



Radio City Association

Electric Valley Strategy

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Authored	Scott Wilson
Approved	Radio City Association Board
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OUR FUNDERS AND SUPPORTERS

We are grateful to every single one of our backers for all their contributions.

They have helped us to develop our Electric Valley at every stage of our journey, and without them it would not have been possible.



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OUR PARTNERSHIPS

We are proud to be members and supporters of many organisations with shared goals which contribute to our Electric Valley vision.





DEVELOPING A SUSTAINABLE COMMUNITY

Independently run for the
people of Garnock Valley

Radio City Association Leadership Statement



Gordon McGuinness
Chair
Radio City Association

This is the 2nd edition of Radio City's Electric Valley Strategy. Since the first edition in 2019 our organisation has developed, expanding our staff numbers who have been working hard continually to deliver ambitious and creative community projects.

This robust and highly detailed strategy is a living document and outlines our plan to achieve these goals, with **Key Performance Indicators** (KPI) performance measures against which to measure success and performance as we enter the 3rd decade of the charity's operation in 2030.

The target objectives are analysed against the **United Nations Sustainable Development Goals** (SDG) and the **Scottish Government National Performance Framework** (NPF) for each goal.

Further to this the ongoing **Socio-Economic Analysis Document** of the local community by Radio City Association's professional staff and volunteers with economic backgrounds informs this strategy, giving an overview of the social and economic realities that present challenges for the area.

Moving forward our organisation will **update our goals on an ongoing biennial basis with an annual review** to ensure we meet contemporary challenges and that our targets are realistic, practical and achievable.

Radio City Association is a community led charity organisation which operates in the Garnock Valley area of North Ayrshire, with a focus on sustainable and inclusive economic growth and community & social development.

The organisation developed the overarching *Electric Valley* project to address local economic decline and social issues.

The Electric Valley is an innovative approach, the idea of which is underpinned by principles of Community Wealth Building and development of an inclusive local circular economy through ownership of renewable energy assets harnessing the community's resources and reinvesting in the local area.



The latest constitution of the Radio City Association adopted in 2022 sets out the Charitable Objectives of the organisation which are to be read alongside this strategy document.

Our Previous Electric Valley Strategy comprised three separate documents which have now been condensed into a singular more accessible format, with **greater emphasis given to project outcomes and performance**.

The previous Electric Valley Strategy consisted of 7 Key Areas of Focus, this review process of our strategy has changed this to **12 Key Areas of Focus** in the **Electric Valley Matrix**. This is a result of certain areas being separated out into their own category to advance related projects, and the addition of an internally orientated "*Organisation*" Area of Focus to promote good governance and transparency by Radio City Association as we continue to grow.

Radio City Association Management Statement



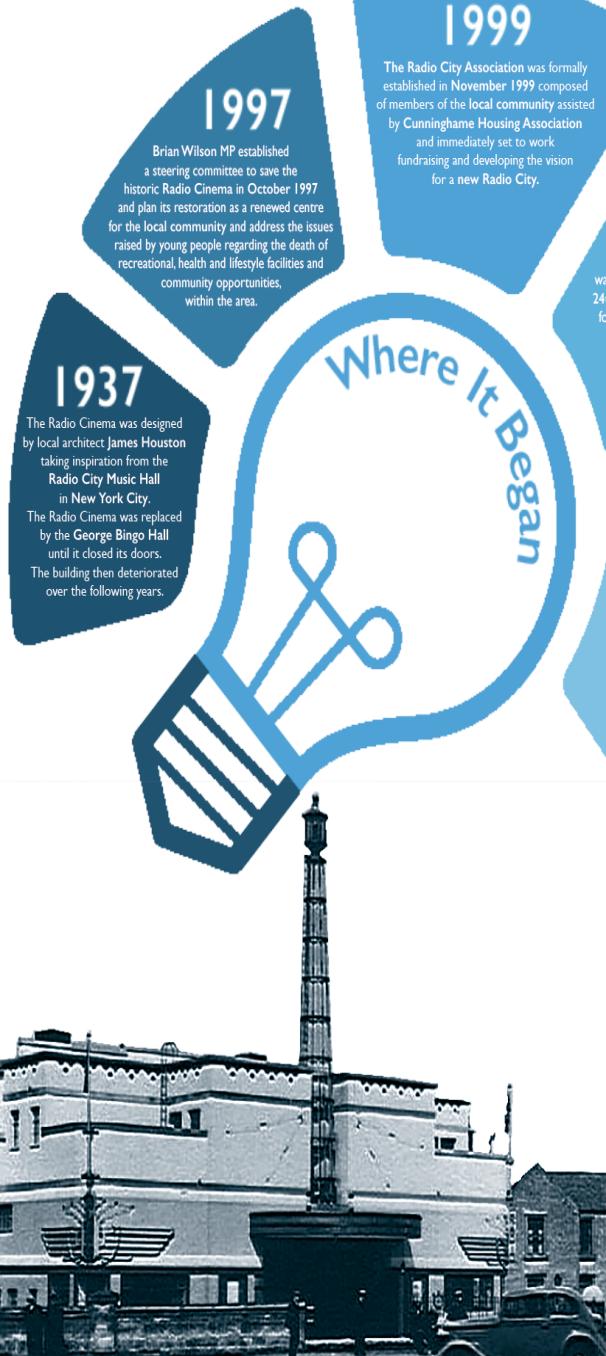
Scott Wilson
General Manager
Radio City Association

At Radio City Association our staff and volunteers are focused on actions and delivering outcomes. We have developed this strategy to ensure we meet our goals for our community's social and economic development, as well as ensure our organisational practices are of the highest standards. While our goals may be considered bold by some, we remain pragmatic and realistic in our aims but also remain motivated by the desire to radically improve our local area to increase prosperity and opportunity.

Countering the widespread cynicism that change is impossible, we have pursued the *Electric Valley* project with determination for many years—because we believe in its potential. In the face of doubt, we respond with conviction. And if we do not succeed at first, we will try again, in Sisyphean fashion if need be. Our hope is continuously renewed in both spirit and body as we progress the project and overcome adversity. Our vision is clear: a community with agency—able to act, to decide, and to shape its own future. We seek to reverse the steady, long-malingering decline of the Garnock Valley and to restore pride, purpose, and prosperity to a region that has given so much to Scotland's industrial and civic history. The Garnock Valley stands at a critical juncture. Decades of industrial decline, demographic loss, health inequality, and institutional withdrawal have produced a slow-burning crisis. Opportunities have thinned. Civic confidence has withered. This is what we call the **depths of despair**: not only a collapse of employment and services, but of *hope, belonging, and belief in the future*. Worse still, the policy response has too often retreated into **involution**—a self-referential cycle of consultations, strategies, and bureaucracy that fails to deliver tangible change. Plans multiply, yet buildings remain derelict, young people continue to leave, and public health worsens. The *Electric Valley* rejects this inertia. It offers a bold transition from passive decline to **active regeneration**—anchored in; Community-owned renewable energy Cooperative enterprise Skills and education for the green economy Heritage restoration and civic reuse Social infrastructure renewal/ This is not just about achieving net zero or building local wealth. It is about **restoring control to communities**, transforming despair into agency, and turning complexity into capability—through asset transfer, power-sharing, and leadership rooted in lived experience. With this strategy, we will **scale our impact**. We will reinvest the income generated from community-owned renewable energy projects into local services, skills, and support. We aim to build an inclusive economy—retaining wealth and value locally while tackling inequality and poverty at their roots. We support a **just transition to net zero**, ensuring clean air, water, and land, while protecting biodiversity through ecological stewardship and carbon reduction. We will promote the arts, heritage, and cultural expression, expand access to sport and recreation, and improve physical and mental health outcomes across the Garnock Valley. We will work to improve **mobility and accessibility**, through sustainable transport and place-making that builds a more connected community. We will create opportunities for **employment, education, and training**, enabling local people to succeed and thrive. Our actions will be grounded in a transparent framework, building lasting trust and partnership with our community. Our mission is nothing less than the creation of a **sustainable, self-sufficient, and resilient future** for the Garnock Valley—led by its people and delivered over generations. We recognise the historical difficulties that have affected this region—and acknowledge that more challenges will arise, both expected and unforeseen. But this strategy equips us to meet them head-on, with resolve, clarity, and purpose.

how we are creating our

Electric Valley



Where It Began

1937

The Radio Cinema was designed by local architect James Houston taking inspiration from the Radio City Music Hall in New York City. The Radio Cinema was replaced by the George Bingo Hall until it closed its doors. The building then deteriorated over the following years.

1997

Brian Wilson MP established a steering committee to save the historic Radio Cinema in October 1997 and plan its restoration as a renewed centre for the local community and address the issues raised by young people regarding the dearth of recreational, health and lifestyle facilities and community opportunities, within the area.

1999

The Radio City Association was formally established in November 1999 composed of members of the local community assisted by Cunningham Housing Association and immediately set to work fundraising and developing the vision for a new Radio City.

2003

The revitalised Radio City Building was illuminated for the first time on the 24th November 2003 heralding a future for the local community in its shadow.

2004

The Radio City formally opened on the 6th January 2004 to the local community providing services of state of the art fitness facilities, healthy living cafe, IT learning facilities and radio station Garnock Valley FM. Radio City's Royal Opening took place on 1st March 2004 with Prince Edward officially unveiling the building to the public.

building our Next Decade

Radio City Association operated the building over the next decade through a myriad of challenges, until the building was sold to Aspire Scotland part of the Priory Group of Companies.

With 80 staff and around 50 pupils outside of mainstream education now using the building as a school, with its facilities kept open to the public, securing a **sustainable legacy**.

Radio City Association continues to work in partnership with the Priory Group for the benefit of the local community.

The Radio City Association has continued its charitable objectives and also embarked on a new ambition of becoming an

'enabler of sustainable economic development and community empowerment locally.'

This is done by re-investment via the **Electric Valley** programme that has been developed with seven strategic areas of focus.

The vision of the Electric Valley has the potential to be transformational to the local area given the level of investment proposed.

our current Projects

Knox Institute & Inclusion Projects

Working with local partners

Community Energy Projects

Walking Routes & Outdoor Community Gym

Community Engagement & Employment

Active Travel Hub

In a first of its kind scheme
Radio City Association is working with Scottish Water in the development of a small scale HYDRO SCHEME to re-invest in the local community



Our Garnock Valley Community

The area of the Garnock Valley is a conurbation in the North Ayrshire Council area which has an overall population of approximately 20,000. This includes the town of Kilbirnie, Dalry, and Beith as well as smaller areas comprised of villages and hamlets including Barmill, Gateside, Glengarnock and Longbar. Together these areas arch across a varied landscape both urban and rural, forming a distinct community with a shared local identity and is the basis of the North Ayrshire Council election ward and Locality Planning Partnership area. Further information can be found in our detailed Electric Valley Socio-Economic analysis document, but in general, the Garnock Valley faces severe challenges broadly summarised as:

- *Demographic change of declining young and working age & increasingly ageing population.*
- *Low employment, Economic and Social decline due to the closure of industry.*
- *Perception by the community that the Garnock Valley is a neglected area.*
- *High poverty levels and gross Inequalities in areas of Health, Wealth, and Education*

Rural Area



The areas of Barmill and Gateside are small villages, there are also a number of rural households and farms in the Garnock Valley as well as small hamlets such as The Den and Burnhouse. These areas together comprise much of the rural community in the Garnock Valley and most of the geographic area.

Gateside and Barrmill are very active communities for such small places. The Valley has a strong farming community that is well represented producing world class products and many who are leading in diversifying the industry.

The area is also the site of the Ministry of Defence munitions for the British armed forces, providing advanced cruise missiles, air to surface missiles for aircraft and torpedoes for submarines.

Beith



Beith has a population of approximately 6,500. Historically, the town was a centre of Scottish furniture manufacturing industry from the mid 19th century to the late 20th Beith earned a reputation for high quality furniture with *Beithcraft* being internationally recognised until it ceased production in 1983 with loss of 420 jobs. The area has strong links to the whisky industry providing bonded warehouses for Pernod Ricard brand Chivas. Beith is also a place of historic importance for the case of James Montgomery which facilitated the abolition of the abhorrent slave trade in Scotland with Radio City Association's plaque commemorating this. The town also has links with Henry Faulds who developed fingerprinting technology to identify criminals and John Witherspoon "founding father" of the USA and Princeton University although his slave trade links are now noted. Beith has lower levels of deprivation comparative to other areas of the Garnock Valley but of course there are still cases of poverty and inequality.

Glengarnock & Longbar



Glengarnock & Longbar is the location of the former steelworks which was the main source of employment and the major economic driver for the entire Garnock Valley area producing over 400,000 tonnes of steel a year. Steel production ceased in 1985, leaving a legacy of significant deprivation as with many post-industrial towns. Today the area is primarily industrial estate and major area of employment including JD Pierce, who employ over 400 people as one of the UK's largest steel fabricators. The former site is an ongoing regeneration objective including the Lochshore regional park, an ambition by NAC which RCA are ongoing in support of as members of the regeneration committee. There is now a relatively small residential population, with a number of houses demolished following the steelwork closure. There is ongoing private sector housing development in the area. The area also is the site of the local High School and public swimming pool as well as the railway station serving also Kilbirnie and Beith.

Kilbirnie



Kilbirnie has a population of approximately 7,000. Historically the town developed around the textile industry with W&J Knox still operating to this day and being a local major employer now focusing on aquaculture netting primarily. The town is site of the Radio City building the origin of our organisation and our current offices in the Knox Institute built by the industrialist mill owner Robert Knox as a gift for the towns people. The town was the location of Saint Brennan's Fair one of Scotland's largest horse fairs, with national bard Robert Burns writing a poem "*the inventory*" detailing his experiences of being swindled by being sold a lame horse he curses as a "*Blastie*" which is used to refer to the people of Kilbirnie to this day. Kilbirnie has the most concentrated areas of deprivation within the Garnock Valley with our socio-economic analysis detailing the rising levels and extensive social and economic issues.

Dalry



Dalry has a population of approximately 6,000. The area built up around mining and multiple brickworks industries and for a short while also steelworks. Dalry is still an important contributor to the wider national economy, with DSM producing the only supply of Vitamin C in the western hemisphere, the site is now also producing Bovaer® which will transform the climate impact of agriculture. Dalry also has a history of pottery which led to it being called "Chinatown" which is still an appellation for the town. Dalry has a history linked with the Covenanter movement as the place where Alexander Peden secretly preached to avoid persecution, an important part of British history with King Charles I and his disputes with Parliament that led to the Civil War and proclamation of the Commonwealth by Cromwell. Dalry is also the source of the name of one of the English language most influential novels "*Catcher in the Rye*". Dalry has high levels of deprivation with some of the most deprived areas of Scotland.

OUR ELECTRIC VALLEY STRATEGY

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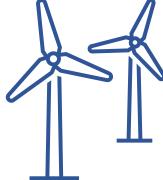
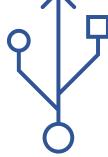
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ELECTRIC VALLEY KEY AREAS OF FOCUS

OUR ELECTRIC VALLEY MATRIX

		
Inclusive Economic Growth	Placemaking & Regeneration	Jobs, Training & Education
		
Community	Environment	Arts, Culture & Heritage
		
Sport & Physical Activity	Health & Wellbeing	Equality
		
Sustainable Transport, Mobility & Active Travel	Technology	Organisation

The foundation of the Radio City Association Electric Valley is the key areas of focus developed following extensive Socio-Economic Analysis of the Garnock Valley and developed to be aligned with local, national, and international standards and objectives through a policy framework analysis. In this context the analysis identified 38 policy papers from North Ayrshire, Scottish, UK and international governmental organisations in the last iteration of the analysis in 2019 and will continue to be updated. This approach allows for a strategic and parallel approach to work towards for our organisation alongside statutory authorities and other private organisations with similar goals or ethical practices. At its core the Electric Valley matrix provides a framework for decision making by our organisation for investment decisions, in carrying out projects and the operational goals of the charity, providing a holistic structure that offers a transparent duty to be considered by the organisation and is underpinned by rigorous international standards and objectives that can allow RCA to measure success.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



SCOTTISH NATIONAL PERFORMANCE FRAMEWORK

National Outcome: Human Rights	
National Indicators	
<ul style="list-style-type: none"> Public services treat people with dignity and respect Quality of public services Influence over local decisions Access to justice 	
Sustainable Development Goals	
<ul style="list-style-type: none"> SDG 5: Gender equality SDG 10: Reduced inequalities SDG 16: Peace, justice and strong institutions SDG 17: Partnerships for the goals 	
National Outcome: Culture	
National Indicators	
<ul style="list-style-type: none"> Attendance at cultural events or places of culture Participation in a cultural activity Growth in cultural economy People working in arts and culture 	
Sustainable Development Goals	
<ul style="list-style-type: none"> SDG 5: Gender equality SDG 10: Reduced inequalities SDG 11: Sustainable cities and communities 	
National Outcome: Environment	
National Indicators	
<ul style="list-style-type: none"> Visits to the outdoors State of historic sites Condition of protected nature sites Energy from renewable sources Waste generated Sustainability of fish stocks Biodiversity Marine environment 	
Sustainable Development Goals	
<ul style="list-style-type: none"> SDG 5: Gender equality SDG 7: Affordable and clean energy SDG 8: Decent work and economic growth SDG 9: Industry, innovation and infrastructure SDG 12: Responsible consumption and production SDG 13: Climate action SDG 14: Life below water SDG 15: Life on land 	
National Outcome: Health	
National Indicators	
<ul style="list-style-type: none"> Healthy life expectancy Mental wellbeing Healthy weight Health risk behaviours Physical activity Journeys by active travel Quality of care experience Work related ill health Premature mortality 	
Sustainable Development Goals	
<ul style="list-style-type: none"> SDG 5: Gender equality SDG 10: Reduced inequalities SDG 12: Responsible consumption and production SDG 3: Good health and wellbeing 	
National Outcome: Fair Work & Business	
National Indicators	
<ul style="list-style-type: none"> The number of businesses High growth businesses Innovative businesses Economic participation Employees on the living wage Pay gap Contractually secure work Employee voice Gender balance in organisations 	
Sustainable Development Goals	
<ul style="list-style-type: none"> SDG 4: Quality education SDG 5: Gender equality SDG 7: Affordable and clean energy SDG 8: Decent work and economic growth SDG 9: Industry, innovation and infrastructure SDG 10: Reduced inequalities SDG 12: Responsible consumption and production 	



National Outcome: Economy

National Indicators	Sustainable Development Goals
<ul style="list-style-type: none"> Access to superfast broadband Spend on research and development Income inequalities Greenhouse gas emissions 	<ul style="list-style-type: none"> SDG 8: Decent work and economic growth SDG 9: Industry, innovation and infrastructure SDG 10: Reduced inequalities SDG 12: Responsible consumption and production

National Outcome: International

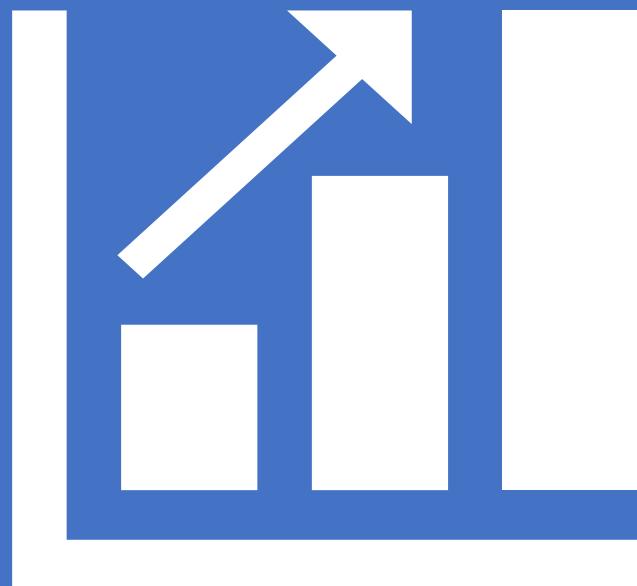
National Indicators	Sustainable Development Goals
<ul style="list-style-type: none"> A positive experience for people coming to Scotland Scotland's reputation Scotland's population 	<ul style="list-style-type: none"> SDG 16: Peace, justice and strong institutions SDG 9: Industry, innovation and infrastructure SDG 10: Reduced inequalities SDG 17: Partnerships for the goals

National Outcome: Poverty

National Indicators	Sustainable Development Goals
<ul style="list-style-type: none"> Relative poverty after housing costs Wealth inequalities Cost of living 	<ul style="list-style-type: none"> SDG 5: Gender equality SDG 12: Responsible consumption and production SDG 7: Affordable and clean energy SDG 10: Reduced inequalities SDG 1: No poverty SDG 2: Zero hunger

National Outcome: Communities

National Indicators	Sustainable Development Goals
<ul style="list-style-type: none"> Perceptions of local area Loneliness Perceptions of local crime rate Community land ownership 	<ul style="list-style-type: none"> SDG 10: Reduced inequalities SDG 7: Affordable and clean energy SDG 9: Industry, innovation and infrastructure SDG 6: Clean water and sanitation SDG 1: No poverty SDG 2: Zero hunger SDG 11: Sustainable cities and communities SDG 13: Climate action SDG 15: Life on land SDG 16: Peace, justice and strong institutions SDG 17: Partnerships for the goals



INCLUSIVE

ECONOMIC

GROWTH

Objective of Electric Valley Inclusive Growth

We will work to construct a vibrant local Garnock Valley economy through targeted community initiatives. We will drive this goal by creating a sustainable economy that promotes growth, innovation, and entrepreneurship in the interests of people.

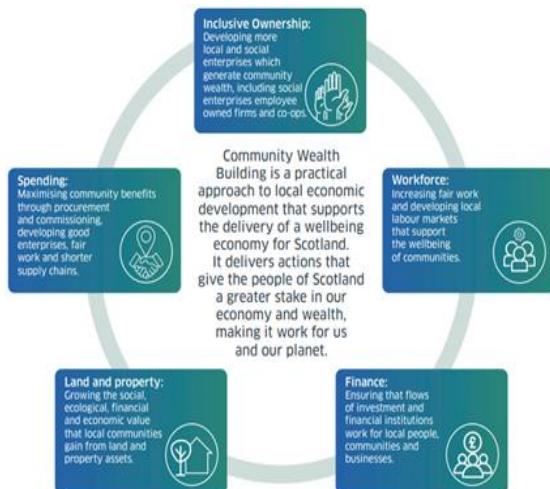
Our Electric Valley target for inclusive economic growth draws inspiration from unique strategies of economic development around the world, looking to adapt measures that work such as; the Marcora law in Italy regarding co-operatives as well as the development of Community Wealth Building in Cleveland, Ohio in the United States of America.

WHAT IS INCLUSIVE GROWTH ?

The Scottish Government define it as:

“Growth that combines increased prosperity with greater equity; that creates opportunities for all and distributes the dividends of increased prosperity fairly”.

Furthermore, the economic concepts of the Mondragon Corporation in the Basque area of Spain and the principles of the Rochdale Pioneers and Robert Owen’s vision for New Lanark provide an ambitious goal for development of the Electric Valley to create a local, circular and co-operative economy that is led by people who live in the community and does not extract wealth but retains it within the area.



We will continue to look in depth at the socio-economic challenges the community of the Garnock Valley face, through ongoing socio-economic analysis updated continually to model our local economy's strengths and weaknesses and contribute to local objectives such as North Ayrshire Council's Community Wealth Building aspirations.

Our current socio-economic analysis shows the poor performance of our local economy over the past, with continued decline and low investment as well as latent social deprivations and demographics which contribute to this.

The Electric Valley will tackle incipient future economic trends and current (often historic and enduring) challenges to confront the spectre of climate change in the modern world and the complications presented in this new era by the fourth industrial revolution with all the advances forthcoming in terms of automation, digitalisation, biotechnology, Moore’s Law and artificial intelligence - all of which offer what could be overwhelming, significant promise of change and human progress but could also pose a significant new set of challenges with diffuse benefits and palpable very acute adverse effects.

We will look to reform our local economy into a more resilient and robust model that works to give agency to the community and its aspirations and creates growth. Our intentions are to build a local economy that is more ethical but also vigorous and dynamic being able to respond and adapt to a changing and ever more globally integrated modern world.

We will utilise resources to produce a greater self-sufficiency through our projects that will enable the community to retain wealth and additional value locally in order that the area can meet its own needs and tackle future challenges reducing reliance on external institutions that are commonly regarded as distant and faceless, with the pervading perception giving credence to the image of a modern day metaphorical marionettist, Machiavellian Moloch who manipulates our society as their own sand-box world where they wheel and deal, playing games with human lives, seemingly immune to the social consequences of their actions, selfishly only acting in their own interests by governing our economy in a manner where communities are made to feel disenfranchised and isolated due to a focus on profits rather than people and government authorities are often seen as being unresponsive or viewed as ineffective when seeking to change this.

In doing so we do not seek to replace an unequal capitalist system to create a corporatist autarky or syndicalist model nor become a shibboleth to our ideals of community led development, we will look to create a market based pragmatic model of co-operative based economic growth. As Nobel Prize-laureate economist Paul Samuelson stated in *Foundations of Economic Analysis* we will not position our approach to a dogma where: "*the means becomes the end, and the letter of the law takes precedence over the spirit*".

Our approach will be grassroots and this principle will be the touchstone of value of the Electric Valley Strategy that will persevere over the coming decades. We will cultivate an economy which is community based and led, our initiatives will be based on greater co-operation between a network cluster of community anchors and partnership between government, business, and community sectors. This will allow for a focus of resources on creating a more successful inclusive community economy, with opportunities for all of to flourish, through increasing economic growth via sustainable and impactful community-based investment projects creating a successful and sustainable place.



Framework for Policy Action on Inclusive Growth

<p>1. Investing in people and places that have been left behind through:</p> <ul style="list-style-type: none"> i. targeted quality childcare, early education, and life-long acquisition of skills ii. effective access to quality healthcare services, education, justice, housing and infrastructures iii. optimal natural resource management for sustainable growth 	<p>2. Supporting business dynamism and inclusive labour markets through:</p> <ul style="list-style-type: none"> i. broad-based innovation, fast and deep technology diffusion ii. strong competition and vibrant entrepreneurship iii. access to good quality jobs, especially for women and underrepresented groups iv. resilience and adaptation to the future of work. 	<p>3. Building efficient and responsive governments through:</p> <ul style="list-style-type: none"> i. aligned policy packages across the whole of government. ii. integration of equity aspects upfront in the design of policy; and inclusive policymaking, integrity, accountability, and international coordination iii.
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Goal oriented

Policies are designed to promote the wellbeing of people and planet.

Participatory

Policy is created through open, co-creative, and transparent processes. Diverse communities are able to meaningfully engage and contribute throughout the policy design process.



Contextual

There is no one-size-fits-all solution. Economic policies are embedded in local values, culture, context, and objectives.

Experimental

Policy processes encourage continuous learning and experimentation to find innovative solutions that foster wellbeing.



Holistic

The economy is part of, and not distinct from, society and the environment.

Evidence based

Policy making is informed through a systematic use of qualitative and quantitative evidence.



Strength-based

Policy recognises the strengths of communities, focusing on achieving the positive aspirations of society rather than purely mitigating negative outcomes.

This alteration of our economy to a more sustainable and inclusive agenda requires a different outlook on what constitutes economic “growth”, abandoning abstract fiscal econometric models that do not value human beings, communities and the world around us.

We require a shift toward a values-based economy that also recognises the significance of our local reality, taking account of our community’s priorities and moral principles.

A democratic economy that is not the intangible traditional construct we have inherited, but one that reflects the values of our society. This is the intention of a Wellbeing Economy, moving beyond correcting ‘market failures’ to proactively developing an economic system that recognises the intrinsic worth of all members of society and the contributions that all can make to our economy, valuing activities and behaviours important for communities and the welfare of people when growing our economy.

The inclusive growth agenda goes further than focussing upon how the benefits of growth are distributed across society.

It recognises that inequality itself acts as a barrier to long-term growth. By tackling inequalities in a society, for example, differences in health outcomes or educational attainment between the wealthiest and poorest we can boost economic growth, with an economy and society more successful and inclusive if all have an equal opportunity to fulfil their potential.

The OECD and the IMF have stated, particularly considering the 4th Industrial Revolution and limited population growth in most advanced economies, that tackling inequalities can help deliver more sustainable growth in future. In the past, economic growth and wealth creation have been the priorities. The market economy has created enterprise and enormous improvements in communities around the globe. But this has been achieved at a high price and the market has not been accessible for everyone. Many of the costs have been undervalued until recently with denial, delay and procrastination inhibiting any real commitment to reprioritise.

Whilst there is a possibility to shape the nature of economic growth at the margin through the Electric Valley, we still realise our limited role and can play only one small part as a community anchor organisation. In reality, a great many other factors including taxes and welfare, the nature of the economic system such as the structure of labour market, all of which are in the hands of policymakers who we will work with in realising shared ambitions and provide community input to our changing economy to create a co-produced vision of change that works in practice.

In developing our Electric Valley policy of inclusive growth, we have examined a number of policy objectives, including the ambition of Community Wealth Building which we are proponents of signing the Community Wealth Building charter of North Ayrshire Council committing our organisation to work to the standards of the five pillars of the concept.



ELECTRIC VALLEY INCLUSIVE GROWTH OUTCOMES – SIX P'S (6P)		PEOPLE	PLACE
POPULATION	Reversal of population decline and growth of the community in size, thereby increasing economic resilience and capabilities through a sustainable working age population, reducing OADR and increasing wellbeing.		
PARTICIPATION	Participation in education and the labour market with skilled, secure, and well-paid employment opportunities that are personally rewarding, as well as development of co-operative models of business ownership in the economy.		
PEOPLE	We foster a diverse and inclusive community , welcoming people of all cultures, beliefs, and lifestyles . Our vision is to build a healthy, skilled, and resilient population by promoting accessible services , investing in education and training , and protecting our natural environment . We are committed to addressing poverty and inequality through targeted support, inclusive opportunities, and a focus on wellbeing for all.	PEOPLE	PLACE
PLACE	Unique co-produced ambitions that are specific to the needs and abilities of each community that increases accessibility improves our natural environment		

PRODUCTIVITY	Creation of an economic cluster that leads to a more resilient productive local economy, based on clean growth and technological advancements being capable of attracting investment through entrepreneurial, competitive and locally collaborative actions with high levels of additional value and retention of local wealth.		
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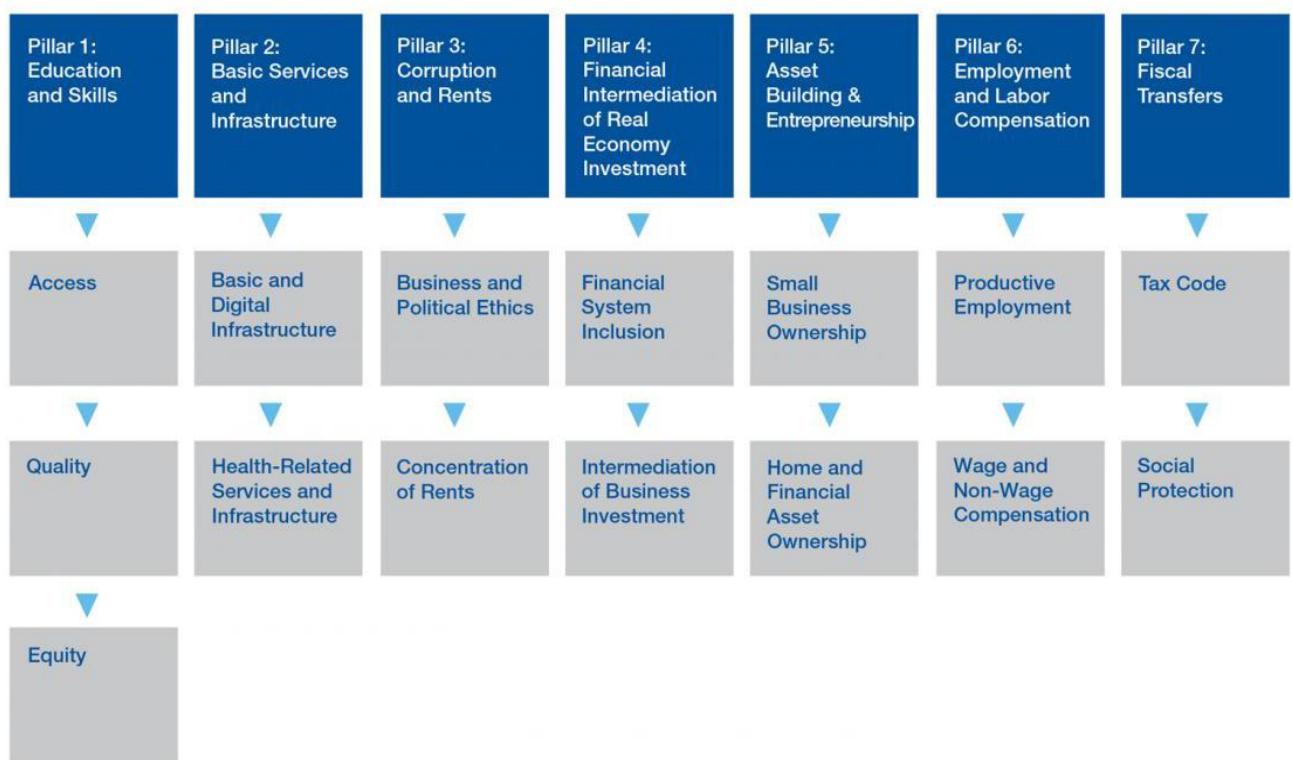
We have examined the inclusive growth diagnostic developed by (SCRIG – now SHRED) to examine the barriers to inclusive growth in North Ayrshire, as well as our own socio-economic analysis, to develop our own drivers of inclusive growth within our Electric Valley, developing a diagnostic tool that allows for targeted strategic investment and project development.

Electric Valley Inclusive Growth Diagnostic	
Infrastructure	<ul style="list-style-type: none"> • Digital infrastructure availability & accessibility • Appropriate & suitable modern business premises • Housing affordability, energy efficiency & smaller property size availability • Transport Infrastructure for people to work • Transport Infrastructure for goods to market • Community owned assets
Skills & Knowledge	<ul style="list-style-type: none"> • Intermediate & advanced skills • Entry-level skills & work readiness • Basic digital skills • Digital innovation & advanced digital skills
Social Capital	<ul style="list-style-type: none"> • Community empowerment & participation • Aspirations for people & business • Physical & mental health & wellbeing • Access to affordable childcare • Community based eldercare
Quality Jobs	<ul style="list-style-type: none"> • Structure of the economy including ownership and market profile of developed business & industry sectors • Availability of local jobs and measures of job density • Demographic change, including sustainable working age population (OADR) and positive population growth with less outward migration of young people.

World Economic Forum Inclusive Development Index (WEF IDI)

The World Economic Forum Inclusive Development Index provides a comprehensive policy framework on inclusive growth across 7 pillars, encompassing:

- Growth (Labour Productivity, Healthy Life Expectancy, Employment)
- Inclusion (net income inequality, poverty, wealth inequality, and median income)
- Intergenerational equity (adjusted net savings, carbon intensity, public debt and dependency ratio).



Scottish Government Four Pillars - Towards a robust, resilient well-being economy.

In our evaluations of our inclusive economic growth policy, we have developed econometric measurements utilising the UK Government's official guidance on the appraisal of public investments, HM Treasury's Green Book. The Green Book includes guidance for accounting for non-market values. Significant progress has been made in developing these methods and valuing the benefits of non-market goods and services particularly within the environmental sphere. However much like Gross Domestic Product (GDP) as a metric of societal prosperity, the derived values from these methods are highly debated.



Many values are mainly expressed in terms of traditional economic measures. Focusing only on these measures, underestimates the so called total economic value (TEV) of projects such as the Electric Valley which also have societal value to individuals, communities and the public as a whole.

Scottish National Strategy for Economic Transformation (NSET)

The NSET has 5 areas to create a stronger economy

1. Productive Businesses and Regions
2. A Fairer and More Equal Society
3. New Market Opportunities
4. Entrepreneurial People and Culture
5. Skilled Workforce

The goals of NSET are;

To make Scotland's businesses, industries, regions, communities and public services more productive and innovative.

To reorient our economy towards wellbeing and fair work, to deliver higher rates of employment and wage growth, to significantly reduce structural poverty, particularly child poverty, and improve health, cultural and social outcomes for disadvantaged families and communities.

To strengthen Scotland's position in new markets and industries, generating new, well-paid jobs from a just transition to net zero.

To establish Scotland as a world-class entrepreneurial nation founded on a culture that encourages, promotes and celebrates entrepreneurial activity in every sector of our economy and to ensure that people have the skills they need at every stage of life to have rewarding careers and meet the demands of an ever changing economy and society, and that employers invest in the skilled employees they need to grow their businesses

Ayrshire Regional Economic Strategy

We will align our Electric Valley strategy projects and investment with economic priorities ensuring maximum outcomes through collaboration to develop and scale inclusive growth.

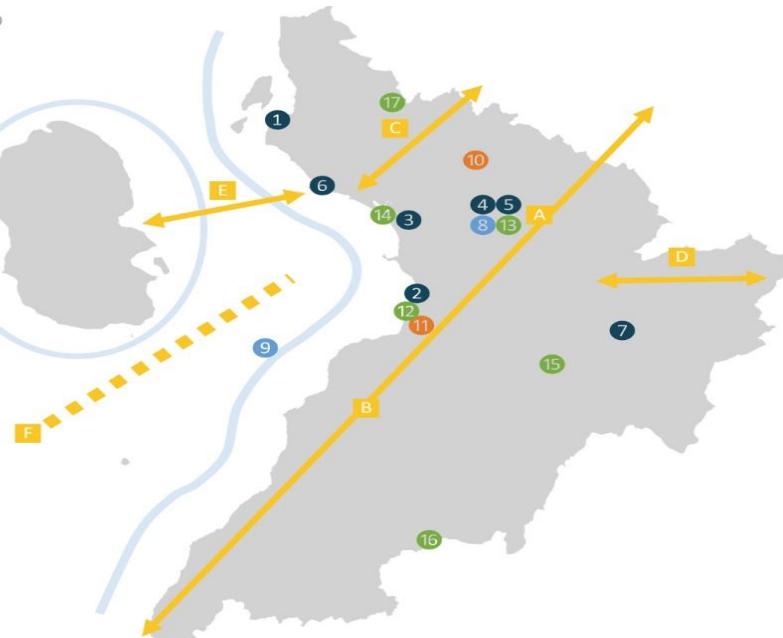
INDICATIVE AYRSHIRE SPATIAL STRATEGY – AUGUST 2020

STRATEGIC DEVELOPMENT PRIORITIES

1. Hunterston PARC ▲
2. Aerospace and Space Cluster, Prestwick ▲
3. Irvine ▲
4. Advanced Engineering Park, Moorfield ▲
5. Ayrshire Manufacturing Investment Corridor ▲
6. Ardrossan Regeneration & International Marine Science and Environment Centre ▲
7. National Energy and Demonstrator Centre, Cumnock ▲
8. Kilmarnock and Irvine Valley flood protection scheme
9. Ayrshire Coast and Shoreline Management Plan
10. Stewarton
11. South East Ayr
12. Ayr Town Centre
13. HALO ▲ Kilmarnock Town Centre and South
14. Irvine and The Great Harbour ▲
15. East Ayrshire Coalfields
16. The Galloway & Southern Ayrshire Biosphere & proposed National Park
17. Lochshore, Kilbirnie

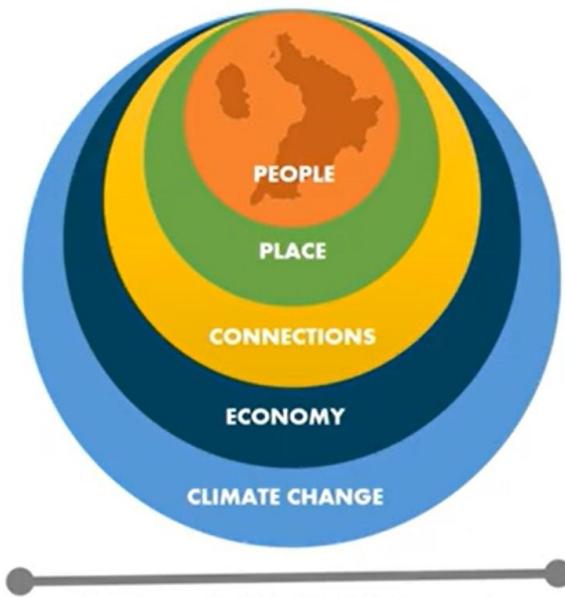
A. Bellfield Interchange
 B. A77/M77 Corridor
 C. A737 Corridor
 D. Connections to M74
 E. Ferry Services
 F. Digital Subsea Connectivity▲
 G. Central Scotland Green Network

▲ Ayrshire Growth Deal Project



INDICATIVE AYRSHIRE SPATIAL STRATEGY – AUGUST 2020

OUTCOMES



PEOPLE

A healthier, happier, more active Ayrshire

PLACE

A thriving network of high-quality places

CONNECTIONS

An Ayrshire with enhanced accessibility

ECONOMY

A transformed, inclusive economy

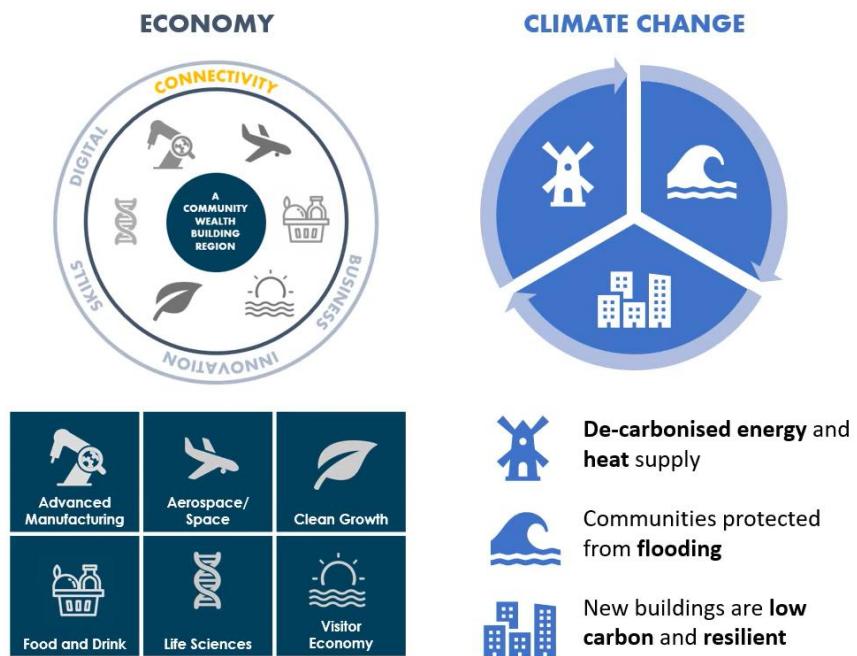
CLIMATE CHANGE

A low-carbon, resilient region

INDICATIVE AYRSHIRE SPATIAL STRATEGY – AUGUST 2020

OUTCOMES

INDICATIVE AYRSHIRE SPATIAL STRATEGY – AUGUST 2020

OUTCOMES

Economic Performance, Innovation and Productivity

On a variety of economic indicators, North Ayrshire has performed worse than national averages across Scotland and the UK. Economic growth in North Ayrshire averaged 1.1% p.a. between 2006 and 2015 representing the 3rd slowest of all 32 Scottish local authorities, and 54th slowest of the 301 UK local authority areas identified in the Office of National Statistics (ONS) databank.

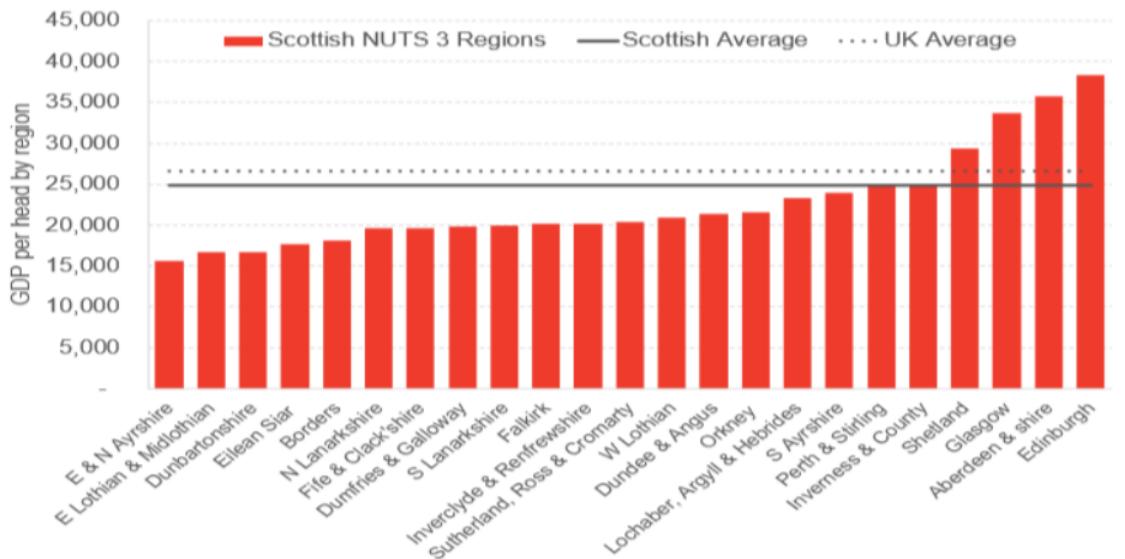
The business start-up rate in North Ayrshire is lower than the Scottish average, at 34 per 10,000 resident adults compared to 49 per 10,000 resident adults across Scotland. Overall, there are no significant differences in survival rates for new businesses in North Ayrshire relative to other parts of the country. Like most of Scotland, the majority of businesses in North Ayrshire are micro-business (88.7%), consisting of 0-9 employees, and small businesses (9.5%), consisting of 10-49 employees. Only 1.5% and 0.3% of businesses were medium or large. However, they tend to employ the most people. North Ayrshire also has a lower number of businesses per 10,000 people than both East and South Ayrshire

The Ayrshire economy lags behind, and in recent years productivity performance has been diverging significantly from Scotland. The business base largely comprises SMEs and micro businesses, with only 35 companies across Ayrshire employing more than 250 staff.

Birth of new Business Enterprises in 2011 and their Survival					
Source: Scottish Government					
Area	1-year survival	2-year survival	3-year survival	4-year survival	5-year survival
North Ayrshire	97%	79%	65%	53%	45%
Scotland	94%	78%	63%	53%	46%

Number and percent of registered enterprises by employment band, 2018		
Source: ONS		
Employment band	North Ayrshire Count (%)	Scotland Count (%)
% Micro (0 To 9)	2,900 (88.7)	153,515 (87.9)
Small (10 To 49)	310 (9.5)	17,745 (10.2)
Medium (50 To 249)	50 (1.5)	2,770 (1.6)
Large (250+)	10 (0.3)	700 (0.4)

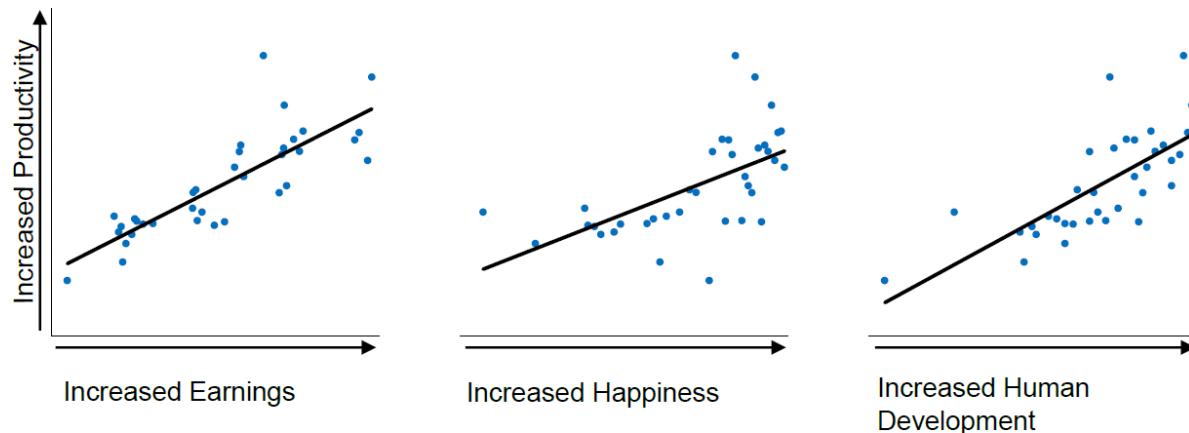
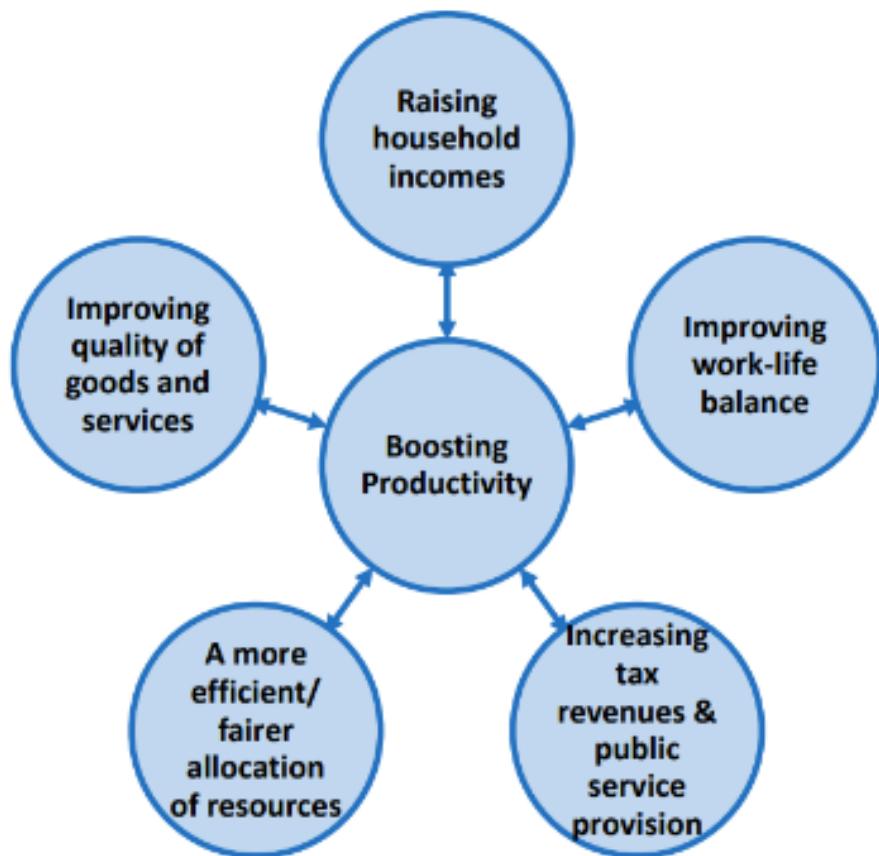
Nomenclature of Territorial Units for Statistics (NUTS) is a hierarchical classification of administrative areas used across the European Union for statistical purposes. The “NUTS 3” area, is a level of EU geography which combines East Ayrshire with the mainland part of North Ayrshire for measures such as GDP, as can be seen below in the graph created by Fraser of Allander Institute, the NUTS 3 area of East Ayrshire and North Ayrshire mainland has the lowest GDP per head by region in Scotland.



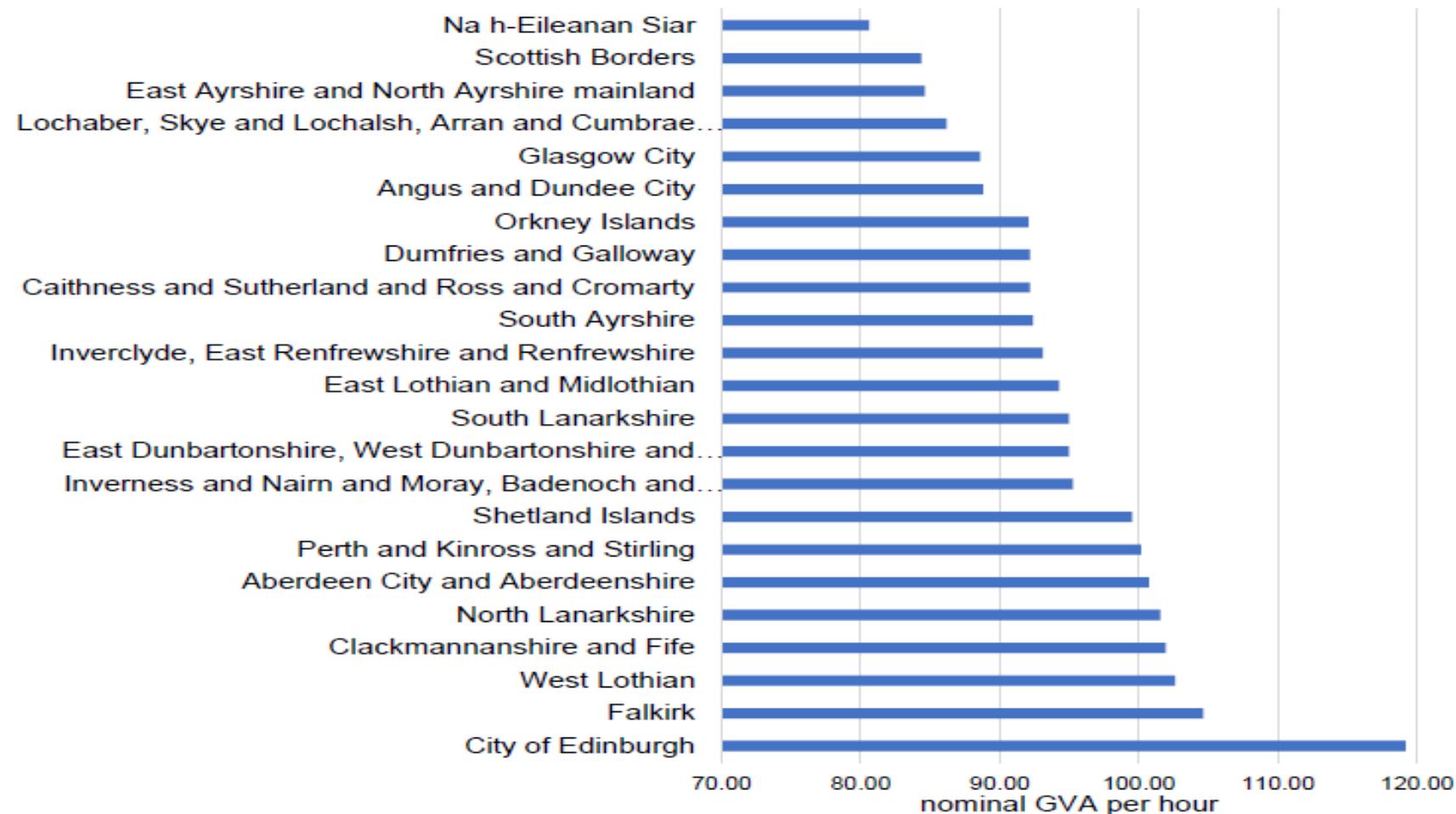
Source: ONS

The GVA of both North Ayrshire has been consistently well below the Scottish average. In the latest available year, GVA per head in North Ayrshire was £15,294, which is 38% lower compared than the Scottish average of £24,800. In the tri-council area, East Ayrshire is comparable at £15,460 and South Ayrshire fares slightly better and is closer to the Scottish average at £23,375. The projected fall in working age population means it will be challenging to increase GVA simply by increasing the number of people working, there will need to be a productivity increase.

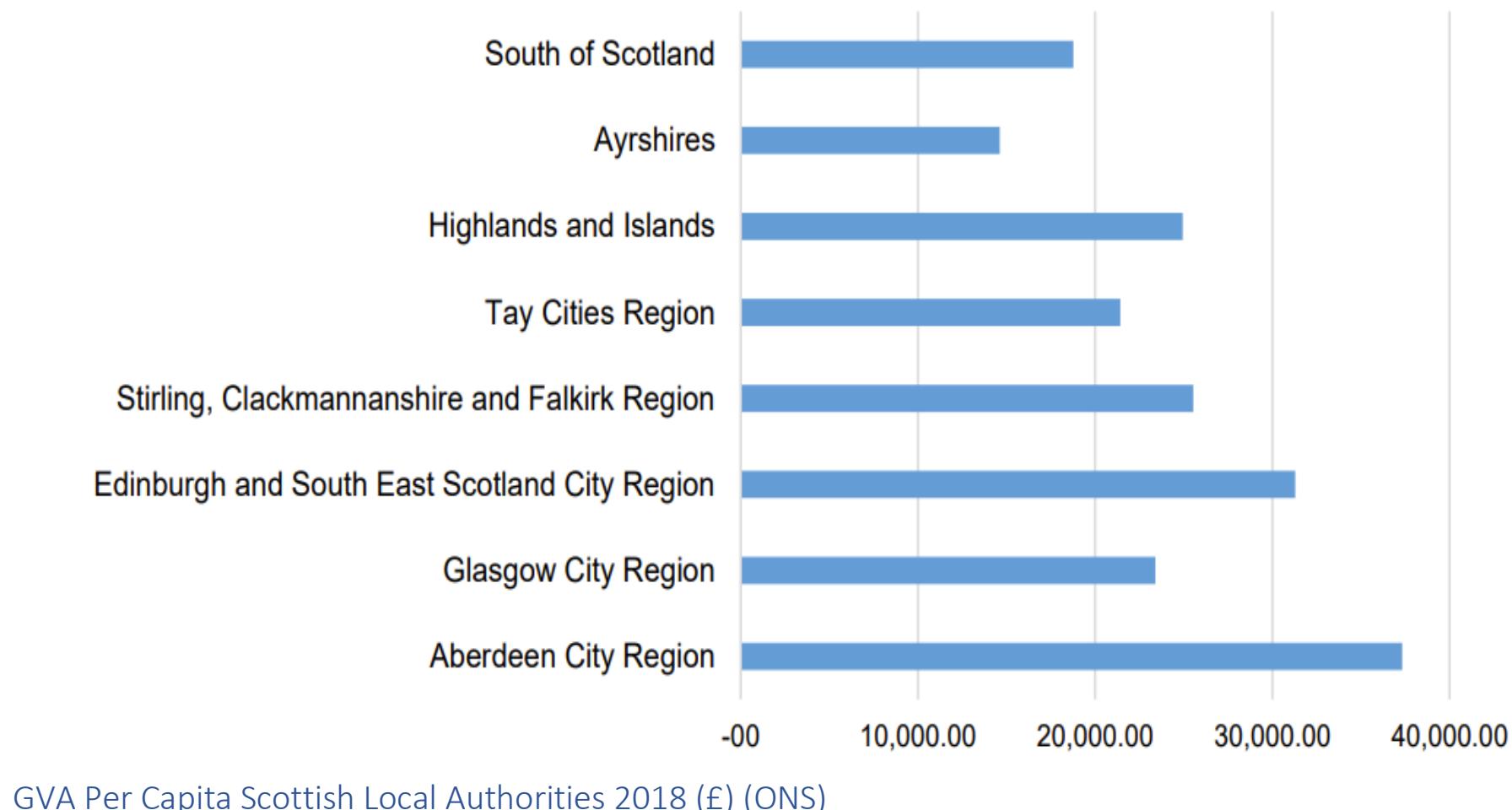
There is a clear link between productivity and a Wellbeing Economy which is a core facet of the NSET.

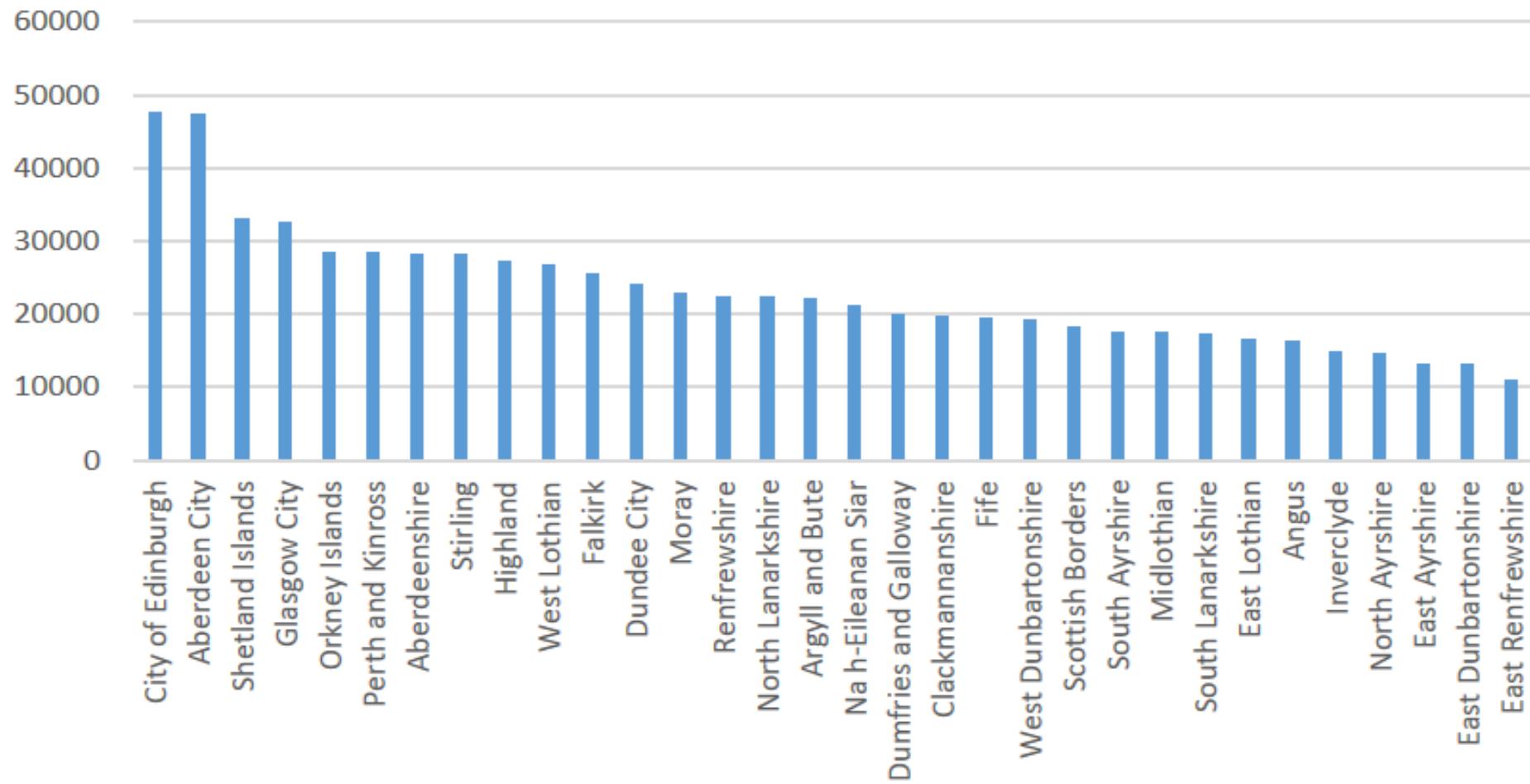


Nominal GVA per hour (UK =100) by (NUTS) ITL3 area, 2019

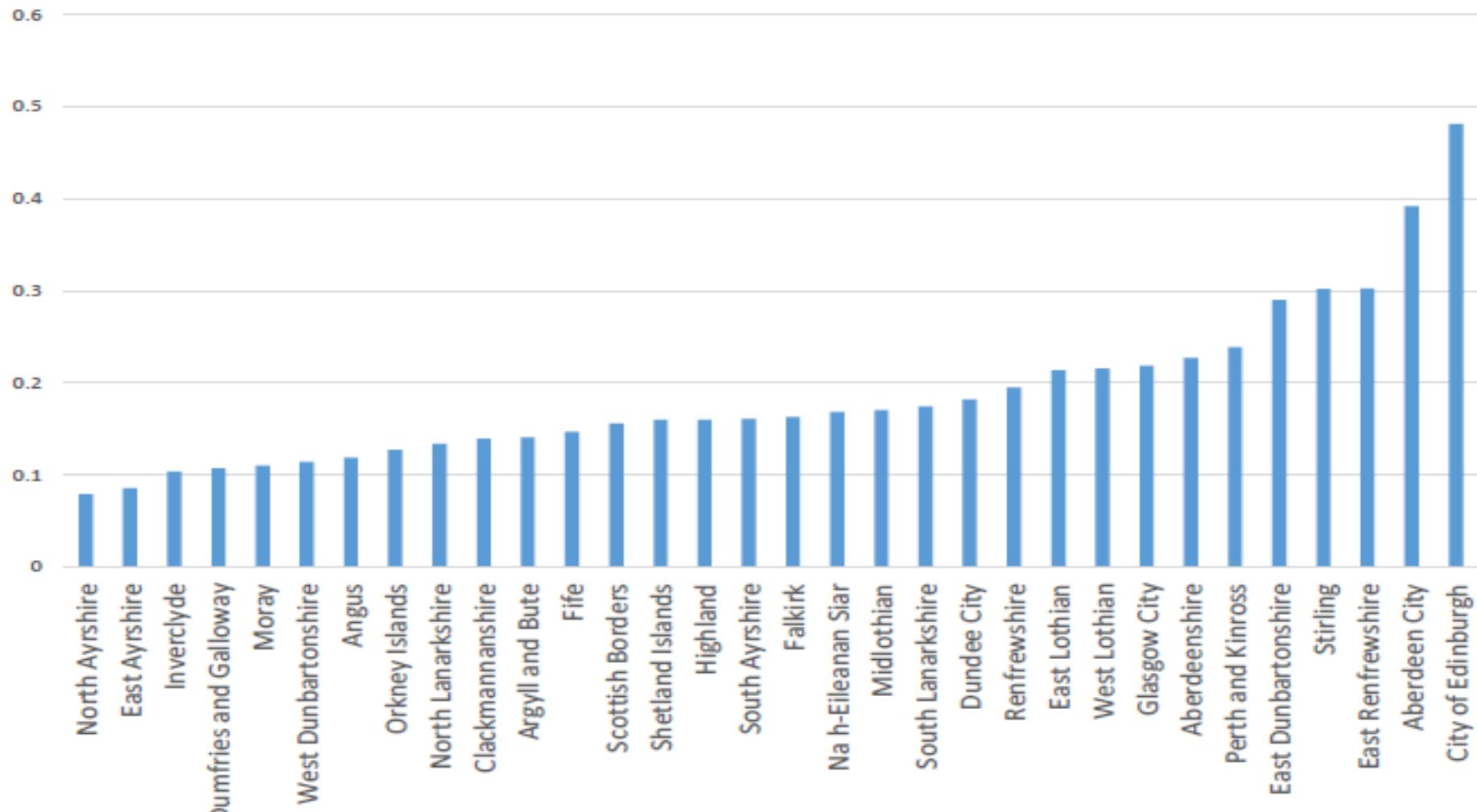


GVA Per Capita by Regional Economic Partnership Area 2018 (Scottish Annual Business Statistics)





Index of Regional Economic Resilience 2020 (Scottish Government)



NORTH AYRSHIRE COUNCIL INCLUSIVE ECONOMY DASHBOARD APRIL 2022



Strategic Goals of Electric Valley Inclusive Growth

- To develop strategic investment projects that stimulate inclusive growth opportunities.
- To attract and retain a productive private sector economy to that align with the organisation's values and ethics to collaborate in promoting local economic growth.
- To improve access to financial resources and promote financial literacy and inclusion.
- To support the development of infrastructure that is essential to economic growth and vitality.
- To promote workforce development and provide training and education opportunities that lead to fair paid, skilled and secure employment.
- To create a sustainable and inclusive economy locally that promotes growth, innovation, entrepreneurship, and intrapreneurship.
- To operate high labour standards as an organisation and provide a living wage to all our staff and for those we work with.
- To respond to needs and emerging trends in the local economy and increase local resilience enabling greater self-sufficiency.
- To tackle climate change by supporting an efficient, net-zero, clean growth economy for a “just-transition” in the decarbonisation of the Garnock Valley.
- To develop and promote the Garnock Valley as a hub for social enterprise creating a social enterprise incubation plan to support the growth and attract new social enterprises to the area.

Electric Valley Inclusive Growth and United Nations Sustainable Development Goals

In 2015, UN member states agreed to 17 global Sustainable Development Goals (SDGs) to end poverty, protect the planet, and ensure prosperity for all. This project contributes towards the following SDG(s):



Electric Valley Inclusive Growth and Scottish National Performance Framework



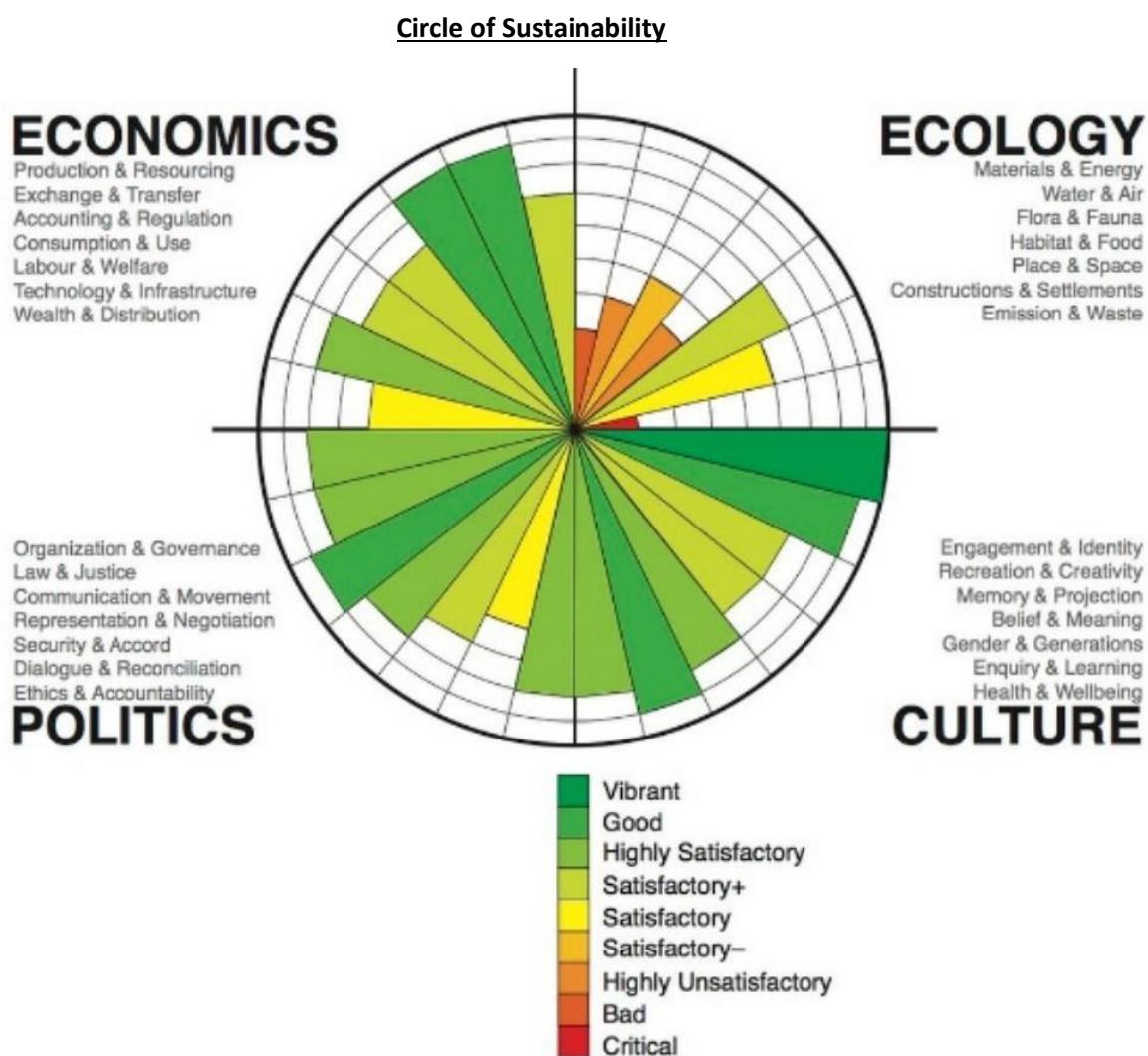


PLACEMAKING

&

REGENERATION

Our Electric Valley solutions need to be place-based, building on local assets and characteristics that enhance the role and powers of our local community and partners. This is all the more important given the distinctive challenges faced by rural and remote communities. we propose an approach to economic development that is grounded in local and regional approaches and partnerships, and the development and delivery of interventions at regional and local level that best reflect the characteristics of our diverse area.



What is Place?

The Place Principle is where people, location and resources combine to create a sense of identity and purpose. It plays a crucial role in addressing the needs and realising the full potential of communities.

It asks that all those responsible for providing services and looking after assets in a place work and plan together, with local communities, to improve the lives of people, support inclusive and sustainable economic growth and create more successful places.

The Place Principle was developed by our partners in the public and private sectors, the third sector and communities, to help us articulate a clear vision for Scotland's places.

The Place Principle has been adopted by the Scottish Government and COSLA to help overcome organisational and sectoral boundaries, and improve the impact of combined energy, resources and investment.

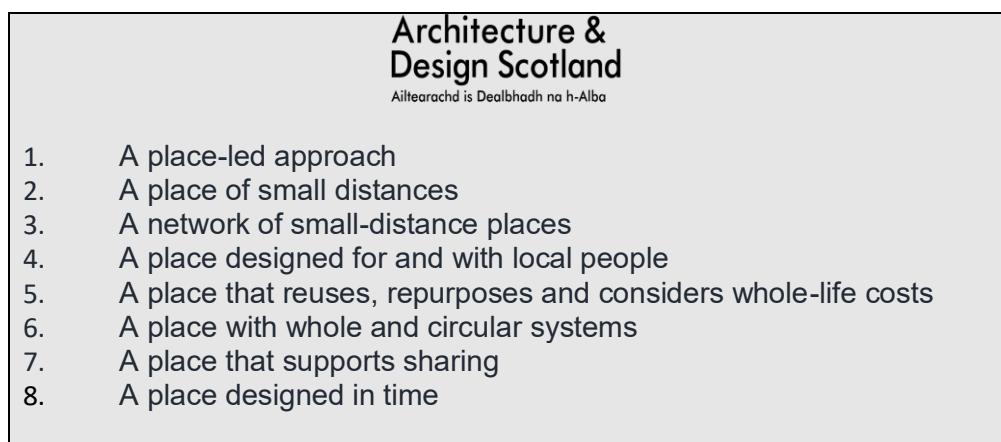
Carbon Conscious Place

The Electric Valley has been recognised by Architecture & Design Scotland (Scotland's National Design Agency) as an example of how to develop a carbon conscious place.

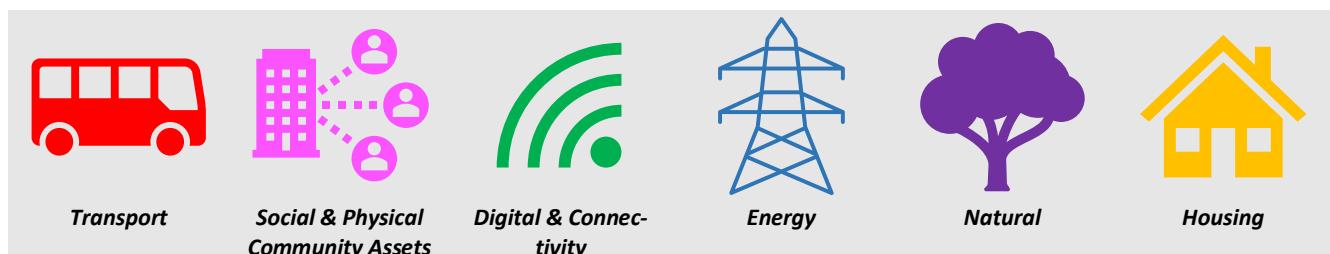
The eight principles of a carbon conscious place support a holistic approach to designing and adapting places to reduce, repurpose and absorb carbon.

The eight principles are interconnected. They are not intended to be used as a definitive list or set of solutions. Instead, they outline important concepts to consider when planning and developing places.

The principles will assist to achieve a net zero carbon society and generate co-benefits. These include cleaner air, more resilient neighbourhoods, strong local economies and healthier environments for people and nature.



Electric Valley Infrastructure Types



Infrastructure is the key foundation of our electric valley placemaking & regeneration strategy. Place is more than just a geographic location. It has a deeper meaning for communities. Our places are the areas where we spend all of our daily lives, including our homes, where we work, where we spend our free time, where we access public services like schools and healthcare and many more elements that all add up to make unique communities with their own identity.

Our placemaking strategy recognises that our area is unique and puts local people at the heart of development with local strategic needs and priorities recognised as part of regeneration. The different aspects of our placemaking strategy are interlinked to local people's priorities and needs but also interlinked with each other. For example, building homes without the transport and other infrastructure to access neighbouring areas and beyond can mean an over-reliance on cars, or a poverty of access. Another example is developing economically competitive clusters of industrial capacity that complements rather than competes.

Our strategy is considerate of the wider regional and national context we are working within and outward looking, locating our communities place within that whole. Our area does not have every asset or public service, so this collaboration is necessary, we don't not have higher educational institutions or advanced medical facilities on our doorstep we therefore need to work within a wider regional and national framework. This also goes the other way, with local and national policymakers to balance our local priorities through aligned objectives on industrial, labour and settlement strategies which we will advocate our local perspective and feed into and we will ensure that local people have opportunity to debate and agree their key priorities with a transparent engagement approach, where any potential trade-offs are discussed and understood and not only by a select few.

We will work as set out in our communities strategy to co-design our area understanding our own limitations of investment and the need for partnerships and consideration of other national and local priorities.

Area Opportunities & Strengths

Regional Opportunities The Regional Economic Strategy (draft June 2020) identified the following key sectors as drivers of economic recovery, which reflect projects and themes within the Ayrshire Growth Deal:

- Advanced Manufacturing
- Clean Growth
- Food & Drink
- Visitor Economy
- Connectivity
- Innovation
- Aerospace & Space
- Community Wealth Building
- Life Sciences
- Business
- Digital
- Skills

There is opportunity to grow employment in the region. Employers within the region are seeking softer skills as well as technical skills. Skills such as customer service and teamwork/collaboration are in demand, as are job-specific skills such as teaching and healthcare-related skills.

There are also 'Green jobs' opportunities to support Scotland's transition to net zero. The increase in homeworking could offer more opportunities for those who live in rural areas, if connectivity is strengthened. This could bring a number of societal and economic benefits and reduce the carbon footprint as commuting activity decreases. The region also benefits from a strong spacecraft and aircraft industry sector.

As much as 54% of Scotland's workforce employed in the manufacture or repair of spacecraft or aircraft are based in Ayrshire (2,810 people). Following the impact of COVID-19, Brexit and as part of the economic recovery, coupled with the Scottish Government's publication of the National Strategy for Economic Transformation (NSET), the draft Strategy is being reviewed to reflect the current economic challenges and also to integrate Community Wealth Building principles within the strategy.

20-Minute Neighbourhood Objective



COSLA: LIVE WELL LOCALLY

- **A safe, accessible, and well connected movement network** for pedestrians and cyclists
- **High-quality public spaces**, streets and open space
- **Good access to services** that support local living
- **A variety of housing types**, of different sizes, levels of affordability and tenure, that supports diversity, the ability to age in place, and housing densities and that can support local services
- **Inclusive and easy access to public transport** that caters for different needs, connecting people to jobs and other services further afield
- **High quality green spaces** for people to enjoy and opportunities for local food production
- **Thriving local economies** with employment and opportunities for community wealth building
- **Good digital connectivity** to enable flexible working, business opportunities, and remote access to public services
- **Formal and informal play spaces** for children
- **Community participation** and local engagement opportunities

Social Infrastructure & Capacity

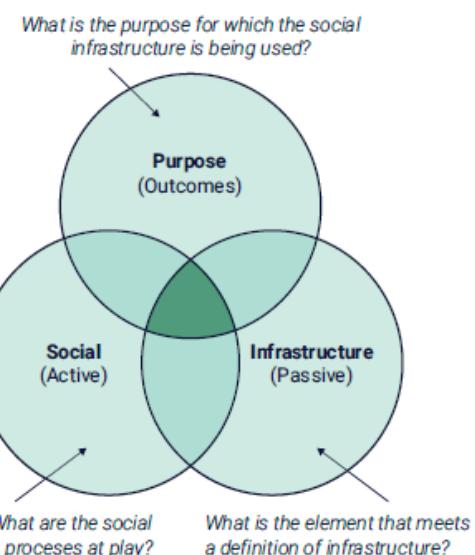
The word infrastructure is associated with the essential facilities and services that underpin everyday life – roads and railways etc.

Social infrastructure refers to the crucial organisations, places and spaces that enable communities to create social connections to form and sustain relationships that help them to thrive.

Social infrastructure should be seen as an asset that contributes to the creation and maintenance of the social fabric. Social infrastructure provides a 'seed-bed' for the creation, enhancement and maintenance of social capital, a vital element of the social fabric of our communities

The objective is to improve living locally with easy access to most of the facilities, public services and activities on a daily basis is something that can benefit everyone.

Encouraging people to walk, wheel and cycle more, provide easy access to green spaces and help to build connections and a positive sense of community and belonging. A 20 minute neighbourhood is a place where people want and can afford to live.



SOCIAL INFRASTRUCTURE: BENNETT INSTITUTE

Many different types of spaces, both tangible and intangible, are used as social infrastructure by different members of the community.

The existence of examples of social infrastructure in different places – such as the local library, community centres, sites of heritage interest and private-public spaces. The social fabric of places is made up of more than just spaces provided by the public and voluntary sectors. Private sector actors play a key role in the social fabric of places, whether through anchor institutions such as supermarkets and other public spaces

The need to understand the value of listening and responding to community voices, and the importance of considering accessibility and inclusion. Social infrastructure should be open, accessible and inclusive.

Efforts to address inequality and boost resilience need to focus on social infrastructure at the neighbourhood level. Through the Electric Valley we will strengthen and expand community-led social infrastructure that underpins the vital services and support structures needed to enhance local resilience, particularly in a deprived area such as the Garnock Valley.

Covid-19

In 2020, the British Academy, the UK's national academy for the humanities and social sciences, was asked by the Government Office for Science to produce an independent review addressing the question: *"What are the long-term societal impacts of COVID-19?"*

The subsequent report drew together evidence from a wide range of disciplines on the long-term societal, economic and cultural impact of the pandemic. It identified nine areas of long-term societal impact, including the increased importance of local communities, widening geographic inequalities and worsened health outcomes, and growing health inequalities.

The COVID-19 pandemic made many realise that place and geography matter in times of uncertainty. People placed great value on local green spaces and open spaces during Covid lockdowns for recreation and socialising. People maintained connections both physically and online. Throughout the pandemic, online spaces helped to connect streets, communities and people who were otherwise cut off from each other.

But the pandemic impact and the policy responses certainly do not affect all places and communities equally. The distribution of excess deaths in the United Kingdom by location provides vivid evidence of the unequal impact of the virus.

People's experience of the pandemic was also very unequal. Some households in some places suffered major economic hardship. Others found it a time to save and prosper. In some places, significant numbers of people worked from home. In others, many people were going out to work in vital services. The pandemic exposed the inequalities of place, while also making the local much more important to us all.

Vacant and Derelict Land

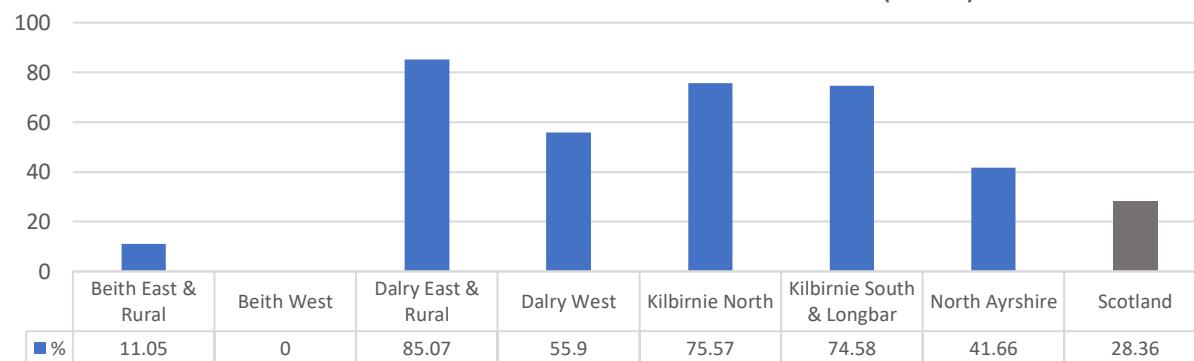
The Scottish Vacant and Derelict Land Survey (SVDLS) North Ayrshire states North Ayrshire has 1,333 hectares - equivalent to the land area of the "Three Towns" - of vacant and derelict land in Scotland second only to Highland Council which by comparison is 30 times the size of North Ayrshire by area (Highland c. 10,000 sq miles to North Ayrshire c. 340 sq miles). Within North

Ayrshire 39.3% of people live within 500m of a vacant or derelict site 30.3% is Scotland average. 82% of the urban population of North Ayrshire reside less than 500m from a derelict site. Of the vacant land in North Ayrshire 207 hectares is defined as “urban vacant” whilst the remaining 1,126 hectares is defined as “derelict”.

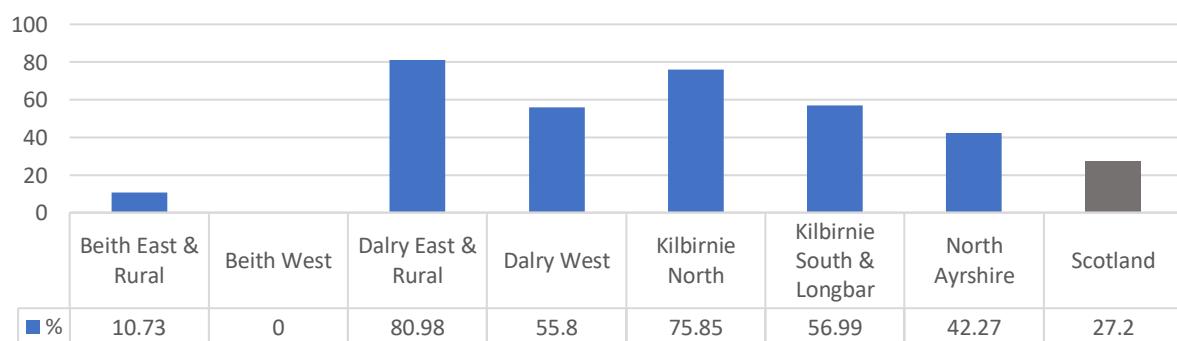
The median house price in 2017 in Kilbirnie and Beith council ward was £80,000 compared to £97,000 across North Ayrshire and £152,355 across Scotland. In the Kilbirnie and Beith ward 79.5% of households are in A-C Council Tax Band compared to 69.3% in North Ayrshire and 60.2% in Scotland and the NRS Registers of Sasines 2015 showed Kilbirnie to have lowest median house value in North Ayrshire at £60,000.

Average House Prices 2014	
Source: NRS Registers of Sasines	
Area	House Price (£)
Kilbirnie	60,000
Beith	86,500
Dalry	68,750
North Ayrshire	92,000

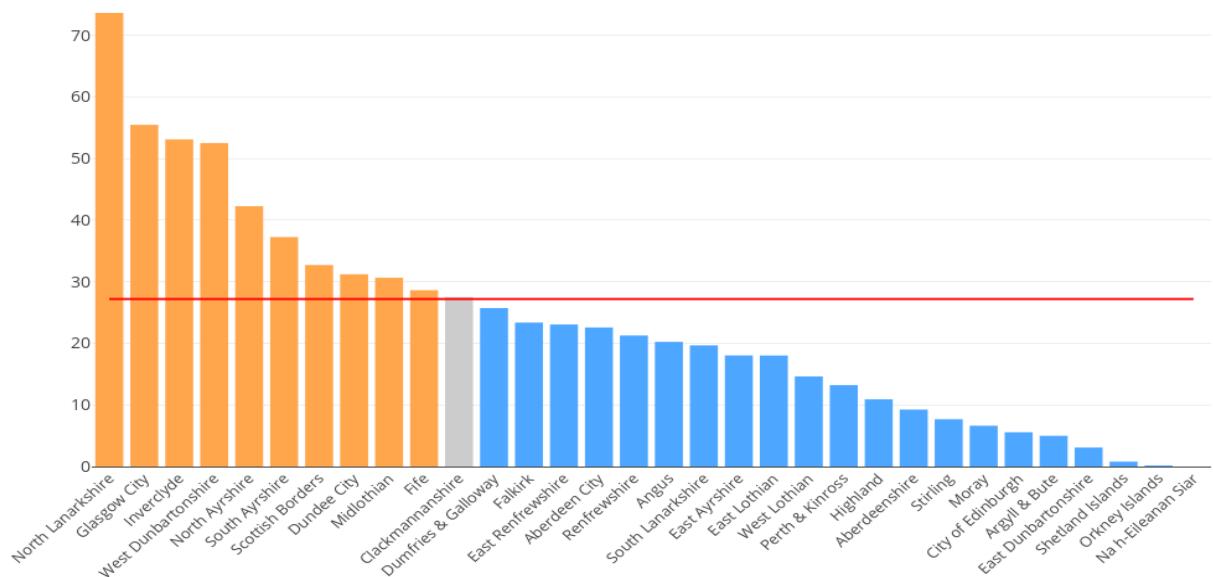
POPULATION WITHIN 500M OF DERELICT SITE (2019)



POPULATION WITHIN 500M OF DERELICT SITE (2021)



Local Authority Population within 500m of Derelict Site 2021



Electric Valley Placemaking & Regeneration and United Nations Sustainable Development Goals



Electric Valley Placemaking & Regeneration and Scottish National Performance Framework





JOBS

TRAINING

&

EDUCATION

RADIO CITY SCHOOL



Radio City School is an independent, specialist school providing education and care services to children and young people aged 8-18 years with a wide range of complex needs.

This includes an autistic spectrum disorder (ASD), learning difficulties, attention deficit hyperactivity disorder (ADHD), child sexual exploitation (CSE), emotional and behavioural difficulties (EBD), and other behaviours that may challenge. Our young people have often had negative experiences in school with substantial gaps in their education.

Aspris Children's Services



We are committed to empowering young people by providing meaningful **employment, training, and apprenticeship opportunities**, helping them develop valuable skills, gain real-world experience,

and build pathways to long-term career

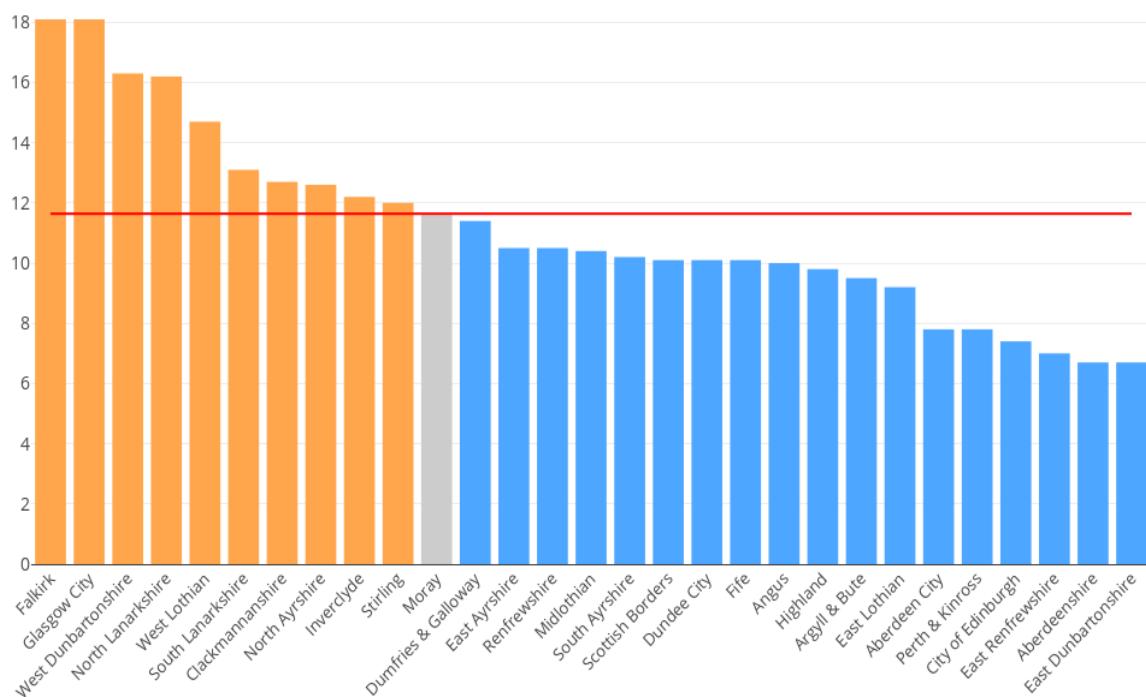


RADIO CITY ASSOCIATION PATHWAYS

We also extend community education to develop soft skills and other unaccredited skills including for example cooking lessons aimed at reducing poverty and attaining valuable core life skills. Issues such as food insecurity is structural — tied to post-industrial economic decline, rural isolation, low wages, and health inequalities — meaning that short-term food aid alone often isn't enough. That is why we continue work to deliver free cooking lessons in our community, teaching essential basic cookery skills.



Working age adults with low or no educational qualifications
Council areas compared against Scotland - 2019



Earnings & Income

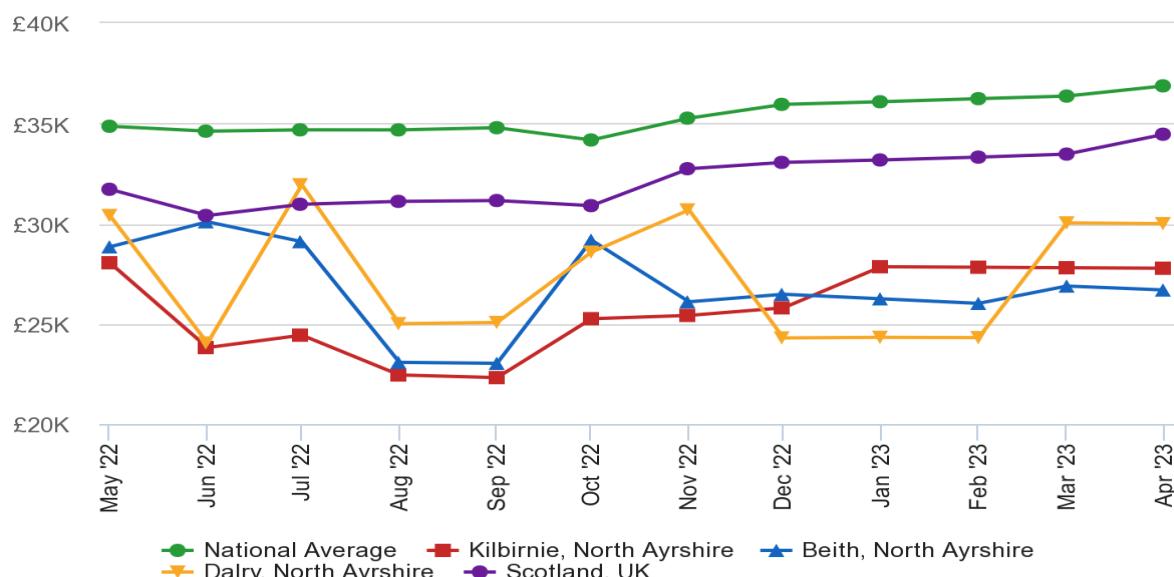
For residents of North Ayrshire average household income in 2015 was £30,537, lower than the Scottish average of £34,625 and the UK average of £36,402. Garnock Valley locality planning documents report that the Garnock Valley has some of the lowest household incomes in North Ayrshire with two thirds of the population of Garnock Valley earning less than £30,000.

North Ayrshire's wage growth is also below the national averages with the 8th slowest in Scotland and 51st slowest of the 391 UK local authority areas identified in the (ONS) files. Household disposable income in North Ayrshire was 0.5% lower than the national average of 3.1% p.a. between 2006 and 2015. In 2017, those earning less than the living wage in North Ayrshire stood at 21.1% in comparison to the Scottish average of 18.4% (ASHE). Gross Disposable Household Income (GDHI) measures the amount of money that that all of the individuals in the household sector have available for spending or saving after taxes and benefits have been accounted for. This shows a consistent gap between North Ayrshire and the Scottish average, around 13% lower in the latest data year. A major determining factor on lower levels of disposable income in North Ayrshire is because high percentages of people are in employment in lower-paying sectors (i.e. wholesale and retail trade, accommodation and food services, residential care activities). These sectors are also characterised by low levels of job progression. Evidence shows that this impacts women and aspiration/ambitions of youth may also be negatively affected in addition to the legacy impacts of post-industrial decline. The need to commute significant distances to higher paid jobs can compound challenges of transport and childcare. In 2016, median weekly earnings for full-time employees who reside in North Ayrshire were 2.6% lower than in Scotland

as a whole (£523 compared to £537), whereas the median weekly earnings for full-time employees who work in North Ayrshire were 4.7% lower than those for Scotland as a whole (£510 compared to £535). This seems to confirm that people commute to different Local Authorities where jobs are better paid than those within North Ayrshire.

Average Salary Financial Year 2022-2023

(Adzuna comparison UK / Scotland / Garnock Valley)



Skills and Qualifications

In terms of education, North Ayrshire has one of the lowest levels of educational attainment and one of the highest levels of people aged 16 and over with no qualifications. In 2017, the NOMIS database displayed that in North Ayrshire 11.1% of the population have no qualifications compared to the national average of 8.7% in Scotland. There is a gap in both in intermediate and high-level skills. In 2015, the proportion of those in employment (25-64) who are graduates in North Ayrshire, at 19.0%, was lower than in Scotland as a whole, at 34.6%. In respect of educational attainment, the local secondary school Garnock Community Campus is ranked 193rd out of all 339 Scottish schools judged on the percentage of pupils to achieve five or more awards at SCQF6, the equivalent of Highers. Academic attainment is not necessarily a reflection on the ability of young people and their skills may be better placed in other areas but it does show a dichotomy between more economically prosperous areas of Scotland and deprived areas with 31% of pupils at Garnock Community Campus receiving 5+ awards at SCQF level in 2019 compared to 83% of pupils at Jordanhill Academy in Glasgow, the best performing school in Scotland. In addition, lower proportions of people (16-64) have reached SVQ3+ or SVQ4+ in North Ayrshire than in Scotland as a whole.

Future growth in economic activity and employment risks being constrained by skills shortages in the area. In total 9.3% of Ayrshire's resident population aged between 16 and 64 years have no skills compared to 9.8% for Scotland as a whole. 40.8% for Ayrshire, compared with 45.3% for Scotland have advanced qualifications (HNC/HND, degree level and above).

- In the year to March 2020, the Ayrshire region had the second highest unemployment rate in Scotland. Pre-COVID-19 data showed that the unemployment rate for the 16-64 population in Ayrshire was 4.8% compared with 3.5% in Scotland as a whole.

Pre-COVID-19 data also showed that the unemployment rate for the 16-24 population in Ayrshire was 12.8% compared with 8.3% nationally.

Issues around skills particularly affect women within North Ayrshire, with the lowest proportion of females (16-64) with degree level qualifications amongst all Local Authorities in Scotland. Females are also highly segregated in the labour market in lower-skilled (and predominantly lower-paid) employment, in part, a result of subject selection in education and occupational segregation. North Ayrshire's proximity to Glasgow City also results in outward migration of younger/skilled people. Although not statistically significant, there has also been a downward trend in school leavers in positive destinations resulting in North Ayrshire now being below the Scottish national average. The proportion of school leavers deemed to be in "positive destinations" is high and broadly aligned with the national figure although North Ayrshire's youth unemployment rate (16-24) is also high compared to Scotland as a whole. School leavers in North Ayrshire are more likely to enter further education (31.1%) compared to Scotland (23.4%) however, a lower proportion of school leavers enter Higher Education (33.2%) compared to the Scottish average of 36.8%. Lack of aspiration and opportunities for young people can compound the challenges of the work-readiness/skills mismatch.

The latest 2011 National Census data shows that the proportion of all people aged 16-74 in the North Ayrshire Council area with a degree level qualification was 20 per cent which was lower than the Scottish figure of 26 per cent. A lower proportion of people who leave the school are in employment in North Ayrshire than in Scotland as a whole and more young people (16-19) are not in full-time education, employment or training (NEETS). However, North Ayrshire school leavers are more likely to enter work upon leaving education than the other two Ayrshire authorities. This requires to be caveated however by the fact that positive destinations as a measure includes employment using zero-hour contracts and may not be indicative of a quality of work as is reflected in the wider economy

The percentage of school leavers living in the most deprived area with 1 or more qualification at SCQF Level 6 (Higher Level) in North Ayrshire was lower than the Scottish average in 2016/17 at 40.3% compared to 43%. By the time they leave school, young people in the 20% least deprived areas of Scotland are almost twice as likely to achieve one or more Highers or Advanced Highers compared to young people in the 20% most deprived areas. The Scottish Government Poverty and Inequality Commission states that in Scotland by the time a child reaches age five, those in families in the highest 20% of earners were around 13 months ahead in their vocabulary compared with children in families in the bottom 20% of earners.

Skills for the future: meta-skills

To ensure we thrive as individuals, businesses and on an economic and a societal level, we all need to develop new skills. These skills are not just to help us cope in an environment of ongoing change. They are skills to excel; to collaborate and empathise with others and to create our own futures.

These are termed as 'meta-skills', defined as timeless, higher order skills that create adaptive learners and promote success in whatever context the future brings. These are the skills that enable individuals to perform highly today; in a changed world of work they will be required by all of us.

We have to increase the value that society places on these skills, so that they are held by more people and in greater depth. Defining them more clearly supports this by increasing our awareness of how these skills are demonstrated, by helping us appreciate that they can be learned and by pointing to how we can go about doing this. The skills have been classified under three headings:

- Self management: Manage the now
- Social intelligence: Connect with the world
- Innovation: Create our own change

There are many interrelationships and dependencies between these skills as they each support the development of a range of other skills across the model. For example, you will need the capacity to **focus** on a challenge to allow for **creativity** and **innovation** in coming up with solutions and you will then need **initiative** to make these ideas become a reality. Concepts such as emotional intelligence, entrepreneurialism and confidence are made up of components that are represented across the model.

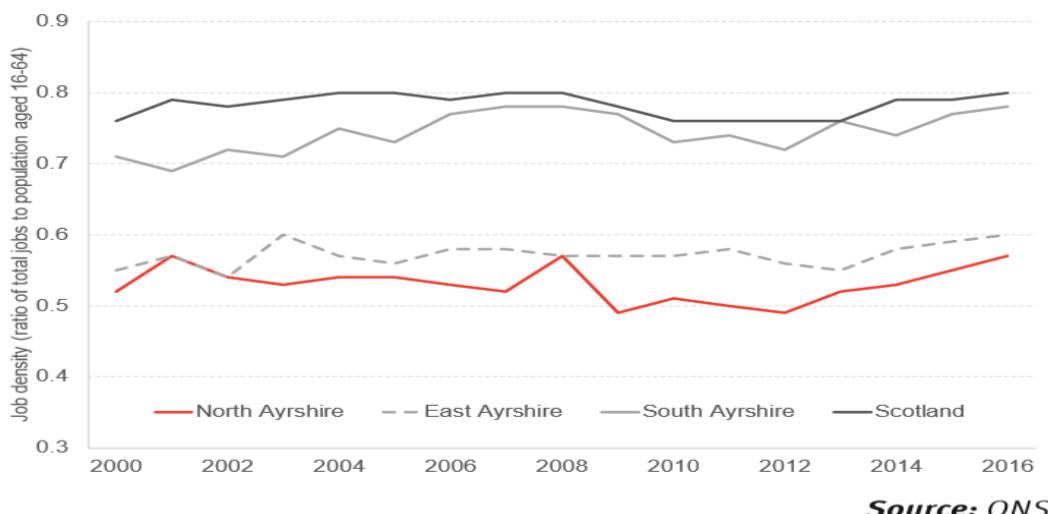
Self-management	Social intelligence	Innovation
Focussing	Communicating	Curiosity
Integrity	Feeling	Creativity
Adapting	Collaborating	Sense making
Initiative	Leading	Critical thinking

Employment

North Ayrshire's employment rate fell from 68.6% in 2006 to 68.1% in 2017. Elsewhere, employment rates increased in both Scotland and the UK in this period. The employment rate in North Ayrshire was the 2nd lowest in Scotland and the 56th lowest of the 206 UK local authority areas defined in the NOMIS (ONS) database. The number of people in North Ayrshire aged over 16 who have never had a paid or unpaid job increased 2% in the years 2007 to 2017 from 6.5% to 8.5% equating to a total of 9,400 people who have never experienced work. In 2017, the number of workless households in North Ayrshire was 24.4% in comparison to 18% in Scotland and 14.5% across the UK.

The Job Density of North Ayrshire is also lower, standing at 0.58 in 2017 - i.e. there is approximately one job available for every two residents of working age (16 - 64). In comparison, the Scottish average is 0.81 and UK figure is 0.86.

Measures of jobs density – both in-work and vacancies – give a useful measure of how 'deep' a job market is (and often therefore how resilient an economy is). This is one indicator that North Ayrshire seems to perform particularly less well, particularly compared to the Scottish and UK averages. Those with a disability are also less likely to be employed in North Ayrshire with an employment rate of 36.4% compared to 45.4% across Scotland in 2017.



Source: ONS

North Ayrshire has an issue with female participation rates, specifically in terms of percentage of females who are inactive due to looking after family/home (33.0% compared to 29.4% in Scotland as a whole). The number of Out of School Care (OSC) school-age childcare places is lower than the number of pre-school places, which suggests a lack of demand/ latent demand due to currently low participation rate of women. Wrap-around care is identified as barrier for female residents. Therefore, availability of affordable and flexible childcare is key for removing obstacles of women caring for family/home and therefore increasing inclusion. The European Commission found that 73% of mothers in the UK who didn't work or worked part time because of inadequate childcare services cited childcare as being too expensive. The OECD has identified affordable, accessible childcare as a factor that promotes gender equality, and as a factor in tackling the gender pay gap and occupational segregation. In addition, 'Closing the Gender Gap: Act Now' published in 2012 argues that key to the decision to return to work post-pregnancy is the availability of affordable, flexible, good-quality childcare.

Female employment has risen in recent years; however, North Ayrshire still has the second lowest employment rate for women in Scotland at 63.3% (2017) ahead of only Glasgow City. This rise in female employment may indicate an increase in part time and insecure work as is reflected in the wider economy. The period 2005 to 2015 witnessed a rise in the level of self-employment among both men and women. However, the fastest increase has been amongst women who experienced a 57.6% rise in the numbers self-employed over the period compared to an increase in men's self-employment of 11.8%.

A key trend across the UK since the financial crisis, has been a rise in part-time work and self-employment. Some of this reflects pressure on wages forcing people to take 2nd jobs and/or for a household to have more than one earner. But it also appears to reflect a structural change in the make-up of our economy, with more flexible ways of working. In North Ayrshire, most of the increase in part-time work has come from males.

The share of male employment that is full-time has decreased in North Ayrshire, with the part time share increasing from 9% to 15%. Some studies – particularly in the United States of America – suggest that such trends might reflect a worrying trend of reduced opportunities for lower skilled men (with significant spill-over impacts on wellbeing, health and family stability).

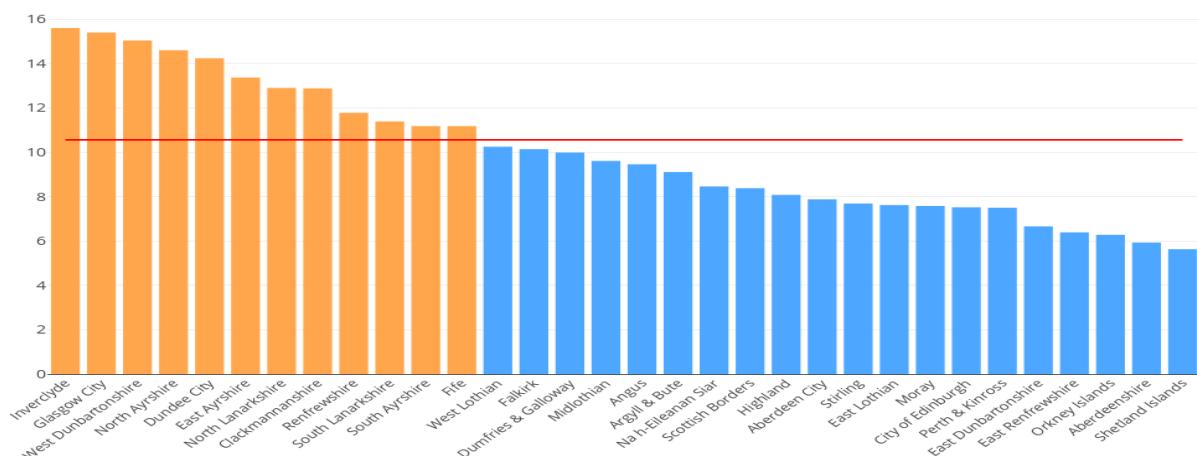
Underemployment is also a common issue with official statistics indicating 11.8% (2017) experiencing underemployment in North Ayrshire compared to 8% (2017) across Scotland. North Ayrshire also has a higher out of work claimant rate than Scotland and the UK as a whole.

There is a high level of economic inactivity a trait that is shared across the UK with rising inactivity rates since the Covid-19 pandemic and is not reflected in unemployment figures. The claimant count rate in North Ayrshire, at 4.1% (3,425 claimants) in March 2017, was the highest amongst all Local Authorities and considerably higher than the figure for Scotland as a whole, at 2.4% and as demonstrated below North Ayrshire maintains its position as being an area of high unemployment.

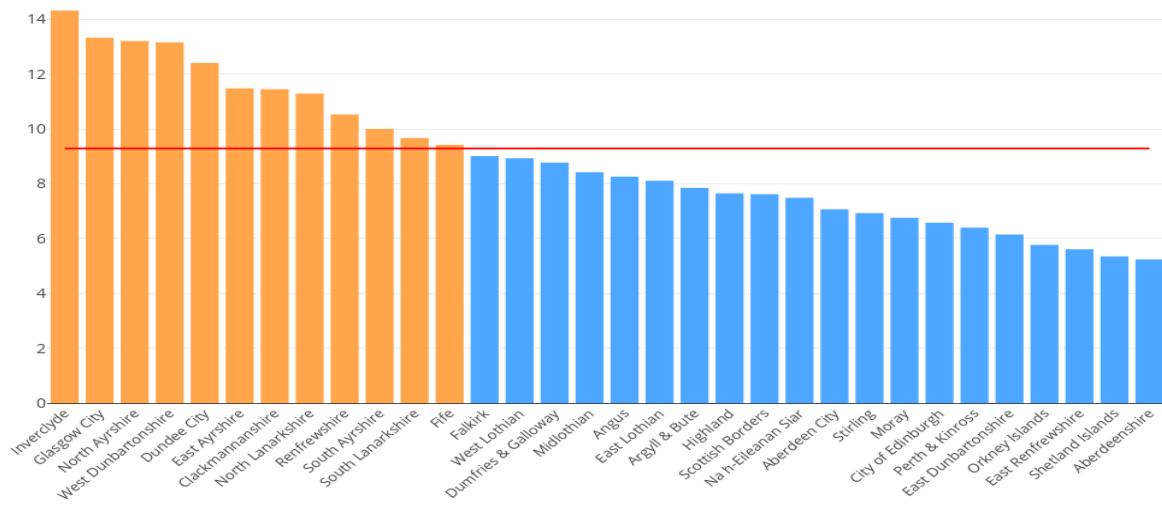
Percentage (%) of people aged 16+ claiming unemployment related benefits.

Area	February 2019	March 2020	January 2022	May 2023
United Kingdom	2.6	3.0	3.8	3.7
Scotland	3.0	3.3	3.3	3.2
North Ayrshire and Arran	4.1	5.4	4.7	4.6

Working age population claiming out-of-work benefits
Council areas compared against Scotland - 2016



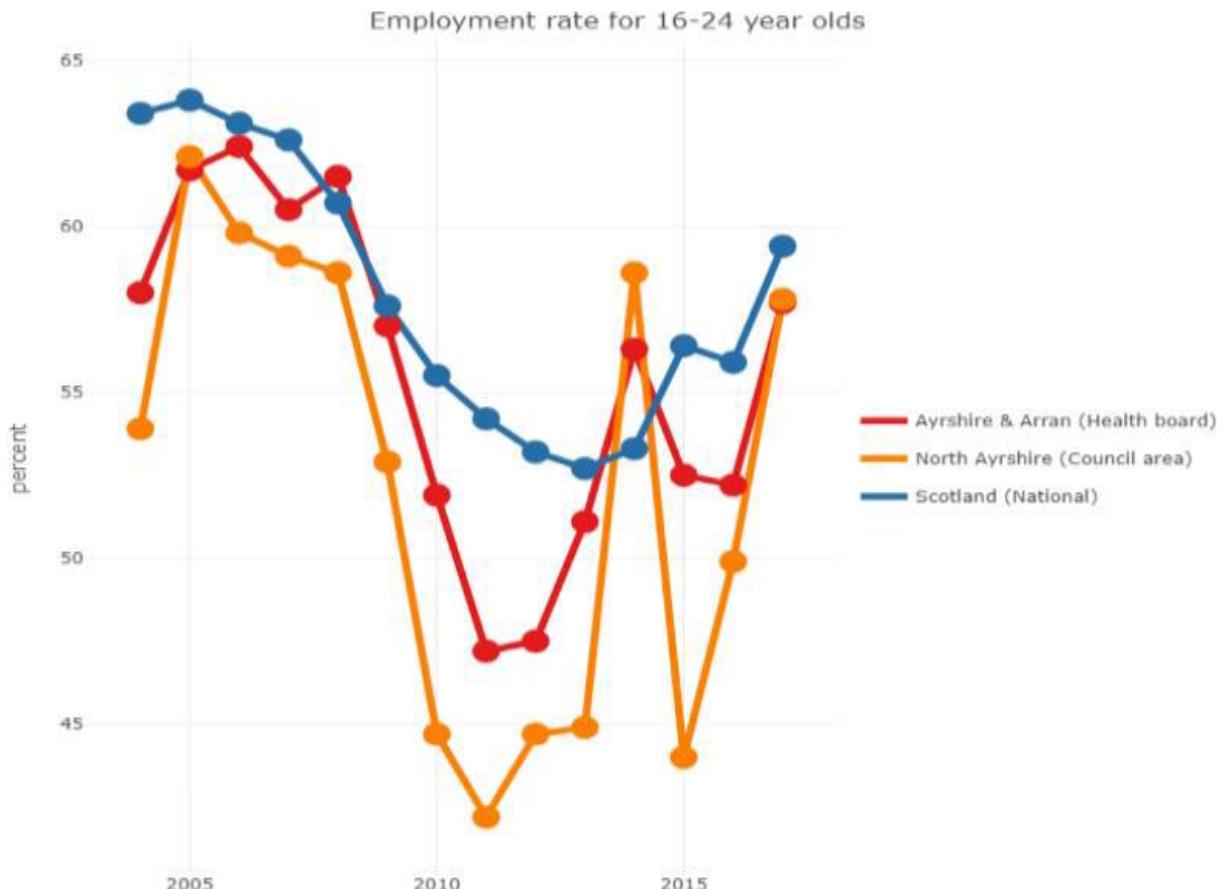
Working age population employment deprived
Council areas compared against Scotland - 2017

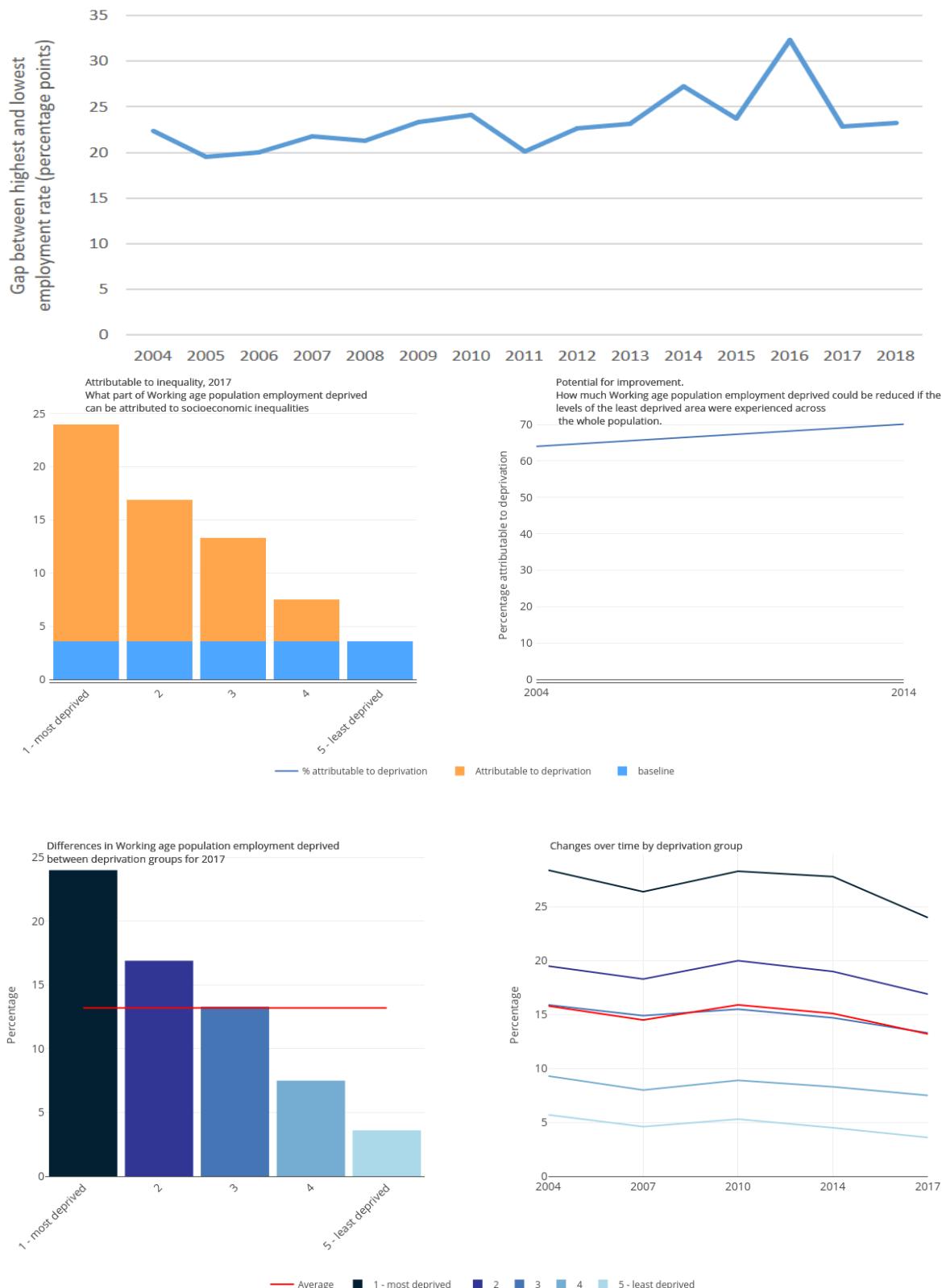


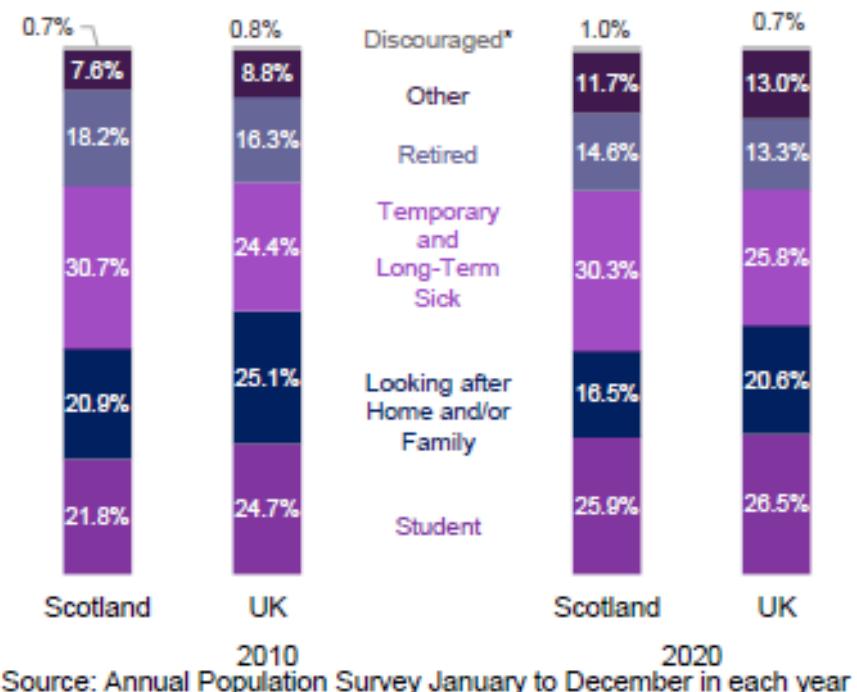
The economic inactivity of those aged 16-24 in North Ayrshire is 34.6% (2017), overall youth employment (those aged 16-24) has also fallen since 2007 from 59.1% to 57.8% in 2017.

Percentage (%) young people aged 18-24 claiming unemployment related benefits

Area	March 2020	May 2022	May 2023
United Kingdom	4.2	4.4	4.7
Scotland	4.6	3.9	4.2
North Ayrshire and Arran	7.8	5.9	6.8

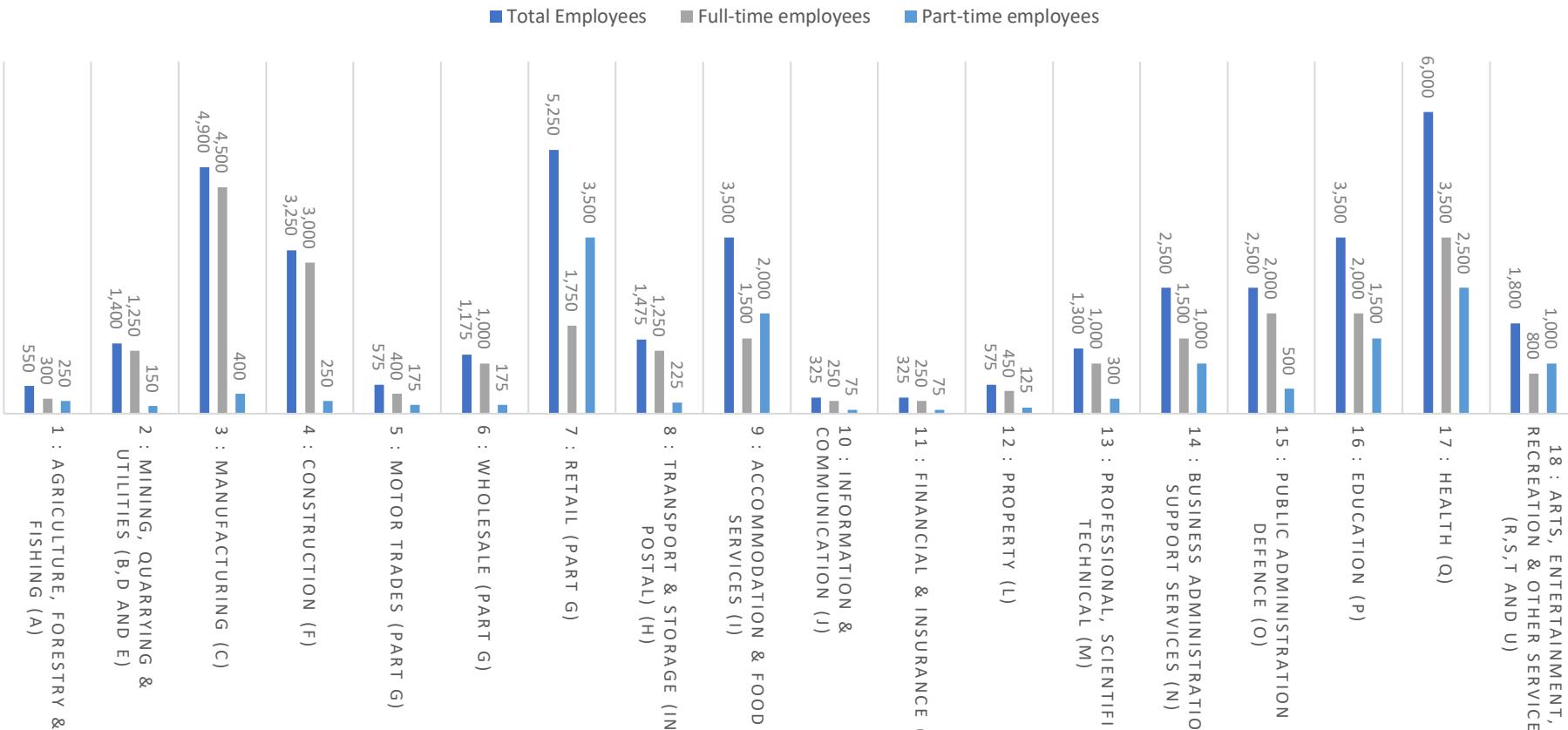


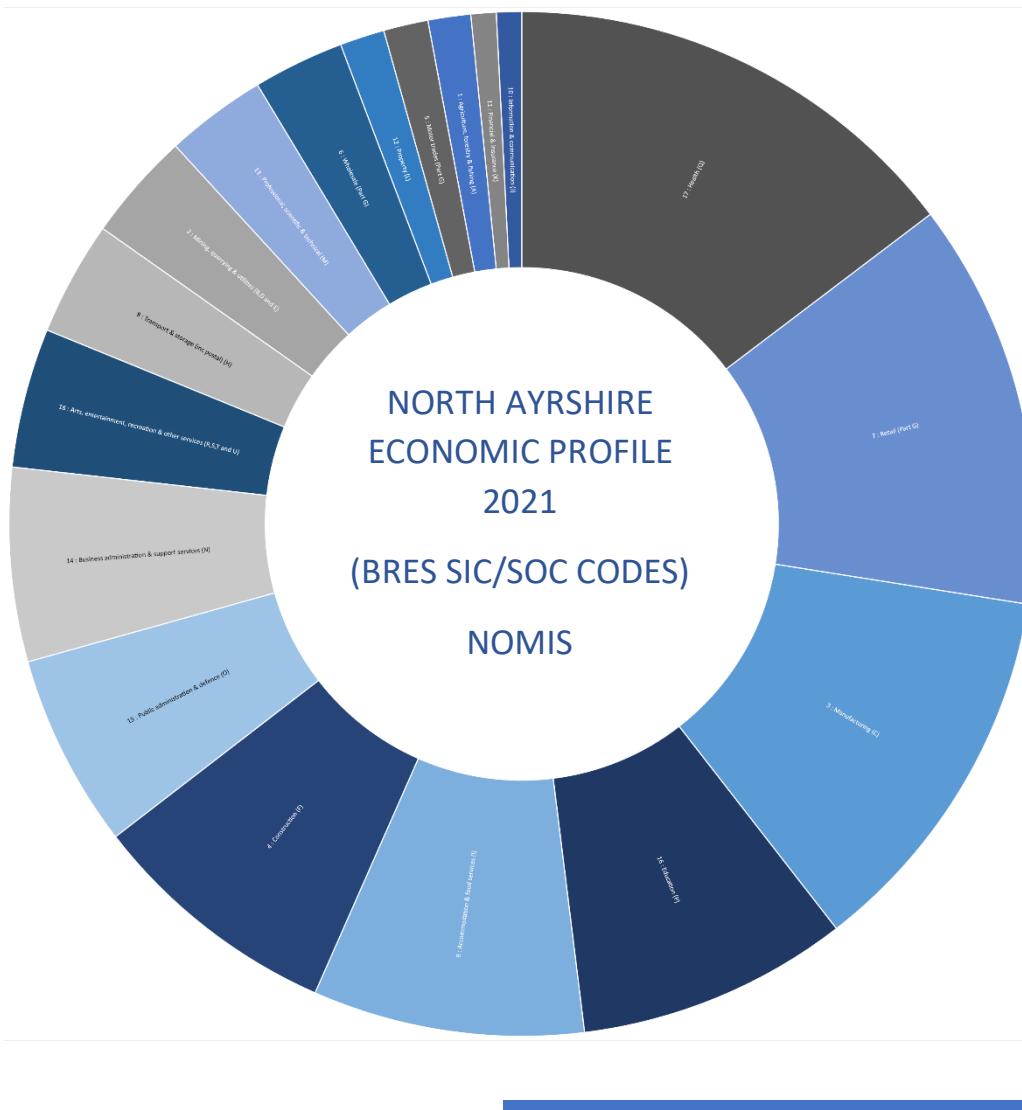




Source: Annual Population Survey January to December in each year

NORTH AYRSHIRE LABOUR MARKET PROFILE 2021 (BRES SIC/SOC CODES) (NOMIS)





The economy of the Garnock Valley and North Ayrshire is characterised by a low skilled and low paid labour market that has high levels of part time work and an underdeveloped service sector economy, although there are advantages it seems in the key sector of manufacturing.

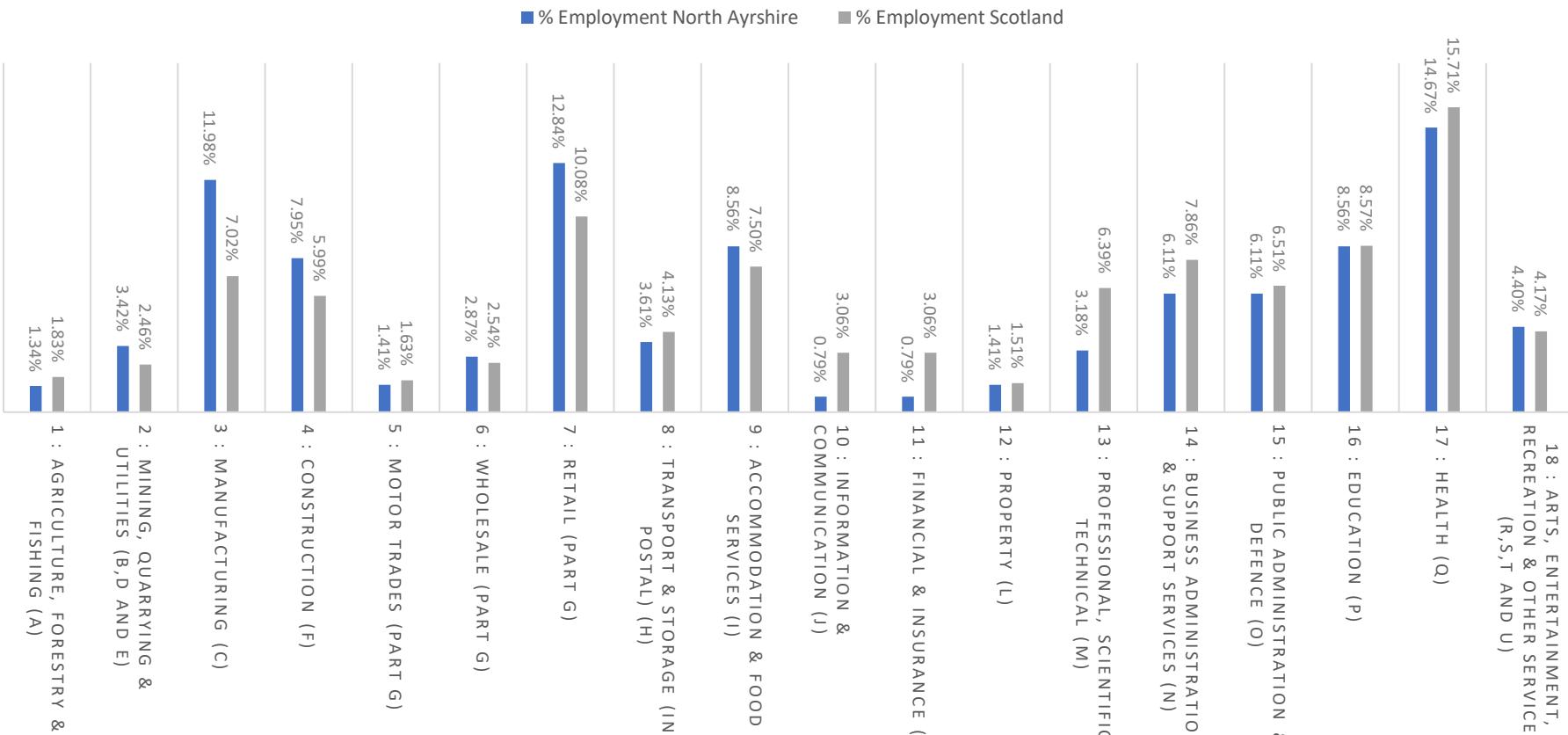
The Sectors with greatest employment in the Garnock Valley are:

- Manufacturing (23%)
- Health (11%)
- Retail (10%)
- Construction (9%).

Top sectors by employment within North Ayrshire include.

- Health
- Retail
- Manufacturing
- Business Administration

NORTH AYRSHIRE VIS A VIS SCOTLAND LABOUR MARKET PROFILE 2021 (BRES SIC/SOC CODES) (NOMIS)

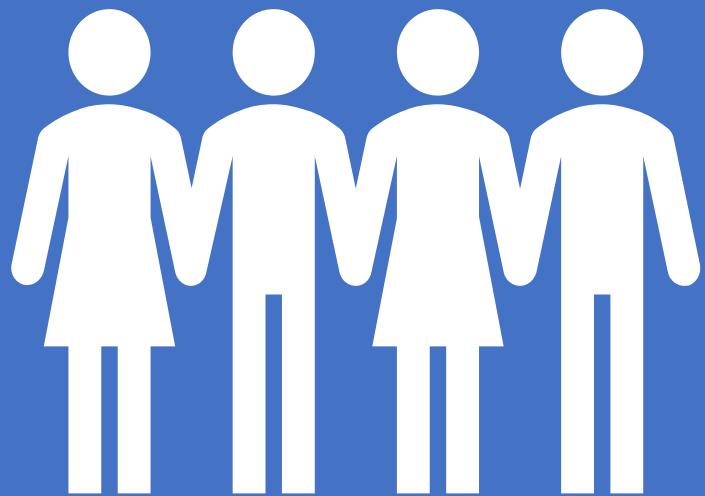


Electric Valley Jobs, Training & Education and United Nations Sustainable Development Goals



Electric Valley Jobs, Training & Education and Scottish National Performance Framework





COMMUNITY

Objective of Electric Valley Community

Radio City Association is a community anchor organisation, with the goal of developing our local community being the reason for our founding over two decades ago. We are led by our members who are all connected with our local Garnock Valley community and passionate about making it a better place to live.

As an organisation we are fully committed to promoting social development in the community we belong to and serve alongside all our committed members, volunteers, and partners. We seek to enact community priorities in our projects listening and responding to ongoing consultation and reflecting the needs of the local area.

We recognise that social development is a critical component of sustainable economic development and is integral to development of our goal of a local wellbeing economy.

The communities where we live in have a significant impact on our well-being. Through our activities we will involve our local community to promote social development. We will seek to enhance the capacity of individuals and community organisations to improve quality of life in the Garnock Valley and develop opportunities for knowledge transfer throughout the community.

Community engagement and moreover participation and involvement are critical to ensuring our community is an inclusive place to live and that our organisation meets our goals. It is essential to not only develop our physical surroundings but also expand pride and a sense of belonging to the Garnock Valley community which as a community organisation is our prime purpose and the motivating factor for our members and volunteers. Active community involvement influences and motivates peers within the community, by encouraging wider, passionate involvement and ongoing participation which is self-sustaining. This allows for knowledge to be passively shared enhancing community learning and development of soft and hard skills.

Equality, Diversity and Inclusion

Our community is multicultural and everyone contributes their part to making our community a unique place. We have active policies that aim to ensure our work as an organisation helps to make our communities fairer and more inclusive and to involve local people in this by working to remove Intercultural and intergenerational barriers. We are signatories to Manifesto 2.0 of the Diversity Forum for Social Investment alongside a number of other accreditations and memberships.

Co Production.

Using co-production, we can do things differently. This means communities truly playing a part in how decisions are made - where things happen with the input of people, instead of to them. By using a co-productive approach, we can go further so that working with people and communities, not just to influence how decisions are made, but to have a say in what's needed, how it's developed and how it can be delivered. Co-production goes beyond participation and partnership working because it requires people to act together on an equal basis. It means we can all contribute our lived experience, skills and ideas about what works, to make our communities even better.



Our consultations will be based on best practice principles as outlined by the Scottish Community Development Centre (SCDC) to ensure our service delivery, policy development and activities are inclusive and representative of the communities we serve, to **build and sustain relationships to act on the needs or issues that our community experiences.**

Co-production is about combining everyone's strengths **so that we can work together to achieve positive change.**



Too often communities are not included in decision making, our public services are designed by people who have no connections to the communities where they are delivering services in, many of those responsible may have no direct experience of what it is like to need or use public services.

EXAMPLE CONSULTATION GROUPS



Children and Families



Elderly



Young People



Excluded Groups



External Stakeholders



Vulnerable



Community Organisations



Working People

Social Value

Many of the benefits obtained from community activity are not supplied in private markets and therefore do not have a market value. Economists have developed the concept of Total Economic Value (TEV) to categorise the different ways in which individuals value goods and services which are not (fully) traded in markets based on use values and non-use values. Non-use values are economic values assigned by individuals to goods & services unrelated to their current or future uses and relate to contribution to TEV based on impact on people and place namely volunteering and social activity that leads to personal development as well as other factors such as health and wellbeing, aesthetic value, and environmental contributions. For centuries family, community, religion were all

characteristics of human identity. Then for many it became work and consumerism. Yet we still retain a craving for an existential purpose, a solid sense of self – a measure of our worth in having an identity, a valued role and a sense of belonging within society. This is the economic expression for a citizenship-based model of society that utilises an otherwise purposeless and faceless economy.

Our Community Issues & Priorities

Through the Electric Valley model of co-production, we seek to shift the balance of power to local communities – involving the community in decision making on the things that shape their daily lives such as their local place or services that we may deliver for the local community, enabling a positive and inclusive approach to service delivery. In our many consultations exercises, we will always seek to target groups to engage and involve that are often hard to reach to or don't feel involved in their community to foster community pride and encourage wider involvement, in addition to public sector and community partner organisations.



Go Garnock was a charrette exercise by North Ayrshire Council to identify local needs and issues within the Garnock Valley.

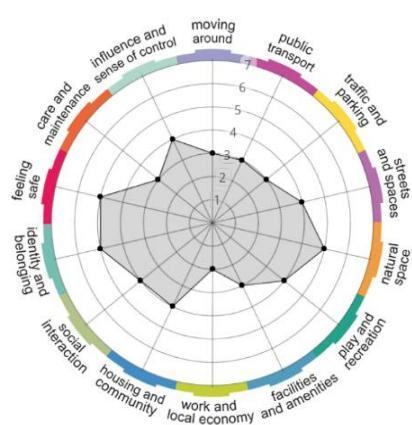
GO GARNOCK CHARRETTE

- *Little or no support for new & small businesses*
- *Not enough local jobs: people must travel to work which is expensive.*
- *Where local jobs exist, they present little career opportunity.*
- *Communities have opportunities but are not aware of what they could do.*
- *Lots of community groups working separately.*
- *Broadband speed and reliability are issues.*
- *Concerns around high streets including shop closures.*

The Garnock Valley Locality Plan sets out the challenges and opportunities associated with the enhancement of the Garnock Valley. The Plan is overseen by a Locality Partnership which includes local people, elected councillors, and council officers with a local remit.

Local priorities have been decided by the locality based on information gathered about the local area. This includes national data, local statistics, and the views of local people through the people's panel survey.

Radio City Association works to meet community priorities through our activities and in the development of projects. We are committed to ongoing community led development.



Garnock Valley Locality Priorities

1. Moving Around
2. Work and Local Community
3. Facilities and Amenities

Our Changing Community

Our area has a long history of cultural diversity, with numerous immigrants contributing to our neighbourhoods, including historic migration from Irish, Italian, Indian, Pakistani, Turkish, and Chinese communities. Over recent years, the Garnock Valley has become increasingly multicultural with a diverse range of cultures becoming welcome additions to our vibrant community fabric. This has unfortunately been due to large scale human suffering in other corners of the world including Arab, Kurdish, Ukrainian and Afghan communities who have had to flee their homes.

Demographic Shift



In the decade to 2013, the population of the settlement of Kilbirnie declined by 1% this compares to a 0.7% decline across North Ayrshire and a 5% increase across Scotland over this ten year period

Only five council areas in Scotland and 22 in the UK as a whole suffered population decline in this given period. Over the next decade North Ayrshire's working age population is projected to continue to fall, slowing economic growth and putting pressure on public services.

Between 1998 and 2018, the population of North Ayrshire has decreased by 1.6%. This is the 28th highest percentage change out of the 32 council areas in Scotland. Over the same period, Scotland's population rose by 7.1%.

It is anticipated that between 2012 and 2026 the population of North Ayrshire is projected to decrease by 4% whilst the population of the Garnock Valley is projected to decrease by 9% The Garnock Valley accounts for 14.8% of total North Ayrshire population.

A total of 63% of the population of the Garnock Valley are aged 16 – 64. A further 17% are aged 0 – 16, and there is a total of 20% who are aged 65+. Overall, the population is expected to age, with 65 + the only age group projected to increase in size. In the Garnock Valley locality this is projected to increase by 25% and North Ayrshire an increase of 31% is anticipated. The population aged under 18 is projected to decrease by 9% while this group will decrease by 18% in the Garnock Valley. Working age residents will decline by more than 13% across North Ayrshire compared with a 16% reduction in the Garnock Valley.

A falling working-age population limits demand in the local economy making it harder to attract business investment and create job opportunities. Between 2016 and 2026, the population of North Ayrshire is projected to decrease from 135,890 to 133,023. This is a decrease of 2.1%, which compares to a projected increase of 3.2% for Scotland as a whole.

North Ayrshire's working age population is projected to fall by 3.5%, with pensionable age population forecast to grow by 3.2% and population aged 75+ estimated to grow by over 30%. Official National Records Scotland (NRS) statistics predict a 23% decline in the North Ayrshire working age population in the 25-year period between 2014 and the year 2039.

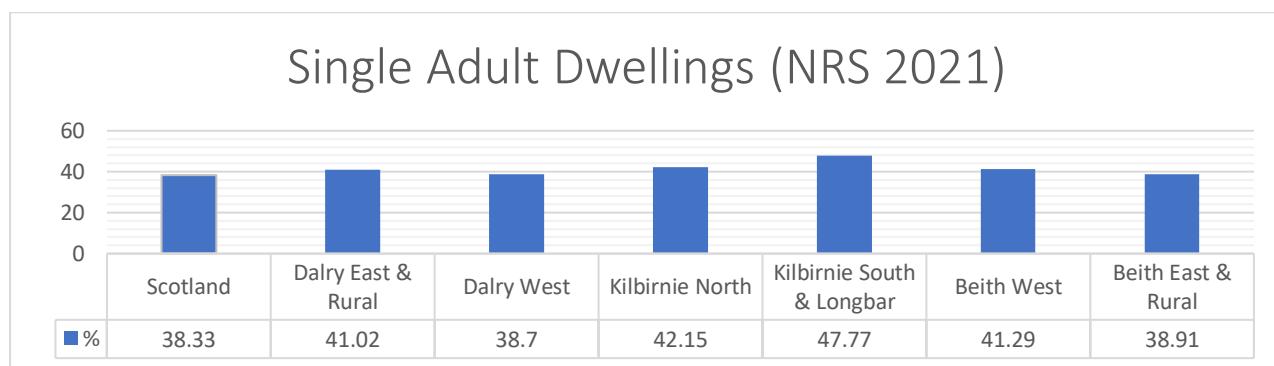
Opportunity & Dignity for Young & Old

Whilst the OADR has remained relatively flat between 1981 and 2011, the Office for Budget Responsibility has projected that the OADR for the United Kingdom will be 34.6 by the year 2045 even with anticipated changes to the State Pension Age, and without changes to the State Pension Age (SPA) will be 47.3. However, given the age group churn on our towns already outlined in this report, an OADR figure for the entire United Kingdom likely masks considerable underlying dependency

According to current projections, by the middle of the century a quarter of the population will be over 65, meaning there will be seven million more over 65s in 2046 than there were in 2016. As one would expect in such a scenario, spending on state pensions is expected to increase over the next few decades, even accounting for the implementation of a higher The old-age dependency ratio (OADR) measures the number of people aged 65 or over for every 100 people of working age (16 to 64). For example, in Beith there are approximately 1,000 people aged 65 and over and approximately 3,500 people of working age. The OADR is calculated by the following formula: $1,000 / 3,500 \times 100 = 35$ (people aged 65 and over per 100 of working age) The measure allows us to understand the dependency between working-age and pension-age populations and is used, among other things, to support calculations for future pensions spending in the UK. The chart below shows how the UK's old-age dependency changed between 1981 and 2011 compared with other places. retirement age. Without the implementation of a higher retirement age, old age dependency is expected to increase markedly over the next few decades. A higher retirement age dampens this effect though doesn't disrupt the trendline.

The healthcare needs of an ageing population are already being felt in the United Kingdom, but the demands will only rise further given the above population dynamics. There will be increases in the number of those in ill-health, people with disabilities and those over 75 in frail health, all of which will place high demand on already stretched services. The number of people requiring unpaid or paid care will increase markedly, and policies which support those providing such care will require significant investment. We will need more assistive technologies in the home, given that the largest increases in over 65s will be in villages and smaller towns.

Society will need to consider how an ageing population, disproportionately found in small towns or remote villages, remains connected to society at large. In such places, the challenge will be to maintain adequate public transport links for older people, many of whom may be otherwise required to travel long distances to shop or meet with friends.



Our community has a high number of people who live alone and are therefore at risk of social isolation. Our activities aim to promote access to services provided by us and partners, through providing interaction with our service users and also a wide outreach programme that works to target vulnerable groups with support.

Loneliness can be exacerbated by a lack of viable transport options for older people. Internet connectivity will be more important than ever for remote and ageing communities. The impact of an ageing population also has significant implications for housing, education, and the workplace, all of which will need to adapt in the face of these population dynamics. Given that an ageing population is likely to continue to be geographically clustered in smaller towns, communities and rural or semi-rural villages, the burden of adaptation will likely fall on areas with smaller populations. The opposite is the case for those parts of the United Kingdom which will continue to attract younger populations, such as cities and the largest towns. This geographical sorting will need to be reflected in the allocation of resources to those places which age and those places which don't

Community Wealth Building

We subscribe to the principles of community wealth building and are signatories to North Ayrshire Council's programme of Community Wealth Building. We will work to support suppliers and develop community wealth in the Garnock Valley through the Electric Valley, in line with the pillars of the Community Wealth Building strategy.

Rural Communities

The Garnock Valley area is home to many rural households and the agricultural and farming community is an important part of the areas identity, producing high quality goods that are consumed locally and further afield.

Through the Electric Valley we will support farm diversification as we have with Holehouse Farm, where they have achieved multiple awards and widespread recognition including the ***Scottish Dairy Farm of the Year 2021*** and also winning the ***Royal Association of British Dairy Farmers Gold Cup in 2022***.



Working With Public Sector Partners



In delivery of our Electric Valley programme we will seek to work in partnership with public sector authorities to expand access to services and improve quality of life for local residents.

This is of paramount importance with constrained budgets faced by local government in particular meaning that delivering high quality services is becoming increasingly difficult.

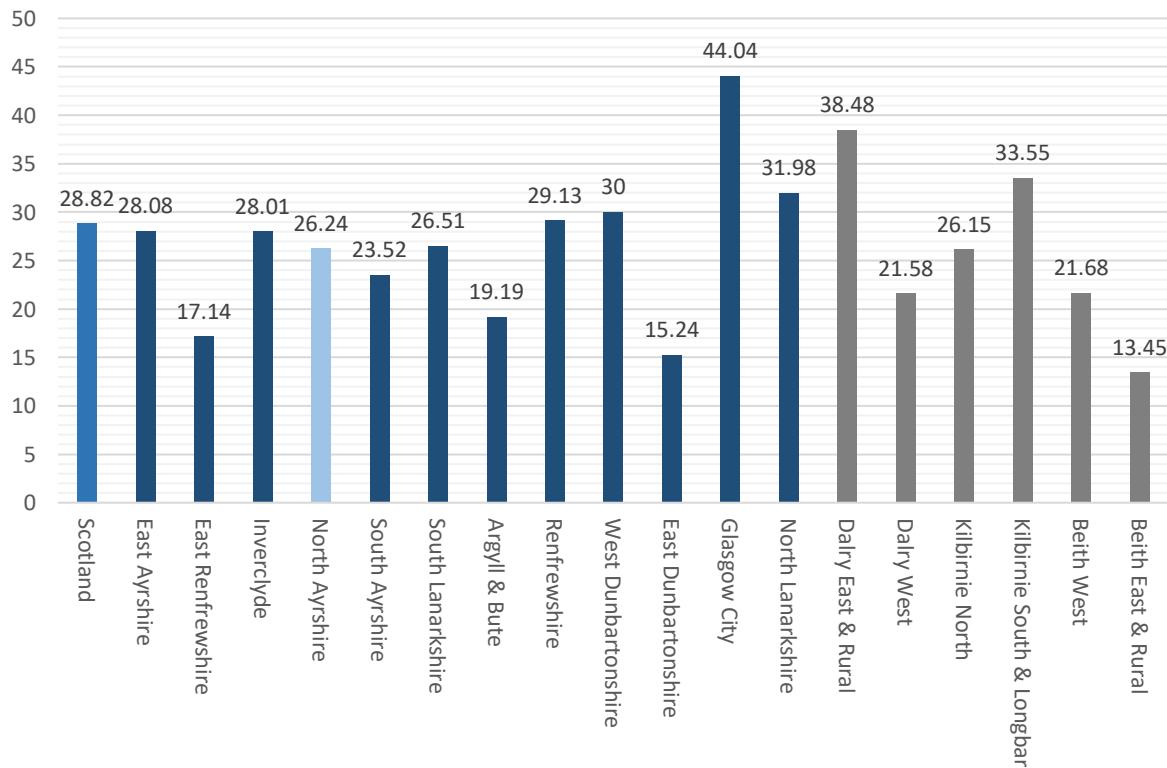
A Safe Community

Anti-social behaviour is a serious problem that can have a devastating impact on the lives of individuals, families, and our wider community. It can make people feel unsafe, insecure, and isolated. It can also lead to crime, vandalism, and property damage damaging our sense of community.

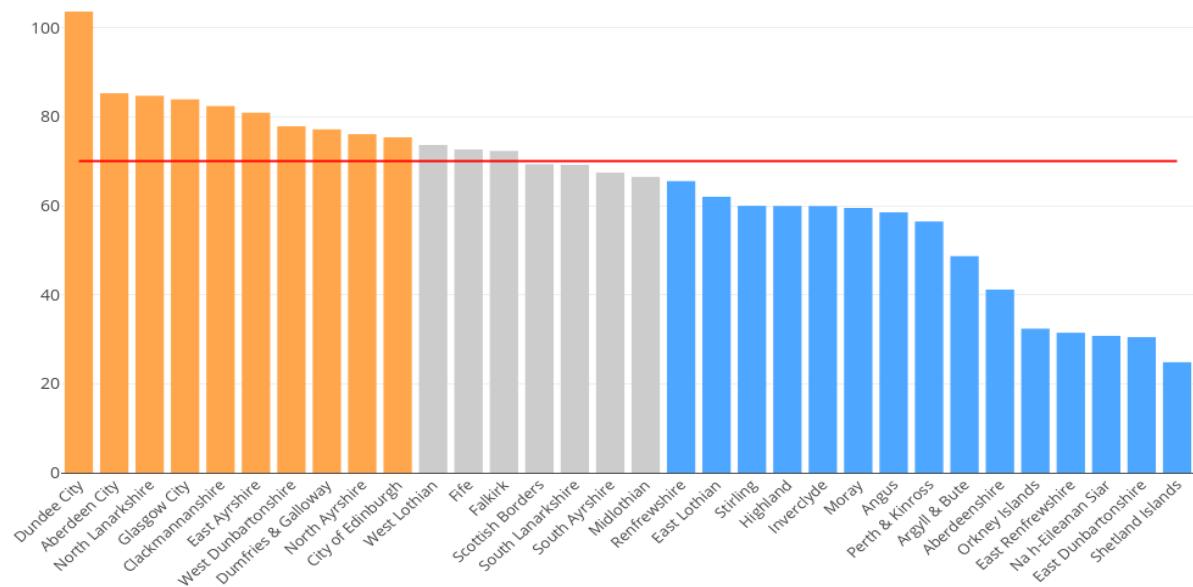
Radio City Association is committed to tackling anti-social behaviour through community engagement and fostering pride in our place. We believe that the best way to address this issue is to work with communities to build stronger relationships and create a sense of belonging.

Recorded crime rate per 1000 population (2017)

(Scotland, Former Strathclyde Police Region Local Authorities & Garnock Valley)



Vandalism
Council areas compared against Scotland - 2021/22



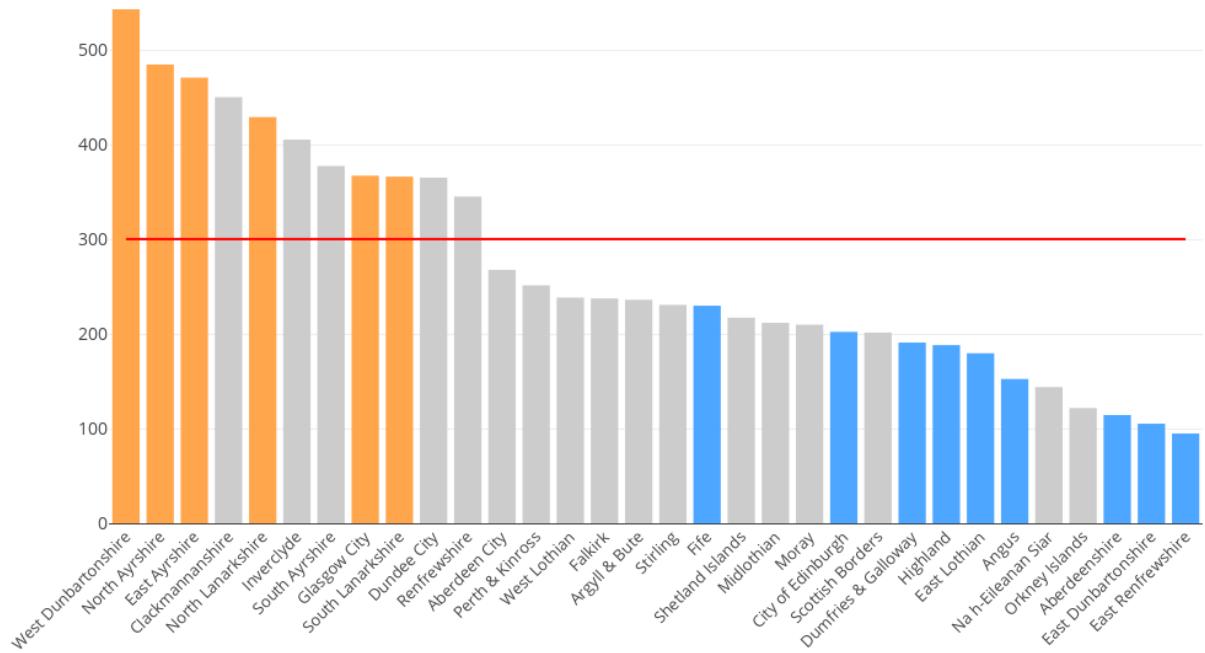
We will work within the community to be tough on crime but also the causes of crime, identifying and understanding the root causes of anti-social behaviour as oftentimes perpetrators are victims rather than enemies of our society, however mindless vandalism is not a solution to personal anger or grievance and harms our wider community so we will work to develop and implement strategies that address the origins of such behaviour and work with the offenders to help them understand the effects of their actions and change their future behaviour and end a cycle of recidivism, whilst also seeking to provide support to victims of anti-social behaviour in the community. We believe that everyone has the right to live in a safe and secure community.

We are committed to working with communities to create a better future for everyone. We will continue to build our relationship with local police and work in our reporting of crime and efforts at prevention.

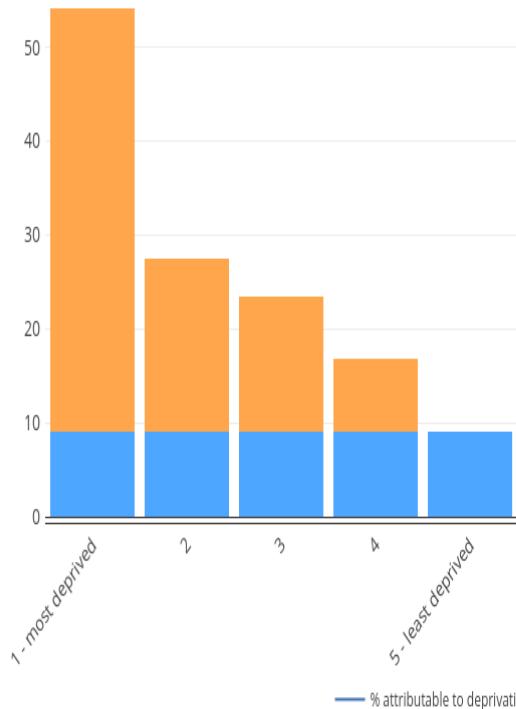


We aim to reduce the incidences of anti-social behaviour in our communities through our community strategy by offering new opportunities and developing community pride such as with our Garnock Valley Citizens Service project in partnership with CEIS Ayrshire. This vocational training has a prominent role in levelling up, encouraging community regeneration, reducing disadvantage and promoting positive achievements in life, positive lifestyles health and wellbeing, avoiding criminality and reducing anti-social behaviour. The project benefits and impacts are wide and far reaching with significant legacy effects in lifestyles, behaviours, relationships, citizenship and career prospects to improve quality of life and sustainability in the community.

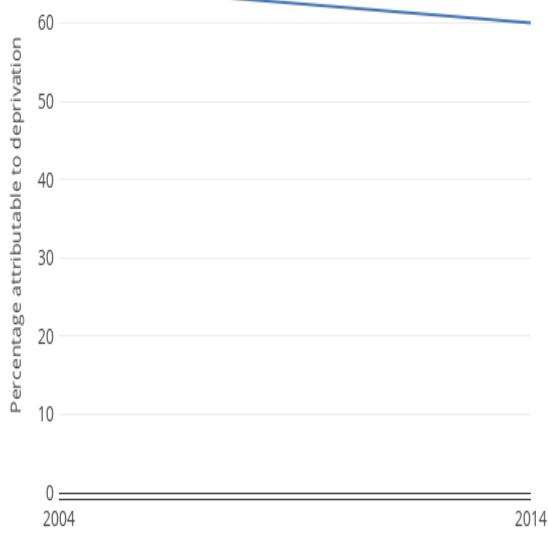
Young people in prison, aged 16-24 years
Council areas compared against Scotland - 2012-2014

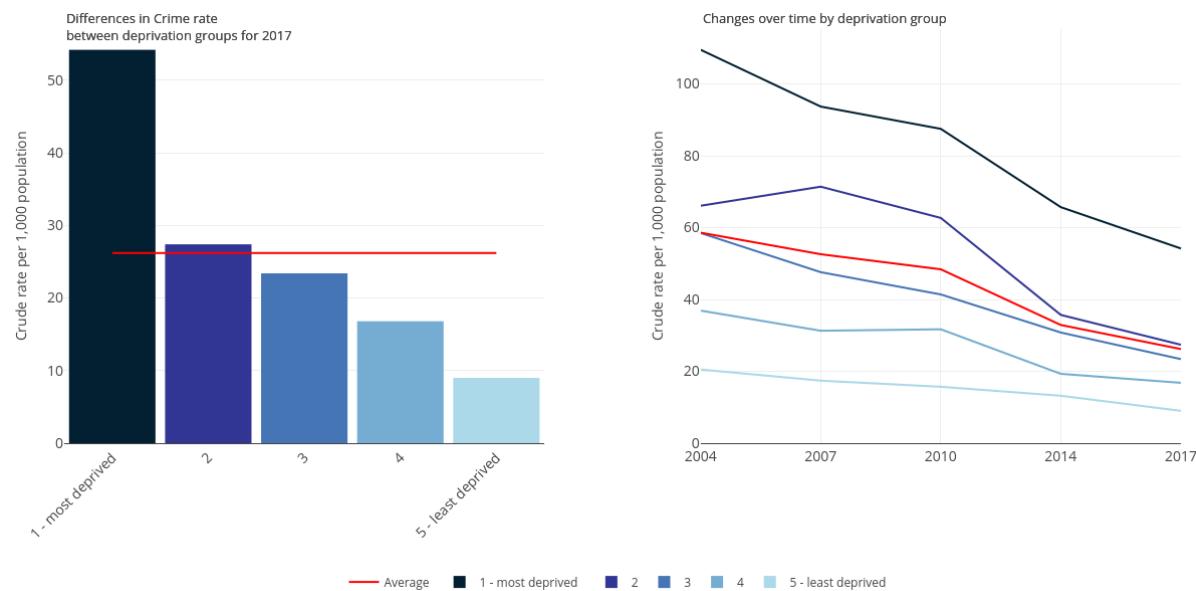


Attributable to inequality, 2017
What part of Crime rate
can be attributed to socioeconomic inequalities



Potential for improvement.
How much Crime rate could be reduced if the
levels of the least deprived area were experienced across
the whole population.





International Citizenship

1. Citizenship Responsibility and Global Awareness

Promoting an understanding of civic responsibilities that extend beyond national borders. Learners and communities should develop a sense of global stewardship, recognising how their actions—social, economic, and environmental—impact others locally and internationally.

2. Cultural Exchange and Mutual Understanding

Fostering opportunities for meaningful cultural exchange helps break down barriers, build empathy, and develop a deeper appreciation of diversity. Encouraging intercultural dialogue nurtures respect, cooperation, and global solidarity.

3. Language as a Tool for Connection

Multilingualism is key to accessing, understanding, and engaging with other cultures. Supporting language learning—particularly in widely spoken global languages—broadens communication and opens pathways for collaboration, education, and employment across borders.

4. Social Responsibility and Ethical Engagement

Developing a strong sense of social responsibility empowers individuals to act ethically in a globalised world. This includes promoting human rights, environmental sustainability, and inclusive economic practices that benefit people and planet.

5. Community Capacity and Global Leadership

Investing in community-based leaders who can bridge local and global contexts is essential. These

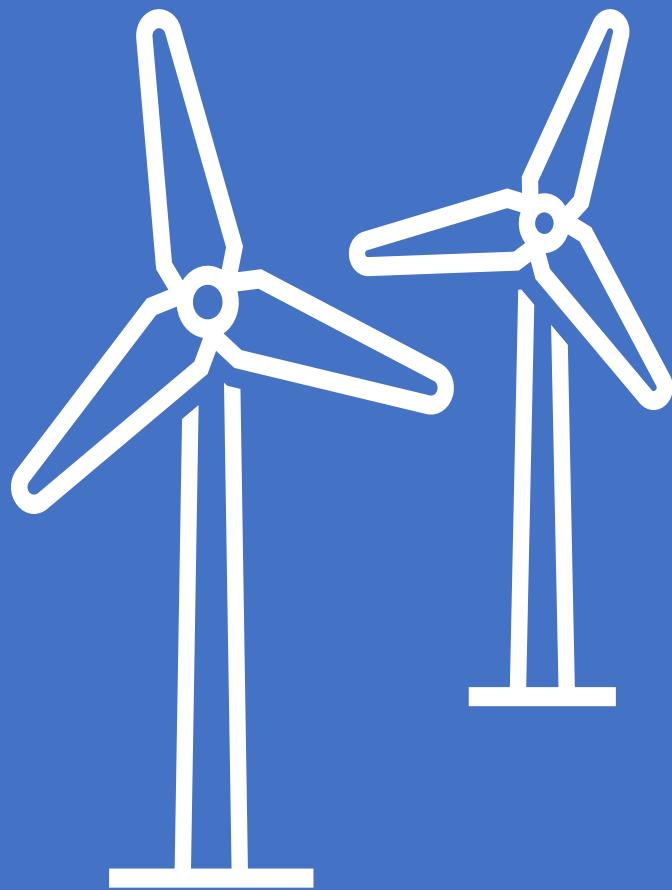
individuals—**Community Capacity Leaders**—act as catalysts for development, equity, and innovation, championing international cooperation while addressing local needs.

Electric Valley Community and United Nations Sustainable Development Goals



Electric Valley Community and Scottish National Performance Network





ENVIRONMENT

Garnock Valley Annual Temperature Change Since 1884



Source: Professor Ed Hawkins, University of Reading using data from Met Office (Ayrshire and Arran)

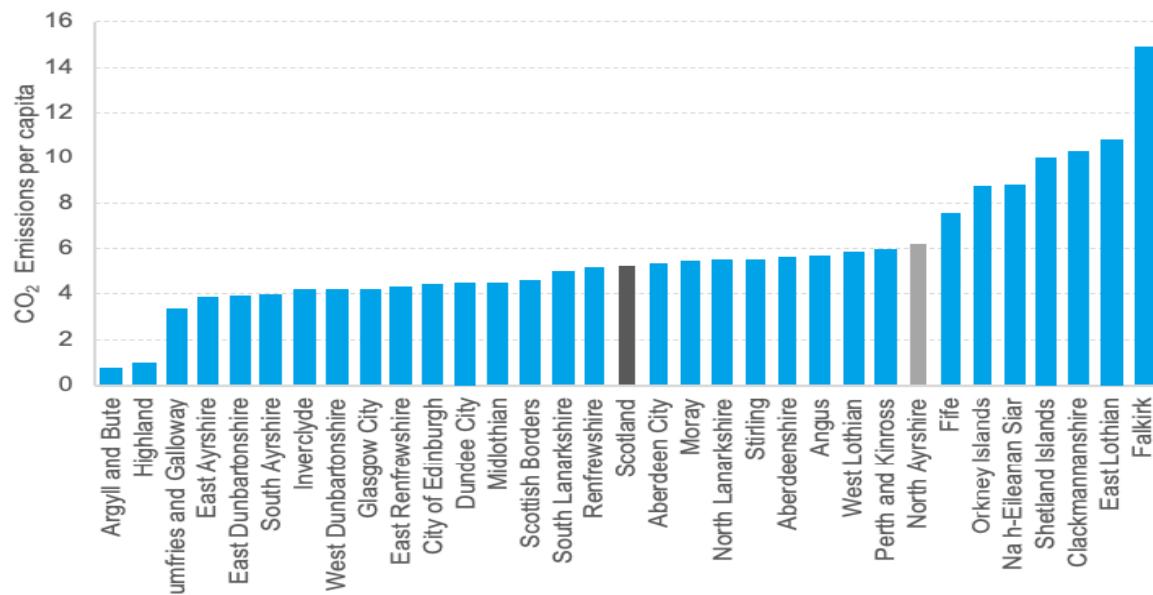
We share a common global responsibility to ensure Earth can support, nurture, and provide joy for the next generation, and generations to come so they are able to sustain life on land, in the seas and air.

Garnock Valley Greenhouse Gas Emissions (CO₂, CH₄, N₂O, HFC)

Garnock Valley	North Ayrshire	Scotland
<u><i>Total Emissions</i></u>	<u><i>Total Emissions</i></u>	<u><i>Total Emissions</i></u>
219,598 tonnes	1,411,703 tonnes	40,000,000 tonnes
<u><i>Population</i></u>	<u><i>Population</i></u>	<u><i>Population</i></u>
20,000	134,250	5,466,000
<u><i>Annual Emissions per capita</i></u>	<u><i>Annual Emissions per capita</i></u>	<u><i>Annual Emissions per capita</i></u>
10.97 tonnes	10.51 tonnes	7.32 tonnes

Source: BEIS Local Authority Territorial Emissions (2020)

CO₂ emissions per capita by Local Authority (2018)



Independent observers including the Climate Emergency Response Group (CERG) and the UK Committee on Climate Change (CCC) conclude that Scotland is “off-track”, and that achieving Scotland’s legally binding 2030 emissions reduction target is “at significant risk”.

Delivery on adaptation has stalled with only slow progress being made. It is required to be expedited to deliver the transformative action on the ground required to tackle the climate emergency. Without action, Scotland will not be resilient in the face of climate change, and importantly will not be responding in a fair way, where the benefits are felt across the whole of society, prioritising the needs of the most vulnerable. The rapid scale up of action on the ground must start now. There is no time to waste, further delays will only increase the social, economic and environmental costs of the transition, as well as the costs of climate impacts

Electric Valley Environment Strategy



Our Electric Valley environment strategy goes beyond a simple focus on CO₂ emissions we take a holistic view that our environment is linked to various issues relating to our air, water, land and ecosystems and how our society operates sustainably while not damaging our precious planet and its resources

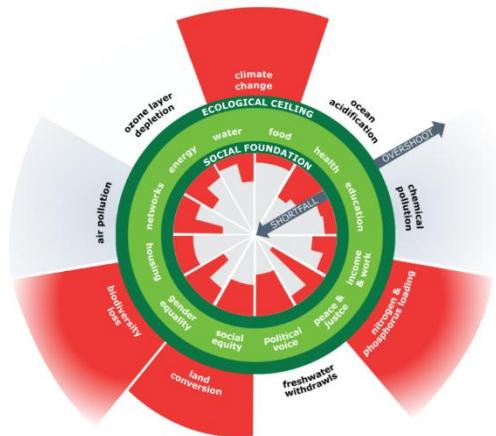
- 1) Behaviour Change & Citizenship
- 2) Clean Water
- 3) Ecotoxicity
- 4) Carbon Emissions & Sequestration
- 5) Resource Scarcity & Waste
- 6) Rare Earth Elements
- 7) Air Quality
- 8) Accessible, Affordable, Ethical & Responsible Consumption
- 9) Ecotoxicity
- 10) Biodiversity of Flora, Fauna & Natural Habitats
- 11) PM, NOX & HFC Emissions
- 12) Recycling & Circularity
- 13) Trophic State & Eutrophication
- 14) Health Impacts
- 15) Biogeochemical Cycle
- 16) Climate Resilience
- 17) Just Transition
- 18) Net Zero by Design
- 19) Local & International Co-operation
- 20) Clean & Efficient Energy

Activity

We aim to minimise and mitigate any harm to the planet created through our activity and our suppliers and activities.

- Provide tools for team members to understand and reduce their own carbon footprint – both at work and in their personal lives.
- Provide training and toolkits for the team, customers and stakeholders so that we continually build knowledge and climate actions across our areas of influence.
- Adopt a Reduce, Reuse, Re-purpose, Recycle model for all our business needs.
- Share our practices and perspectives with others, aiming to help them develop and deliver their own earth-friendly approaches.

Circular economy

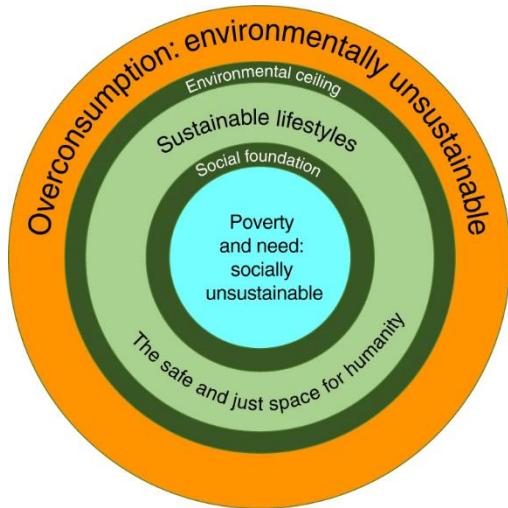


In order for the Earth to stay within the 2°C boundary by 2050, it is estimated that a cutting of half of the current industrial production is the minimum, how this is done without reducing living standards or harming employment and wellbeing is the question that arises through a Just Transition in decarbonisation of the economy

The idea of a post-growth economy was developed by the German economist Niko Paech. It centres around the idea of reducing consumerism, supporting repairing skills and promoting regional economic production. It is based on principles of deceleration, decluttering/moderation, communal use/sharing production-consumption, repairing skills and a fruitful local economy. All of these lead to an increase in social justice on a global scale while remaining within the ecological boundaries. This is at its core, the purest form of a sustainable (environmentally and humane) economy. The goals are to reduce and reorganise current industrial production. According to Paech, if we were to follow these principles, this would lead to a bisection of current industrial production.

Whether this is a practical solution is up for debate as it would undoubtedly harm expanding market economies disproportionately denying many in the developing world a route out of poverty.

It is perhaps more practical to expand our economy based on zero carbon principles



People who experience the greatest inequality and or poverty are also on the frontline of the impacts of climate change - affecting lives, land, livelihoods and economies. Climate inequality is intrinsically linked to financial and other inequalities for individuals and communities.

Our environmental strategy aligns with the **CarbonNeutral Protocol**, supporting credible carbon reduction through targeted energy and sustainability projects. Initiatives include **low-emission transport solutions**, such as a **community car club**, which helps reduce CO₂ emissions by decreasing private vehicle use. We prioritise the use of **recycled materials** in construction and infrastructure, minimising waste and resource consumption. Additionally, we invest in **carbon sequestration through tree planting**, contributing to long-term climate mitigation. All projects are assessed for their **environmental impact**, ensuring that our developments support both ecological health and community wellbeing.

Electric Valley Environment and United Nations Sustainable Development Goals



Electric Valley Environment and Scottish National Performance Network





ARTS CULTURE & HERITAGE

Value of Arts Culture & Heritage to our Electric Valley

Arts Culture and Heritage has social and environmental values as well as economic value. In an acclaimed Book Cities and the Creative Class (2003), Richard Florida highlights the importance of creative people for regional economic growth.

The reasons why creative people cluster in certain places are the presence of the three T's: technology, talent and tolerance. In a similar vein, Backman and Nilsson (2018) analyse the reasons behind migration decisions of highly-qualified individuals.

The study uses neighbourhood data from 8,548 observations in Sweden for two time periods: 2001-2006 and 2001-2010. A growth equation using a multilevel random effects model with instruments in the form of clustered centred-means was employed.

The study finds that heritage assets and the cultural environment attract highly-educated people to an area. This especially applies to urban areas. An increase in built heritage and culture of one unit leads to an increase of approximately fifty highly-educated people in a neighbourhood in the short run and of seventy-nine in the medium run.

Furthermore, the historic environment has a crucial role to play in small business incubation, as this research showed that the historic environment particularly supports small businesses, businesses that employ fewer than 20 people. This is especially important for businesses in growing sectors of the economy, for example hi-tech industries. We will preserve and promote our community's heritage and cultural identity.

Knox Institute Regeneration

We are pursuing a Community Asset Transfer of the Knox Institute building to regenerate the building which is vital to the areas cultural identity. We have developed robust business plans to provide a solid base to restore the heritage and bring the building back into active use and provide community benefit once more. You can find more information on our Knox Institute plans by contacting us.



LiDAR Scan of Knox Institute

SCOTTISH CULTURE STRATEGY

Our Vision

Scotland is a place where culture is valued, protected and nurtured. Culture is woven through everyday life, shapes and is shaped by society, and its transformative potential is experienced by everyone. Scotland's rich cultural heritage and creativity of today is inspired by people and place, enlivens every community and is celebrated around the world.

Strengthening Culture
Sustaining and nurturing culture to flourish and to evolve as a diverse, positive force in society, across all of Scotland.

Aims

- Develop the conditions and skills for culture to thrive, so it is cared for, protected and produced for the enjoyment and enrichment of all present and future generations
- Value, trust and support creative people – for their unique and vital contribution to society and the economy
- Encourage greater openness and diverse cultures to reflect a changing Scotland in the 21st century
- Foster international collaboration and build on Scotland's reputation for cultural excellence

Transforming Through Culture
Demonstrating that culture is central to Scotland's wellbeing and cultural, social, economic and environmental prosperity.

Aims

- Place culture as a central consideration across all policy areas, including: health and wellbeing, economy, education, reducing inequality and realising a greener and more innovative future
- Open up the potential of culture as a transformative opportunity across society

Empowering Through Culture
Celebrating culture as part of every community; essential to our lives and wellbeing.

Aims

- Continue to celebrate Scotland's extraordinary cultural contributions
- Extend the view of culture to include the everyday and emerging, the established and more formal
- Extend opportunities that enable people to take part in culture throughout their lives
- Recognise each community's own local cultures in generating a distinct sense of place, identity and confidence

Guiding Principles

- Culture in Scotland is valued in and of itself
- Culture is free to be inspiring and to challenge
- Culture is central to the future wellbeing and prosperity of Scotland – cultural, social, economic and environmental
- We celebrate the diversity and excellence of cultures in Scotland and the value of open exchange with the wider world
- Everyone has the right to participate freely in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits (Article 27, Universal Declaration of Human Rights)
- Place – community, landscape, language and geography – is important and reflects the creativity of the past and provides inspiration for cultural expression today

Electric Valley Arts Culture & Heritage and United Nations Sustainable Development Goals

4 QUALITY EDUCATION



11 SUSTAINABLE CITIES AND COMMUNITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



Electric Valley Arts Culture & Heritage and Scottish National Performance Network





SPORT & PHYSICAL ACTIVITY

Sport Scotland Participation Strategy

Through our Electric Valley strategy we seek to expand participation in organised sport at all levels and increase individuals levels of physical activity by promoting access to sporting facilities and improving active travel links as part of our transportation strategy.



Outdoor Gym & Active Travel

We have thus far worked in partnership with Garnock Valley Health and Fitness Centre to provide an outdoor gym facility in Glengarnock and improve active travel routes in the vicinity. We also provide our electric bikes which allows many people lacking mobility to be more physically active.



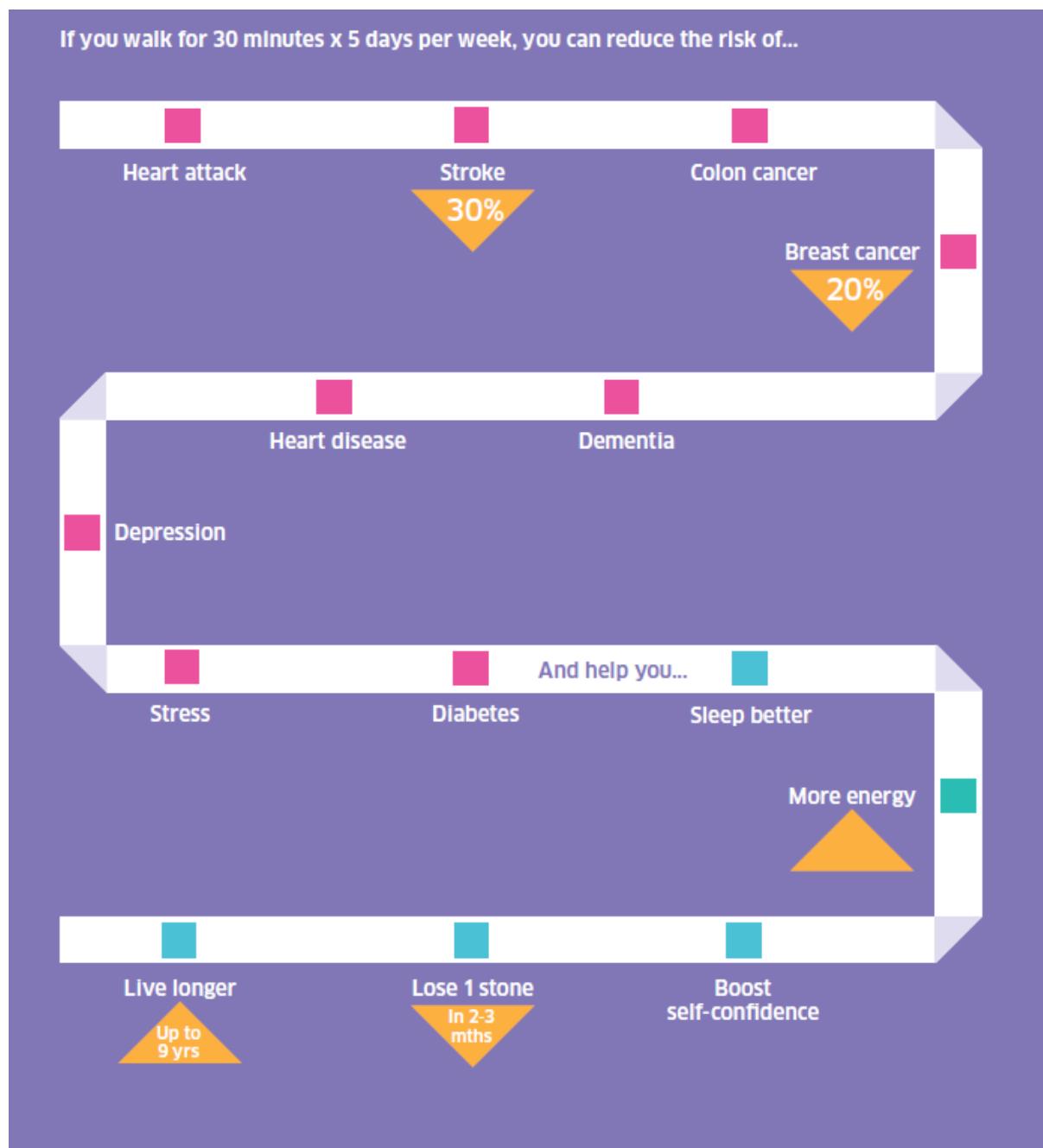
**TEAM GB ATHLETE JEMMA REEKIE
UNVEILING OUTDOOR GYM**



E BIKE



**SALVATION ARMY SERVICE USERS
ENJOYING FACILITIES**



Valefield Proposals

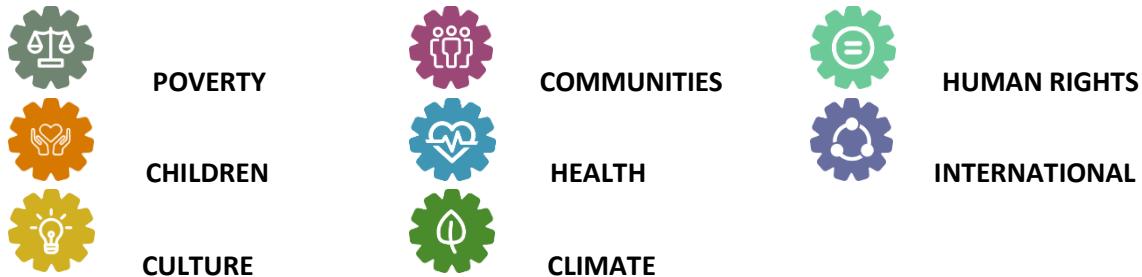


A longstanding ambition of the Electric Valley has been to improve facilities at Valefield to encompass a wider range of sporting activities and create a centre for sporting activity in the Garnock Valley, including cycling, tennis, football, squash and more sports in a high quality centralised facility.

There is evidence from many other projects that sport plays a major role in promoting understanding, breaking down barriers, promoting equality and tolerance as well as being a hook for further education, qualifications and citizenship and employment.

There are also benefits to climate with physical activity reducing use of motor vehicles and green-space providing carbon sequestration.

Electric Valley Community and United Nations Sustainable Development Goals Performance Network





HEALTH & WELLBEING

Electric Valley Model of Community-Led Health



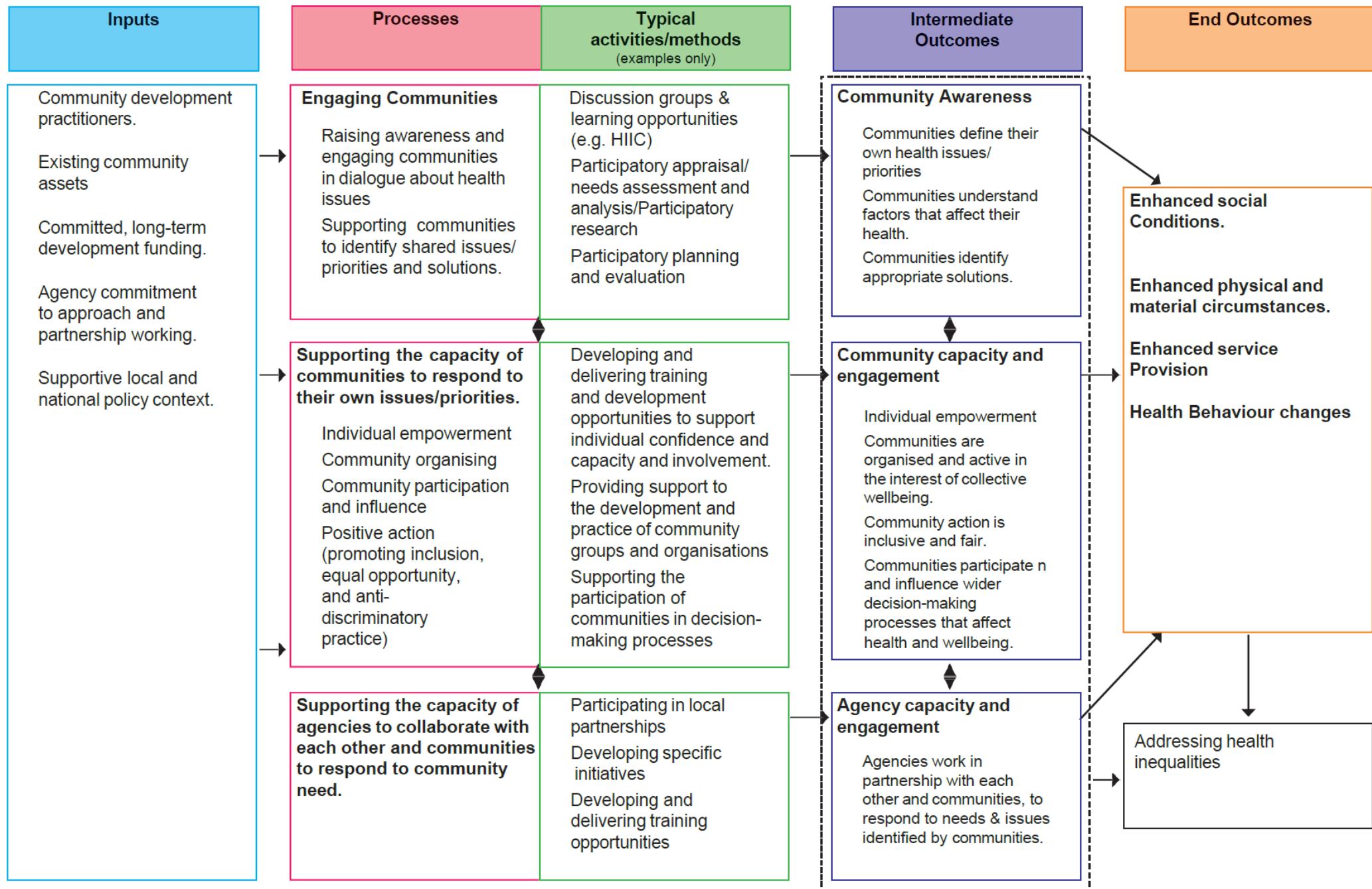
Overall, the areas poor health outcomes are inextricably linked to factors such as higher social deprivation, and as a result North Ayrshire suffers from issues such as the highest avoidable death rate in Scotland.

The Garnock Valley Health and Social Care Locality Planning Forum has identified the following priorities:

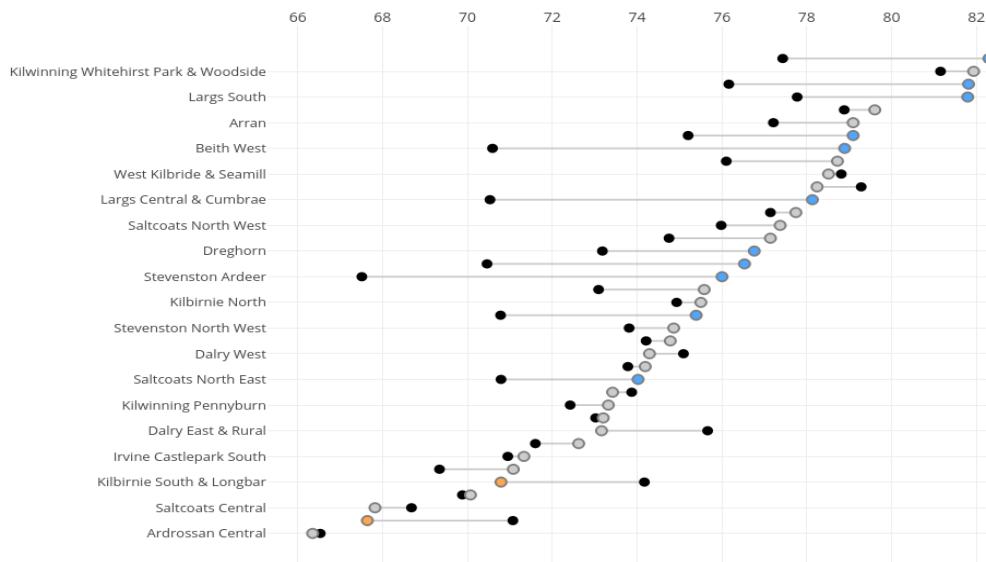
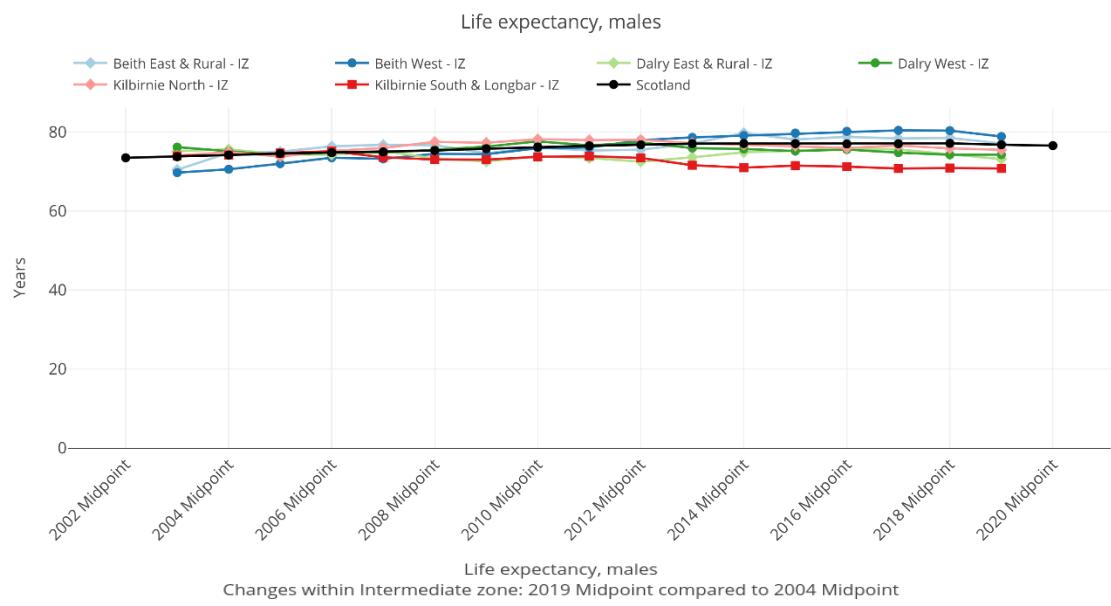
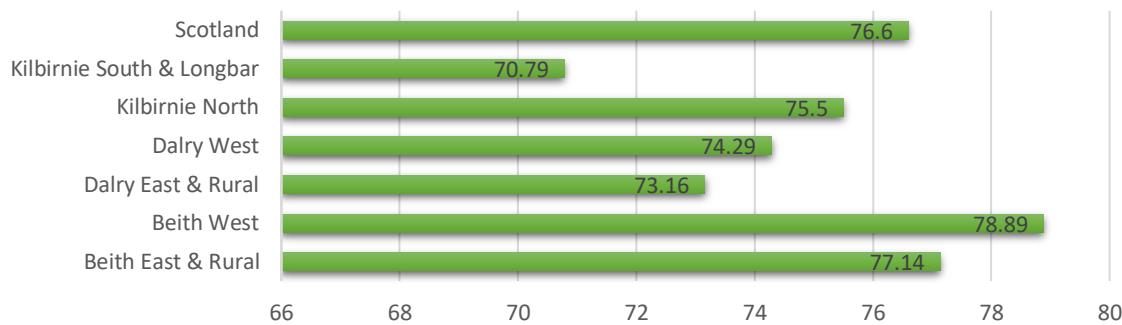
- Engage with young people to help improve their health and wellbeing
- Improve low-level mental health and wellbeing across all age groups
- Reduce social isolation across all age groups
- Reduce the impact of musculoskeletal disorders

Kilbirnie was shown to have the 9th lowest life expectancy for pensioners in the UK according to a 2012 report by actuarial firm Towers Watson.

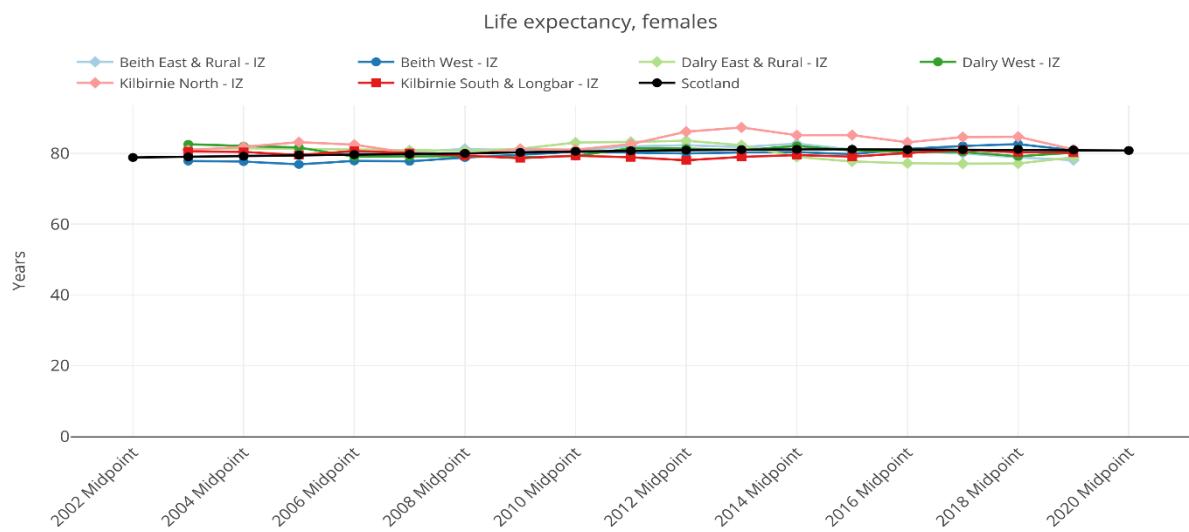
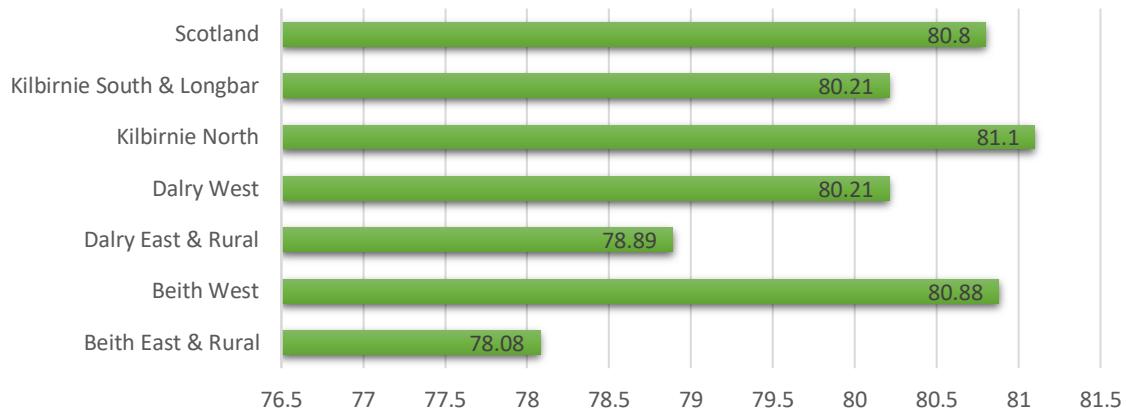
Electric Valley Model of Community-Led Health



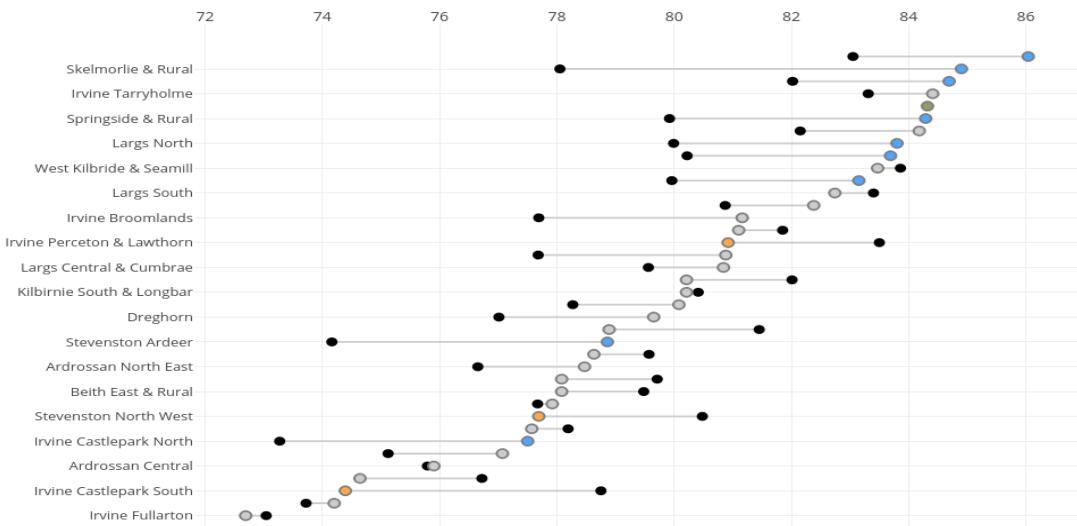
Male Life Expectancy (PHS 2019-21)



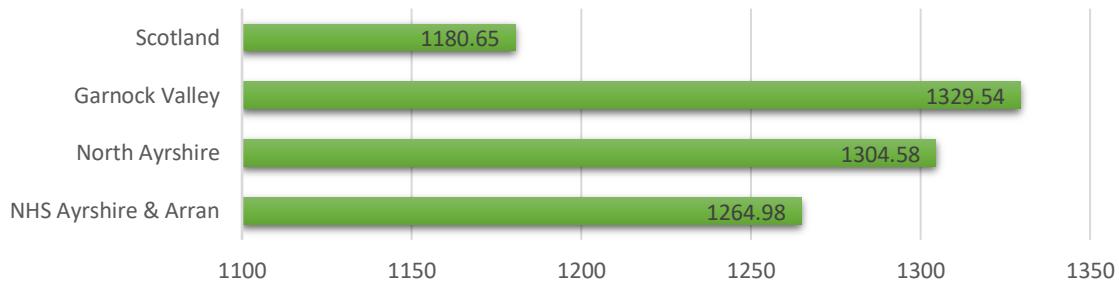
Female Life Expectancy (PHS 2019-21)



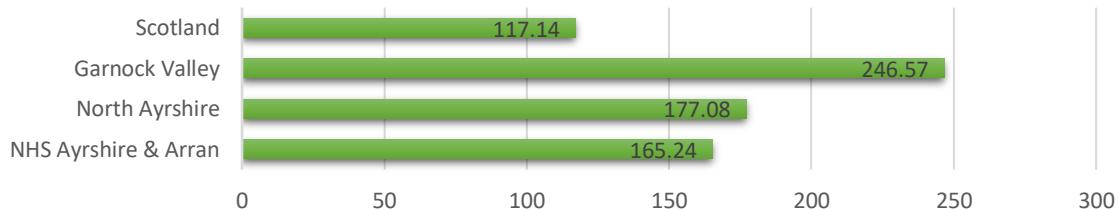
Life expectancy, females
Changes within Intermediate zone: 2019 Midpoint compared to 2004 Midpoint



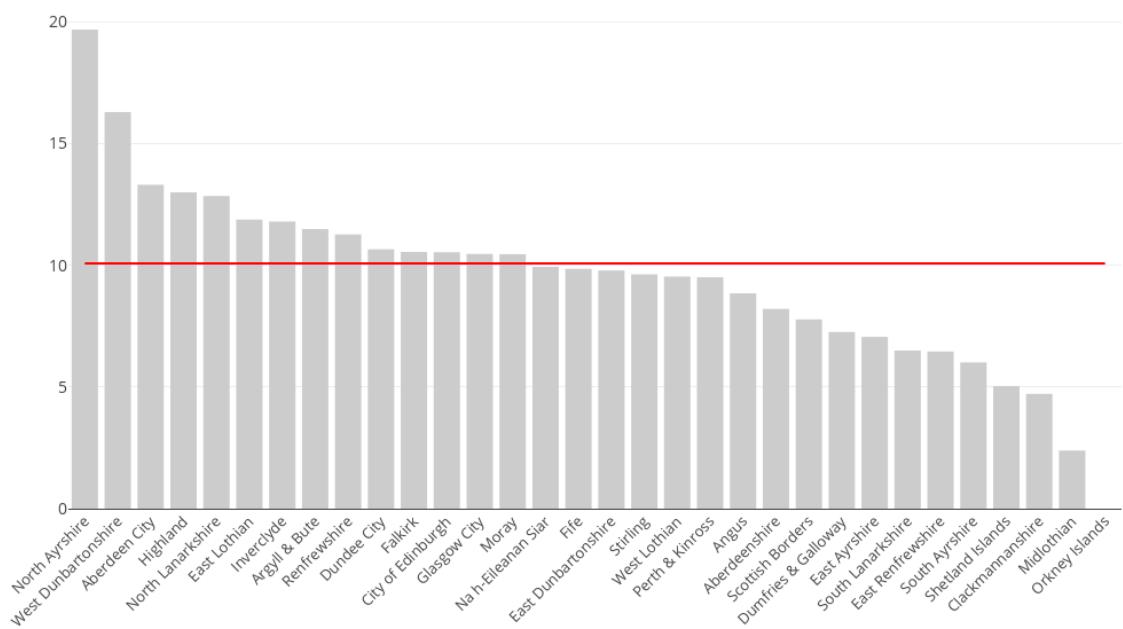
Deaths Rate per 100,000 population - all ages 2020 (PHS)



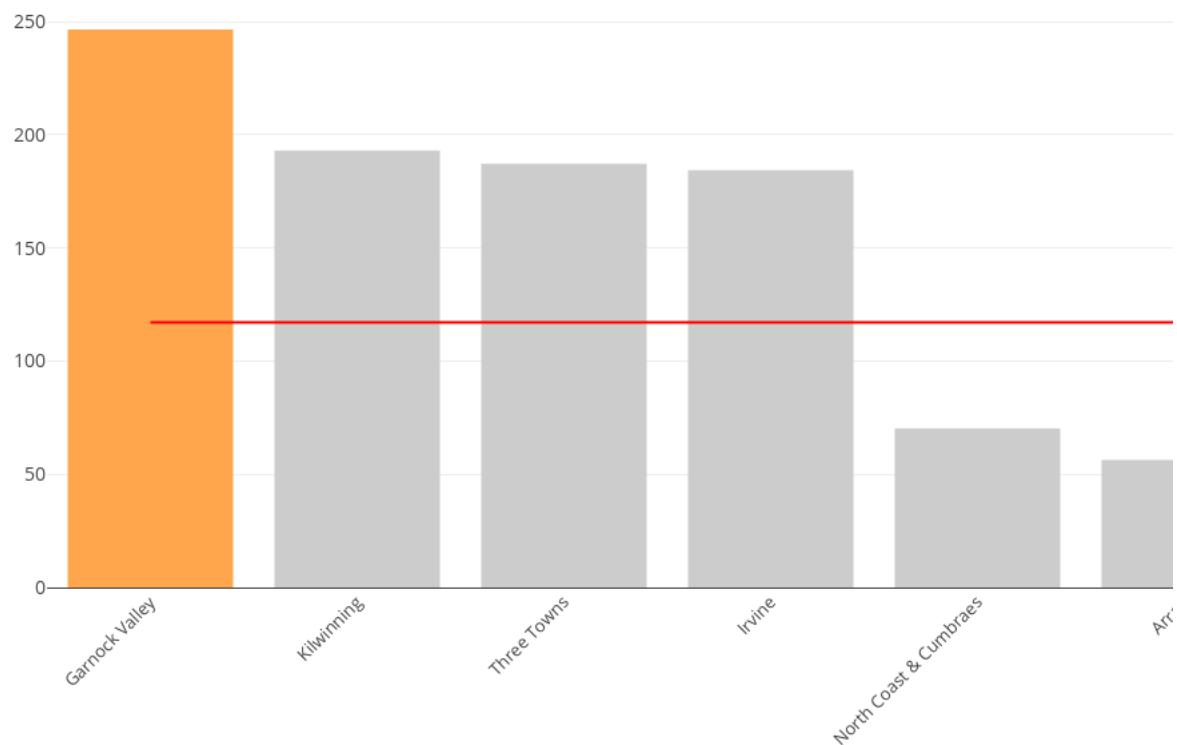
Deaths rate per 100,000 population aged 15-44 years 2020 (PHS)



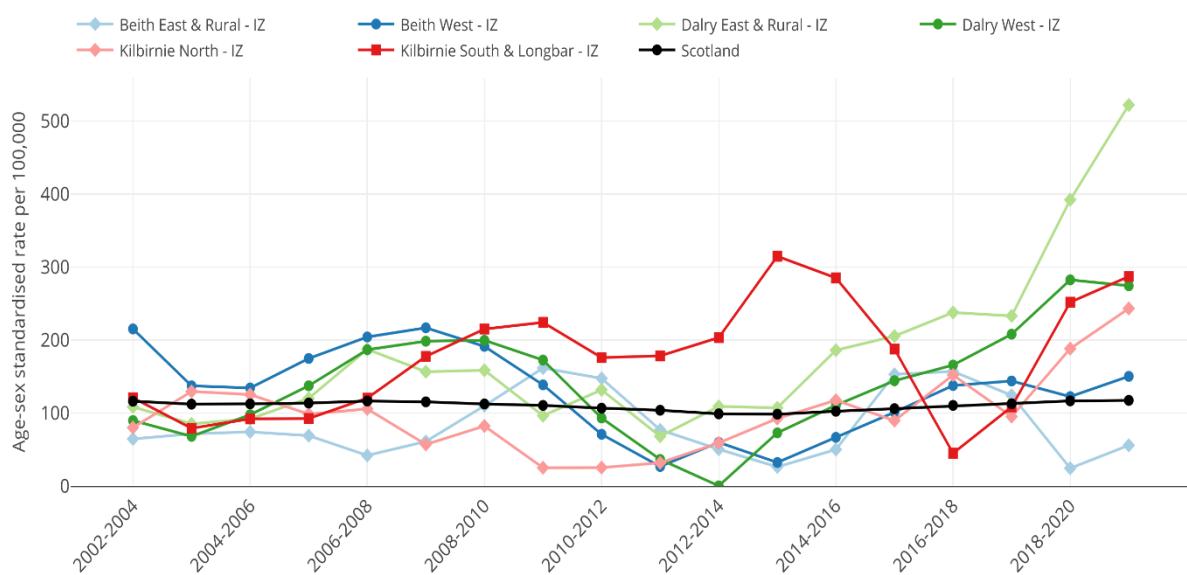
Deaths in children, aged 1-15 years
Council areas compared against Scotland - 2017-2021



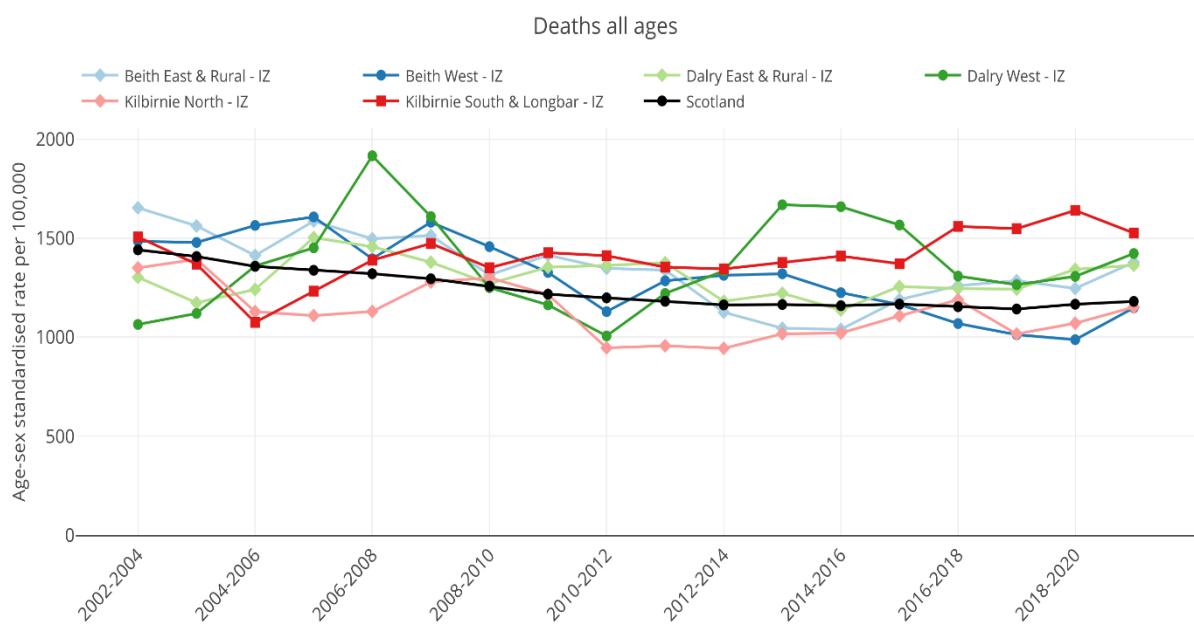
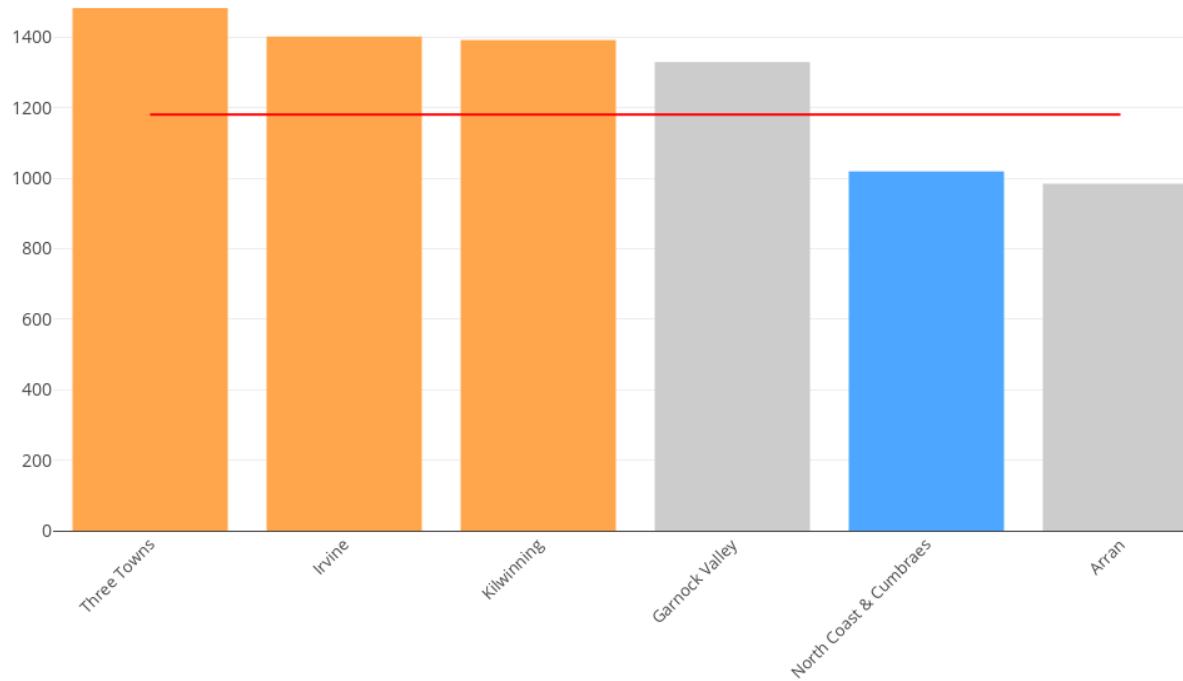
Deaths, aged 15-44 years
HSC localities compared against Scotland - 2019-2021



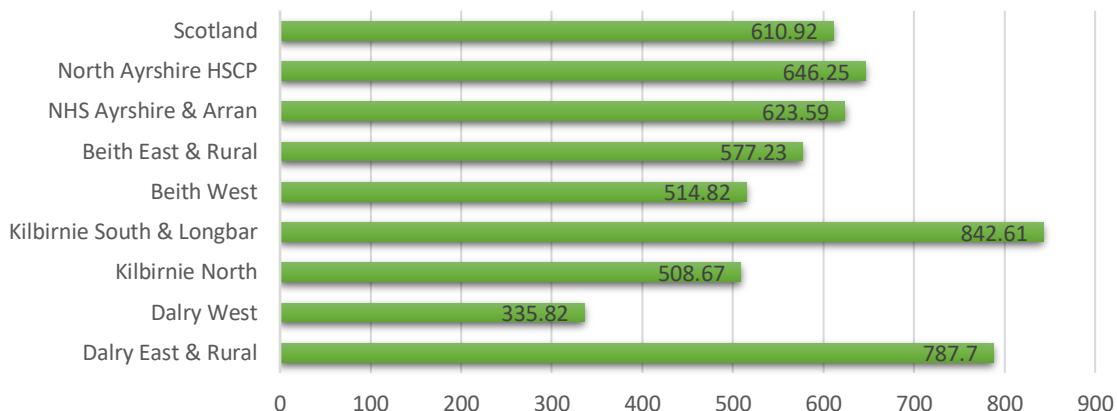
Deaths, aged 15-44 years



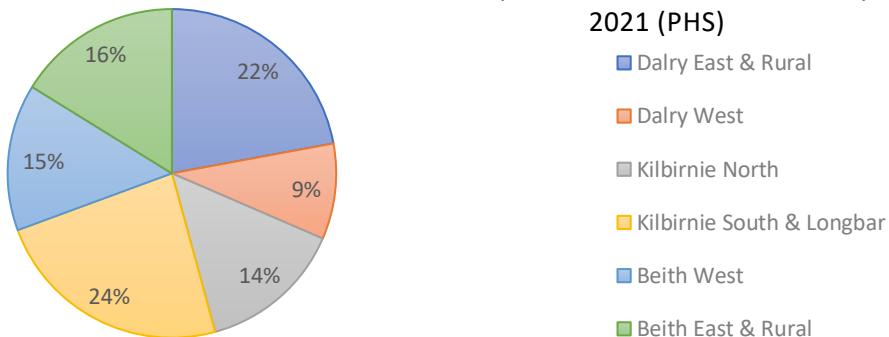
Deaths all ages
HSC localities compared against Scotland - 2019-2021



Alcohol-related hospital admissions per 100,000 2021 (PHS)



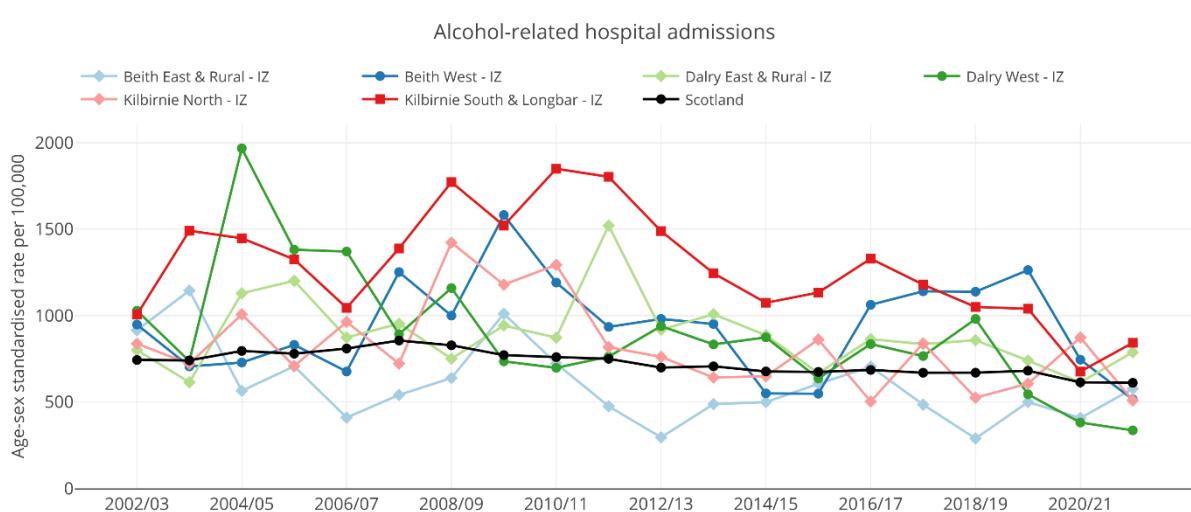
Alcohol Related Hospital Admissions rate per 100,000 in Garnock Valley 2021 (PHS)

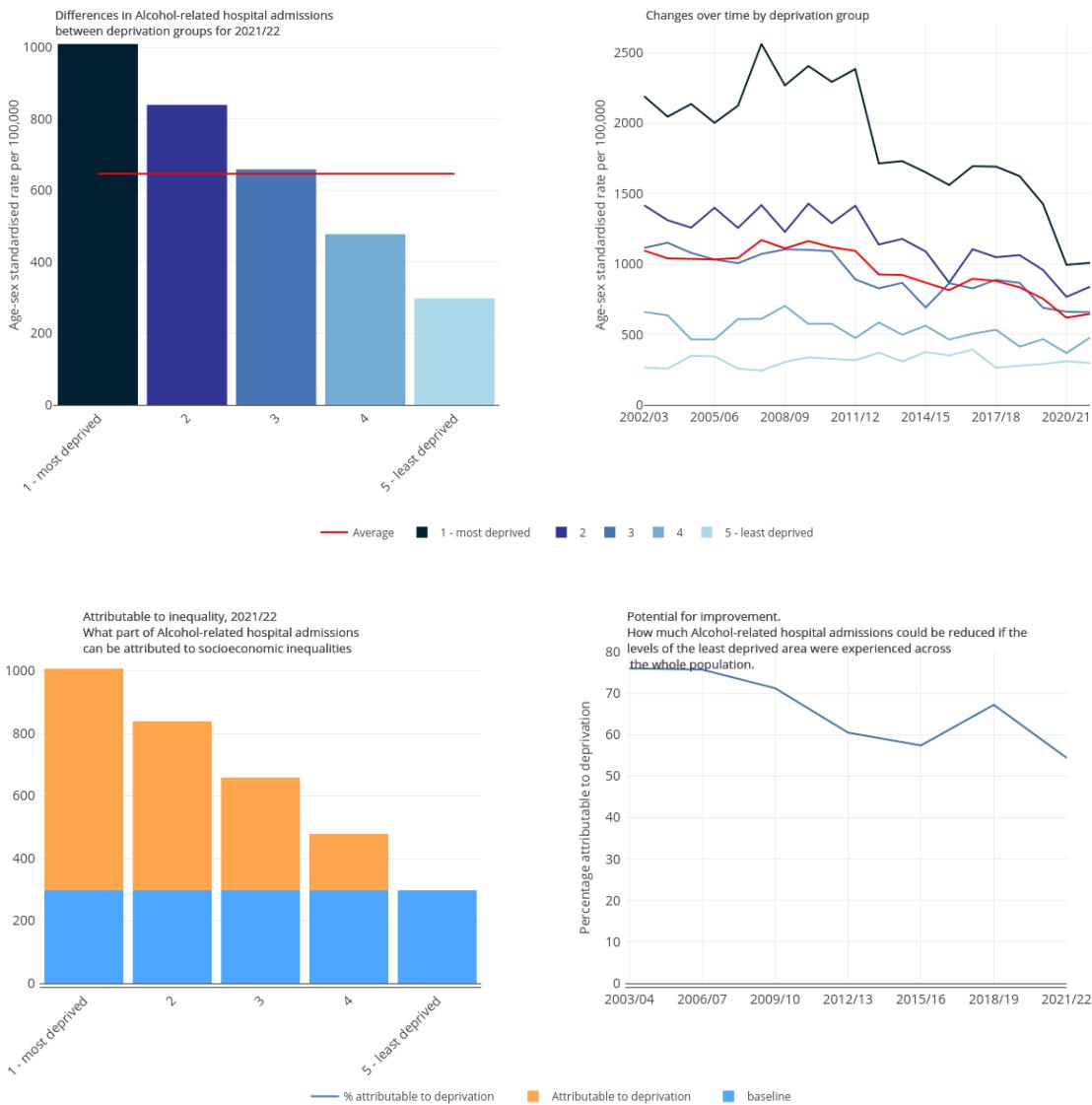


Beith 31%

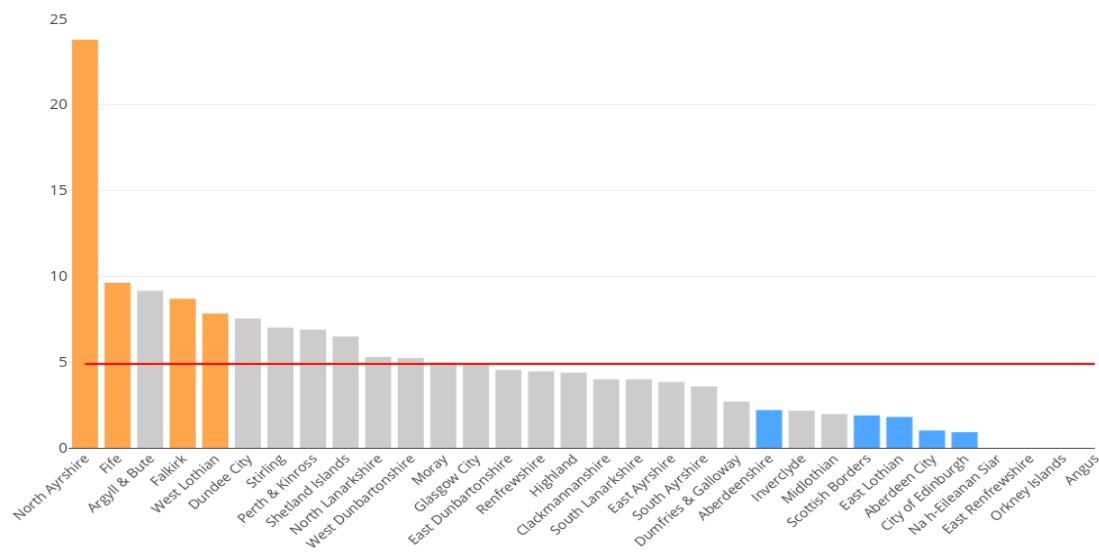
Dalry 31%

Kilbirnie 38%

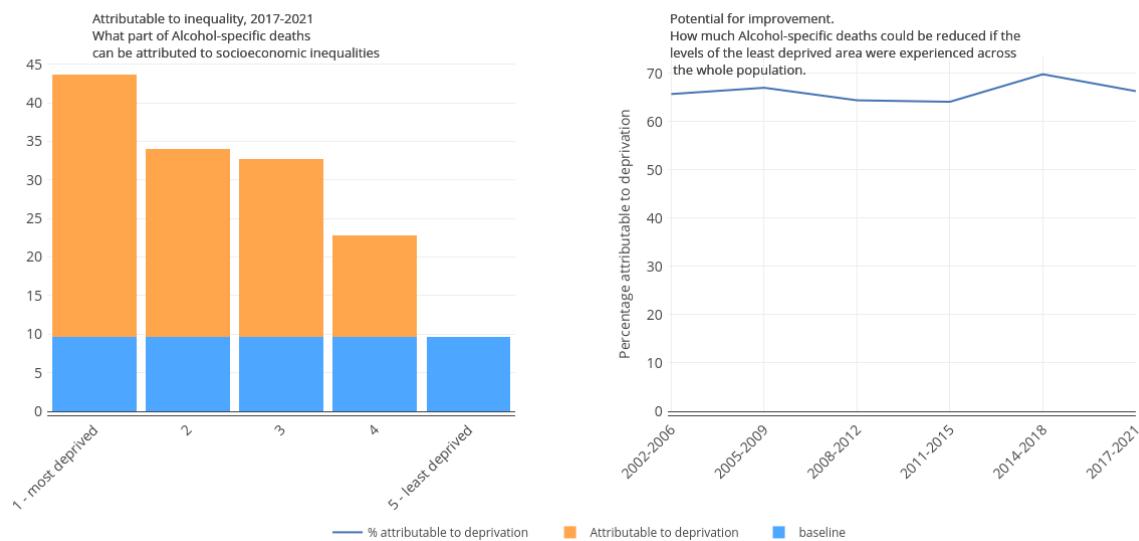


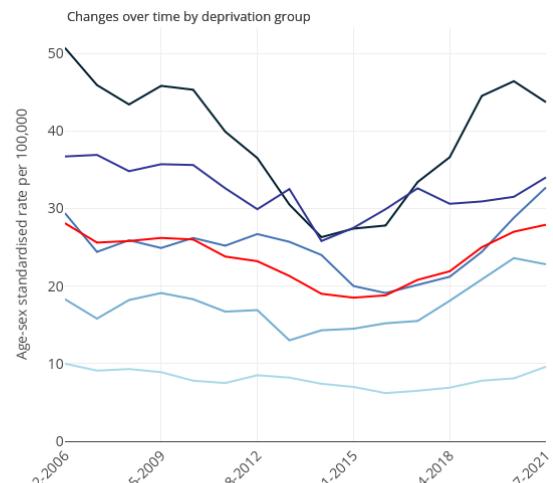
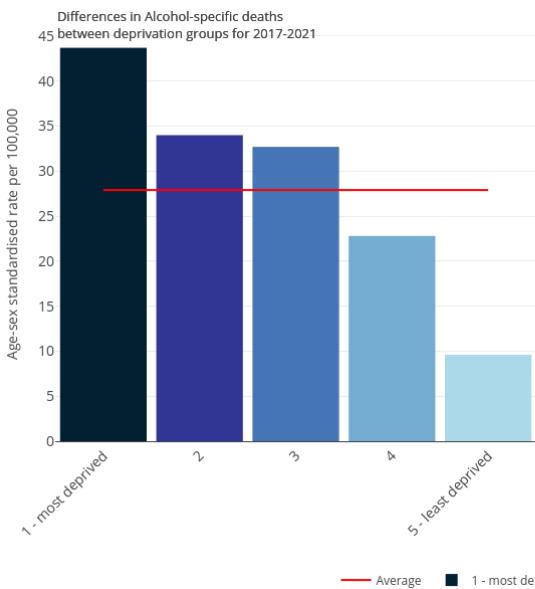


Child protection with parental alcohol misuse
Council areas compared against Scotland - 2021

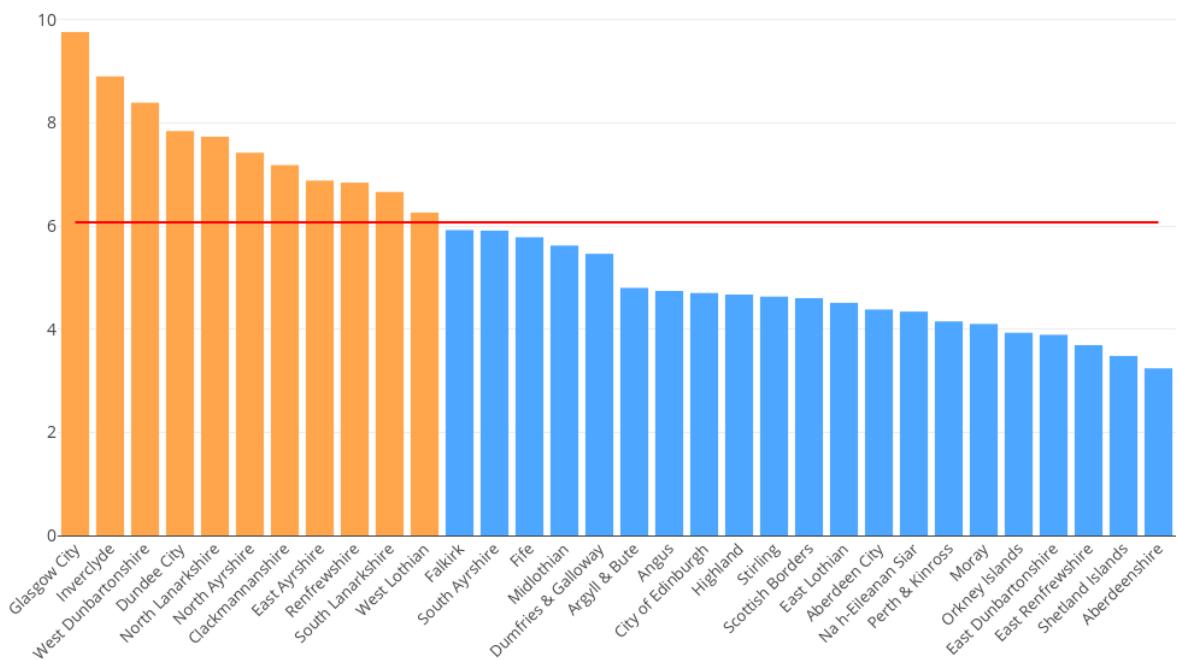


Alcohol-specific deaths per 100,000
Aggregate Data 2017-21 (NRS)

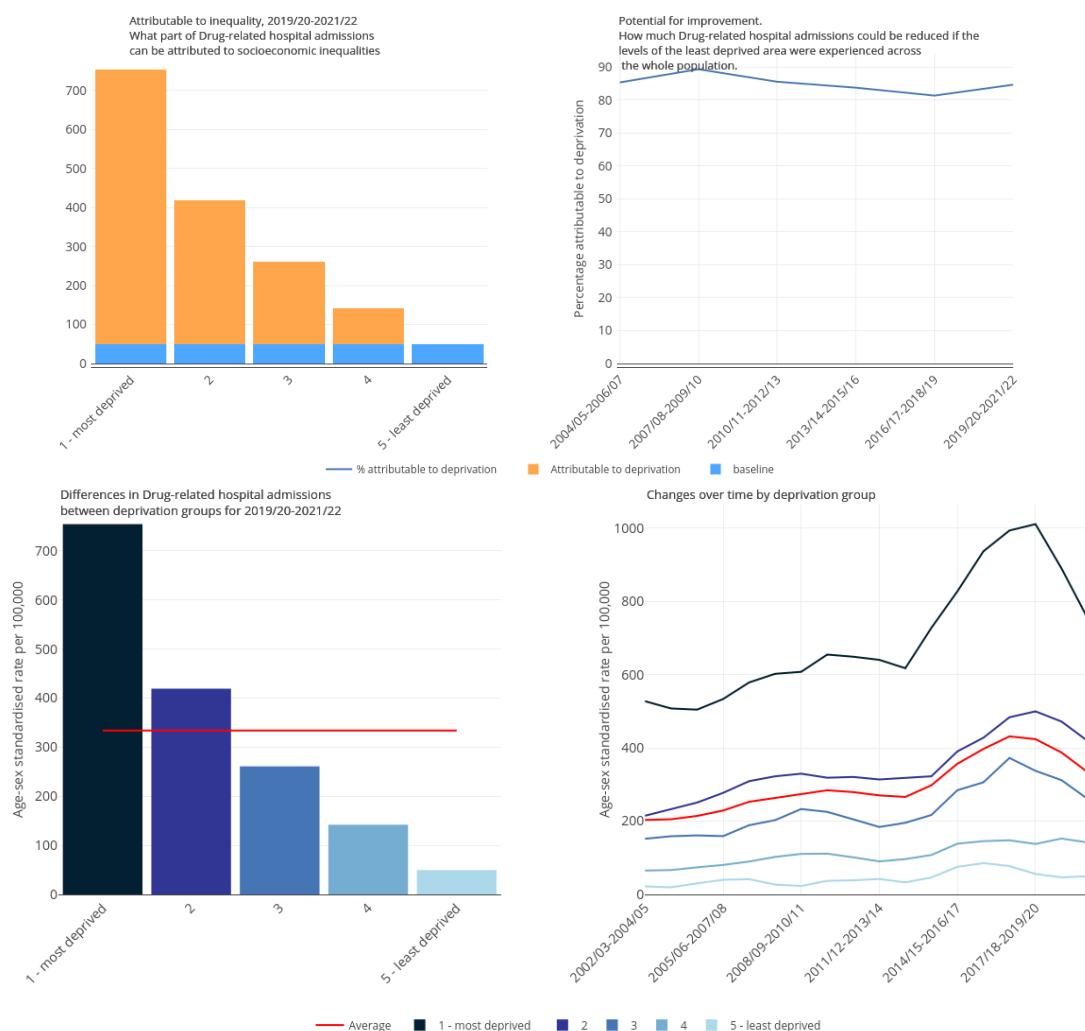
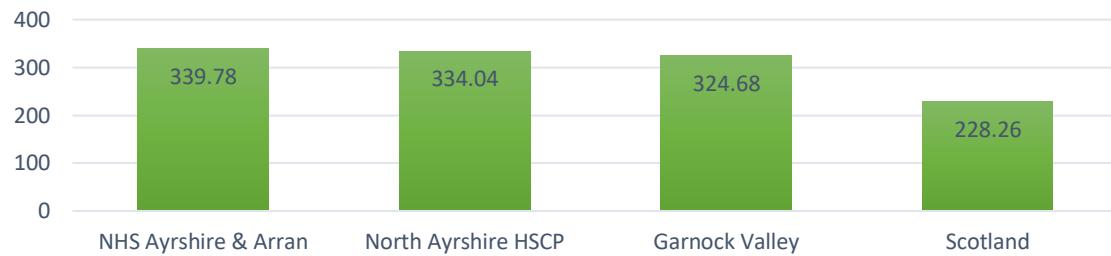




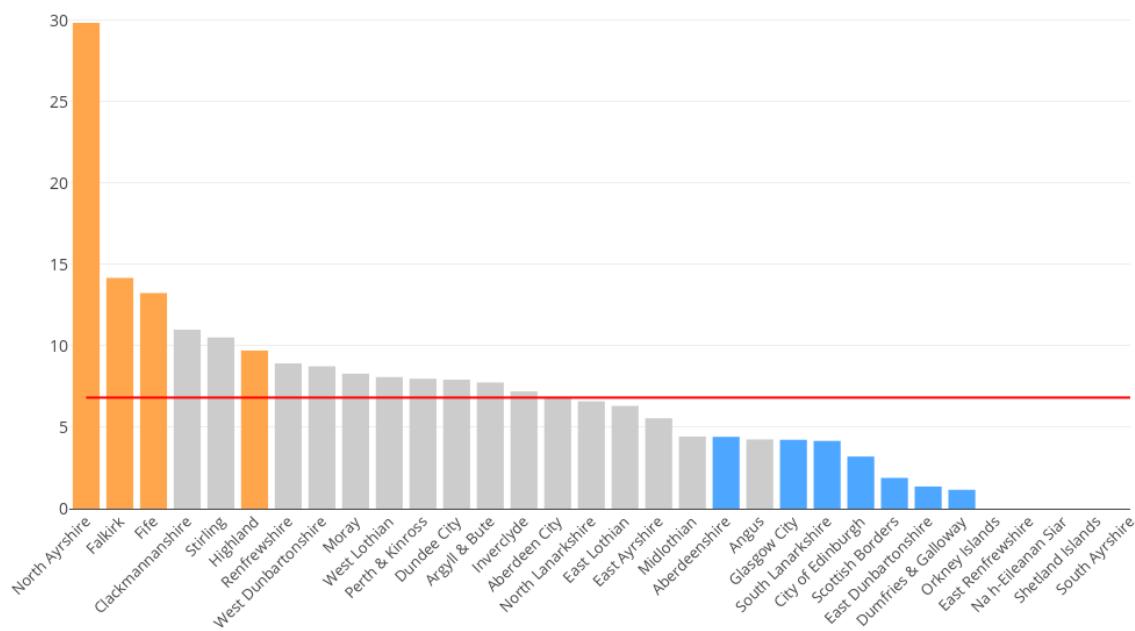
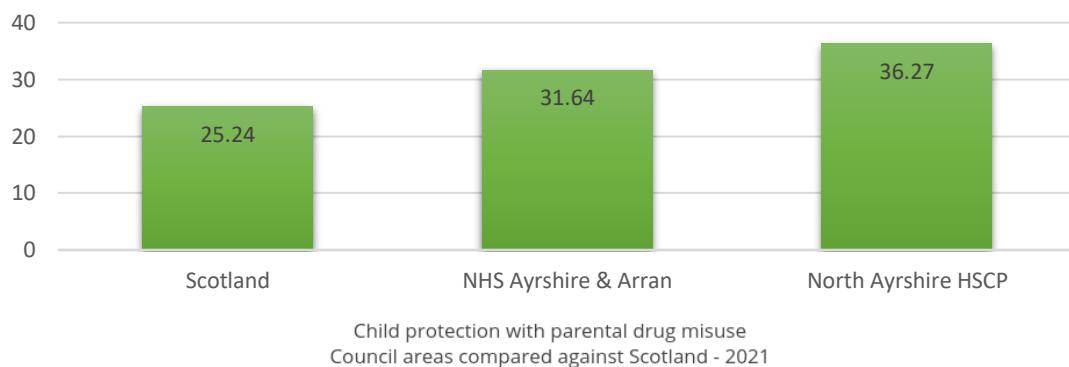
Adults claiming incapacity benefit/severe disability allowance
Council areas compared against Scotland - 2016



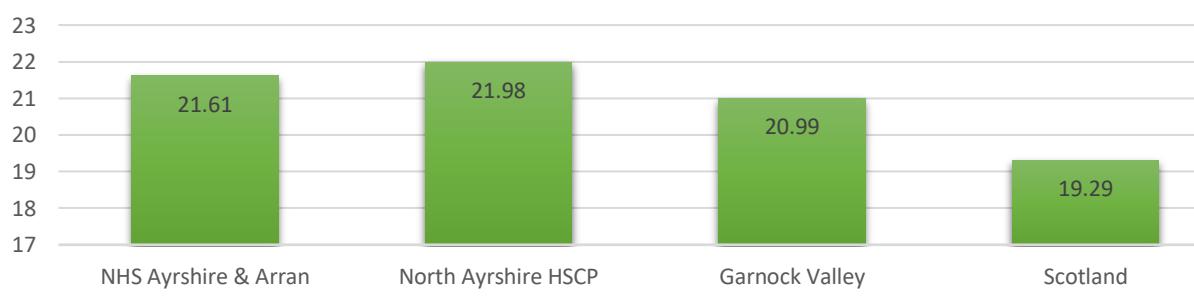
Drug-related hospital admissions per 100,000 2020 (PHS)

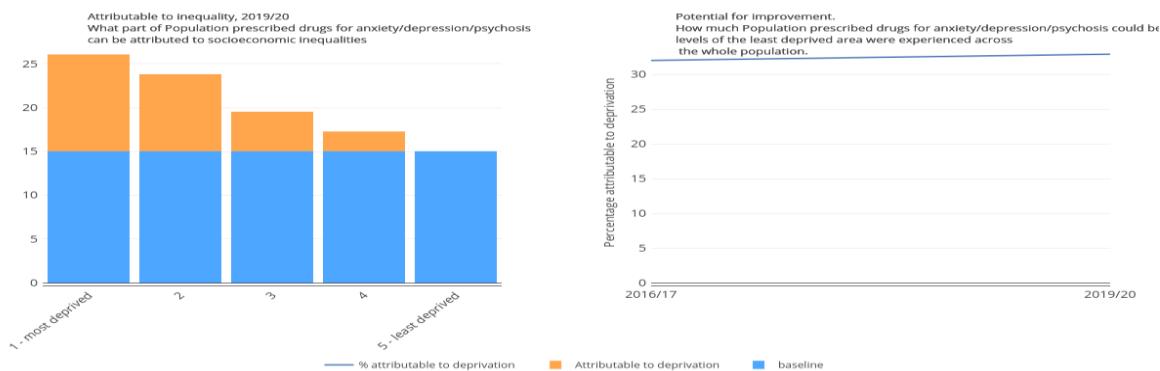


Drug-related deaths per 100,000 population 2021 (NRS)

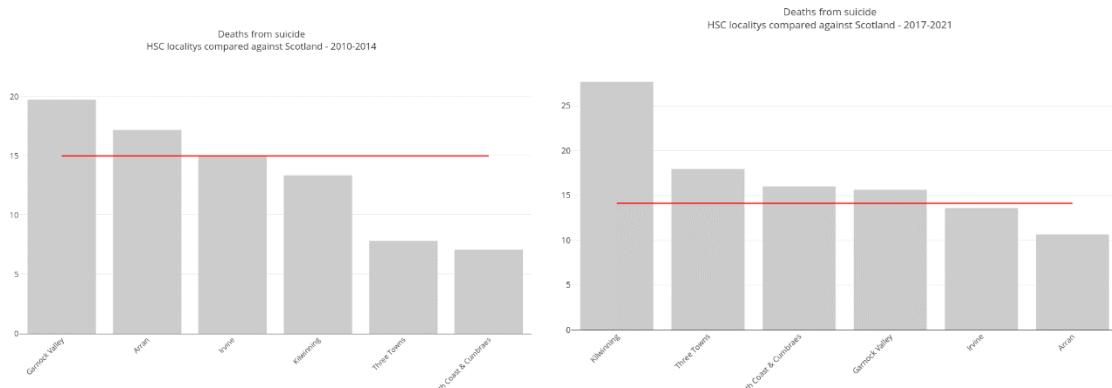
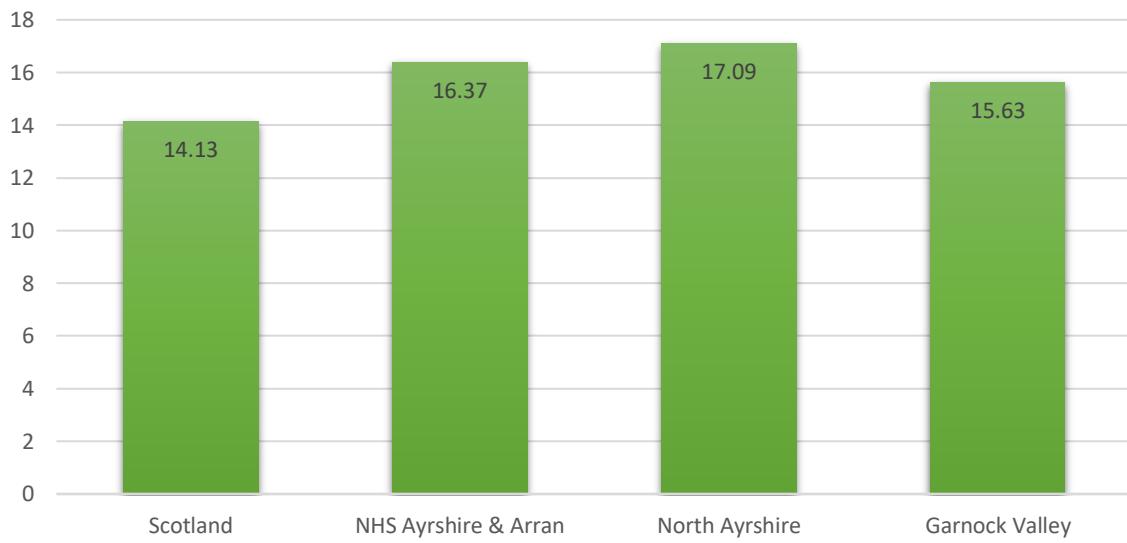


% Population prescribed drugs for anxiety/depression/psychosis 2021 (PHS)

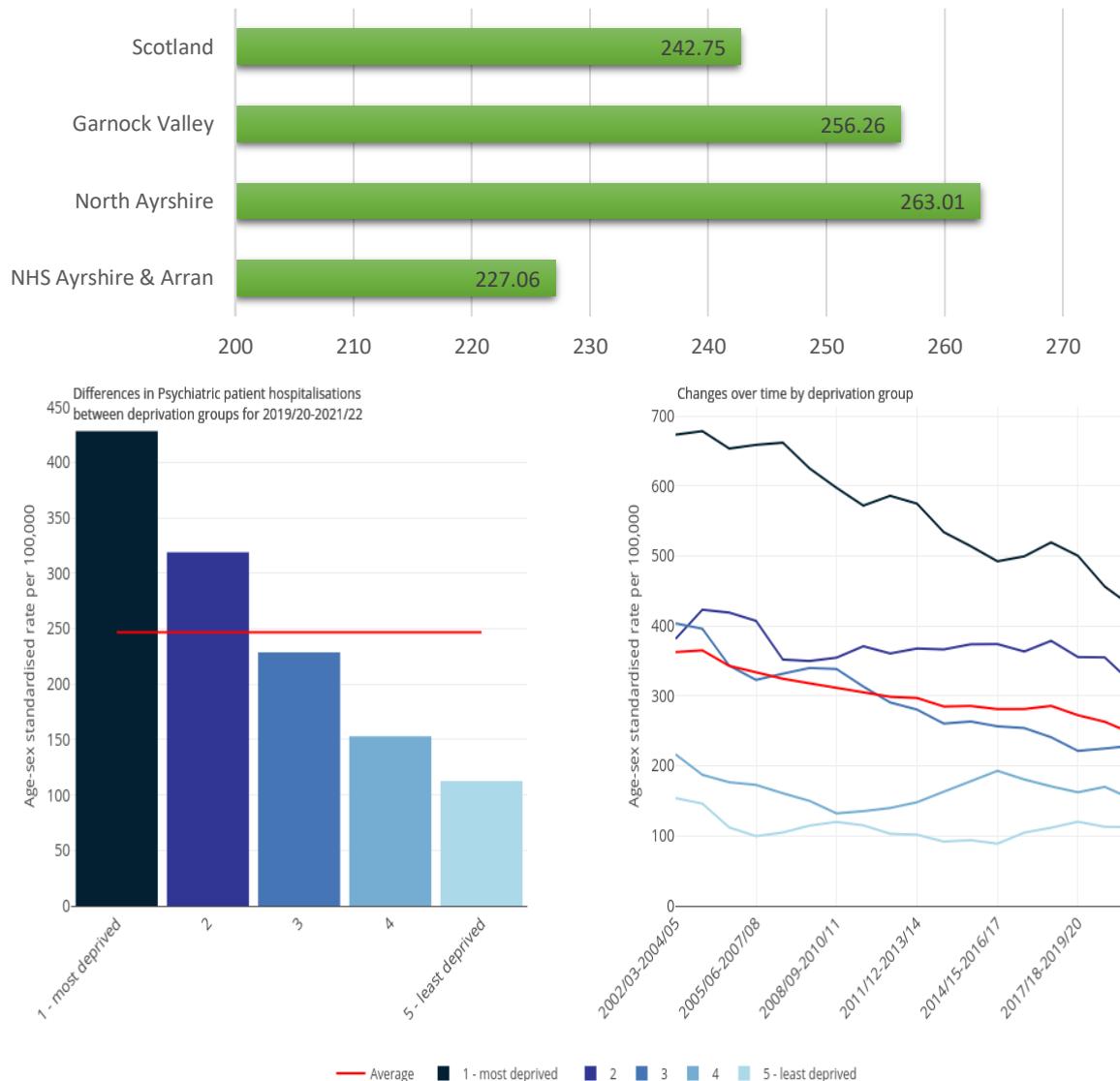


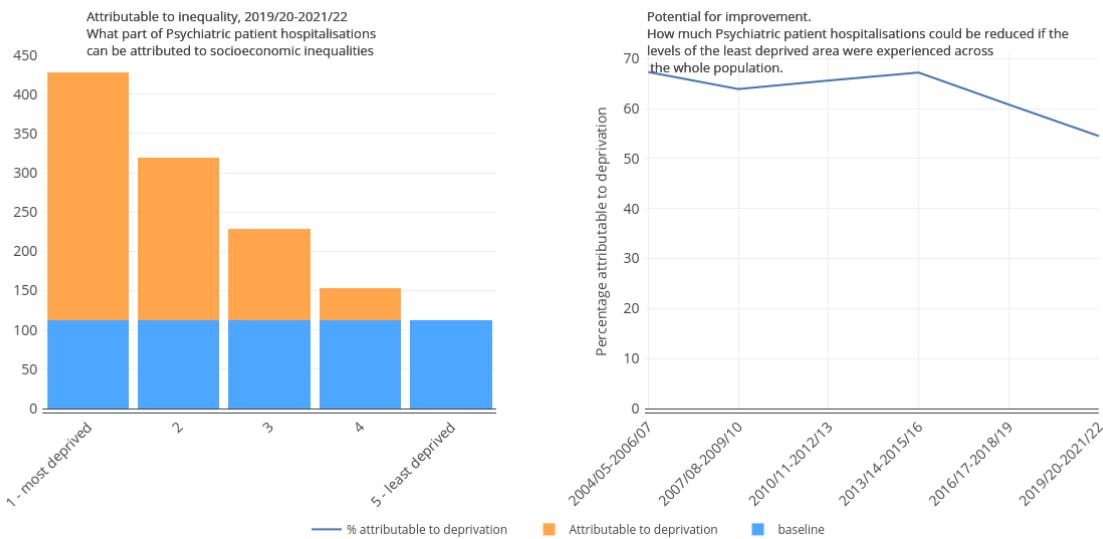


Deaths from suicide per 100,000 population aggregate data 2017-21 (NRS)

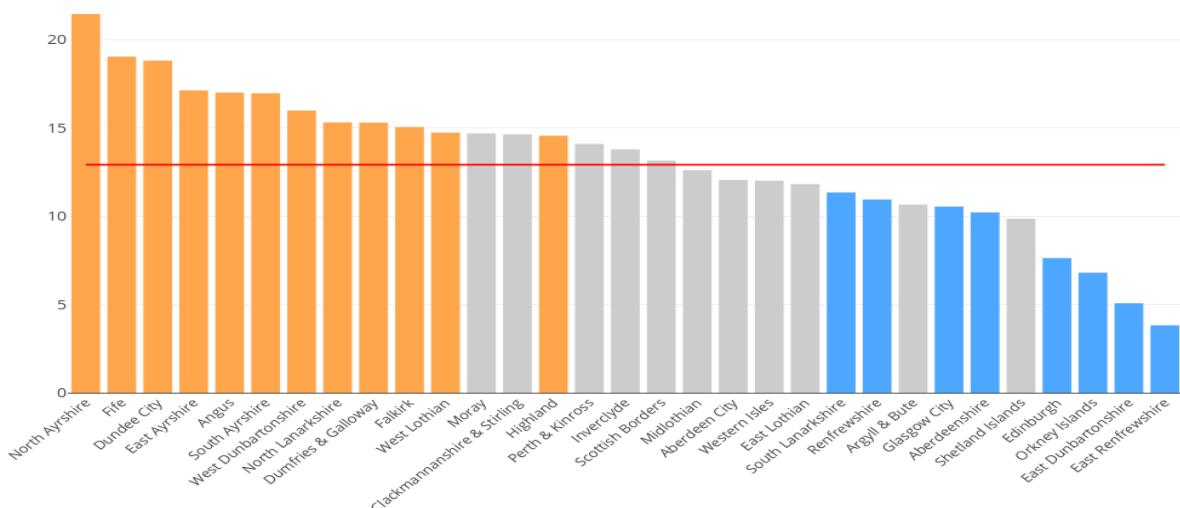


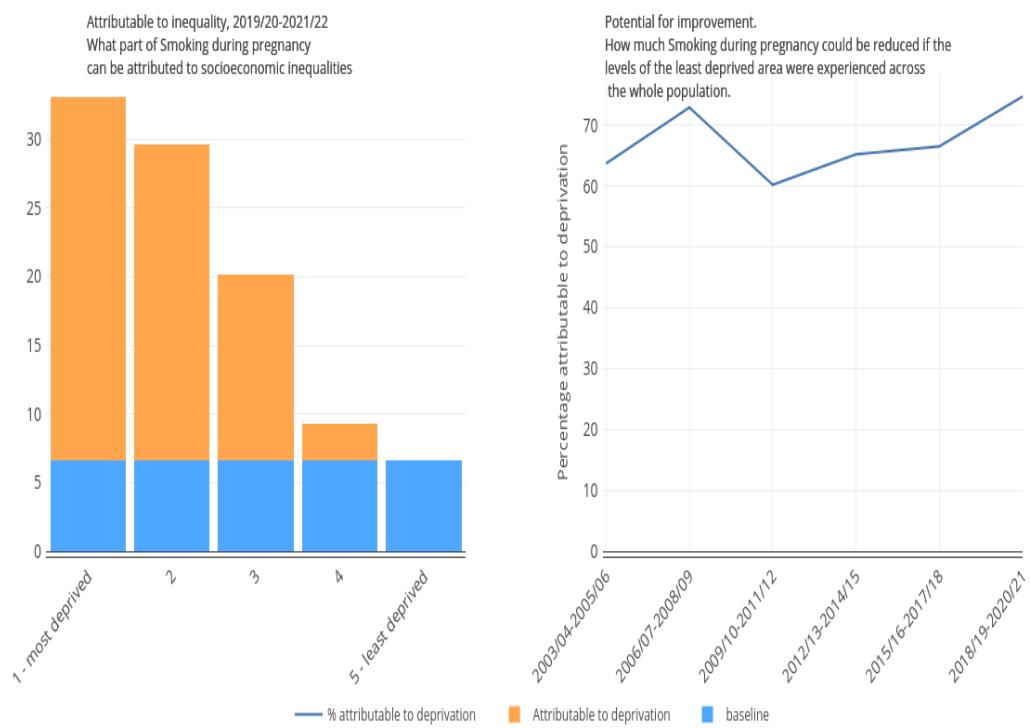
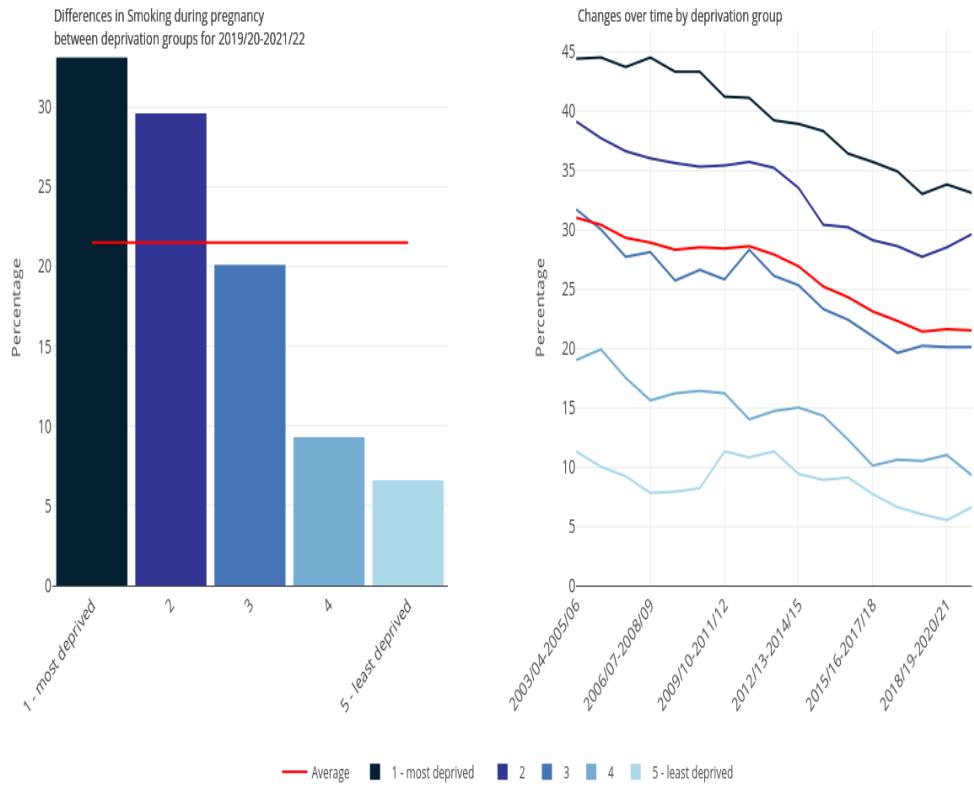
Psychiatric patient hospitalisations per 100,000 population 2019 (PHS)



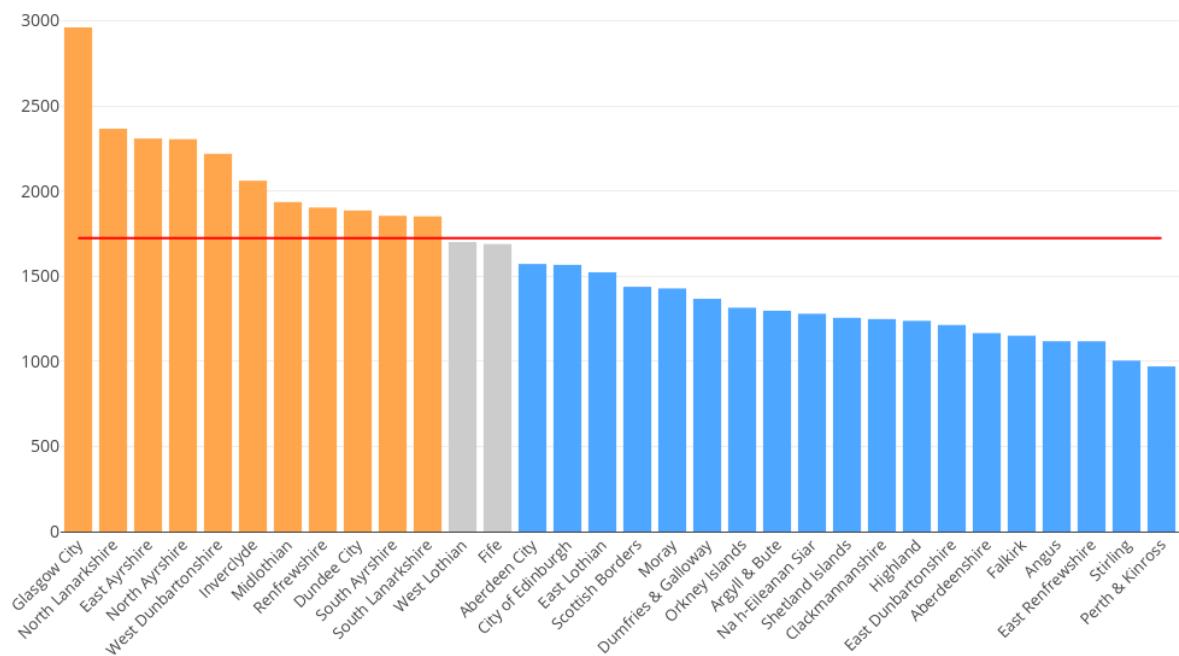


% Women smoking during pregnancy 2020 (PHS)

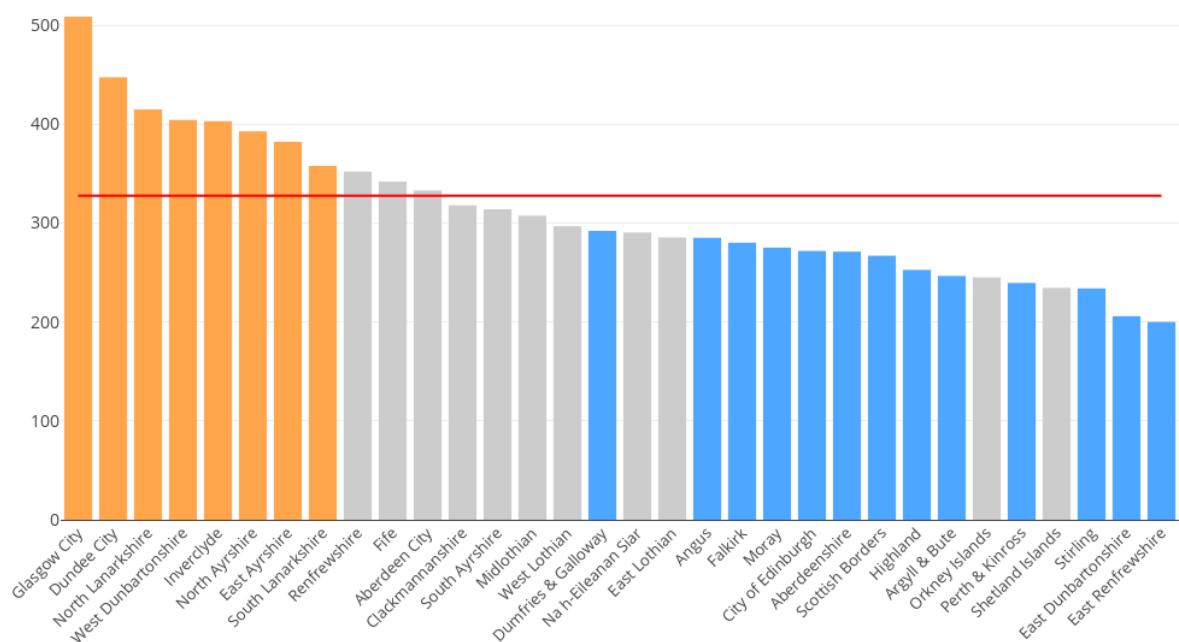




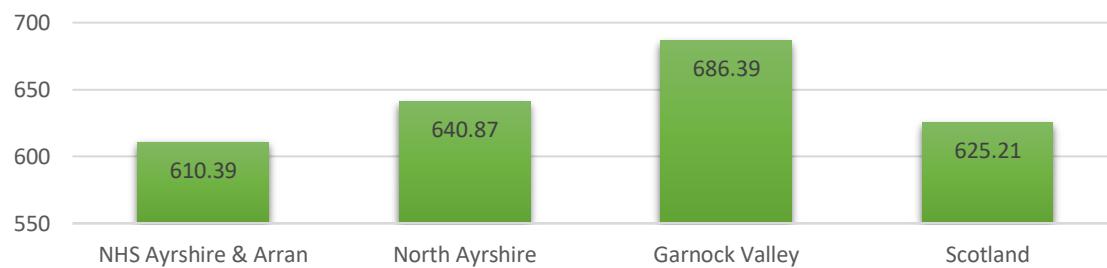
Smoking attributable hospital admissions
Council areas compared against Scotland - 2017-2018



Smoking attributable deaths
Council areas compared against Scotland - 2017-2018



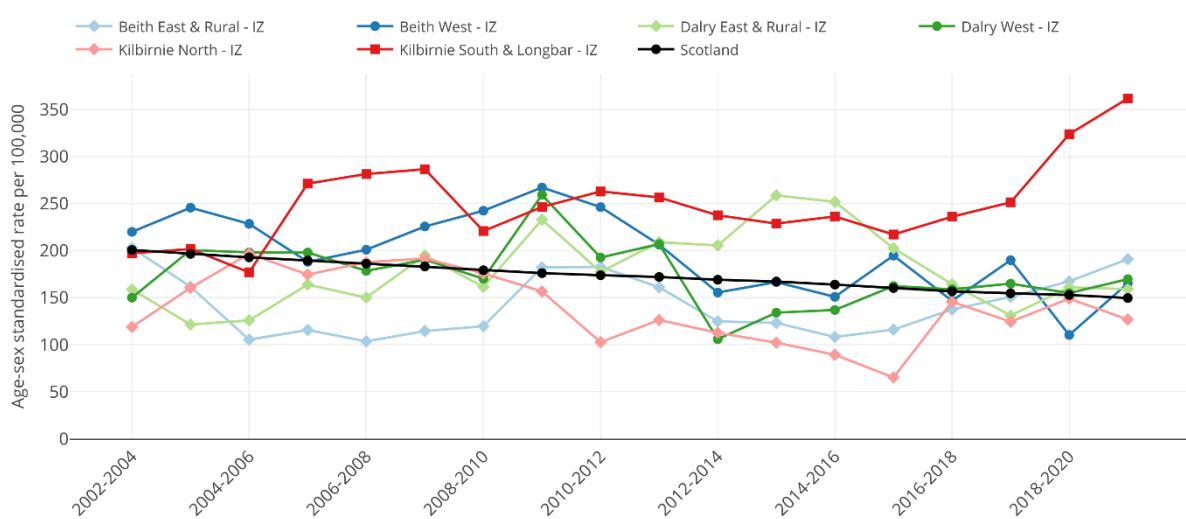
Cancer registrations per 100,000 population 2019 (PHS)



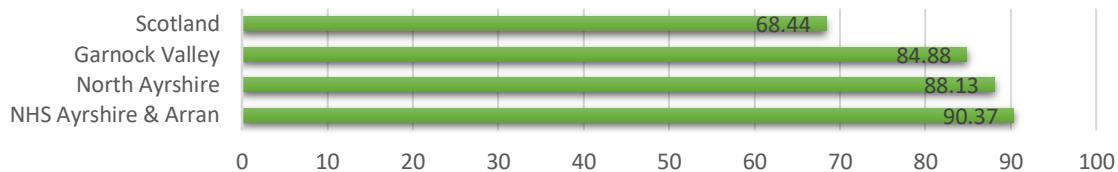
Early deaths from cancer, aged <75 years per 100,000 population 2020 (NRS)



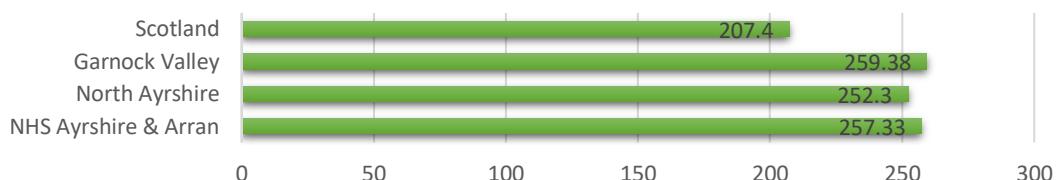
Early deaths from cancer, aged <75 years



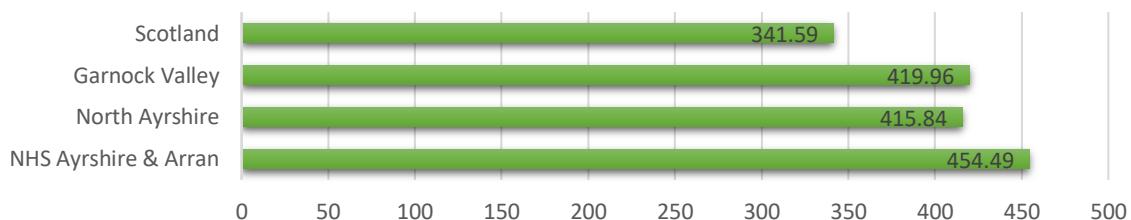
Asthma patient hospitalisations per 100,000 population 2020 (PHS)



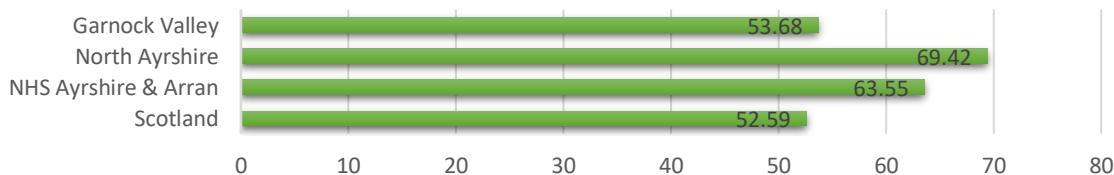
Chronic obstructive pulmonary disease (COPD) patient hospitalisations per 100,000 2020 (PHS)



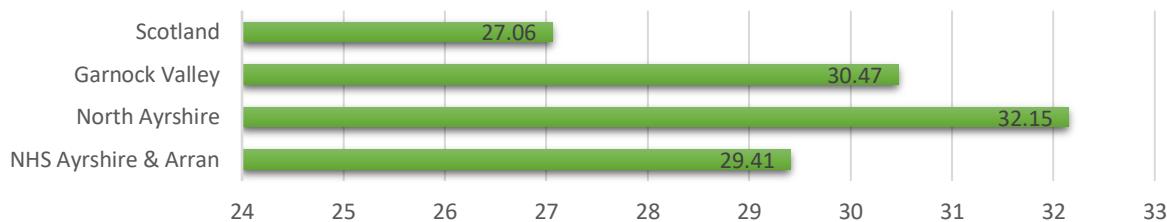
Coronary heart disease (CHD) patient hospitalisations per 100,000 population 2020 (PHS)



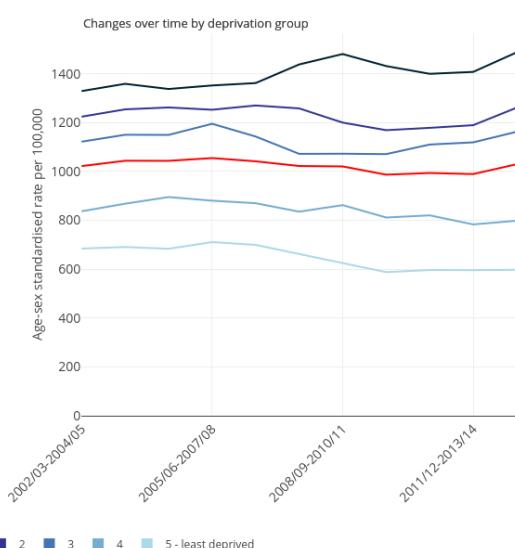
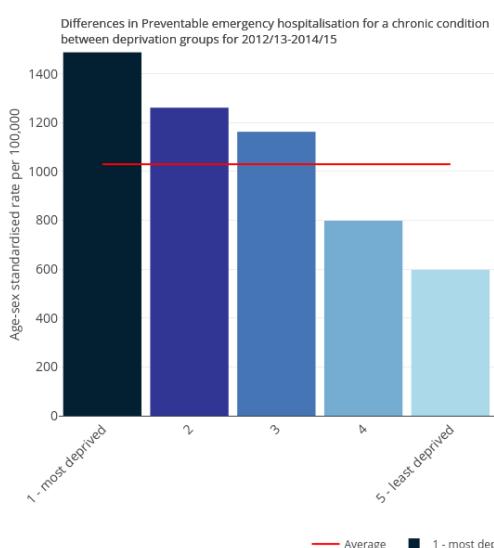
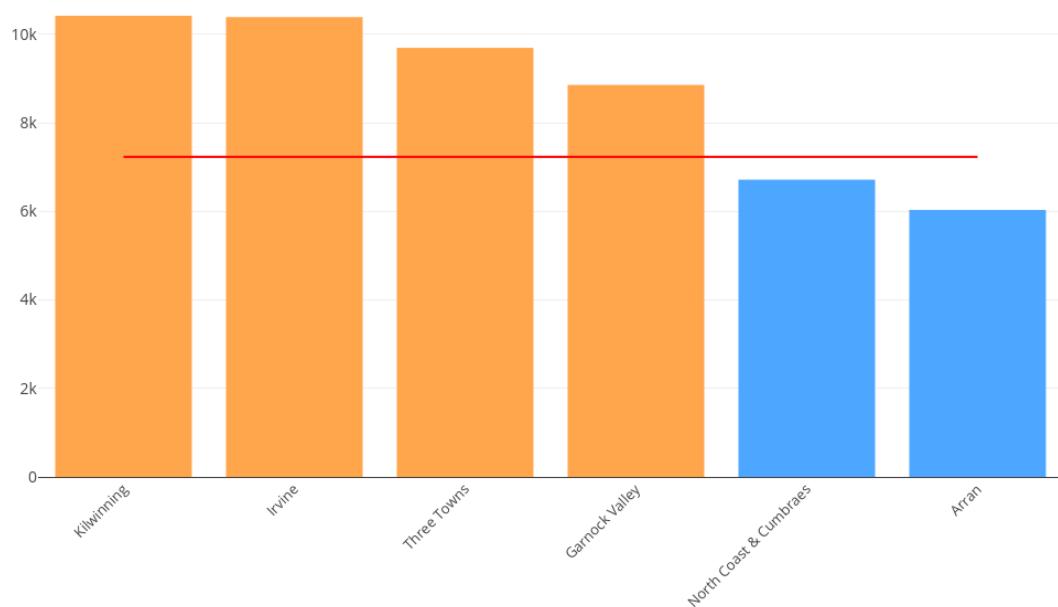
Early deaths from coronary heart disease (CHD), aged <75 years per 100,000 population 2020 (PHS)



Teenage pregnancies per 1,000 females aged 15-19 2019 (NRS)

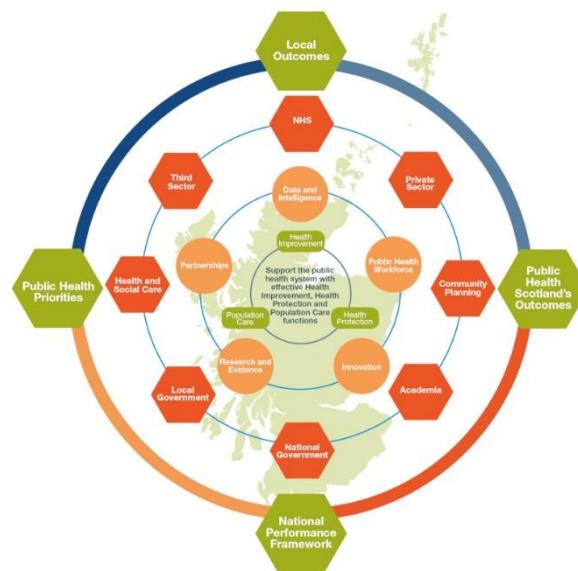


Emergency patient hospitalisations
HSC localities compared against Scotland - 2019-2021



1. *A Scotland where we live in vibrant, healthy and safe places and communities.*
2. *A Scotland where we flourish in our early years.*
3. *A Scotland where we have good mental wellbeing.*
4. *A Scotland where we reduce the use of and harm from alcohol, tobacco, and other drugs.*
5. *A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.*
6. *A Scotland where we eat well, have a healthy weight and are physically active.*

Six priorities for public health, to improve health and reduce inequalities across the whole system, have been identified. The priorities are interdependent and related, reflecting the complexity of Scotland's health challenges and the effort needed nationally, regionally and locally to make a difference.



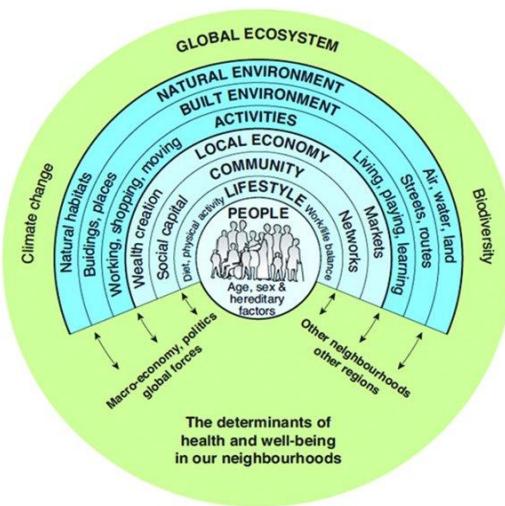
Deaths of Despair

The Garnock Valley exhibits many of the structural symptoms associated with what economists Case and Deaton have termed "*Deaths of Despair*"—a phenomenon marked by rising mortality due to suicide, substance misuse, and chronic illness, driven not by biology but by **economic dislocation, social fragmentation, and institutional failure**.

In the aftermath of deindustrialisation, communities such as Kilbirnie, Beith and Dalry have endured a sustained erosion of employment, opportunity, and public confidence. The loss of stable industry was not replaced by an equitable alternative; instead, it gave rise to chronic unemployment, population decline, and a widening gap in life expectancy and mental health outcomes compared to national averages. This deterioration has been accompanied by increased **drug-related deaths, suicide, alcohol-related illness**, and intergenerational poverty—hallmarks of despair deeply embedded in place and policy neglect.

The parallels with post-industrial regions elsewhere are striking. In Garnock, as in Appalachia or South Wales, the collapse of the economic base has produced not only material hardship but a **crisis of meaning, identity, and connection**—factors as lethal as any physical disease.

The *Electric Valley* strategy responds to this context not only as an economic or environmental plan, but as an **intervention into despair itself**. By reconnecting people to place, repurposing assets for collective use, and creating new pathways for meaningful work, energy sovereignty, and local pride, it offers a form of **structural healing**—a proactive response to a crisis long misdiagnosed as individual.



An assessment will be undertaken on any health-related projects we perform to enable us to consider the multiple dimensions of health inequalities, to help us continuously improve the contribution of our work to reducing health inequalities and to meet our responsibilities under the Equality Act 2010.

HEAT is a tool developed by Public Health England. It is a flexible framework that we can adapt to our projects providing a strong inequalities and equity focus to our work.

Health Equity Assessment Tool (HEAT)

Programme or project being assessed:		
Date completed:		
Contact person:		
Name of strategic leader:		
Question	Issues to consider	Response
1. What health inequalities (HI) exist in relation to your work?	<p>Explore existing data sources (see resources section – not exhaustive) on the distribution of health across different population groups</p> <p>Consider protected characteristics and different dimensions of HI e.g. socioeconomic status or geographic deprivation</p>	
2. How might your work affect HI (positively or negatively)? How might your work address the needs of different groups that share protected characteristics?	<ul style="list-style-type: none"> Consider the causes of these inequalities. What are the wider determinants? Think about whether outcomes vary across groups, and who benefits most and least Consider what the unintended consequences of your work might be 	
a) Protected characteristics		

	<p>b) Socio-economic status or geographic deprivation</p> <p>c) Specific socially excluded or vulnerable groups e.g. people experiencing homelessness, prison leavers, young people leaving care</p>	
3. What are the next steps?	<ul style="list-style-type: none"> • What specific actions will you take to address health inequalities and the needs of groups/communities with protected characteristics? • Is there anything that can be done to shift your work 'upstream' to make it more likely to reduce health inequalities? 	
4. How will you monitor and evaluate the effect of your work?	<ul style="list-style-type: none"> • What quantitative and/or qualitative evaluation will be established to check you have achieved the actions you set? • What output or process measures will you use? 	
5. Review (To be completed 6 to 12 months after first completion)	<ul style="list-style-type: none"> • Consider lessons learnt – what will you do differently? Identify actions and changes to your programme to drive improvement 	



EQUALITY

WHAT IS POVERTY

The 2019-20 definition of a family is considered in poverty is if after housing costs, they are living on **Less than £333 a week or £17,400 a year** for a single person with children aged between five and 14 years or **less than £450 or £23,400 a year** for a couple with children aged between five and 14 years.

Experiencing poverty can undermine the health, wellbeing and also educational attainment of children. 61% of low-income families with children in Scotland can't afford to make regular savings of £10 a month or more. 51% Report that they don't have a small amount of money to spend each week on themselves. 10% Can't afford to have friends of their children visit for tea or a snack once a fortnight.

GARNOCK VALLEY INEQUALITIES

This persistent financial exclusion is evident, with the town of Kilbirnie had the highest bankruptcy rate in Scotland at almost three times the national average personal insolvency rate according to 2014 statistics published by Scottish Government Agency Accountant in Bankruptcy, whilst North Ayrshire is ranked 3rd highest in Scotland overall. There is a high degree of financial exclusion in the locality, with no banks to serve the entire Garnock Valley population of circa 21,000 people following bank closures. Personal debt has increased steadily and insolvency rates in North Ayrshire are high

The Scottish Index of Multiple Deprivation (SIMD) highlights the most deprived areas of Scotland. SIMD 2016 showed that 27% of North Ayrshire's 186 data zones are within the 15% most deprived in Scotland making North Ayrshire the fifth most deprived council area in Scotland after Glasgow, Inverclyde, Dundee and West Dunbartonshire. The Garnock Valley has 27 data zones. In 2016, seven of these (26%) were within the 15% most deprived decile; 14% of the North Ayrshire proportion. This was an overall increase from 22% in 2012. The SIMD 2020 shows the continued decline in data zones of the Garnock Valley with a worsening situation in Kilbirnie and Dalry.

A data-zone within Dalry now sits within the 5% most deprived areas in Scotland, a first for the Garnock Valley and an indication of the worsening poverty in the communities of the Valley and an economic system that fosters inequality. Within Beith the data-zones appear to have improved since SIMD 2016, however this only demonstrates the inequality within society that is prevalent with those better off becoming increasingly wealthy. Poverty rates in North Ayrshire have increased steadily since 2011.

CHILD POVERTY

"Child poverty means growing up in families without the resources to 'obtain the type of diet, participate in the activities and have the living conditions and amenities' which are the norm in 21st century Scotland (Townsend, 1979). Children are considered to be living in poverty if they live in households with less than 60% of median household income. This is the key measure used by UK and Scottish Government."

The Child Poverty Action Group (Scotland)

Ayrshire has some of the highest deprivation levels in Scotland, with higher rates of children living in poverty (after housing costs deducted from their income) compared to Scotland as a whole. In North Ayrshire, there are an estimated 7,705 children living in poverty (End Child Poverty). This is the 2nd

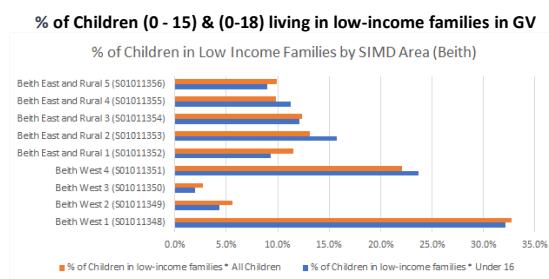
highest rate in Scotland at 29%. As an indication 22.3% of children receive free school meals in North Ayrshire, compared to an average rate of 15.6% in Scotland.

The former council ward of Kilbirnie and Beith has a child poverty rate of 29.67% after housing costs in 2018, which is higher than the North Ayrshire average and an increase of almost 3.5% since 2016. The rate in the former Dalry and West Kilbride ward is 20.19% after housing costs which may be explained by the disparity between the towns of Dalry and relatively more prosperous West Kilbride.

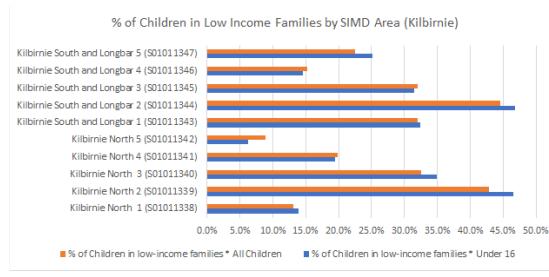
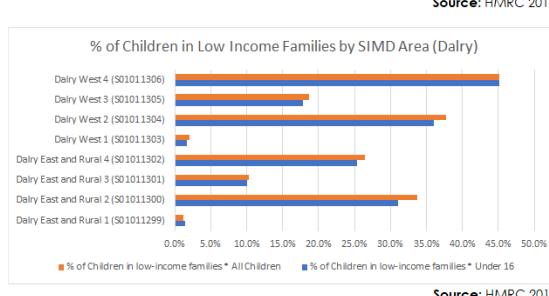
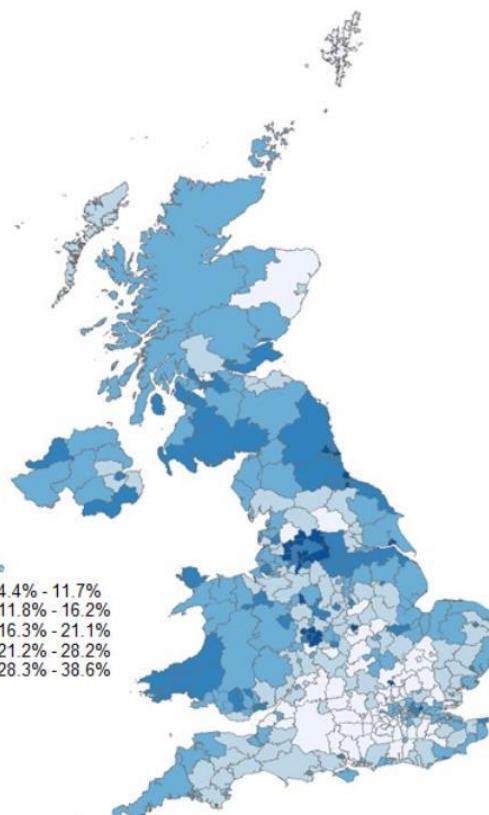
The 2017-20 data shows that the majority of people living in poverty are in working households. 68% of children in poverty AHC in Scotland lived in working households (160,000 children), compared to 74% across the UK. 61% of working-age adults in poverty in Scotland lived in working households (400,000), compared to 68% of working-age adults across the UK. It shows that having a job is not always enough, for example when it does not pay well, when someone is unable to work enough hours, or when one parent is unable to do paid work.

The increase in working poverty over the last decade points to changes in the labour market and the wider economy since the financial crisis, with reductions in unemployment matched by stagnant wages and the rise of part-time work and insecure contracts.

At the same time poverty can act as a drag on economic performance, particularly child poverty, which tends to reduce an individual's lifetime earnings. This also tends to absorb fiscal resources that could be invested in other ways to support public services and the economy.



% of Children (0 - 15) living in low-income families by Local Authority Areas 2019-20



The geographies in the graph above show consistently more young people living in the most deprived quintile when compared to the national average: NHS Ayrshire & Arran, Garnock Valley, Kilbirnie South & Longbar, and North Ayrshire.

The value of this indicator in the area of Kilbirnie North has consistently risen since 2014 and is now ~12% above the national average/

The HMRC Children in Low-Income Families Local Measure shows the proportion of children living in families in receipt of out-of-work (means-tested) benefits or in receipt of tax credits where their reported income is less than 60% of UK median income. Using the data produced the graphs have been produced providing for local data on deprivation at data-zone level in the towns of the Garnock Valley. This allows for a demonstration of the inequality that exists between wealthier (or less deprived) areas of the Garnock Valley and the most deprived. Dalry and Kilbirnie are comparable in terms of overall deprivation although Dalry also appears to have the starker contrast in terms of inequality between intermediate data-zone areas. Kilbirnie has higher levels of children in income deprived households as a percentage of children under the age of 6, whilst Beith is lower overall with the exception of data-zone Beith West 1 being more comparable to the average level within the Garnock Valley

Tackling child poverty is an urgent national priority. Recent projections suggest child poverty targets will be challenging to achieve, as the COVID-19 is likely to disproportionately affect workers in in low pay sectors.

FUEL POVERTY

North Ayrshire has a slightly higher rate of Fuel Poverty than the Scottish average. The rate stood at 26% in 2017 compared to 23.7% as the Scottish national average. However, the rate of extreme fuel poverty in North Ayrshire is below the national average at 8% compared to 11.9% in Scotland. Although, North Ayrshire fares poorly in terms of energy efficiency, which is one of the main drivers of fuel poverty. North Ayrshire was 4th lowest out of 32 local authorities in terms of percent dwellings with insulated cavity or solid walls compared to the Scotland average and the lowest in percentage terms by number of dwellings with less than 100mm loft insulation. North Ayrshire was 8th highest by presence of damp within dwellings and also had the 7th highest level of SHQS Failings in Scotland in 2017. Overall, the number of children living in households suffering fuel poverty is considered to have decreased since the re-evaluation of fuel poverty measurements, however, even by this measure North Ayrshire is consistently above the national average

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RADIO CITY ASSOCIATION TACKLING POVERTY



Many of the fundamental causes of poverty are out with the control of RCA, we seek to alter this through our Electric Valley objectives to create new opportunities in a well-being inclusive economy but we also seek to mitigate the impact of poverty on lives.

Our work involves tackling inequalities surrounding food, finance, clothing, housing and other areas

Our Principles are;

- Communication & Trust
- Confidentiality & Respect
- Planning Outcomes taking account of unintended consequences
- Creativity & Partnership

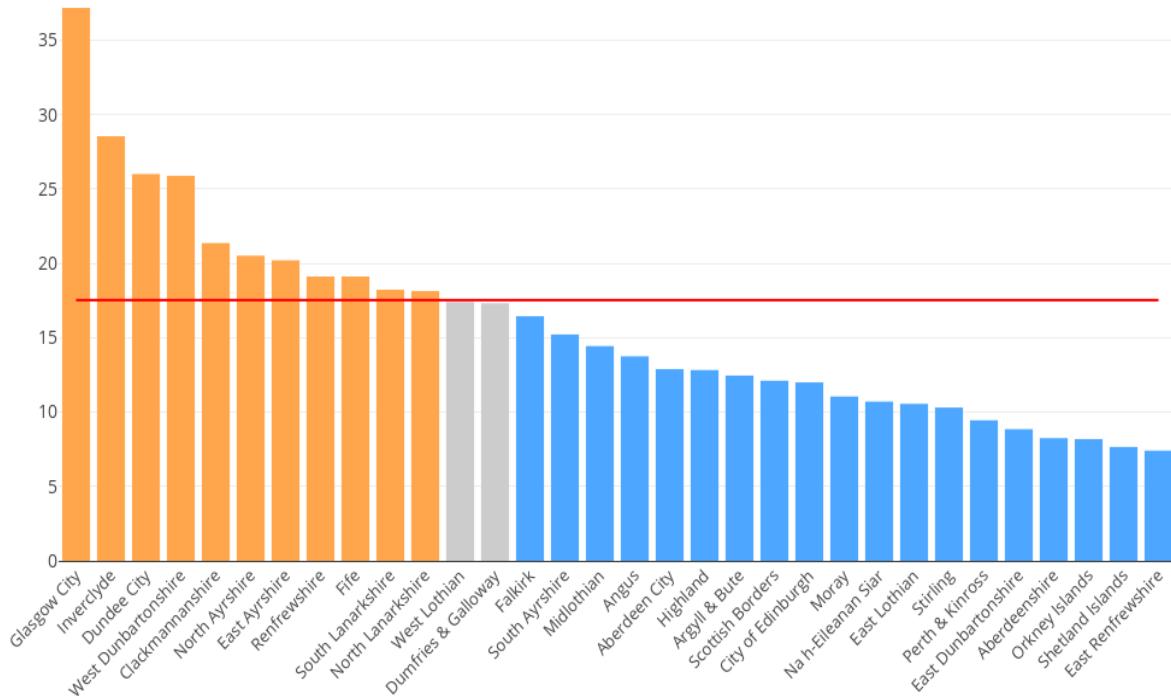
Our approach to our poverty alleviation schemes are

- **Targeting** – helping those known to be in need through outreach
- **Enhanced** – high quality levels of service and intervention
- **Universal** – anyone in need of help deserves it.

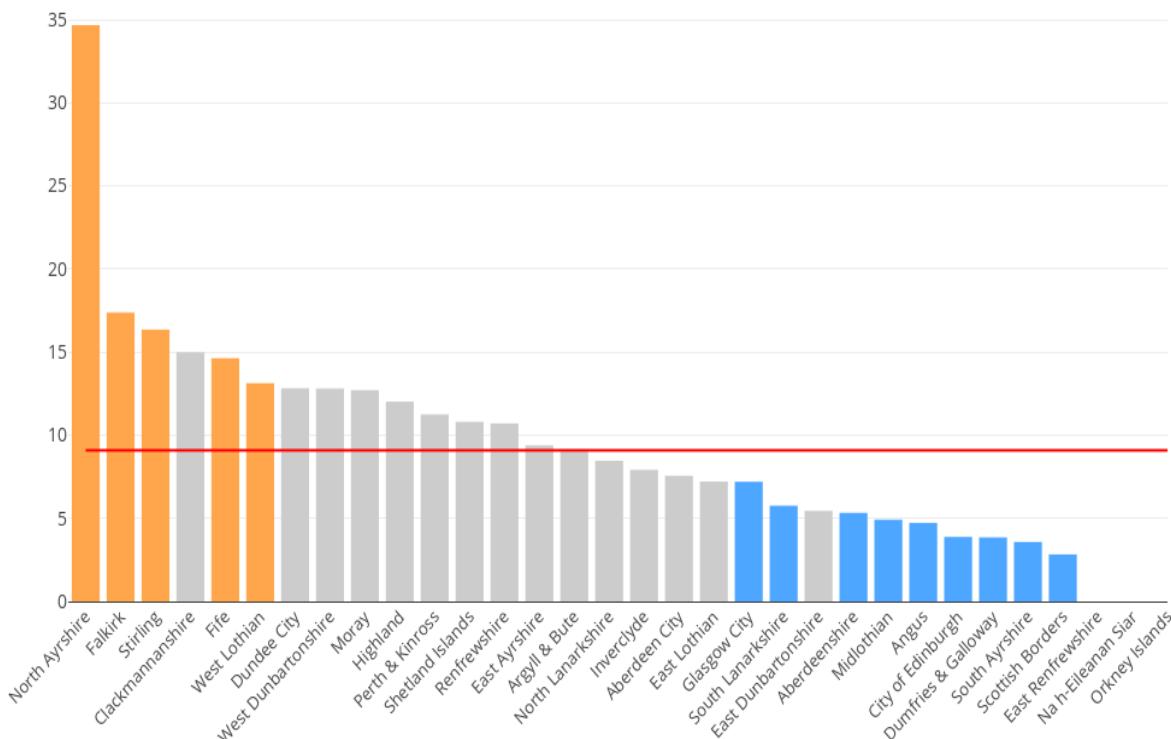
Our poverty interventions seek to undo the fundamental causes and prevent the wider environmental effects and mitigate the individual experiences of living in poverty, to increase accessibility of health enhancing activities, good quality and affordable housing, social and cultural experiences, affordable and sustainable transport and education and learning opportunities.

As well as needing to ensure that our approach intervenes at all three levels described above, research also demonstrates that a combination of approaches across three areas of the population is essential to effectively tackle inequalities.

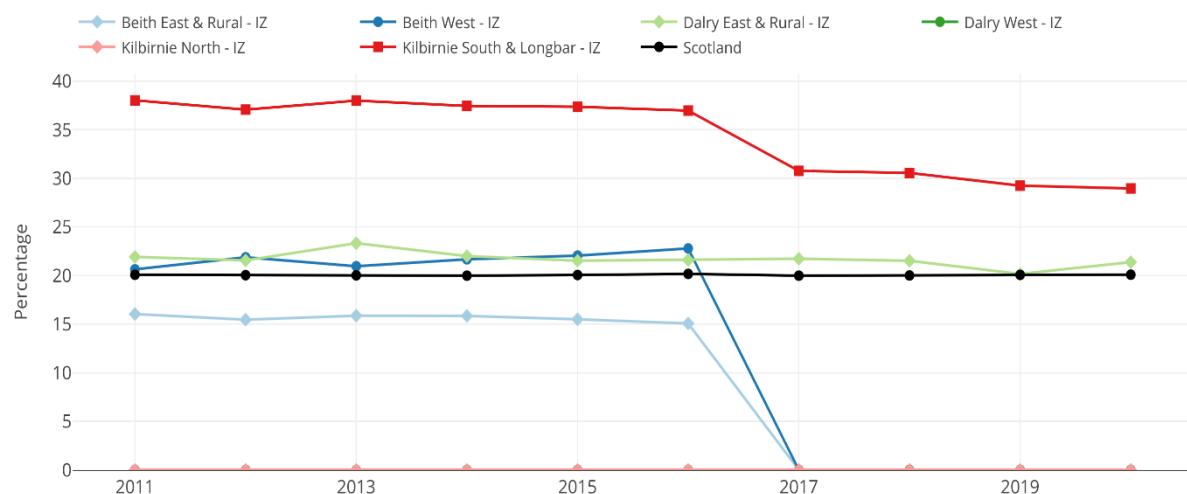
Children registered for free school meals
Council areas compared against Scotland - 2020



Child protection with parental drug or alcohol misuse
Council areas compared against Scotland - 2021



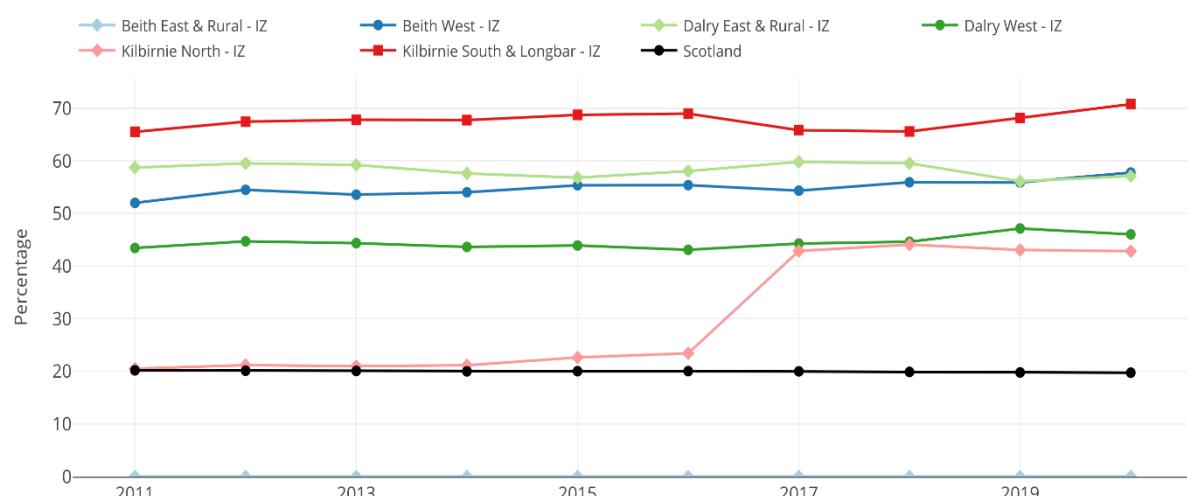
Young people living in the most crime deprived quintile, aged 0-25 years



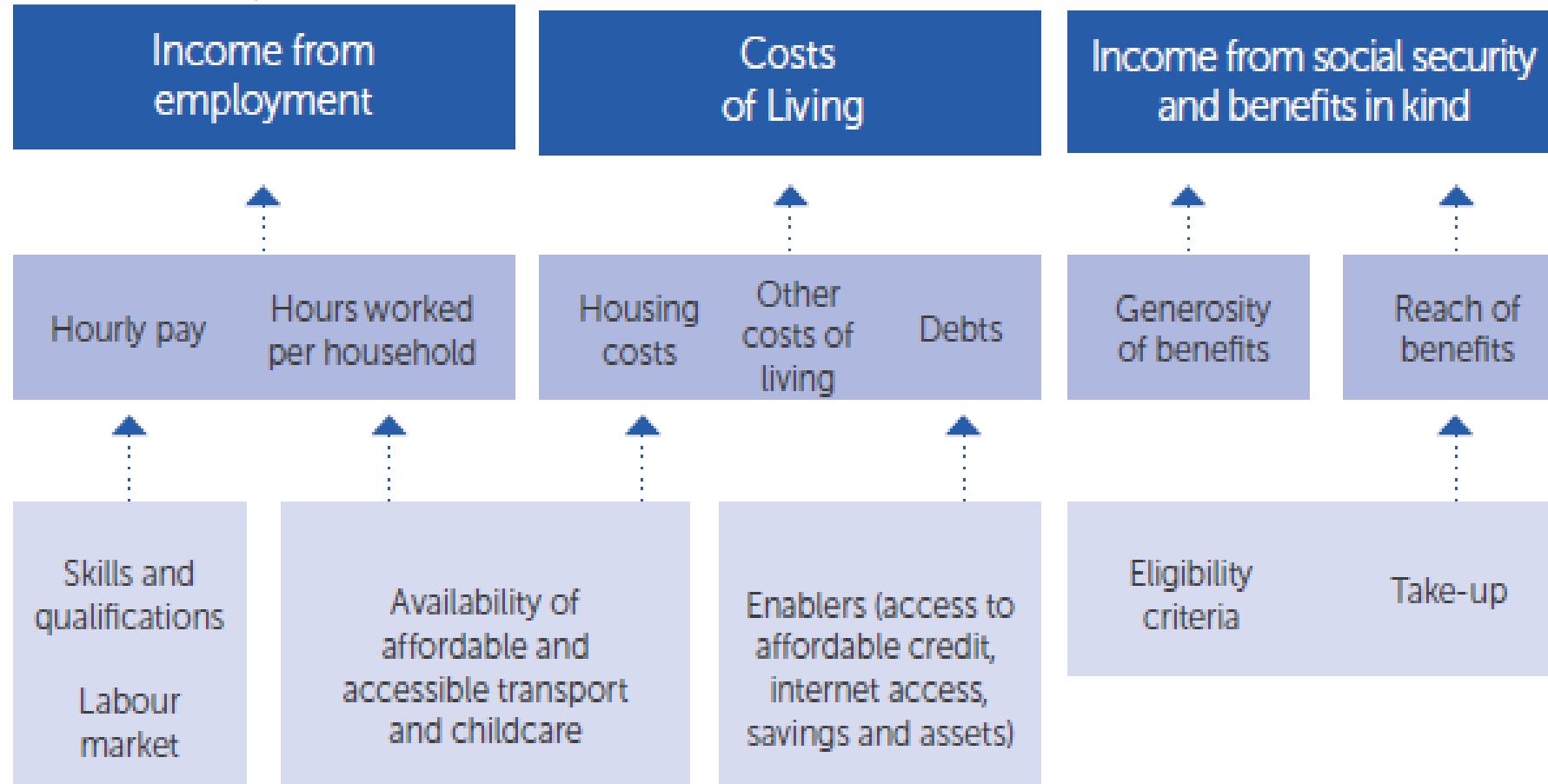
Young people living in the most access deprived quintile, aged 0-25 years



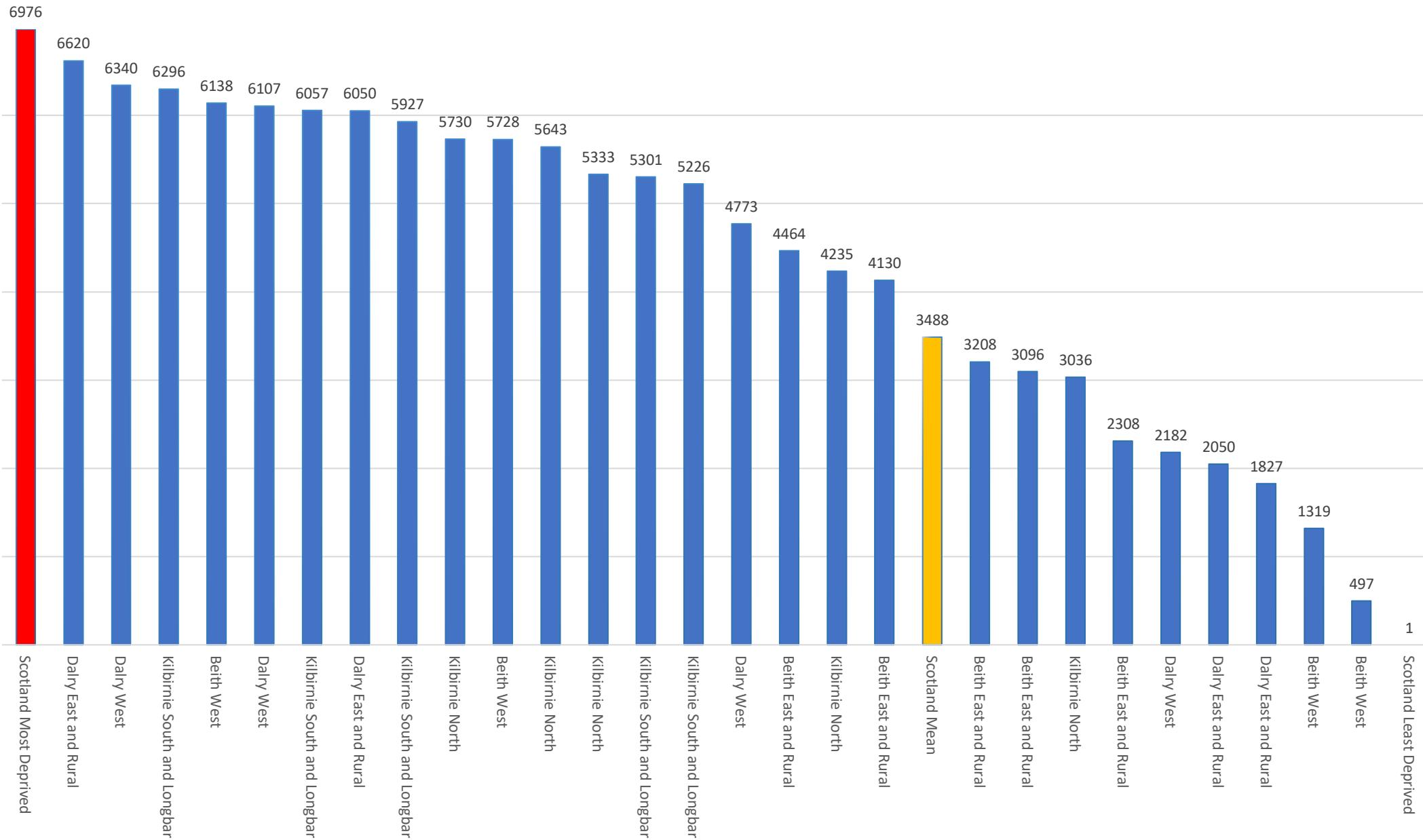
Young people living in the most income deprived quintile, aged 0-25 years



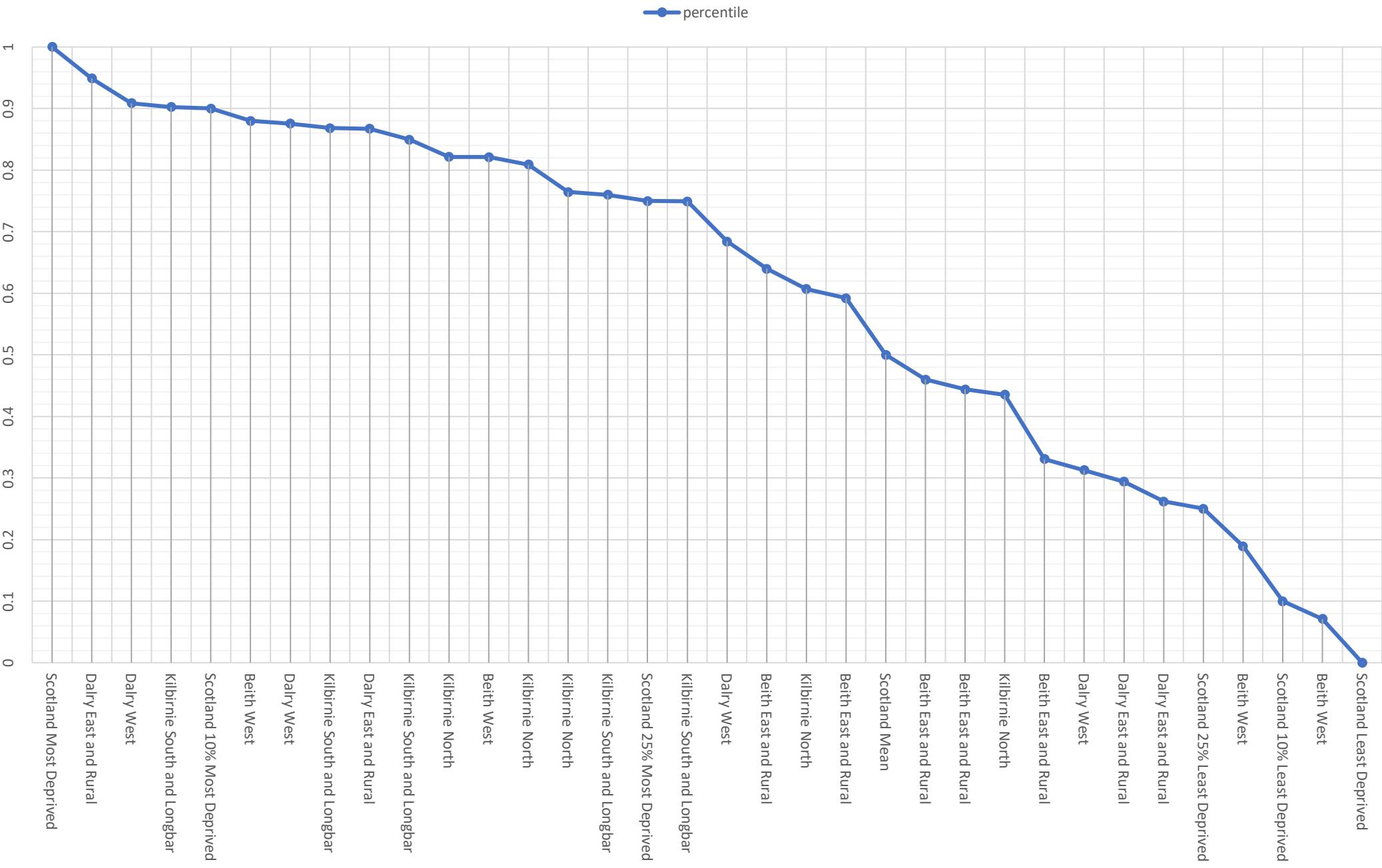
What Causes Poverty?



GARNOCK VALLEY & SCOTLAND SIMD 2020 (1 LEAST DEPRIVED / 6976 MOST DEPRIVED)



SIMD 2020 GARNOCK VALLEY & SCOTLAND PERCENTILE 0-100% (100% MOST DEPRIVED AREA OF SCOTLAND)



Electric Valley Equality and United Nations Sustainable Development Goals



Electric Valley Equality and Scottish National Performance Network





SUSTAINABLE
TRANSPORT

MOBILITY

&

ACTIVE TRAVEL



The transport system in Scotland is an important enabler of economic activity. Evidence shows that the efficiency, reliability and quality of transport system is an important driver for business productivity. It reduces barriers to employment, connects people (workers and customers) to areas of economic activity and allows businesses to access their markets – domestic and abroad, in turn supporting international trade, including tourism.

An efficient transport system contributes to creating agglomeration benefits, which is another driver for performance of our local economies. Transport also affects other aspects of people's wellbeing – social outcomes and the environment, including climate.

The National Transport Strategy (NTS2) has four priorities to capture the various impacts of transport on wellbeing

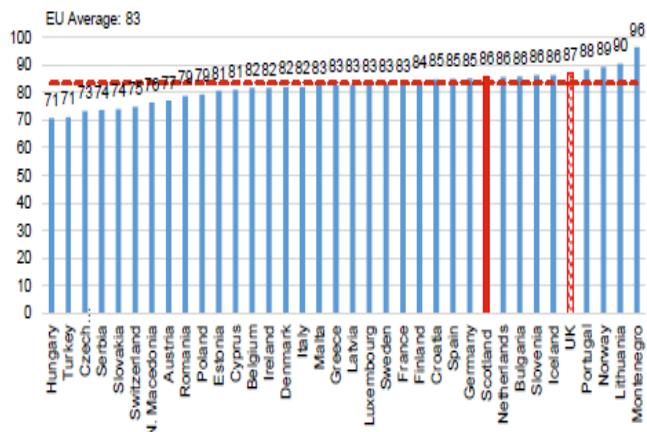
<p>Reduces inequalities</p>  <ul style="list-style-type: none"> Will provide fair access to services we need Will be easy to use for all Will be affordable for all 	<p>Helps deliver inclusive economic growth</p>  <ul style="list-style-type: none"> Will get people and goods where they need to get to Will be reliable, efficient and high quality Will use beneficial innovation
<p>Takes climate action</p>  <ul style="list-style-type: none"> Will help deliver our net-zero target Will adapt to the effects of climate change Will promote greener, cleaner choices 	<p>Improves our health and wellbeing</p>  <ul style="list-style-type: none"> Will be safe and secure for all Will enable us to make healthy travel choices Will help make our communities great places to live

Cars or vans account for the majority of passenger journeys in Scotland, despite the longstanding need to shift to active and public transport. In addition to contributing to sustainability objectives, public or active transport contributes to stronger economic performance by reducing congestion. It offers a more efficient and sustainable means of connecting people to work and other places of economic activity.

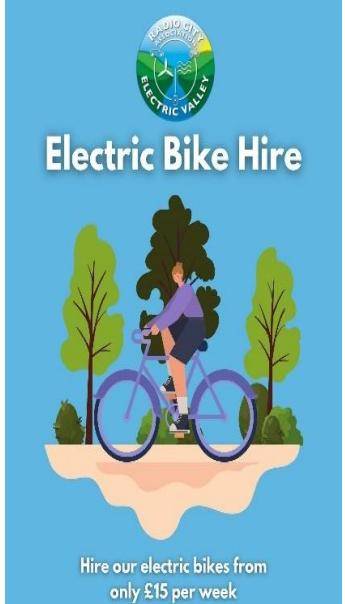
The proportion of people travelling to work by public transport and active travel remained reasonably stable in the ten years to 2019. Bus passenger numbers declined while rail passenger numbers increased. More recently, the Covid19 pandemic has negatively affected public transport demand, and expectations are that it will take several years to return to pre-pandemic levels.

The graph compares Scotland's reliance on the car for passenger transport with EU countries.

Scotland has a slightly higher percentage of passenger kilometres by car when compared to the EU average, although lower levels of car use in some countries could reflect lower incomes limiting car ownership.



In some instances, physical and human geography will also be a factor. However, the data still shows that it is possible to have a relatively low level of reliance on the car while retaining higher levels of productivity and wellbeing, like in Belgium, Denmark and Ireland.



Our **Active Travel Programme** is focused on improving accessibility and promoting healthier, more sustainable lifestyles. Through a **£100,000 investment in path infrastructure**, we've enhanced local walking and cycling routes, making active travel a more viable option for all. Key features include the installation of **multicolour benches linked to QR codes**, which provide information and encourage engagement, as well as a new **outdoor gym** to support physical activity in shared public spaces. This initiative not only boosts connectivity but also helps foster wellbeing, inclusion, and community pride.

Micromobility

Micromobility is small, lightweight vehicles designed for short-distance travel, typically under 10 km. This includes bicycles, e-bikes, scooters, and e-scooters, often available through shared mobility schemes such as Radio City Association's scheme.

Micromobility offers an affordable, sustainable alternative to car travel, helping to reduce congestion, cut emissions, and improve urban accessibility. As cities aim to become greener and more people-friendly, micromobility is playing a growing role in shaping the future of transport.

The need to commute significant distances to higher paid jobs can compound challenges of transport and childcare. In 2016, median weekly earnings for full-time employees who reside in North Ayrshire were 2.6% lower than in Scotland as a whole (£523 compared to £537), whereas the

median weekly earnings for full-time employees who work in North Ayrshire were 4.7% lower than those for Scotland as a whole (£510 compared to £535). This seems to confirm that people commute to different Local Authorities where jobs are better paid than those within North Ayrshire.

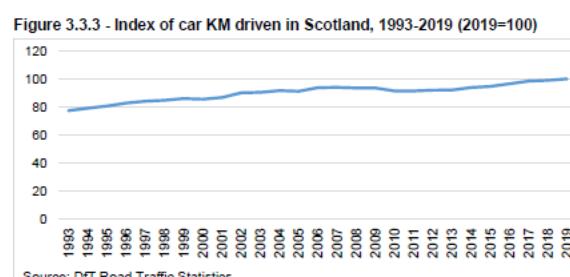
Transport continues to be Scotland's biggest emitting sector, accounting for around 29% of emissions. The derived nature of transport demand mean that where people live, work, learn and access goods and services all play a part in their need to travel. Moreover, many transport choices people make are particularly ingrained and have become habitual overtime.

The climate action for transport aims to increase the share of public transport operators in the passenger market and to support active travel. The Climate Change Plan update (CCPu) includes measures that will further reduce emissions while stimulating the economy. Further, the National Transport Strategy (NTS2), which sets the direction for Scotland's transport over the next two decades, has climate action as a core priority along with reducing inequalities, helping to deliver inclusive economic growth and improving health and wellbeing.

While the decarbonisation of small passenger vehicles is progressing with electric car technologies, achieving net zero emissions in aviation, maritime and heavy goods still requires substantial investment in innovation. Extensive carbon-reduction modelling has concluded that technological solutions alone will not be enough to reach net-zero emissions.

Thus, CCPu in 2020 set out a world-leading commitment to reducing car kilometres by 20 per cent by 2030. This presents economic opportunities in alternative modes of transport. Scotland is in a good position to start looking at technology and industry growth opportunities in these areas, given its comparative advantage in natural assets for establishing a hydrogen economy. The presence of a thriving aerospace engineering industry in Scotland also provides foundations for building innovation clusters for relevant technologies.

The below graph reflects the scale of the challenge to reverse a long-term trend of rising car use, and to reduce the economic, social, health and environmental harms of growing car use.



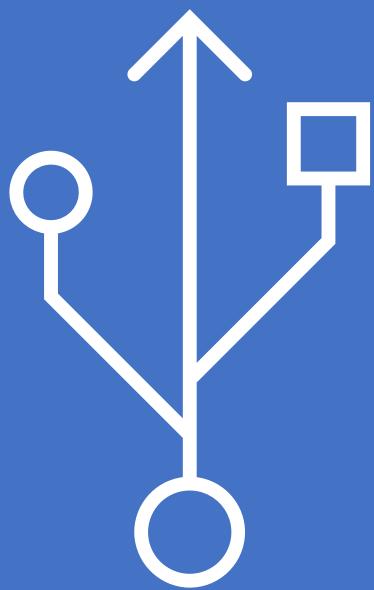
Measures to achieve this outcome can also create transformational economic benefits – living more locally can support community wealth and improve equality of opportunity across Scotland.

Electric Valley Sustainable Transport, Mobility & Active Travel and United Nations Sustainable Development Goals



Electric Valley Sustainable Transport, Mobility & Active Travel and Scottish National Performance Network





TECHNOLOGY

The Electric Valley will tackle incipient future economic trends and current (often historic and enduring) challenges to confront the spectre of climate change in the modern world and the complications presented in this new era by the fourth industrial revolution with all the advances forthcoming in terms of;

- Automation & Robotics (RPA)
- Digitalisation & Cyber
- Connectivity (5G) & Internet of Things (IoT)
- Biotechnology & Nanotechnology Revolution
- Moore's Law & Software 2.0
- Neuromorphic, Quantum & Edge Computing
- Applied Artificial Intelligence (AI)
- Digital Twins & Digital (3D)+(4D) Printing
- Blockchain & Trust Architecture
- Clean Energy Technology & Next Generation Materials

Technological and societal disruptions are coming at us thick and fast, all of which offer what could be overwhelming, significant promise of change and human progress but could also pose a significant new set of challenges with diffuse benefits and palpable very acute adverse effects. Whilst we cannot predict the future, we can prepare for a future that is increasingly unpredictable.

We are moving into a fourth industrial revolution, driven by technological disrupters. These disruptions are met by other large scale societal and demographic shifts such as further globalisation, an ageing population and increasing diversity within society.

There is an expectation that this period of change will be as disruptive as the original industrial revolution, if not more so. Organisations such as the World Economic Forum, the International Labour Organisation (ILO), McKinsey and Co and PwC, believe it will change the way we work and live. This fourth revolution is characterised by an exponential rate of change. Professor Sir Tom Devine believes that it could challenge our work and leisure lives, economic and political systems, societal structure, and even raise important questions about the nature of humanity itself.

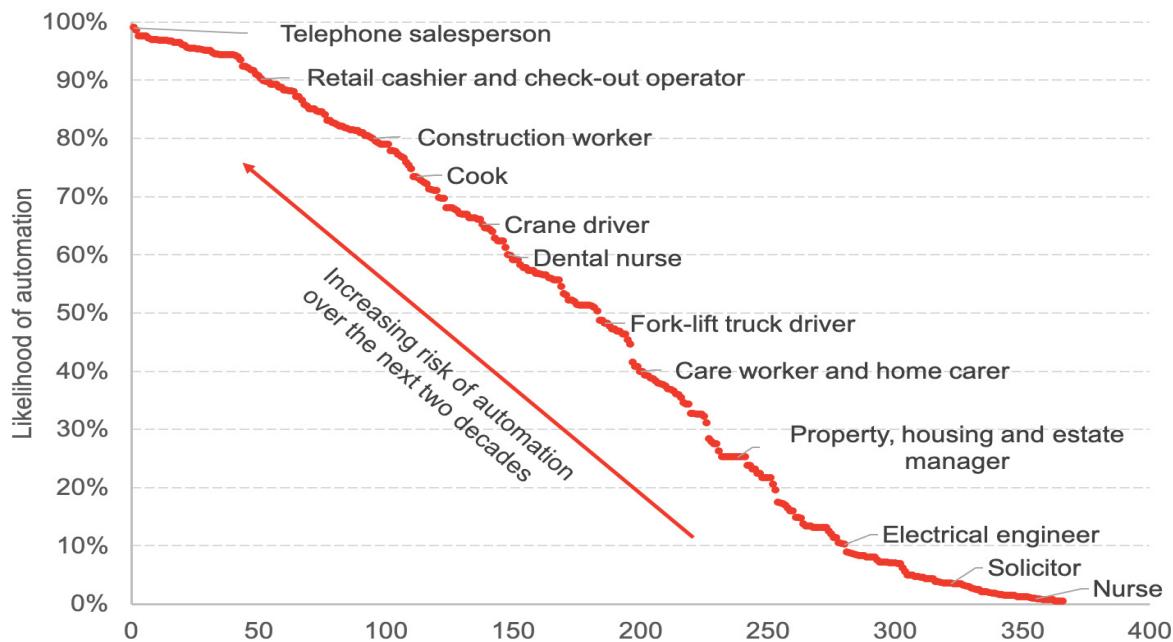
Automation & Robotics (RPA)

A focus on skills and human capital gives us a strong foundation from which to build a sustainable and inclusive economy. We will need to adapt and learn skills not only to cope with the change but to thrive in it, and more so to be able to exploit novelty and create change.

Around half of all existing work activities could be automated in the next few decades, as next-level process automation and virtualization become more commonplace.

The McKinsey Institute predicts that by 2025, more than 50 billion devices will be connected to the Industrial Internet of Things (IoT). Robots, automation, 3D-printing, and more will generate around 79.4 zettabytes of data per year.

Job Automation Ranking Oxford University using ONS Data for BBC News



In the longer term, one of the most prominent arguments surrounding technology has been its ability to automate and potentially displace human jobs. Around 3 in 10 jobs are believed to be at risk from automation in Scotland.

Of course, the further advancement of technologies will reduce jobs but will also create employment opportunities. This will require greater partnership with further and higher education institutions to upskill, retrain and educate both young people and mid-career workers to prepare them for the demands of a technology-driven labour market.

Skills Development Scotland 2018: Automation potential of skills mapped to meta-skills model



Automation of course also offers increased opportunities and innovation that digital technologies provide is likely to outweigh the loss in jobs due to increased productivity as was the case in the previous industrial revolution where the protested fears of the Luddite textile workers are similar in many senses.

A study of the French economy by the Mckinsley Global Institute found that for every job that is displaced due to technology, another 2.4 jobs are created.

Technology has always changed our society and will continue to do so regardless, therefore we have to adapt to accommodate technological advances and ensure that people maintain and gain greater autonomy of their own lives and also that society does not become increasingly exploitative

This will constantly require developing skills, knowledge and capabilities to thrive in this complex, ever-changing environment and requires a high performing economy, driven by high performing individuals and businesses who are able to create and exploit new technologies and opportunities, rather than standing back and being swept along by the change.

Digitalisation, Connectivity & Cyber

Digital technology is at the heart of daily life and continues to have an unprecedented impact on the wider economy through innovating household activities, education, employment, and public services. Digital connectivity is an essential component of national infrastructure and its contribution to productivity growth is widely recognised.

The Garnock Valley lags behind in access to superfast broadband services with patchy coverage which has knock on effects in terms of potential for economic growth and employment as well as access to services in an increasingly digital world. There is adequate 4G coverage within the towns, however there is no accessible town wide free Wi-Fi. Superfast Broadband is available in various areas of the town including, both by direct fibre optic cable and street cabinet based, this was installed with community support from Radio City Association alongside Digital Scotland.

According to the UK Department for Media, Culture and Sport (DCMS) the digital sector contributes £118 billion to the UK economy, or 7% of the UK's Gross Value Added (GVA) and creates jobs at a rate 2.8 times the rate of the rest of the economy. Ofcom consider that a "decent" broadband connection for typical home broadband usage is one capable of delivering a download speed of at least 10 Mbps and an upload speed of at least 1 Mbps. Ofcom explains that these speeds currently allow multiple users to use the internet at the same time, including web browsing, video streaming, video calling and gaming. Ofcom define superfast broadband as 30 Mbps. Superfast broadband availability doesn't mean that all lines are actually receiving superfast speeds, because this often requires consumers to subscribe to specific packages: Ofcom reported that in 2018, while 94% of UK homes and businesses were in areas where superfast, or better, broadband is available, only 45% of homes are subscribing to these services.

The 5G revolution is likely to significantly improve connectivity. 5G will run on a high spectrum band, using higher frequency signals than current 4G mobile network technology. This means that 5G can support significantly higher speeds of delivery, allow many users to connect simultaneously without any compromise in speed and is vital to use of the Internet of Things (IoT).

The Internet of Things (IoT) refers to an expanding network of interconnected devices, enabled by the internet. It is estimated that by 2020 there will be 50 billion IoT devices, able to connect with one another on a constant basis. Key examples include driverless cars and smart meters.

The IoT offers new ways to add value to public services to become more personalised, however the constant connectivity and data sharing also creates new opportunities for information to be compromised, making security by design and cyber resilience even more important

SCOTLANDS DIGITAL STRATEGY



A key challenge of the digital age is ensuring that everyone has the opportunity to benefit from the advantages that digital technology has to offer. As well as investment in digital infrastructure, affordable access and sufficient skills are needed to maximise the personal, societal and economic benefits.

The power of the internet has the ability to tackle persistent inequalities and enable social mobility. It is vital that citizens not only have access to digital technologies, but the confidence, motivation and resources to use them.

Digital inequalities are more likely to be experienced by those who are already more likely to be disadvantaged according to other measures. Digital skills are a constraint, particularly impacting on the excluded groups. Specifically, evidence shows that the level of income influences people's confidence in using the internet and people with physical or mental health conditions are less likely to use the internet.

Within Scotland, a digital divide exists along a number of dimensions, including age and socio-economic deprivation. For example, 26% of adults living in the 20% most deprived areas in Scotland reported not using the internet compared with 16% in the rest of the country.

In addition, 70% of those aged 75 and over do not use the internet, which is more than triple the Scottish average.

In North Ayrshire, evidence from the Scottish Household Survey 2015 shows that a higher proportion of adults than in Scotland overall are less confident in pursuing activities when using the internet. These activities include both very basic digital skills (e.g. send and receive emails, use a search engine, shop online) and relatively more advanced skills (e.g. use public services online, identify and delete spam, be able to tell what website to trust). The lack of confidence in using the internet affects the employability of people overall, as better digital skills may be beneficial for the individuals both at a private level and in the workplace. The ability of using the internet would also counter-weight the issue of physical distance (e.g. less need of travelling). North Ayrshire displays a lack of basic digital skills making digital exclusion prominent but adding to this is the lack of accessibility to reliable broadband services.

A Collaborative Technology Economy

Skills are the vital link between what we know and how well we perform. In today's emerging performance-driven economy, this link represents each learner's path to success. Skills enable us to apply knowledge meaningfully—turning theory into action, and understanding into outcomes. To build stronger skills, we not only draw on existing knowledge but continually expand it. Through repeated practice, we refine these skills, gradually enhancing our ability to perform effectively.

We're surrounded by growing evidence of society's focus on performance. Online platforms such as TripAdvisor, Yelp, and Amazon showcase how real-time reviews and ratings have begun to replace traditional indicators like brand recognition and reputation. Increasingly, these systems assess and reward performance—whether it's a product, a service, or a person.

This trend is extending into how individuals are rated too. Freelancers on platforms like Upwork are evaluated by clients, TaskRabbit enables customers to rate tradespeople, and students use Rate My Professors to assess teaching performance. What's being rated here isn't just presence—it's performance. The demand for consistently high performance is fast becoming the standard in both work and daily life.

To meet these rising expectations, the need for continual knowledge upgrades has become critical—almost as essential as food or water. With the rapid growth of accessible information and declining costs of acquiring it, individuals are increasingly responsible for their own learning. The responsibility

to gather knowledge and develop the skills that make it useful is shifting away from institutions and onto individuals themselves.

As this shift accelerates, success—and even long-term personal viability—will rely more heavily on our ability to bridge the gap between abundant information and real-world performance. But in our pursuit of high performance, we must also strike a balance. We need both practical, immediately usable skills and a strong foundation built on deep, thoughtful knowledge. Understanding how the quality of our knowledge influences the productivity of our skills is crucial.

This "**Skills for the Future**" paper, produced by Skills Development Scotland in collaboration with the Centre for Work-based Learning, is a timely and valuable contribution to this national conversation. It highlights the importance of preparing Scotland's people for a future where skills are the engine of both economic and personal success.

We are in the midst of a technology revolution driven by breakthroughs in:

- Biotechnology
- Nanotechnology
- Advanced computing
- Software innovation
- Next-generation materials, including rare earth elements

Disruptive technologies are reshaping the economy. They bring tangible benefits—lower prices, increased consumer choice, better service, and greater market efficiency. Platforms powered by these technologies enable people to share underused resources, create flexible working opportunities, and find new ways to earn income.

A defining trait of disruptive technologies is the **speed** with which they transform industries—often outpacing regulatory systems. This underscores the need for agile policy-making and adaptable skill-sets to keep up with rapid market developments. These technologies are not only transforming how we live and work—they are rewriting the rules for how we learn, perform, and thrive in the modern economy.

Modern Community

Our Garnock Valley community is a tiny part of a large world that can influence and be influenced by others. Our world is more connected than ever and we have become part of a global community where information is shared beyond borders and between individual people and groups giving more power to individual citizens in their daily lives to work, collaborate, trade, make friendships and more in a shared digital world. Many feel that individual human connections have become harder with loneliness a societal impact of greater digital connectivity.

UBER		The world's largest taxi company owns no taxis.
AIRBNB		The largest accommodation provider owns no real estate.
SKYPE		The largest phone company owns no telecoms infrastructure.
FACEBOOK		The most popular media owner creates no content.
NETFLIX		The world's largest movie house owns no cinemas.
APPLE & GOOGLE		The largest software vendors do not write the apps.

Digital technologies are reshaping not only how we work but also how markets function. The rise of the **collaborative economy**, enabled by online platforms, is transforming access to goods, services, and resources without requiring ownership. While these innovations bring flexibility and efficiency, they also raise important questions about fair competition and the need for appropriate regulation. Many online platforms operate outside the traditional regulatory frameworks, creating challenges for policymakers aiming to balance innovation with fairness.

Enhanced **digital connectivity** offers major opportunities for economic growth and inclusion, particularly in rural and remote areas. By enabling remote working, expanding market access, and supporting public service delivery, reliable broadband infrastructure is now seen as critical national infrastructure. Studies from the OECD and the World Bank show that a 10% increase in broadband access can boost GDP growth by over 1%. In Scotland, becoming a digital leader could raise GDP by £13 billion by 2030. However, ensuring affordability and access for all—especially for older people, low-income groups, and disabled individuals—remains vital to achieving an inclusive digital economy.

Mobility as a Service (MaaS) is a digital approach to transport that integrates various modes of travel—such as buses, trains, bike share, car hire, and ride-hailing—into a single, user-friendly platform. For public transport, MaaS represents a shift from fragmented services to seamless, end-to-end journeys, where users can plan, book, and pay for multiple modes of transport through one app or account.

Incorporating MaaS into public transport can enhance accessibility, reduce reliance on private cars, and support more sustainable, efficient urban mobility. It encourages modal shift by offering real-time updates, multimodal route options, and flexible pricing models, including subscriptions or pay-as-you-go options.

For MaaS to succeed, collaboration between public authorities, transport operators, and private tech providers is essential. It also requires reliable digital infrastructure, open data sharing, and policies that ensure equity, privacy, and fair access for all users—including those in rural or underserved areas.

Electric Valley Technology and United Nations Sustainable Development Goals



Electric Valley Technology and Scottish National Performance Network





ORGANISATION

Our Vision – what we want to achieve?



Radio City Association is an agent for change through our Electric Valley vision our role as an anchor institution is to work with partners to realise the creation of a modern dynamic community that is economically resilient and socially vibrant ready for future challenges by being more sustainable and inclusive.

Our Purpose - why we are doing it?



We have a responsibility to act ourselves for the wider benefit of the community to provide for greater community wellbeing rather than rely on others to do it for us.

Our Mission - how we will accomplish it?



We will bring together our community and external partners to assist in the creation and implementation of our Electric Valley vision

Our Values and Actions



Our values are shared by all involved with our organisation and represent a commitment we make with our local community.

Every employee input their personal values defining what are the important aspects of our organisational values to them and we regularly review our values with staff to ensure that in our actions we are being true to our word.

1. Integrity:

- We are always ethical and perform our work with integrity.
- We keep the promises and commitments we make.
- We promote and defend our intuition, ideas, values, and the decisions we make.

2. Generous:

- We share our time, ideas and experience and we listen to deliver outstanding service.
- We admire the heartfelt work of others and succeed through care and enthusiasm.
- We use our resources to support our community including people, business, and producers.

3. Respect:

- We are inclusive in policy and practice and treat everyone with the respect they deserve.
- We are professional, courteous, open, and approachable to all.
- We build a better community, innovate, and take pride in what we do.

4. Courage:

- We are not afraid to try new solutions and alternative approaches in our desire for change.
- We have a driving ambition and a will to do things and not focus on the reasons not to do it.
- We speak truth to power internally and externally respectfully when we believe they are wrong.

5. Accountable:

- We have a transparent culture of honesty.
- We are informative and update on what we are doing.
- We take responsibility for our actions individually and as an organisation.

6. Inquisitive:

- We are curious and seek to learn from others for ourselves and to share expertise.
- We investigate and develop our own ideas always trying to improve.
- We are honest and admit when we don't know and seek to learn.

7. Practical:

- We believe what matters is what works in practice to meet our aims.
- We don't subscribe to dogma and always seek to evolve and change.
- We are optimistic in our goals but also pragmatic and understand our own limitations.

8. Innovative:

- We seek to be creative and develop new innovative solutions to problems.
- We foster the generation and sharing of new ideas at all levels of the organisation.
- We are ambitious and try to continually adapt our existing practices to improve.

9. Collaborative:

- We are open to work with other people and organisations and try to develop partnerships.
- We look to co-produce, engage and work with our community on their priorities.
- We are outward looking in professional networks, and support collaboration of others.

10. Supportive:

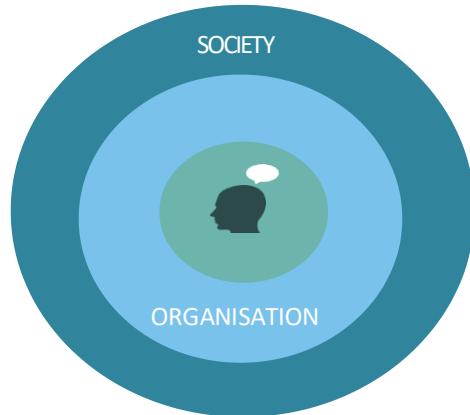
- We support our people fully develop their talents to best achieve their potential.
- We believe everyone's opinion is valid at all levels of the organisation and support sharing.
- We support diversity, wellbeing, and teamwork to make us stronger and more capable.

Our Guiding Principles

Our principles are in place to encourage the individual to be the best part of our team to achieve individual goals and act with autonomy within our wider organisation:

1. Be ambitious, results and outcomes count not process - what matters is what works.
2. Always think ahead, anticipate rather than respond - don't assume.
3. Be a creative disruptor – It's not broken, but maybe it can be made better by breaking it.
4. Act with urgency, take calculated risks, and have patience – Not everyone thinks the same.
5. Lead by example but know your own limits – collaborate to push yourself and others.
6. Be the best but don't let the perfect be enemy of the good - achieve something.
7. Cut out bureaucracy, personal ambition, and personalities - focus on objectives.
8. Happy warriors - It won't be easy, believe in what you do, fight for it, and enjoy it.
9. Adapt to circumstances – evolve and be at the front to lead the change.
10. Remember why we do what we do – Everyday you make our community a better place.

Our Organisational Culture



Our staff and leadership will set the standards expected of our entire organisation as a responsible civic and social actor in our local community beyond our own internal organisation. Our leadership principles will be based on actions that:

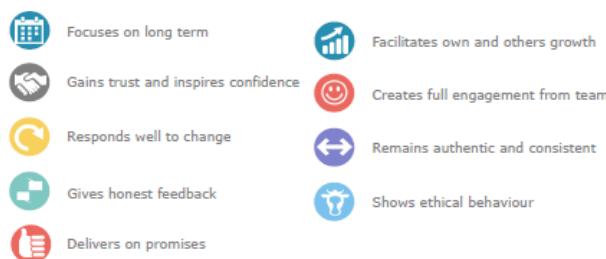
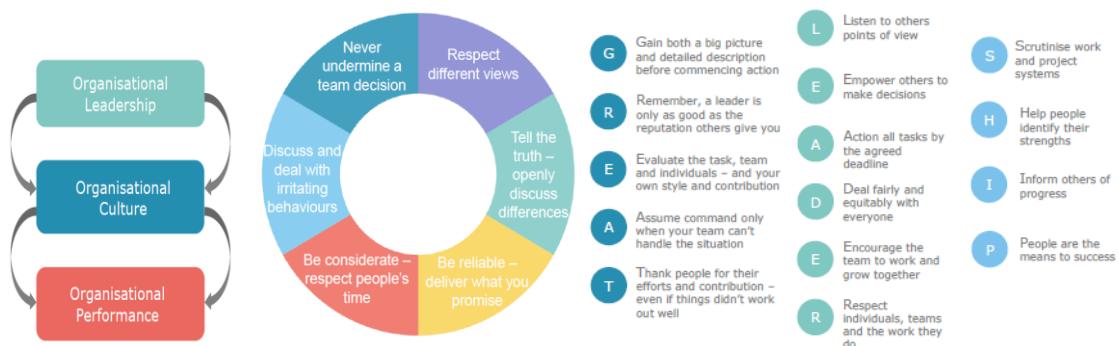
1. Build community, creativity, and self-confidence.
2. Foster a sense of duty in service for benefit of others.
3. Manifests honesty and respect.
4. Encourage autonomy and agency within the team.
5. Demonstrates Ethics.

Observed behaviours.	Views and attitudes of senior leaders to staff and stakeholders.	Organisational rules, procedures, and processes.	Norms that evolve when working together.	Unspoken feeling and climate.	Explicit organisational values.	Unwritten values and expectations.

Our culture is important as it reflects:

- *The way we treat each other.*
- *How errors or mistakes are dealt with*
- *The importance placed on relationships and accountability.*
- *The way in which fairness, equitability and equality is displayed.*
- *Beliefs about what is right and wrong.*
- *The way problems are addressed.*
- *How social responsibility is considered.*
- *The importance of the environment and community*

Our Leadership





Team Meetings



Personal Emails



One to Ones



Document Reviews



Newsletter



Team Activities

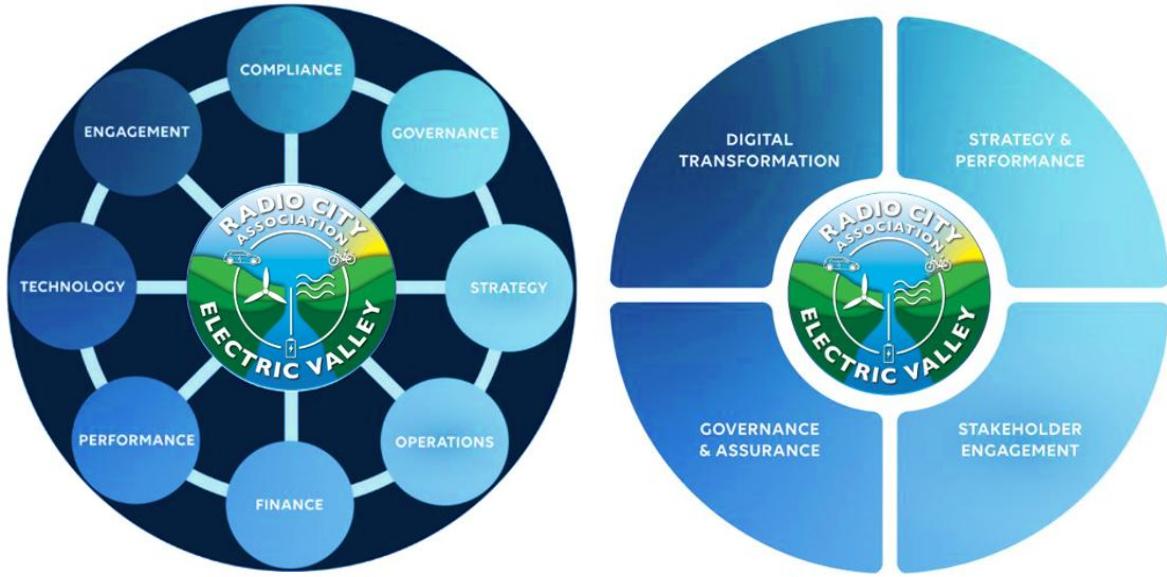


Team Briefing



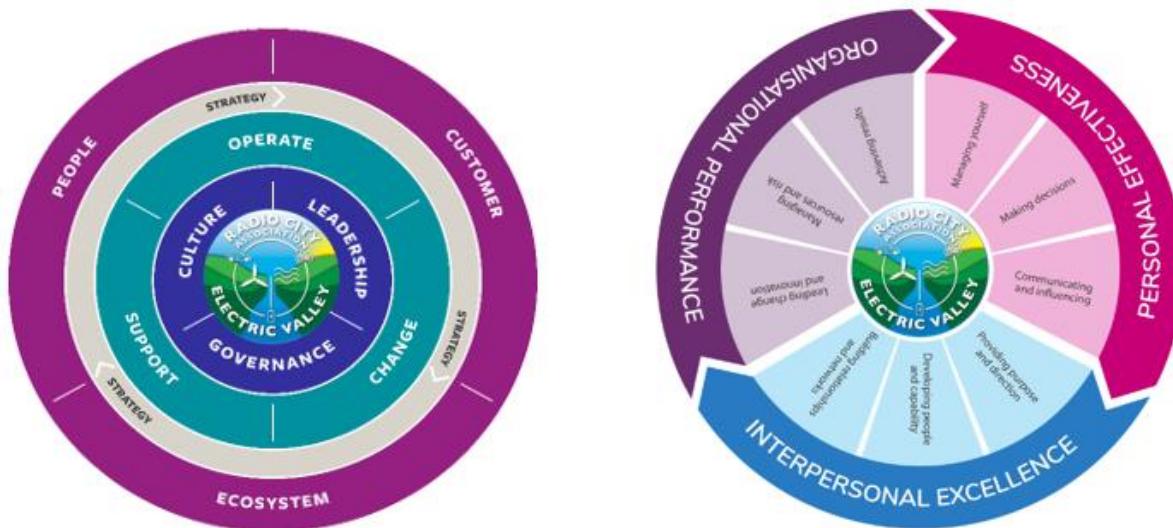
Personal Reports

Organisation Strategy - Radio City Association: Modern, Agile, and Professional (MAP)



Our (MAP) organisation strategy is dynamic, we have designed it to allow for radical change as we continue to grow and develop and stay true to our community values across environment, social and governance (ESG) with the Electric Valley strategy at the heart of 8 key areas of our Organisation.

We will continue to improve governance of the organisation as a matter of paramount importance. Our objective is to evolve our existing framework to go beyond compliance and become an organisation that not only continues to be trusted by the community and our partners but also respected for our highly professional and proficient people, procedures and policies for our organisation's board, staff and volunteers ensuring that Radio City Association maintains the confidence of the public in our organisation and the wider charitable sector.



Organisation Governance



Radio City Association is a registered charity regulated by OSCR and a Company limited by guarantee registered with Companies House and regulated under companies act 2006

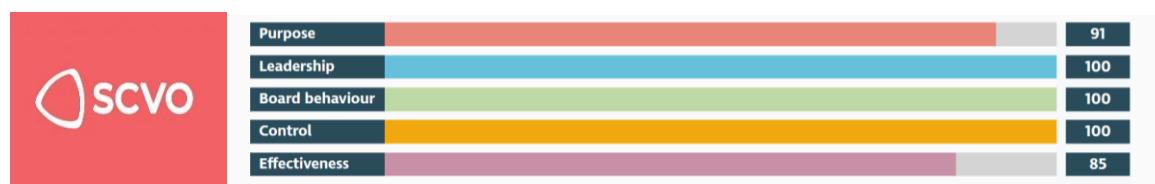
We have a number of current internal policy documents and future policy development to ensure we function legally and to the highest professional standards. We have an active staff scheme of delegation reviewed by the executive board underneath RCA supervisory board and have standardised management procedures for staff performance reviews, which allows us to spot existing skills and knowledge and areas for improvement, setting personalised training and development programs to increase our effectiveness and improve team engagement and cohesion.



Companies House

Our policies work to improve communication across teams and leadership levels, reduce workplace stress, reduce workplace conflict and improve the quality and quantity of production.

SCVO Governance Assessment



Charity Excellence Framework



Organisation Financial Sustainability

The past years have been a period of transition for the organisation. The change in strategy we made has placed us in a strong and sustainable financial footing moving forward. As an organisation, we have shifted from operation of the Radio City building toward a being a wider enabler of regeneration and community activity. The renewable energy projects now give us the opportunity to generate our own income, defraying risk and uncertainty as an organisation and also plan against future revenues for sizeable re-investment in the Garnock Valley community.

We continue to diversify our funding support streams looking for creative and impactful ways to deliver a variety of community projects to deliver a range of projects in the Garnock Valley whilst also always operating on a contingency basis to ensure the financial sustainability of the organisation and in line with the SORP Reserve Policy in accord with OSCR Guidelines, not putting ourselves in a

position where our expenditure is exceeding our levels of income by budgeting and managing projects effectively.

This approach has allowed us to continue to expand the scope and reach of the organisation now having increased employees with ambitions to grow this further. Our financial outlook is positive, due to prudence and well managed use of resources and succeeding in securing the cheapest energy prices and operating projects that are self-sufficient which have allowed us to still deliver a variety of services and tackle rising costs during this period of high levels of inflation

Fundraising



We are signatories to the Fundraising Guarantee and adhere to the Code of Fundraising Practice overseen by the Scottish Fundraising Adjudication Panel. We are committed to being professional and demonstrating best practice of the sector and make this commitment:

- We will comply with the law as it applies to charities and fundraising, and we commit that we will guarantee to adhere to best practice as outlined in the **Fundraising Code of Practice**.
- We will monitor fundraisers, volunteers and third parties working with us to raise funds, ensuring that they also comply with this Code of Practice.
- We guarantee to operate in line with the values of the Code; to be Legal, Open, Honest and Respectful in all our fundraising. To promote and underpin these values, we commit to the following standards:
- We will be clear about who we are and what we do.
- We will give a clear explanation of how you can make a gift and change or stop a regular donation.
- If you do not want to give or wish to cease giving, we will respect your decision.
- We will respect your rights and privacy.
- We have a procedure for dealing with people in vulnerable circumstances and it will be published on our website or will otherwise be available on request.
- We will hold your data securely.
- We will communicate with you in accordance with your selected preferences.

Equal Opportunity

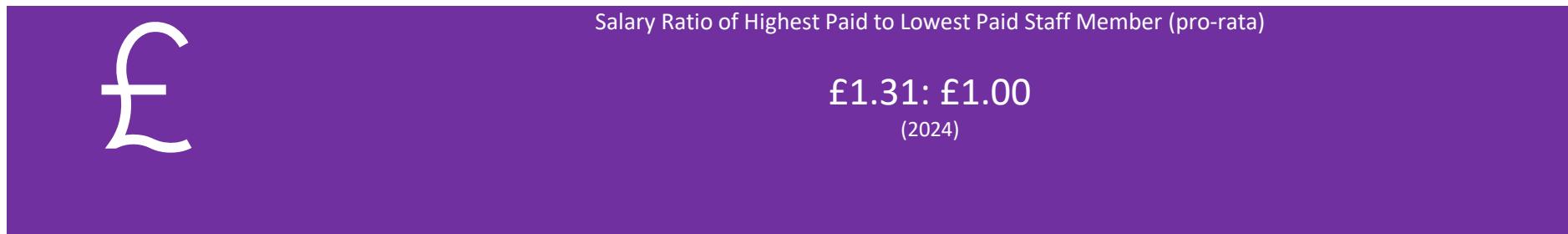


We are committed to equal opportunity regardless of background with all treated on individual merit and taking account of non-arbitrary factors that impact the opportunity.



Improving the diversity and gender equality of our organisation is a top priority. We have been attempting to improve this recently but have faced challenges in voluntary board roles, particularly around childcare commitments which have proved a barrier for female participation. As our resources expand we will endeavor to explore a multitude of ways that will promote female involvement at all levels of the organisation. As an equal opportunity, diverse and inclusive workplace we do not have a gender pay gap and offer equal pay regardless of background. Our adopted practice of fair work means we have established appropriate channels for an effective voice within our workforce.

Fair Work and Fair Pay



Radio City Association is a proud living wage employer, we will always ensure our staff are paid a wage that supports them and their household to maintain a good standard of life and will not have any excessive levels of pay for any executive leaders of our organisation in comparison to our lowest paid employees who will always receive living wage rates as a minimum.

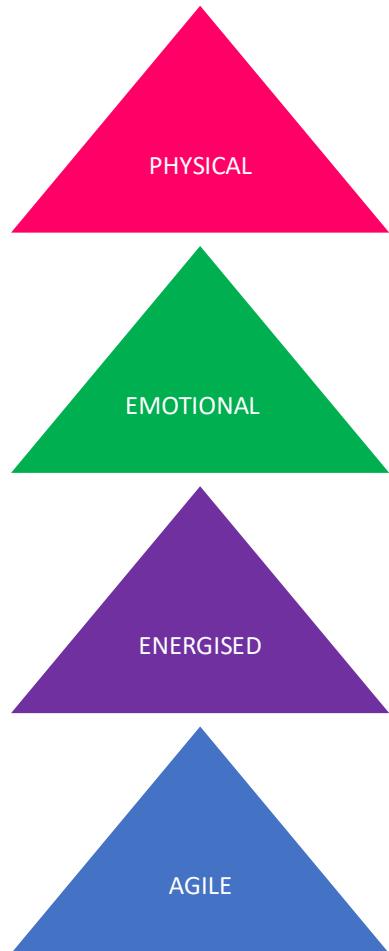
Radio City Association is an accredited Living Wage Employer and has agreed to commit to North Ayrshire Council's Community Wealth Building Charter. Radio City Association makes no use of zero hours contracts, and follows the Scottish Government Fair Work First agenda, aiming to create an inclusive and diverse workplace where staff can continue to develop personally and professionally as we invest in workforce development, having recently updated and implemented our internal CPD Programme.

We aim to promote fairness, equality and opportunity in the communities we operate in, helping to create greater economic success and sustainable, inclusive growth. Radio City Association is a member of the SE Code, the voluntary code of practice for Social Enterprise in Scotland and our focus is making Scotland a better place to live and work with a more inclusive economy. We are a disability committed employer and also signatories to the youth fair work charter.

Genuinely Inclusive Leadership

Elements of good practice	Moving from EDI-compliant leadership	To	Genuinely inclusive leadership
1. Process-based v. holistic leadership	EDI strategy is led by a senior leader likely HR, legal or governance. They're seeking to close gaps between protected characteristics.	>	Leadership is about collaboration and consultation with staff, encouraging sharing ideas, commitment and participation in decision making.
2. Strategic awareness and integration	Commitment to EDI compliance is a legal and regulatory necessity.	>	Leadership understands both the ethical and business case for EDI and policies and initiatives integrated into talent management strategy. There's genuine awareness of how different characteristics – age and gender, for example, interact, and how this interaction impacts on EDI strategy or action plan.
3. Data	Data is collected but it's not comprehensive. There's limited organisational understanding of how to interrogate and use this data with limited top-down action plans.	>	You've got comprehensive and transparent data collection with an associated action plan. There's company-wide understanding of why data is collected and how it will be used to improve representation and inclusion. Data strategy is integrated into talent management strategy.
4. Deliberate practice	There are targeted, often HR-led initiatives to close gaps between certain groups, but these are not necessarily integrated into wider corporate strategy.	>	Your organisation has deliberate practice that takes an approach based on individual needs – rather than group difference. Leaders and senior managers consistently role-model inclusive practice, challenge bad behaviour, and are consciously building an inclusive culture.
5. Building trust	Relations between managers and staff are either rigidly structured around task delivery or have little structure. Limited transparency across the organisation on how, why, and when decisions are made, and few opportunities for staff to feel safe to articulate the challenges and barriers they are facing.	>	Practise active listening, responding to and acting on feedback, willingness to listen and learn especially around language and lived experience.

Staff Resilience & Wellbeing



Promote positive employee health and body functioning, exercise and good nutrition, physical safety and access to good health care and information.

Support employee emotional resilience promoting feelings of self-confidence, self-esteem, trust and co-operation and supportive relationships.

Engrain a belief in our vision and values, and feeling of being part of a meaningful enterprise, supporting active engagement in life, community and wider society.

Working in a way that enhances employees lifestyle.

Procurement

All organisations have a responsibility to source the equipment they require to operate in an ethical and sustainable manner. There are various challenges when it comes to our organisation as we are sourcing equipment particularly electronics from a global supply chain face which poses challenges on reliable and credible information regarding transparency on human rights, taxation and other metrics of ethical behaviour. We are limited in what our impact can be but we make the decision to source ethically and use our small purchasing power to leverage a shift in how others procure goods and services. Our approach is one of transparency in our own operations to ensure that we operate in an environment that inspires confidence in our organisation and ensures that in our procurement we ask the difficult questions enables us to make decisions in line with our values as an organisation.

Modern Slavery

We are committed to combating modern slavery and human trafficking in operations and supply chains. We believe that everyone has the right to live and work freely, without fear of exploitation. We have implemented measures to prevent modern slavery, including:

- Training: We train employees on the risks of modern slavery and how to identify and report potential cases.
- Risk assessment: We have conducted a risk assessment of our supply chain to identify areas where modern slavery is most likely to occur.
- Due diligence: We carry out due diligence on our suppliers to ensure that they are not involved in modern slavery.
- Monitoring: We monitor our operations and supply chains on an ongoing basis to identify and address any potential risks of modern slavery.

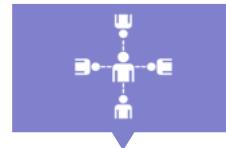
We are committed to working with our suppliers to ensure that they are also taking steps to prevent modern slavery and support the UK Modern Slavery Act 2015.

Organisation Practices



HEALTH & SAFETY

- First Aid
- Fire Safety
- Equipment
- Operations
- Supply Chain



EQUALITY

- Gender
- Sexuality
- Age
- Race
- Beliefs
- Disability
- Equal Pay



SECURITY & PRIVACY

- Data Protection
- Cyber Security
- Safe Work Environment



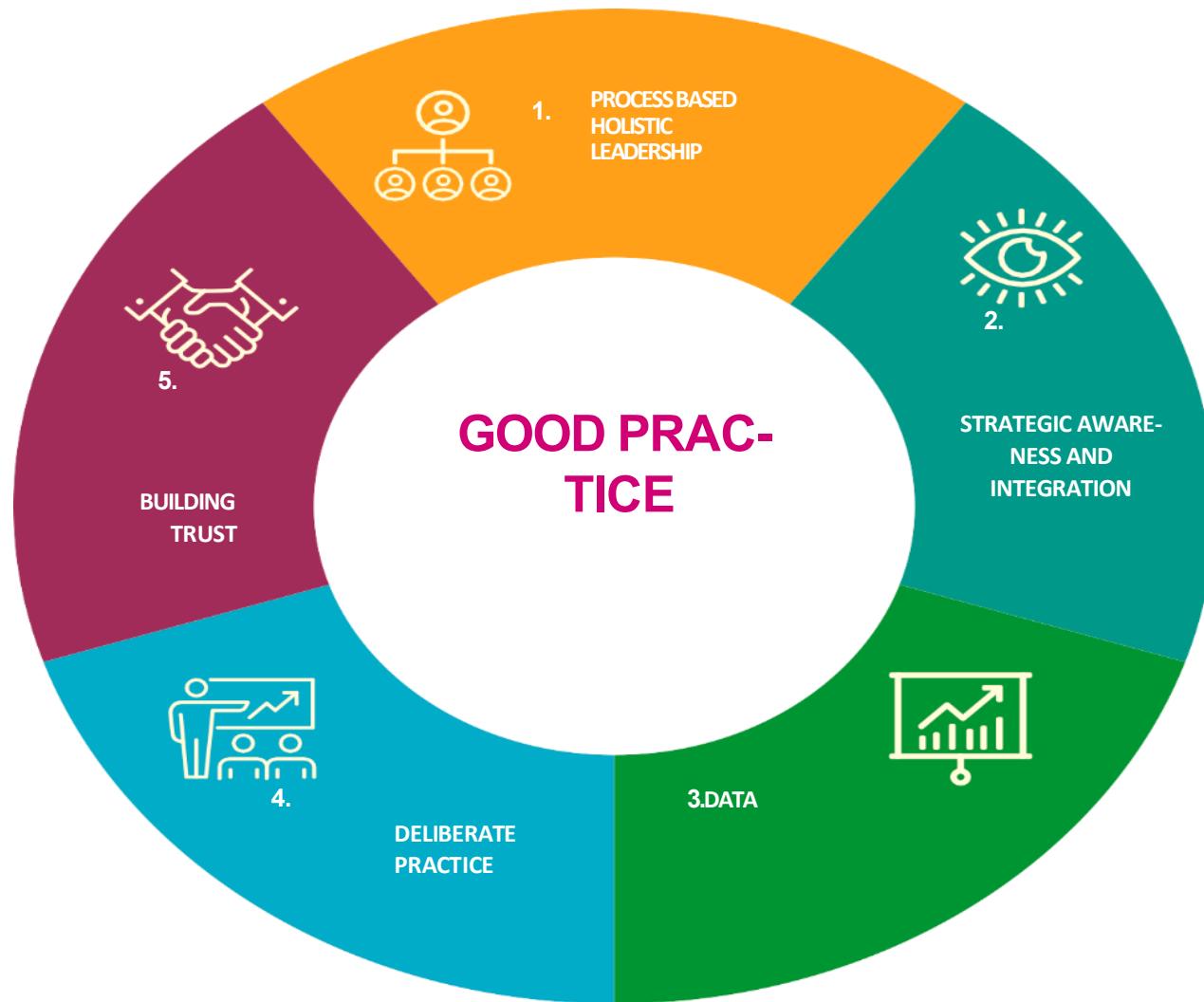
LEGAL

- Contract Conditions
- Holiday Entitlement
- Absence & Leave
- Job Security
- Insurances



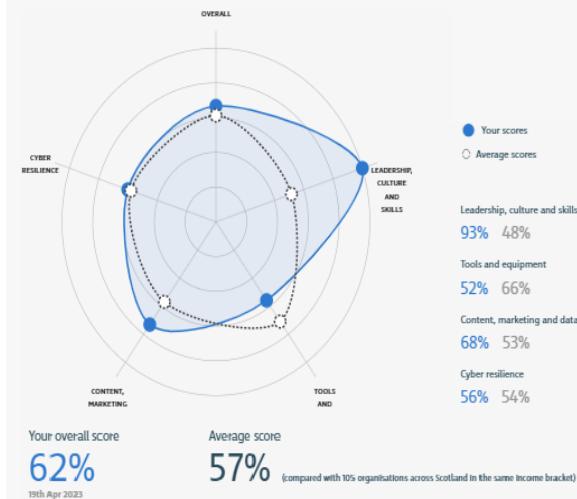
FINANCE

- Taxation
- Wages
- Pensions
- Transparent Income
- Transparent Spending



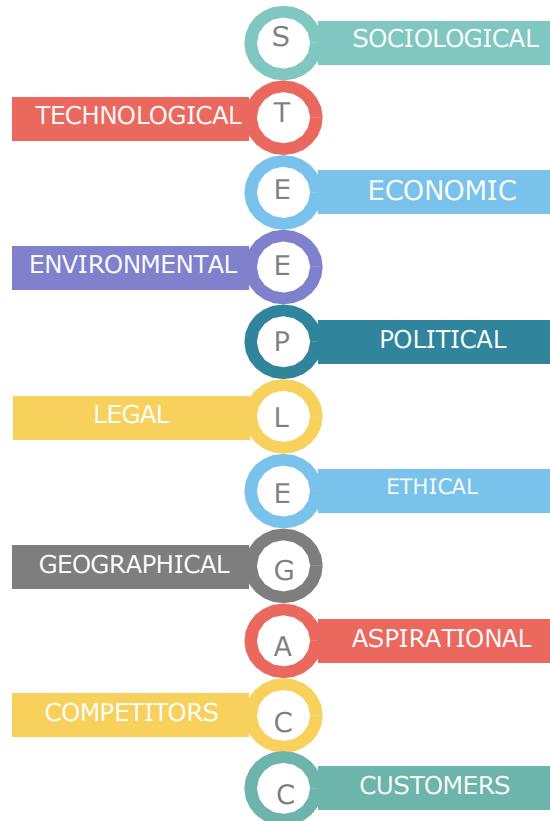


Radio City Association Digital



Radio City Association is committed to our Cyber Protection Strategy that increases our resilience and improves our protection of any personal, and professional operational data with our privacy policy being in accord with (GDPR) legislation. We are registered with ICO and Cyber Essentials and will co-operate with Cyber Scotland to protect the organisation's information.

Risk Management & Quality Control



Radio City Association maintains an Operational Risk Register which is updated by Executive Leadership and provided to the Supervisory Board to enable informed strategic decision-making.

There are regular PESTLE and SWOT analysis conducted on project basis and staff and leadership convene risk workshops to determine the key risks to projects and co-ordinate all risk feedback from specific project leadership team in development of a Project Risk Register incorporated along with the evolving overall Operational Risk Register.



Health & Safety

RADIO CITY ASSOCIATION 7 SAFETY PRINCIPLES



- 1. SAFETY IS A CORE VALUE AND AN ABSOLUTE COMMITMENT.**
When there is conflict with other business objectives, safety prevails.
- 2. WE BELIEVE ALL WORK CAN BE PERFORMED SAFELY.**
We always check controls, conditions, materials, and equipment before proceeding with work.
- 3. MANAGEMENT AT ALL LEVELS DRIVES SAFETY CULTURE.**
We lead with sincerity and authenticity.
- 4. WE TAKE CARE OF ALL OUR OWN SAFETY AND LOOK OUT FOR EACH OTHER.**
We all intervene if we see something unsafe.
- 5. WE RECOGNISE, ACKNOWLEDGE AND PRAISE SAFE BEHAVIOURS AND ACTIONS.**
Our operations being carried out safely is appreciated and awarded.
- 6. WE ALL HAVE THE AUTHORITY TO STOP ANY UNSAFE WORK.**
We are empowered at all levels of the organisation.
- 7. WE HAVE ZERO TOLERANCE FOR INTENTIONAL SAFETY VIOLATIONS.**
At Radio City Association, we promote a Fair and Just Culture.

Electric Valley Organisation and United Nations Sustainable Development Goals



Electric Valley Organisation and Scottish National Performance Framework