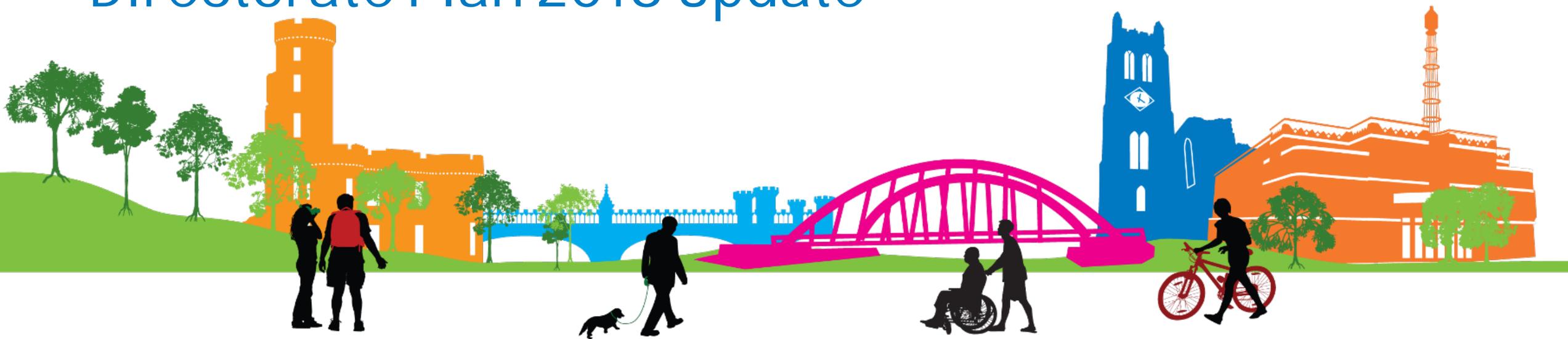




North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# Economy and Communities

## Directorate Plan 2018 Update



# Welcome to the Economy and Communities Directorate Plan

Economy and Communities is an ambitious and exciting directorate pivotal to North Ayrshire building its standing as the fastest growing economic area in Scotland. Early intervention and prevention, community empowerment and increasing equity are at the heart of everything we do.

North Ayrshire Council with East and South Ayrshire Councils is a Pathfinder for Regional Partnerships, as part of the Scottish Government Ministerial led Enterprise and Skills Review. Our first key focus is on securing the Ayrshire Growth Deal with East and South Ayrshire Councils to further develop and build on the success of the area's key industries – including Aerospace and Space, Life Sciences and Manufacturing – while providing the infrastructure and support to make our businesses even more innovative and international in their outlook. We are leading work for Scottish Government on inclusive growth, where all sections of our community can benefit from economic growth.

Our second key focus is Community Empowerment and we are nationally recognised for the excellence of its locality planning approach. Our relational approach and collaborative leadership is seen in our Locality Partnerships, which are helping to inform Scottish Government's Local Governance Review. We are continuing our work to develop a Poverty Challenge Fund and a Community Food Plan which support the pledges set out in the CPP's 'Fair for All' strategy.

2018 we are celebrating the Year of Young People and our approach is focused on establishing both a rich programme of events and a lasting legacy of community empowerment.

We're excited by the progress we've making on key priorities and very much looking forward to working with our partners in business, communities and across the council to deliver these.



**Karen Yeomans**  
Executive Director



# Key Priorities

All directorates deliver services inline with the Council's priorities.

## Council Plan 2015-18

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities

Ensuring people have the right skills for learning, life and work

Supporting all of our people to stay safe, healthy and active

Protecting and enhancing the environment for future generations

This plan focuses on delivering the Economy and Communities Directorate's key priorities. These are summarised below, with key actions we will take to deliver them on the following pages.

## Economy and Communities Directorate Priorities 2015-18

Investment

Locality Planning

Inclusive Growth

Service Transformation

Best In Class –  
The 2020  
Challenge

Essential Ingredients



# Investment

“To secure the Ayrshire Growth Deal and develop the North Ayrshire economy in an inclusive way”

We will achieve this by:

- Ayrshire Growth Deal projects
- Secure Government funding
- Develop strategic investment sites
- Develop inward investment proposition
- Develop Ayrshire Export Partnership
- Making Waves Action Plan



# Investment

## Actions:

- With our partners secure an Ayrshire Growth Deal and approval of our programme business case by UK and Scottish Governments.
- Develop and implement our regeneration proposals with partners at i3 Irvine Enterprise Area, Hunterston, Ardrossan Marine Quarter, Irvine Ardeer great harbour, Quarry Road and Kilbirnie Lochshore
- Develop inward investment proposition and actively promote to investors
- Develop Ayrshire Export Partnership
- Implement our tourism action plan, Making Waves
- Secure investment to deliver our tourism priorities including Maritime Mile, Clyde Rings and coastal route development

## Measuring success:

Specific measures relating to the Ayrshire Growth Deal will be developed with UK and Scottish Governments as the project matures.



# Locality Planning

“To work with our communities to empower and increase capacity within our localities and promote local democracy”

We will achieve this by:

- Community Empowerment Unit
- Developing & Supporting Locality Partnerships
- Community Investment Fund
- Community Engagement & Participatory Budgeting
- Local Development Plan 2
- Active Communities
- Community Food Plan



# Locality Planning

## Actions:

- Develop and embed participatory democracy through Locality Partnerships, and inform Local Governance Review
- Publish our proposed Local Development Plan 2 and present for examination and adoption.
- Continue to develop Participatory Budgeting approach and support the mainstreaming of Participatory Budgeting
- Support community empowerment through work with community council and organisations
- Work with the North Ayrshire Federation of Community Organisation (NAFCO) and partners to review community facilities
- Complete food mapping and establish a North Ayrshire Food Forum

## Measuring success:

- The number of agreed and active local and neighbourhood plans agreed by communities
- The number of community management and ownership initiatives
- The number of people who are accessing the opportunities and support they need in their local area



# Inclusive Growth

“To address the main barriers to economic growth to improve the North Ayrshire economy for all our residents”

We will achieve this by:

- Inclusive Growth Action Plan and Better Off North Ayrshire
- Social Enterprise Strategy
- Employability Skills Pipeline and Employability Hubs
- Co-hub development
- 270 Council Apprentices
- Poverty Challenge Fund
- Digital inclusion
- Fair for All Strategy



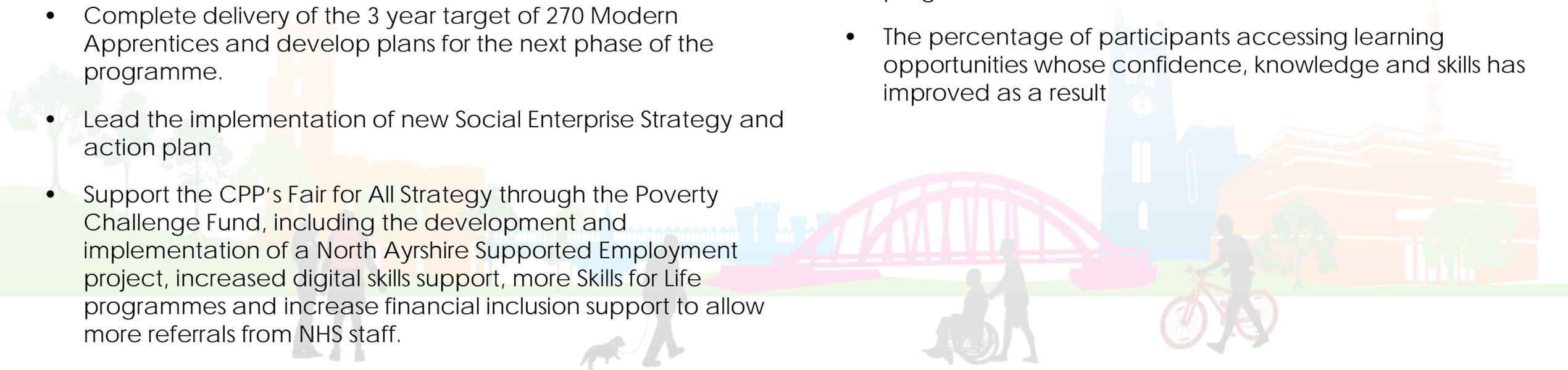
# Inclusive Growth

## Actions:

- Develop and implement an Inclusive Growth action plan which takes the findings of the diagnostic and develops new responses to the priorities identified.
- Successfully deliver the Lottery Financial Inclusion programme – Better Off North Ayrshire and meet programme targets to maximise income, recover costs and project outcomes.
- Continue to manage and develop the skills pipeline until end of 2018 and consider a new model and fresh ESF funding applications for the remainder of the EU programme.
- Continue the development of the employability hubs network, increasing the number of hubs to 6 and making sure they are integrated effectively with other services.
- Complete delivery of the 3 year target of 270 Modern Apprentices and develop plans for the next phase of the programme.
- Lead the implementation of new Social Enterprise Strategy and action plan
- Support the CPP's Fair for All Strategy through the Poverty Challenge Fund, including the development and implementation of a North Ayrshire Supported Employment project, increased digital skills support, more Skills for Life programmes and increase financial inclusion support to allow more referrals from NHS staff.

## Measuring success:

- Number of unemployed people participating in council funded/operated employability programmes
- Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives
- Number of unemployed people registered with employability hubs
- Number of Modern Apprentices on North Ayrshire Council programmes at 31 March
- The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result



# Service Transformation

“To continue to adapt and transform services to meet changing demands”

We will achieve this by:

- Regional Partnership for Economic Development Services
- Connected Communities realignment to localities
- Child Centred Council
- Year of Young People



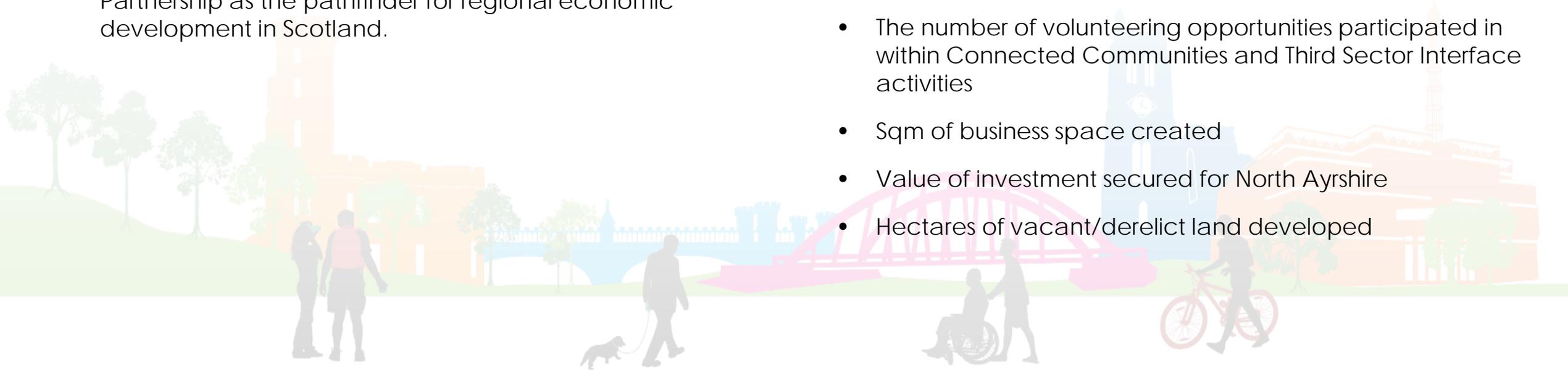
# Service Transformation

## Actions:

- Continue to work with partners to realign Connected Communities' services to localities
- Lead the implementation of the Child-centred council
- With Scottish partners develop proposals for a national Basic Income pilot supported by government
- Successfully develop and establish an Ayrshire Regional Partnership as the pathfinder for regional economic development in Scotland.

## Measuring success:

- Tourism bed nights within North Ayrshire
- Tourism visitor numbers
- Number of jobs created by business in North Ayrshire supported by Business Support and Development
- Number of businesses actively account managed by Business Support and Development
- Number of businesses receiving support from Business Support and Development
- The number of unique volunteers who are active in Connected Communities and Third Sector Interface activities
- The number of volunteering opportunities participated in within Connected Communities and Third Sector Interface activities
- Sqm of business space created
- Value of investment secured for North Ayrshire
- Hectares of vacant/derelict land developed

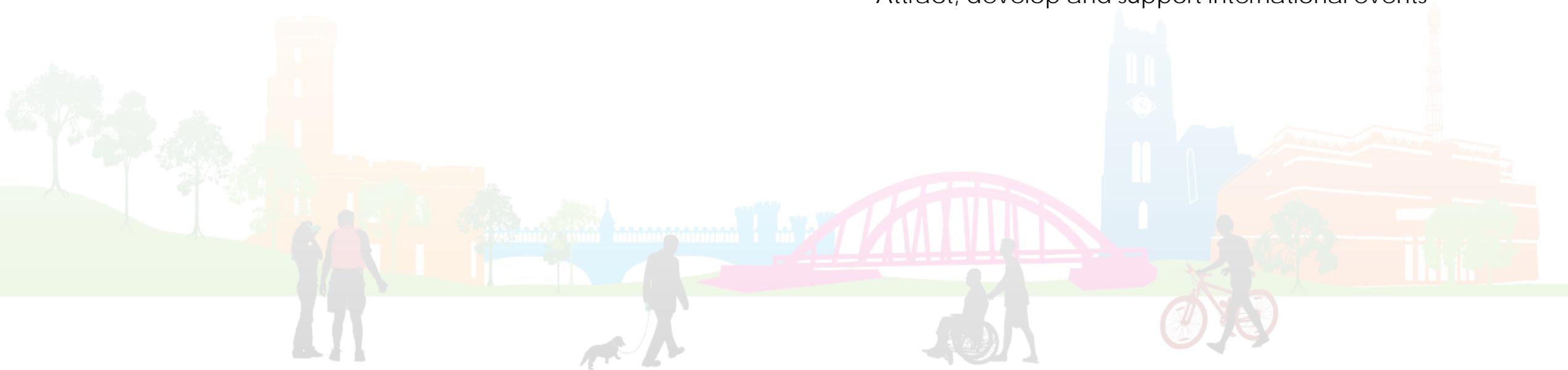


# Best In Class – The 2020 Challenge

“To innovate and strive to deliver the best service possible for our residents, partners and residents”

We will achieve this by:

- Implementing Active Communities
- Develop place-based working and town centres
- Benchmarking results
- National Indicators
- Awards
- Attract, develop and support international events



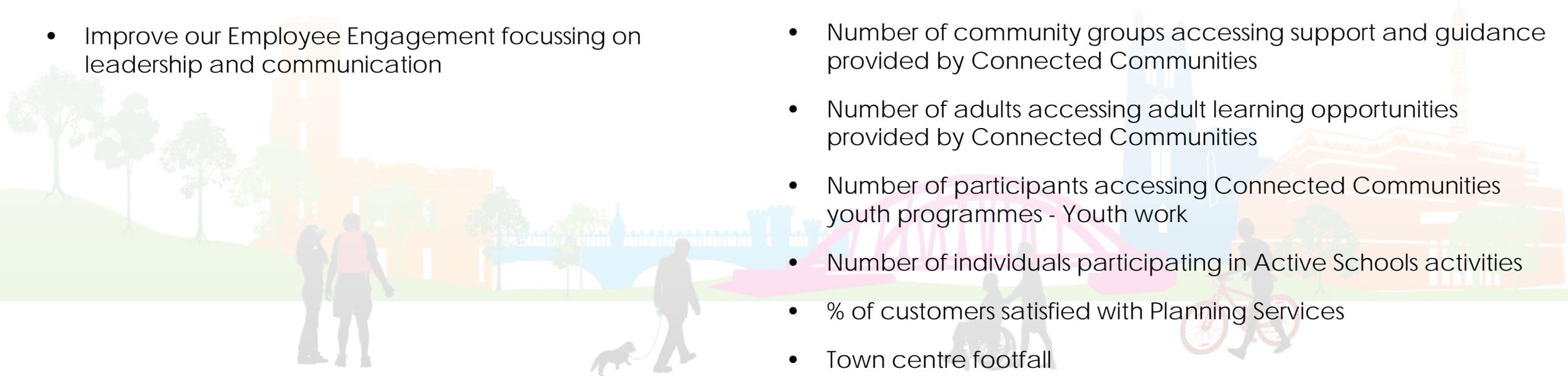
# Best In Class – The 2020 Challenge

## Actions:

- Implement the provisions of the new Planning Bill
- Celebrate the Year of Young People 2018 with empowering legacy actions
- Launch Ayrshire LEADER MakerSpace digital inclusion project
- Lead the Active Communities Strategy for the CPP and develop DrEAM approach to reaching the inactive
- Develop our place based working and town centre development, including Travel Smart, Irvine Active Travel Hub, Town Centre Parking Strategy and management of Vacant and Derelict Land Funding secured from the Scottish Government for 2018/19
- Improve our Employee Engagement focussing on leadership and communication

## Measuring success:

- % of adults satisfied with parks and open spaces
- Cost of Trading Standards per 1000 population £
- Cost of Environmental Health per 1,000 population £
- Cost per attendance at sports facilities £
- Cost per library visit £
- Cost per museum visit £
- % of adults satisfied with libraries
- % of adults satisfied with museums and galleries
- % of adults satisfied with leisure facilities
- Number of community groups accessing support and guidance provided by Connected Communities
- Number of adults accessing adult learning opportunities provided by Connected Communities
- Number of participants accessing Connected Communities youth programmes - Youth work
- Number of individuals participating in Active Schools activities
- % of customers satisfied with Planning Services
- Town centre footfall



# Essential Ingredients

“To ensure our staff are engaged, supported and empowered to provide the best service possible”

We will achieve this by:

- Employee Engagement
- Leadership
- Financial Management
- Customer satisfaction and Stakeholder perception
- Communication
- External Funding



# Essential Ingredients

## Actions:

- Review results and performance in the context of 18/19 budget settlement
- Improve customer satisfaction and stakeholder perception measures

## Measuring success:

- Sickness absence days per employee (E&C) per FTE
- Employee Engagement Level (E&C)
- Leverage of external funding

