third Sector and partner organisations. The Working Group has also been supported by the Economic Recovery Group.

- 2.3 The draft 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 the pioneering work of the Ayrshire Community Wealth Building Commission. It seeks to build on existing work, add value and align to the RES priority themes, in addition to identifying new activity targeted to achieving the strategy's long-term ambitious priorities.
- 2.4 The draft Delivery Plan provided at Appendix One outlines the range of proposed actions in Year One. These are aligned to the six priority themes, with the Working Group prioritising the action under the first three themes for delivery in Year One:
- Support for Enterprise
 - Fair Work
 - Innovation
 - Good Health and Wellbeing
 - Stronger Places and Communities
 - Enhancing Natural Capital
- 2.5 The priority theme actions are complemented and supported by actions under the Culture of Delivery theme, which will directly support delivery of the RES, alongside Cross-Cutting Actions under the themes of Community Wealth Building, Skills and Digital. Key sub actions, links to the priority outcomes, links to other priorities, key delivery partners and timescales are provided for each action. The actions also identify where external funding and resources are required to support delivery.
- 2.6 Year 1 delivery also seeks to inform and develop medium- and longer-term actions under all six priority themes. A mapping exercise across all the themes aims to determine existing activity, reduce the potential for duplication and ensure a coordinated approach to delivery. The output from this will inform the development of future years' actions.
- 2.7 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. This approach aims to build on the progress made by the Working Group whilst broadening representation. 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.
- 2.8 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. Consideration is also being given to the provision of resource to support RES delivery. Actions have therefore been identified to investigate the potential to secure such resource for Ayrshire.
- 2.9 Subject to approval, it is envisaged that delivery will commence in October 2023, with the launch of the Delivery Plan at Ayrshire Business Week 2023. It is recognised that some actions, particularly those under the Culture of Delivery theme, are already underway.

3. Proposals

3.1 That the Partnership Board:

- a) Endorses the draft Year One Delivery Plan provided at Appendix One;
- b) Agrees to the submission of the Delivery Plan to the Ayrshire Economic Joint Committee for approval; and
- c) Agrees to receive further reports for future years of the Delivery Plan

4. Implications/Socio-economic Duty

Financial

4.1 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. For example Scottish Government funding to support the development of a Regional Intelligence Hub. As the action planning and delivery/governance process continues, an assessment of available and required resources and financial implications will be undertaken.

Human Resources

4.2 None arising from this report.

Legal

4.3 Any legal implications arising from the Delivery Plan actions will be considered and addressed as appropriate through their development.

Equality/Socio-economic

4.4 The Regional Economic Strategy aims to tackle disadvantage, reduce inequalities at a regional level and promote inclusion, through the creation of a wellbeing economy. An initial equalities impact screening will be undertaken to establish if an Equality Impact Assessment is required for the identified actions.

Climate Change and Carbon

4.5 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 draft Delivery Plan identifies Year One actions to support these ambitions.

Key Priorities

4.6 The Regional Economic Strategy aims to address the key challenges facing the Ayrshire Economy: delivering a wellbeing economy, enhancing economic activity and improving physical infrastructure. Its vision and the six key priority themes on which the strategy and Deliver Plan are based align with the key priorities of the Regional Strategy Working Group partners.

Community Wealth Building

4.7 The Regional Economic Strategy is the first in Scotland to feature Community Wealth Building as a founding principle throughout. It is viewed as central to enabling partners to achieve the strategy's vision. The draft Delivery Plan identifies Community Wealth Building as a Cross-Cutting theme and identifies a range of Year One actions to support these ambitions.

5. Consultation

5.1 The draft Delivery Plan was informed by consultation and engagement through the Regional Economic Strategy Working Group. This has included workshops with a broad range of stakeholders including local enterprises and Third Sector organisations.

Russell McCutcheon
Executive Director (Place)

For further information please contact **Emma McMullen, Senior Manager Economic Development**, on MS Teams or via **email: emmamcmullen@north-ayrshire.gov.uk**

Background Papers

Ayrshire Regional Economic Strategy, 2023

Ayrshire Regional Economic Strategy

Building Wealth for Everyone in Ayrshire- Our Vision for Ayrshire 2033

Year 1 Delivery Plan (2023-2024)

September 2023

Draft version 1.5

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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1.0 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.

2.0 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.

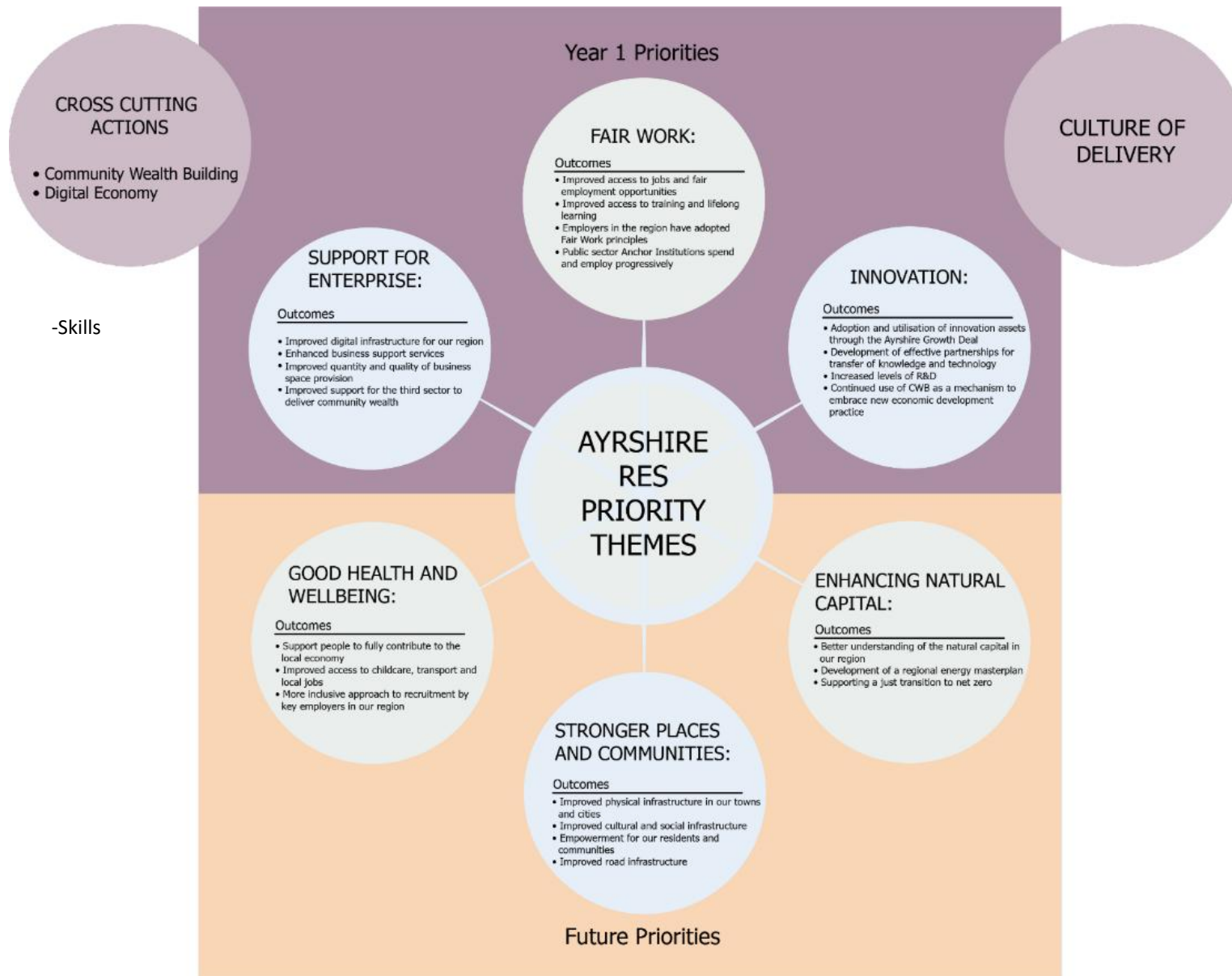
OUR PRINCIPLES

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.



3.0 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:

<p>SP01</p>  <p>A better life for our youngest citizens</p> <p>There will be a downward trend in child poverty across the region but particularly in North Ayrshire</p>	<p>SP02</p>  <p>Higher number of good quality jobs</p> <p>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</p>	<p>SP03</p>  <p>A rise in economic activity where people are more connected to opportunities</p> <p>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</p>	<p>SP04</p>  <p>Stronger business start-up and survival rates</p> <p>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</p>
<p>SP05</p>  <p>A greater proportion of public sector spend on local businesses</p> <p>Supported by the CWB Anchor Charter and action to drive forward collaboration and innovation, with private sector supply chains and social enterprises</p>	<p>SP06</p>  <p>More vacant and derelict land brought into productive use</p> <p>Including attracting public and private investment to realise the potential assets, e.g. including energy, work space, housing and green space</p>	<p>SP07</p>  <p>The region's natural assets are becoming more biodiverse and net carbon emissions are falling</p> <p>Helping to create innovation, business development and new jobs</p>	<p>SP08</p>  <p>Evidence of some improvements in health inequalities</p> <p>Particularly in our most deprived communities or amongst our most vulnerable groups</p>

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 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.

4.0 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.

Action 1.1	Action 1.2	Action 1.3	Action 1.4
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.	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.
Sub Actions <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. 	Sub Actions <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. 	Sub Actions <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. 	Sub Actions <ol style="list-style-type: none"> 1. Undertake audit of vacant and derelict land and assets across authority areas using existing data. 2. Complete the land and assets GIS mapping exercise. 3. Undertake constraints exercise of assets to understand any other factors constraining development. 4. Identify opportunities to enhance or expand the support currently available, including funding opportunities.
Links to Outcomes SE02	Links to Outcomes No specific outcome link	Links to Outcomes SE02	Links to Outcomes SE03
Key Partners Chamber of Commerce, local authorities, Scottish Enterprise, Third Sector Interfaces, local enterprises	Key Partners RSDG members, local enterprises	Key Partners RSDG, Local authorities, PMO	Key Partners Local Authorities, Scottish Enterprise
Timescale Short-term	Timescale Short-term	Timescale Short-term	Timescale Medium-term
Links to Priorities SP02, SP03, SP04, SP07	Links to Priorities No specific priority link	Links to Priorities SP02, SP03, SP07	Links to Priorities SP06

Action 1.5	Action 1.6
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"> 1. Link with Culture of Delivery action 7.5 for engagement with TSIs in launch of RES Delivery Plan and third sector enterprise membership on business panel. 2. RSDG to assess support available to third sector enterprises for incorporation into support matrix (Action 1.1). 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1. RSDG to prepare a brief for a feasibility study into funding opportunities for improving capacity and building resilience of third sector enterprises in the region. 2. Commission recognised consultants/think tanks with CWB and third sector expertise, through competitive tender, to undertake research. 3. Use findings of research to develop future sub actions under this medium-term action, supporting action 1.5.
<p>Links to Outcomes SE04</p>	<p>Links to Outcomes SE04</p>
<p>Key Partners Chamber of Commerce, local authorities, Third Sector Interfaces, local enterprises</p>	<p>Key Partners Local authorities, TSIs</p>
<p>Timescale Short-term</p>	<p>Timescale Medium-term</p>
<p>Links to Priorities SP2, SP3, SP4, SP7</p>	<p>Links to Priorities SP2, SP3, SP4, SP5</p>

5.0 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.

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 <ol style="list-style-type: none"> SWOT analysis. Horizon scanning. Review of existing actions in theme area being delivered outwith the RES. Assessment of RES Fair Work actions to add value and avoid duplication. 	Sub Actions <ol style="list-style-type: none"> Review the best and most effective delivery approach for this theme in line with overall governance review. 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. RSDG to develop a cross-cutting pan-Ayrshire model based on findings. Commence delivery of pre-work training programme. 	Sub Actions <ol style="list-style-type: none"> Devise a proposal to work with schools and employability partners to maximise the uptake of NEC for young people aged under 22 years. Consider transitional support for DWP clients who may be eligible after securing employment. Investigate opportunities for support for other age groups, directly engaging with SPT/Stagecoach to discuss options for support. 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

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 Action 2.4, 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 SP02	Links to Priorities SP02	Links to Priorities SP02

6.0 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.

Action 3.1	Action 3.2	Action 3.3	Action 3.4
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>	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 Action 3.1.	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>
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.	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.
Links to Outcomes No specific outcome link	Links to Outcomes IN01	Links to Outcomes IN01	Links to Outcomes IN03
Key Partners RSDG members, local enterprises	Key Partners SE	Key Partners SE, local authorities, Ayrshire College, UWS	Key Partners SE, local authorities, PMO, Ayrshire College, NMIS
Timescale Short-term	Timescale Short-term	Timescale Medium-term	Timescale Short-term
Links to Priorities No specific priority link	Links to Priorities SP02, SP04	Links to Priorities No specific priority link	Links to Priorities SP02, SP04

Action 3.5	Action 3.6
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 <ol style="list-style-type: none"> 1. Communications subgroup to work with the Business Panel and partners to bring together case study examples to showcase success. 2. Publish case study examples on RES website. 3. Develop action(s) for Year 2 onwards reflecting on success to stimulate new projects of this nature. 	Sub Actions <ol style="list-style-type: none"> 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 IN03	Links to Outcomes IN04
Key Partners Communications subgroup, SE, UWS, Ayrshire College, Innovate UK	Key Partners Local authorities, SE (CDS)
Timescale Medium-term	Timescale Medium-term
Links to Priorities SP02, SP03, SP04	Links to Priorities SP04

7.0 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.

Action 4.1	Action 4.2	Action 4.3	Action 4.4
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>	Engage NHS Ayrshire & Arran, Public Health Scotland and Health and Social Care Partnerships in Regional Strategy Working Group to develop health related actions.	Investigate opportunities to support transport operators to transition to low emission fleets.	Commission research during Year 1 to investigate opportunities for supporting communities to improve and deliver community transport.
Sub Actions <ol style="list-style-type: none"> SWOT analysis. Horizon scanning. Review of existing actions in theme area being delivered outwith the RES. Assessment of RES Good Health & Wellbeing actions to add value and avoid duplication. 	Sub Actions <ol style="list-style-type: none"> Engage with colleagues from NHS, PHS and the HSCPs to agree a health representative to join the Regional Strategy Working Group. Participation of representative in action planning sessions and discussions throughout Year 1. Develop action/actions for Year 2 onwards. 	Sub Actions <ol style="list-style-type: none"> Engage with Strathclyde Partnership for Transport. Engage with transport operators to establish current position on fleet and low emission transition plans. Develop action(s) for future year(s) implementation. 	Sub Actions <ol style="list-style-type: none"> Identify and secure funding for research. Write brief, taking account of pilot projects underway. Commission research to identify what are the community needs, aspirations to deliver community transport, consideration of examples from elsewhere and identification of funding opportunities. Develop follow on actions for Year 2 onwards.
Links to Outcomes No specific outcome link	Links to Outcomes HW01	Links to Outcomes HW02	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	Key Partners Local authorities, local communities
Timescale Short-term	Timescale Short-term	Timescale Medium-term	Timescale Short-term
Links to Priorities No specific priority link	Links to Priorities SP08	Links to Priorities SP08	Links to Priorities SP03

Action 4.5	Action 4.6
Consider unique support required to island communities regarding 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.
<p>Sub Actions</p> <ol style="list-style-type: none"> 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. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 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.
<p>Links to Outcomes</p> <p>HW02</p>	<p>Links to Outcomes</p> <p>No specific outcome link</p>
<p>Key Partners</p> <p>NAC, island communities</p>	<p>Key Partners</p> <p>Regional Intelligence Hub</p>
<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Medium-term</p>
<p>Links to Priorities</p> <p>SP03</p>	<p>Links to Priorities</p> <p>SP08</p>

8.0 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.

Action 5.1	Action 5.2	Action 5.3	Action 5.4
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>	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 Neighbourhood 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 SP03, SP06	Links to Priorities SP04	Links to Priorities SP07

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 utilise developer contributions to deliver improved infrastructure.
Sub Actions 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>	Sub Actions 1. Participate in SLAED External Funding Group. 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. 3. Develop future actions around coordinated regional submissions to these funds.	Sub Actions 1. In Year 2, undertake research into the opportunity for a regional approach to developer contributions in relevant circumstances. 2. Development of longer-term actions in response to research findings.
Links to Outcomes PC03	Links to Outcomes PC04	Links to Outcomes PC04
Key Partners North Ayrshire Council, island delivery plan groups	Key Partners Local authorities, Scottish and UK Governments	Key Partners Local authorities
Timescale Short-term	Timescale Short-term	Timescale Medium-term
Links to Priorities SP01, SP07, SP08	Links to Priorities SP06	Links to Priorities No specific priority link

9.0 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 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.

Action 6.1	Action 6.2	Action 6.3	Action 6.4
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.	Investigate the potential for regional delivery of natural capital projects under UK Gov and SG funding sources including the Rural Tourism and Infrastructure Fund.
The following sub actions will support this action: 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.	The following sub actions will support this action: 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.	The following sub actions will support this action: 1. Review strategy priorities and actions to identify regional linkages and opportunities.	The following sub actions will support this action: 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	Links to Outcomes NC01, NC03
Key Partners RSDG members, local enterprises	Key Partners Local authorities UK and Scot Gov, SE	Key Partners Local authorities	Key Partners Local authorities, SG
Timescale Short-term	Timescale Medium-term	Timescale Short-term	Timescale Short to Medium term
Links to Priorities No specific priority link	Links to Priorities No specific priority link	Links to Priorities SP01, SP02, SP03	Links to Priorities SP07

Action 6.5	Action 6.6
Support the delivery of the EV Pathfinder project.	Investigate the potential to develop a regional Mobility as a Service (MaaS) project.
<p>The following sub actions will support this action: Support the three Authorities, informed by outcome of Business Case proposal from Transport Scotland to:</p> <ol style="list-style-type: none"> 1. Undertaken final public consultation on locations. 2. Issue tender documentation. 3. Implement the project. 	<p>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. Consider recommendations of Islands Connectivity Study report MaaS recommendations. 2. Identify opportunities for delivery with Strathclyde Partnership for Transport (SPT).
<p>Links to Outcomes NC03</p>	<p>Links to Outcomes NC01, NC03</p>
<p>Key Partners Local authorities</p>	<p>Key Partners Local authorities and Strathclyde Partnership for Transport</p>
<p>Timescale Short to Medium term</p>	<p>Timescale Short-term</p>
<p>Links to Priorities SP07</p>	<p>Links to Priorities SP03</p>

10.0 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 (pp. 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, on 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.

Action 7.1	Action 7.2	Action 7.3	Action 7.4
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.	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.	Work with Scottish Government to establish and resource a Regional Intelligence Hub for Ayrshire.
<p>The following sub actions will support this action:</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>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. Agree remit/role of partners in supporting governance review. 2. Undertake regional governance review informed by legislative requirements 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>The following sub actions will support this action:</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>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. Meet with Scottish Government to determine options. 2. Engage with Glasgow Intelligence Hub to understand what best practice looks like and where it could be adopted. 3. Agree hosting of Hub with partner organisations. 4. Create costed proposal for support from Hub from Scottish Government. 5. Recruit for and launch Hub.
<p>Key Partners All RWSG, local enterprises, NHS, TSIs</p>	<p>Key Partners Three local authorities, ERG, RSDG members.</p>	<p>Key Partners Three local authorities, Chamber of Commerce, Scottish Enterprise, private sector, Scottish Government.</p>	<p>Key Partners Three local authorities, PMO, Scottish Enterprise, Scottish Government, Glasgow Intelligence Hub, NHS, UWS, Ayrshire College.</p>
<p>Timescale Short-term</p>	<p>Timescale Short-term</p>	<p>Timescale Short-term</p>	<p>Timescale Short-term</p>

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.
The following sub actions will support this action: <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. 	The following sub actions will support this action: <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. 	The following sub actions will support this action: <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. 	The following sub actions will support this action: <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 Appendix 1. 2. RSDG to review and refresh the Delivery Plan beyond Year 1, for launch in October 2024.
Key Partners Three local authorities, Scottish Government, UWS	Key Partners All RSDG partners.	Key Partners All RSDG partners, ERG, Scottish Government.	Key Partners Regional lead (staff resource), all RSDG partners.
Timescale Short-term	Timescale Short-term	Timescale Short-term	Timescale Short-term

11.0 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 is not 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>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. As part of Action 7.1 to review existing regional workstream activity, undertake a review of the CWB Commission workplan and workstreams. 2. Review of AGD CWB Programme. 	<p>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. Seek input from the CWB Commission on the requirements and scope of an Ayrshire Anchor Network. 2. Consider options for resourcing the Ayrshire Anchor Network. 3. Develop Terms of Reference for the Ayrshire Anchor Network. 	<p>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. Await outcome of Scottish Government consultation on CWB (cross reference with Innovation). 2. Review implications and requirements of legislation. 	<p>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. Undertake a review of the CWB Anchor Charter and pledges. 2. Ensure review is undertaken in alignment with review of CWB Commission and development of an Ayrshire Anchor Network. 3. Promote the refreshed CWB Anchor Charter.
Links to Outcomes SE04, FW03, FW04, IN04, HW03, PC01	Links to Outcomes SE04, FW03, FW04, IN04, HW03, PC01	Links to Outcomes No specific outcome link	Links to Outcomes FW04
Key Partners Ayrshire CWB Commission	Key Partners Ayrshire CWB Commission	Key Partners Ayrshire CWB Commission, Scottish Government	Key Partners Ayrshire CWB Commission
Timescale Short-term	Timescale Medium-term	Timescale Medium-term	Timescale Short-term
Links to Priorities SP01, SP02, SP03, SP05, SP06	Links to Priorities SP01, SP02, SP03, SP05, SP06	Links to Priorities No specific priority link	Links to Priorities SP02, SP05

SKILLS ACTIONS

Action 8.5	Action 8.6	Action 8.7	Action 8.8
Undertake a whole skills mapping exercise to determine existing and predicted future skills gaps and prioritise sectors, linked to education and training.	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.	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.	Develop frameworks that align directly to the aspiration of future skills needs and skills gaps in FW02, in order to develop in-work learning opportunities including internships and apprenticeship programmes.
<p>The following sub actions will support this action:</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 RSDG 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>The following sub actions will support this action:</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>The following sub actions will support this action:</p> <ol style="list-style-type: none"> 1. 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>The following sub actions will support this action:</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.
Links to Outcomes FW02	Links to Outcomes FW02	Links to Outcomes FW02	Links to Outcomes FW02
Key Partners	Key Partners	Key Partners	Key Partners

RSDG members, NHS AA local enterprises	SDS, Ayrshire College, UWS, Microsoft	Ayrshire College, UWS, local schools, LEPs, SDS	LEPs, Ayrshire College
Timescale Short-term	Timescale Short-term	Timescale Short-term	Timescale Short-term
Links to Priorities No specific priority link	Links to Priorities SP02, SP03, SP04	Links to Priorities SP01, SP02, SP03	Links to Priorities SP01, SP03

DIGITAL ACTIONS

Action 8.9	Action 8.10
Develop and deliver a Regional Digital Economy Masterplan	Support funding submission(s) to UK Government for emergent telecommunication technologies and 5G coverage across the region.
<p>The following sub actions will support this action:</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>The following sub actions will support this action:</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 SE01</p>	<p>Links to Outcomes SE01</p>
<p>Key Partners Digital Economy Workstream, RSDG, enterprises and industry</p>	<p>Key Partners Digital Economy Workstream, Chamber of Commerce, local authorities, local enterprises</p>
<p>Timescale Short to Medium term</p>	<p>Timescale Short-term</p>
<p>Links to Priorities SP01</p>	<p>Links to Priorities SP01, SP03, SP04, SP07</p>

12.0 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 indicative Year 1 programme has been developed, presented in Appendix 2.

13.0 REVIEW AND REFRESH

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

Table 1: Alignment of Actions, Priorities and Outcomes

Outcome		Actions	Priorities
Theme: 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
Theme: 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

Outcome		Actions	Priorities
Theme: 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
Theme: 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

Outcome		Actions	Priorities
Theme: 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
Theme: 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, 6.5, 6.6	SP01, SP02, SP03, SP07

APPENDIX 2: INDICATIVE YEAR 1 PROGRAMME

To be finalised on approval of draft Delivery Plan.