



East Ayrshire
Community Plan
2015 - 2030

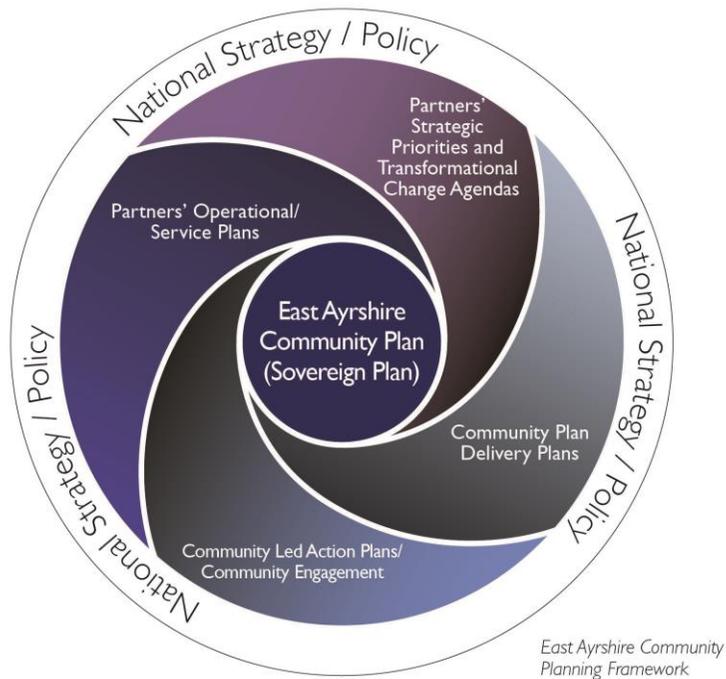
Delivery Plan for
Economy and Skills

2018 - 2021

ECONOMY AND SKILLS DELIVERY PLAN 2018-2021

Introduction

A key driver underpinning our future prosperity, recognised within the East Ayrshire Community Plan 2015-2030, is a local economy which develops and achieves sustainable growth. Delivering economic growth will contribute to improved outcomes across our communities, directly through an increase in business and employment opportunities and also more widely in relation to improving individual and collective wellbeing and strengthening our communities. We recognise too that developing a confident, successful, appropriately qualified and skilled workforce will be essential to allow us to maximise the benefit of these future opportunities.



This Delivery Plan sits within the context of **our wider community planning framework**. As a partnership we have identified the need for a crosscutting approach to addressing key challenges. Our work in relation to Economy and Skills in East Ayrshire will therefore, have a direct influence on the achievement of the other local outcomes set out within our Safer Communities and Wellbeing Delivery Plans. By working together to greatest effect, we will achieve the best possible outcomes for our local communities.

The Economy and Skills Delivery Plan 2018-2021 seeks to build on the achievements of the first Economy and Skills Delivery Plan 2015-2018, setting out the key actions which have been identified by partners and stakeholders as the next step on our journey towards achieving the ambitions articulated within the Community Plan 2015-2030 in relation to Economy and Skills.

It also sets out the indicators and targets which will be used to measure the success of our partnership in relation to the activity set out within this Plan. These indicators and targets have been incorporated within our Local Outcomes Improvement Plan, which represents the formal performance framework against which our partnership activity is measured.

Strategic Policy Context

In developing this second Economy and Skills Delivery Plan, Community Planning Partners have considered **the emerging regional and national context**, identifying and taking account of the key developments relevant to economy and skills, which will continue to shape our partnership activity over the next three years. These include:

- Our ambition for an Ayrshire Growth Deal and Regional Economic Partnership: an emerging regional approach which seeks to achieve holistic economic growth to the benefit of all communities across Ayrshire;
- The [Fairer Scotland Action Plan](#), which seeks to tackle poverty, reduce inequality and build a fairer and more inclusive Scotland;
- The [Scottish Attainment Challenge](#) which is about achieving equity in educational outcomes; and
- The [Community Empowerment \(Scotland\) Act 2015](#), to help communities to do more for themselves and have more say in the decisions which affect them.

In addition, we recognise that developments in the national and international economy, including but not limited to BREXIT, will continue to impact on our local economic development in the years ahead.

Developments are also being taken forward in East Ayrshire and across Ayrshire to establish a regional partnership, to develop a new approach to drive and deliver inclusive economic growth, and transform the Ayrshire economy.

At the heart of this Delivery Plan is the wide bank of **local intelligence**, which is shared across our community planning partnership, and **the views of local residents** about the key priority areas to be addressed, as identified through a range of consultation and engagement mechanisms, including but not exclusive to, the following:

- East Ayrshire Local Outcomes Improvement Plan Area Profile: a statistical overview of our local population;
- [Community Led Action Plans](#): these Plans set out the priorities for improving our local communities, as identified by local residents themselves;
- East Ayrshire Community Planning Partnership [Residents' Survey 2017](#) and the [Tenant Satisfaction Survey 2017](#); and
- Vibrant Voices: always on engagement with initial feedback supporting the development of East Ayrshire Council's Transformation Strategy "*A Fairer, Kinder Connected East Ayrshire, with people at the heart of everything we do*".

This intelligence has also informed development of **the Council and wider Community Planning Partnership Board's identified strategic priorities**, which are reflected across our thematic Delivery Plans:

- Improving outcomes for vulnerable children and young people
- Older people – adding life to years
- Community regeneration and empowerment.

The Board's previous priorities of Youth Employment; Alcohol and Drugs; and Child Poverty are now embedded, and continue to be reflected in the activity set out in the 2018-2021 Delivery Plans.

Operating Principles

As a Community Planning Partnership we seek to tackle inequality in all that we do. We aim to:

- **MITIGATE** the impact of **inequalities** through provision of support and delivery of services;
- work to **PREVENT** individuals and communities experiencing inequalities; and
- take action and influence to **UNDO** the root causes of inequalities.

In all of our strategic decision making we will pay 'due regard' to how we can reduce inequality of outcome caused by socio-economic disadvantage and embed this thinking into everyday practice.

In addition, we want to continue to focus on early intervention and prevention, ensuring that we get things right first time and prevent negative outcomes. **Lifelong Learning** remains central to this approach as we seek to empower our local residents at all life stages to build their own capacity and to achieve their full potential.

Transformational Change

Individually and collectively, Community Planning Partners are taking steps to ensure that services remain financially sustainable in the current economic climate. At a strategic level, Partners have come together to build a shared understanding of the financial challenges ahead and a shared approach to transformational change has emerged.

Following on from these strategic discussions, a series of key workstreams have been identified and agreed by the [Community Planning Partnership Board](#). These workstreams have shaped development of our thematic Delivery Plans for the period 2018-2021.

Common to each of the three Delivery Plans has been a focus on **future needs analysis**, our drive to map future demand and use predictive analysis to inform future service delivery, infrastructure development and workforce planning. In addition, we are working closely together to **maximise the impact of the partnership estate** and, in particular, **our co-located facilities**. **Digitalisation** has also been a key driver as we look for new and innovative ways to transform ways of working and service delivery right across our partnership, with a focus on supporting digital inclusion. Finally, as a partnership we have recognised the fundamental importance for all of our communities of **maximising our economic development**. This workstream in particular, is directly linked to the activity set out within this Economy and Skills Delivery Plan.

As our transformation agenda further develops, the opportunity will be taken to reflect this within our future Delivery Plans.

Economy and Skills

Key Priorities

To address inclusive growth and embed ambition, aspiration, creativity and entrepreneurship in our culture, we will work in partnership to:

- Promote East Ayrshire as a great place to live, work and visit
- Attract, grow and retain business
- Develop a confident, successful, highly skilled and qualified workforce, which is aligned to key local sectors
- Deliver the Ayrshire Growth Deal, through a regional partnership

LOCAL OUTCOME 1	LOCAL ECONOMIC ACTIVITY INCREASED
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Links to Local Outcomes Improvement Plan <ul style="list-style-type: none"> National Outcome(s) 	National Outcome 1: We live in a Scotland that is the most attractive place to do business in Europe National Outcome 2: We realise our full economic potential with more and better employment opportunities for our people National Outcome 13: We take pride in a strong, fair and inclusive national identity
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PRIORITY 1.1	GROW THE BUSINESS BASE IN EAST AYRSHIRE
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Actions	
1.	Work collaboratively across the public, private and third sectors to nurture and develop business capacity to grow.
2.	Enhance growth through wider and proactive engagement of the private sector and representative business organisations, particularly maximising opportunities through the private sector commitment to the Ayrshire Growth Deal Business Pledge and recognising shared goals and values.
3.	Target intensive support to local businesses with growth potential.
4.	Market and promote East Ayrshire as a place to live, work and visit.
5.	Implement a partnership approach to showcase the benefits of East Ayrshire as a business location to potential investors.
6.	Market and promote the East Ayrshire events and tourism offer, including but not exclusive to Dumfries House, Dean Castle Country Park and the link to Outlander, Burns connections and the local Food and Drink sector.

Measures of Success Indicator(s) - (Frequency/Type/Source)		Baseline	'Progress' Target/s		'End' Target/s Direction of travel
			March 2019	March 2021	
1.	Business start-up rate per 10,000 population Annual/Scottish Government	32.0 (East Ayrshire) 40.4 (Scotland) (2015)	32.0	33.0	Increase – close the gap with the Scottish average
2.	Total number of VAT/PAYE registered businesses per 10,000 adult population Annual/Scottish Neighbourhood Statistics	293.9 (East Ayrshire) 387.6 (Scotland) (2015)	295	300	Increase – close the gap with the Scottish average
3.	Business survival rate (3 years after start up) Annual/Office for National Statistics (ONS) Business Demography	61.3% (East Ayrshire) 62.0% (Scotland) (2015)	62%	63%	Increase to 65% by 2030
4.	Median gross weekly earnings for all employees (residence based) Annual/Office for National Statistics (Annual Survey of Earning and Hours)	£426 (East Ayrshire) £434 (Scotland) (2016)	£430	£450	Increase - close the gap with the Scottish average
5.	Median gross weekly earnings for all employees (workforce based) Annual/Office for National Statistics (Annual Survey of Earning and Hours)	£396 (East Ayrshire) £432 (Scotland) (2016)	£400	£410	Increase - close the gap with the Scottish average
6.	Tourism generated income Annual/East Ayrshire STEAM (Scottish Tourism Economic Assessment Model) Report	£86.87 million (2016)	£89 million	£92 million	Increase to £95 million by 2030
7.	Annual number of visitors to the area Annual/East Ayrshire STEAM (Scottish Tourism Economic Assessment Model) Report	1,037,710 (2016)	1.03 million	1.15 million by 2020	Increase in visitor numbers

LOCAL OUTCOME 1**LOCAL ECONOMIC ACTIVITY INCREASED****Links to Local Outcomes Improvement Plan**

- National Outcome(s)

National Outcome 1: We live in a Scotland that is the most attractive place to do business in Europe

National Outcome 2: We realise our full economic potential with more and better employment opportunities for our people

National Outcome 10: We live in well-designed, sustainable places where we are able to access the amenities and services we need

PRIORITY 1.2**ACCELERATE THE PACE OF INFRASTRUCTURE IMPROVEMENTS AND MAXIMISE THE BENEFIT OF EXISTING RESOURCES****Actions**

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| 1. | Invest in major interventions through the Ayrshire Growth Deal to secure improvements in connectivity, including road, rail and accessible public transport networks. |
| 2. | Secure improvements in digital/communications technology. |
| 3. | Implement a business premises investment plan aligned to business needs, prioritising the opportunities to support sectoral growth through a collaborative approach to business investment – enabling key business and industrial locations. |
| 4. | Work with the private sector to support their investment aspirations at key business sites. |
| 5. | Identify and pursue increased partnership delivery opportunities involving public and private sector partners. |
| 6. | Work with Network Rail to improve access to Kilmarnock Railway Station. |

Measures of Success Indicator(s) - (Frequency/Type/Source)		Baseline	'Progress' Target/s		'End' Target/s Direction of travel
			March 2019	March 2021	
1.	Total business and industrial land (strategic sites) Annual/East Ayrshire Council	118.38 ha (2016/17)	118.38 ha	118.38 ha	Increase by 10% to 130 ha by 2030
2.	Percentage of premises/households with access to superfast broadband Quarterly/East Ayrshire Council	89.9% (December 2016)	98%	100%	Maintain at 100%
3.	Percentage of 'A' class roads requiring maintenance treatment Annual/APSE/Ayrshire Roads Alliance	19.1% (2015-2017)	18.1%	17.1%	Reduce by 1% annually

LOCAL OUTCOME 1**LOCAL ECONOMIC ACTIVITY INCREASED****Links to Local Outcomes Improvement Plan**

- National Outcome(s)

National Outcome 1: We live in a Scotland that is the most attractive place to do business in Europe

National Outcome 10: We live in well-designed, sustainable places where we are able to access the amenities and services we need

National Outcome 12: We value and enjoy our built and natural environment and protect it and enhance it for future generations

National Outcome 13: We take pride in a strong, fair and inclusive national identity

PRIORITY 1.3**REVITALISE AND DIVERSIFY OUR TOWN CENTRES****Actions**

1.	Support and develop pro-active engagement with the private business sector to identify opportunities and secure investment in our town centres as places to live, work and do business, including opportunities through the HALO development and the Ayrshire Growth Deal.
2.	Improve the retail, cultural, leisure and educational experience in our town centres, building on and maximising the benefit of previous investment.
3.	Support owners of empty properties within town centres to identify new business uses.
4.	Promote and encourage the reuse of vacant buildings within the town centres and tackle the issue of absentee landlords.
5.	Improve accessible pedestrian connectivity between the retail, cultural, leisure and educational quarters within Kilmarnock town centre and other town centres.
6.	Facilitate the development of community led regeneration and town centre improvement.

Measures of Success Indicator(s) - (Frequency/Type/Source)		Baseline	'Progress' Target/s		'End' Target/s
			March 2019	March 2021	Direction of travel
1.	Percentage of floor space in Kilmarnock town centre that is vacant Annual/East Ayrshire Council	15% (March 2017)	15%	13%	Reduce to 10% by 2030
2.	Percentage of floor space in Cumnock town centre that is vacant Annual/East Ayrshire Council	7% (March 2017)	7%	7%	Reduce to 7% by 2030 (Note 1)
3.	Number of buildings in town centres that are both vacant and derelict Annual/East Ayrshire Council	146 (December 2016)	145	130	Reduce to 100 by 2030
4.	Total number of new build houses Annual/East Ayrshire Council	To be confirmed	To be confirmed	To be confirmed	To be confirmed

Note 1: The end target in respect of floor space for Cumnock town centre that vacant is identified at 7% as considerably more floor space in Cumnock town centre is in the process of being created. As a consequence, the amount of vacant space is likely rise in the short term and it is considered that achieving a 7% vacancy rate, which is significantly less than the Scottish average (10.2%), will reflect major success.

LOCAL OUTCOME 2**SKILLS, QUALIFICATIONS AND EMPLOYABILITY IMPROVED FOR ALL LEARNERS****Links to Local Outcomes Improvement Plan**

- National Outcome(s)

National Outcome 2: We realise our full economic potential with more and better employment opportunities for our people

National Outcome 3: We are better educated, more skilled and more successful, renowned for our research and innovation

National Outcome 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens

National Outcome 5: Our children have the best start in life and are ready to succeed

National Outcome 8: We have improved the life chances for children, young people and families at risk

PRIORITY 2.1**ENSURE EAST AYRSHIRE RESIDENTS, PARTICULARLY OUR YOUNG PEOPLE, HAVE THE RELEVANT SKILLS AND QUALIFICATIONS AND POSITIVE ATTITUDE NEEDED FOR THE WORLD OF WORK****Actions**

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| 1. | Improve educational attainment and achievement for all children and young people in East Ayrshire at an improvement rate higher than the Scottish average with enhanced focus in areas of deprivation. |
| 2. | Provide every young person leaving school the opportunity of a positive destination. |
| 3. | Ensure provision of appropriate support to those young people who are care experienced until the age of 26 or who have additional support needs to succeed in further education and the world of work. |
| 4. | Establish a comprehensive one door approach for employability services. |
| 5. | Optimise the volume of the Apprenticeship Family and college provision to align with the demands of the local economy, and learner needs and aspirations. |
| 6. | Increase the proportion of high quality work placements (aligned to the work placement standard) to provide individuals with a meaningful experience of the world of work and ensure young people have the appropriate basic skills expected by employers. |
| 7. | Ensure provision of appropriate support to unemployed people aged 25+ to secure skills, training and employment opportunities. |
| 8. | Engage with employers and provide access to a range of flexible provision to support succession planning and the continuous professional development of their workforce. |

Measures of Success Indicator(s) – (Frequency/Type/Source)		Baseline	'Progress' Target/s		'End' Target/s
			March 2019	March 2021	Direction of travel
1.	Employment rate Biennial/Scottish Government, Labour Markets in Scotland	66.6% (East Ayrshire) 73.4% (Scotland) (2016/17)	72%	Close the gap with Scotland average	In line with the Scotland average
2.	Claimant count unemployment (16-64) Monthly/Nomis	3.5% (East Ayrshire) 2.4% (East Ayrshire) (March 2017)	3.0%	Close the gap with Scotland average	Close the gap with Scotland average
3.	Claimant count unemployment (17-18) Monthly/Nomis	0.2% (East Ayrshire) 0.3% (Scotland) (March 2017)	0.2%	In line with the Scotland average	In line with the Scotland average
4.	Claimant count unemployment (18-24) Monthly/Nomis	6.3% (East Ayrshire) 3.7% (Scotland) (March 2017)	5.4%	Close the gap with Scotland average	Close the gap with Scotland average
5.	Claimant count unemployment (25-49) Monthly/Nomis	3.7% (East Ayrshire) 2.5% (Scotland) (March 2017)	3.5%	Close the gap with Scotland average	Close the gap with Scotland average
6.	Claimant count unemployment (50+) Monthly/Nomis	2.4% (East Ayrshire) 1.9% (Scotland) (March 2017)	2.4%	Close the gap with Scotland average	Close the gap with Scotland average
7.	27-30 month review-Children showing no concerns across all domains Annual/ISD Scotland	61.9 (2016/17)	64%	85% by 2020	Increase to 85% by 2020 – national stretch aim
8.	27-30 month review-Uptake Annual/ISD Scotland	93.0% (2016/17)	95.0%	98.0%	100%

Measures of Success Indicator(s) – (Frequency/Type/Source)		Baseline	'Progress' Target/s		'End' Target/s
			March 2019	March 2021	Direction of travel
9.	Primary – Literacy (P1, P4, P7 combined) Annual/Teacher Judgement Survey/December	60.7% (2016/17)	73.0%	85.0% by 2020	Increase to 85% by 2020 – national stretch aim
10.	Secondary 3 – Literacy Achieving Third level or better Annual/Teacher Judgement Survey/December	79.9% (2016/17)	82.0%	85.0% by 2020	Increase to 85% by 2020 – national stretch aim
11.	Primary – Numeracy (P1, P4, P7 combined) Annual/Teacher Judgement Survey/December	67.4% (2016/17)	75.0%	85.0% by 2020	Increase to 85% by 2020 – national stretch aim
12.	Secondary 3 – Numeracy Achieved Third level or better Annual/Teacher Judgement Survey/December	85.9% (2016/17)	85.0%	85.0% by 2020	Increase to 85% by 2020 – national stretch aim
13.	SCQF 4 or above (1 or more on leaving school) Source: Scottish Government/Insight, February Update	95.5% (2018, referencing 2016/17 cohort)	In line with Scotland average	Higher rate than the Scottish average	Higher rate than the Scottish average
14.	SCQF 5 or above (1 or more on leaving school) Source: Scottish Government/Insight, February Update	85.1% (2018, referencing 2016/17 cohort)	In line with Scotland average	Higher rate than the Scottish average	Higher rate than the Scottish average
15.	SCQF 6 or above (1 or more on leaving school) Source: Scottish Government/Insight, February Update	63.0% (2018, referencing 2016/17 cohort)	In line with Scotland average	Higher rate than the Scottish average	Higher rate than the Scottish average
16.	Percentage of care experienced young people accessing high quality work experience placements Annual/East Ayrshire Council	70.0% (2016/17)	75.0%	All young people accessing high quality work experience placements	All young people accessing high quality work experience placements
17.	Percentage of pupils with an additional support need accessing high quality work experience placements Annual/East Ayrshire Council	65.0% (2016/17)	65.0%	All young people accessing high quality work experience placements	All young people accessing high quality work experience placements

Measures of Success Indicator(s) – (Frequency/Type/Source)		Baseline	'Progress' Target/s		'End' Target/s Direction of travel
			March 2019	March 2021	
18.	Participation Measure: Proportion of 16-19 year olds participating in education, training or employment over the whole year Annual/ Skills Development Scotland/Scottish Government National Improvement Framework (Stretch Aim)	88.1% (2017)	90%	In line with Scottish average	All young people with an opportunity to secure a positive destination
19.	Percentage of school leavers progressing into positive destinations (initial destinations) Annual/Insight, Scottish Government	94.3% (February 2018, referencing 2016/17 cohort)	95%	97%	Increase to 100%
20.	Percentage of looked after children in positive and sustained destinations (employment, training or education) Annual/Scottish Government (Educational Outcomes for Scotland's Looked After Children)	61.8% (2015/16)	In line with Scottish average	In line with Scottish average	All young people with an opportunity to secure a positive destination
21.	Percentage of students successfully completing courses at SCQF 6 (FE) or below within Ayrshire College Annual/Ayrshire College	71.6% (East Ayrshire residents) 71.2% (All students) (2016-17)	73% provisional Ayrshire College targets being finalised	75% provisional Ayrshire College targets being finalised	In line with the Scottish average
22.	Percentage of students successfully completing courses at SCQF 7 (HE) or above within Ayrshire College Annual/Ayrshire College	72.8% (East Ayrshire residents) 71.0% (All students) (2016-17)	73% provisional Ayrshire College targets being finalised	75% provisional Ayrshire College targets being finalised	In line with the Scottish average
23.	Percentage of residents claiming main out of work benefits Annual/Nomis	12.9% (East Ayrshire) 10.2% (Scotland) (November 2016)	12%	Close the gap with the Scotland average	In line with the Scottish average

LOCAL OUTCOME 2**SKILLS, QUALIFICATIONS AND EMPLOYABILITY IMPROVED FOR ALL LEARNERS****Links to Local Outcomes Improvement Plan**

- National Outcome(s)

National Outcome 3: We are better educated, more skilled and more successful, renowned for our research and innovation

National Outcome 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens

National Outcome 5: Our children have the best start in life and are ready to succeed

National Outcome 8: We have improved the life chances for children, young people and families at risk

PRIORITY 2.2**INCREASE INNOVATION AND ENTREPRENEURSHIP****Actions**

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| 1. | Increase opportunities in school provision, college provision and apprenticeships to meet forthcoming early years expansion by 2020/21. |
| 2. | Expand the range of qualifications, opportunities in the curriculum and apprenticeships to respond to labour market intelligence and STEM developments. |
| 3. | Ensure support for those with specific talents who would benefit from additional or focused interventions. |
| 4. | Build on the opportunities provided by the Hunter Foundation in supporting innovation and entrepreneurship in schools. |
| 5. | Provide specific innovation and entrepreneurial skills to support key sectors. |
| 6. | Increase the number of start-up enterprises through the development and enhancement of a clear pathway for skills support. |
| 7. | Provide all learners with the opportunity to develop the skills to meet the challenge of emerging technologies and increase our working relationship with Universities in this regard. |

Measures of Success Indicator(s) – (Frequency/Type/Source)		Baseline	‘Progress’ Target/s to 2019 and 2021	‘End’ Target/s Direction of travel
1.	Number of young people achieving qualifications linked to early education and childcare in schools or school/college link programme Annual/East Ayrshire Council	New indicator – baseline to be developed	New Indicator – targets to be developed	New Indicator – targets to be developed
2.	Number of pupils/students achieving positive outcomes linked to: <ul style="list-style-type: none"> • STEM; and • key growth areas Annual/East Ayrshire Council/Ayrshire College	New indicator – baseline to be developed	New Indicator – targets to be developed	New Indicator – targets to be developed
3.	Percentage of pupils/students achieving digital qualifications Annual/East Ayrshire Council/Ayrshire College	New indicator – baseline to be developed	New Indicator – targets to be developed	New Indicator – targets to be developed
4.	Number of Ayrshire College students accessing Bridge2Business support Annual/Ayrshire College	New indicator – baseline to be developed	New Indicator – targets to be developed	New Indicator – targets to be developed