AGENDA

Community Planning Improvement Board
Advisory Board Meeting, 26th August, 1pm-3pm
VIA Teams

	Agenda
	1. Welcome and Introduction
	2. Minute & Matters Arising
	3. Progress update on CPIB Action Plan (for noting)
	4. Climate Change Deep Dive
	5. AOB & Date of Next Meeting
	6. Close

Community Planning Improvement Board

Advisory Board Meeting, 26th May, 3pm-5pm – Via Teams

Minute

Attendees	Sandra Black (chair), SOLACE; Angela Leitch, Public Health Scotland Antony Clark, Audit Scotland Sarah Gadsden, Improvement Service John Wood, HSC Chief Officers Network; James Russell, SDS Mark McAteer, Scottish Fire and Rescue Service; Anthea Coulter, CTSI Lesley Kelly, MVACVS Norrie Conway, for ACC Gary Ritchie (Police Scotland) Valerie Arbuckle, Police Scotland Laura McIntyre, Renfrewshire Council Sally Loudon, COSLA Simon Cameron, COSLA Elaine Morrison, Scottish Enterprise; Liz Manson, CP Managers Network; Emily Lynch, Improvement Service; David Milne, Scottish Government; Barbara Templeton, Scottish Government
Attending to contribute to Agenda Item 5	Matt Lowther (Public Health Scotland)
Apologies	No apologies

Agenda Item	Action	Date
1. Welcome and Introduction Members were welcomed to the meeting. The chair reflected that the current context around recovery and renewal along with recent changes in Board membership and chair provided an excellent opportunity to refresh the role of CPIB and how it supports Community Planning. The discussion around agenda items today will provide an opportunity for members to shape this.		
2. Minute & Matters Arising Item 2 - Minute CPIB 5th October.pc The minute was endorsed as an accurate record of the previous meeting. All matters arising are covered under today's Agenda. These include: **4i** Revisit and reset the workplan in light of evidence pulled together in the past 6 months and provide updated work programme for next CPIB meeting. (Agenda Item 3) **4ii** Draw together the intelligence gained in past 6 months to produce a set of propositions to feed in nationally and to CPPs around what we might expect to happen next e.g. encourage the undertaking of strategic reviews of LOIPs. (Agenda Item 4)		

3. CPIB Refreshed Purpose and Strategic Plan Item 3 - CPIB Strategic Plan 2021- The Board considered and endorsed the refreshed purpose and strategic plan, welcoming the stronger focus provided on the role of Community Planning in supporting Covid recovery efforts and clearer emphasis on the CPIB's influencing role. The following themes were highlighted in the discussion: - The Climate change focus should be brought forward in the programme to align with COP - There is an opportunity to align with SG priorities, and critically with development of ***national*** recovery plan, including clear links to the Deputy First Minister's revised role - The following themes were identified to focus CPIB influencing activity: o Strengthening meaningful participation/engagement in Community Planning by all partners o Promoting enablers such as Community Wealth Building o Influencing national policies/funding strategies coming forward, and taking this into partnerships o Highlighting the need for flexible boundaries, and utilising opportunity provided by Local Governance review to promote this o Understanding how we will evidence and sustain the increased collaboration seen through this period o Ensuring a focus on learning the lessons from our response to Covid <u>Agreed Actions</u> I. Bring forward Climate Change focus in the programme II. Members to share any further comments following meeting III. Review plan in one year for relevance	**IS** **CPIB members** **Chair**	**June21** **June21** **May22**
4. Community Planning – progress and potential Item 4 - Community Planning - Progress The board welcomed the paper on CP Progress and potential as providing a useful summary of evidence on the progress achieved to date, particularly during the Covid period, and in highlighting expectations in relation to future development. It was agreed that there would be value in sharing the paper with the Deputy First Minister to highlight the role Community Planning can play in supporting recovery and renewal efforts. The following messages should be prioritised in the communication: • Empowerment/removal of bureaucracy delivers results – pace, agility and effectiveness of response at a local level • While Covid was a public health crisis, it wasn't just a health response – it needed all the CP partners to work together to deliver an effective response • We must not lose the gains we've made in the last 15 months. From a public service reform perspective, we must build on the platform we've built from the crisis and don't slide back (previous assumptions re what is possible have been disproved, e.g. digital) • CPPS are the vehicle for multi-agency working, and what's unique is the fact that they are local and know the local community.		

• Importance of place - things will only happen at a local level if they are relevant for that local community. CP gives voice to the community. • Ten years of Christie – and the contribution CP is playing in the recommendations There was discussion around the potential to influence other Cabinet Secretaries/Ministers to help highlight the role CP could play in enhancing their different portfolios. For example, as the new Cabinet Secretary for Health forms their thinking around reform of Social Care (with Feeley review a significant plank of this), it will be important to ensure Community Planning features in their considerations. There was also discussion around the need to take wider soundings from a range of CP partners to inform the evidence base going forward, to provide an accurate and rounded picture of progress and challenges for Community Planning. <u>Agreed Actions</u> I. Review and refine paper to reflect experiences and views of wider CP sector and to recognise variation in practice II. Members to share any further thoughts offline III. Develop proposals for how to take the paper forward and share with key stakeholders, including the Deputy First Minister	**IS** **CPIB members** **Chair**	**June21** **June21** **July21**
5. Inequalities Deep Dive Agenda Item 5 - Inequalities deep di Item 5 - PHS Inequalities briefing The Board thanked Angela Leitch and Matt Lowther from PHS for their excellent input which helped stimulate an insightful and positive discussion around what the evidence is revealing in relation to inequalities and the role for Community Planning in this area. The following themes were identified in discussion which will be essential as we work together to tackle widening inequalities and their impacts for communities. It was agreed the CPIB should work with Scottish Government, CP Partners and CPPs to encourage engagement across these issues to help deliver the step-change required and inform local and national recovery plans. 1. Given the increase in inequalities and associated demand from Covid, national and local priorities will need to be rebalanced and reduced to support a more targeted approach if we are to avoid spreading attention and resources too thinly. 2. It is essential to recognise that people have been disproportionately impacted by the pandemic, and there should be a focus on how we engage with those who have been most profoundly impacted 3. Urgent action is required to improve our understanding in relation to the impact of system backlogs on inequalities. 4. We must learn from research in the UK and internationally on tackling inequalities to strengthen our understanding of 'what works' and use this learning to drive recovery and renewal. 5. Wellbeing should be at the heart of social and economic recovery, and we should ensure that the economic recovery benefits those people who need it. 6. National and local partners should redouble efforts to tackle child poverty and utilise all available policy and spending levers to make progress towards the ambitious 2030 targets 7. Volunteering has the potential to provide significant value in recovery and renewal, however greater efforts are required to promote access for those people who need support to volunteer. 8. CPPs should consider if their locality plans are supporting those communities who experience the greatest inequalities and targeting resource accordingly.		

9. Community Planning partners should consider how they are making links with the Digital Strategy for Scotland, with a perspective on inequalities. 10. National and local decisions in key policy areas should reflect the Climate change emergency and the disproportionate impacts experienced by the most vulnerable in our communities. 11. Investment should be encouraged in place-based approaches in recognition that inequalities are not caused by one single issue, but by a complex mix of environmental and social factors which play out in a local area, or place. <u>Agreed Actions</u> I. Consider and prioritise key actions for the CPIB to progress II. Produce a summary of the key opportunities/challenges highlighted by CPIB for wider dissemination	**Chair** **IS**	**Aug21** **Aug21**
4. Date of Next Meeting August 26th, 1pm-3pm (new date) October 27th, 10am-12noon		
5. Close		

CPIB Update - Progress and Actions – August 2021

Key areas of Progress	Actions to be progressed	Attachments
1. <u>CPIB Strategic Plan</u> The Strategic Plan has been updated to reflect suggestions received from board members around the sequencing of planned Deep Dive Sessions. The following sessions have been brought forward: - Climate Change – to align with COP 26 - Promoting Children & Young Peoples life chances – to align with the rollout of the UNCRC Act - Place – to reflect the strategic intent of many national partners to drive progress in place led planning and delivery	**Action for CPIB Members** All CPIB members are asked to share the CPIB Strategic plan within their own networks to promote and support engagement with the work of the CPIB.	**CPIB Strategic Plan 2021-23** CPIB Strategic Plan 2021-23 August21.d
2. <u>Community Planning Progress & Potential</u> The CPIB Paper outlining progress & potential of Community Planning has been shared with the COSLA President and Deputy First Minister, along with a request for a joint meeting. The paper has also been circulated and endorsed by COSLA Leaders over the summer.	**Action for CPIB Members** All CPIB members are asked to share within their own networks, and to support engagement with the key findings and recommendations. **Action for CPIB Chair/IS** The Chair will write to CPP Chairs to share the CP Progress & Potential Paper, with the updated CPIB Strategic Plan	**CPIB Community Planning Progress & Potential August 2021** CPIB Community Planning Progress & **CPIB Letter to DFM & COSLA President** 210811 CPIB letter to DFM COSLA Presi

Key areas of Progress	Actions to be progressed	Attachments
3. <u>CPIB Tackling Inequalities Deep Dive session</u> Following on from the last CPIB session on Tackling Inequalities, a summary has been produced of the key messages which were highlighted during the discussion.	**Action for CPIB Members** We would welcome your thoughts on whether the key themes identified in the attachment reflect the key inequalities themes that should feature in our work programme and in our correspondence with Scottish Government and CP partners/partnerships. Please can you share any comments with Emily.Lynch@improvementservice.org.uk by **<u>31st August</u>**. We will reissue a finalised version following comments for CPIB members to share and encourage engagement across their own networks. **Action for CPIB Chair/IS** It is proposed the CPIB will prioritise the following actions 1. The CPIB will use upcoming communication to the DFM and COSLA president to highlight the need for a rebalancing of national and local policy towards a narrower set of priorities, including a meaningful shift from universality towards greater targeting, which will be necessary if we are to encourage the more ambitious approach to preventative investment advocated for by Christie. 2. The CPIB will explore the commissioning of a piece of research to strengthen our understanding of the scale of backlogs and the potential consequences. As a first step, the CPIB will engage with COSLA/SOLACE around the potential to undertake a joint initiative to gather information from across Local Government to quantify where the main backlogs are and how these are going to be dealt with. 3. The CPIB will write to all known bodies who have undertaken local poverty commissions to strengthen our understanding of What Works in relation to tackling and reducing poverty. 4. The CPIB will write to CPP Chairs to share the findings emerging from the Inequalities deep dive, highlighting in particular the requirement for locality plans to focus on tackling those places of greatest inequality and to target resource accordingly.	**CPIB Inequalities Key Themes July 2021** CPIB Inequalities Key Themes July 202

Community Planning Improvement Board

Climate Change Deep Dive

Thursday 26th August

Today's Session

Input from George Tarvit and June Graham (Sustainable Scotland Network), Clare Wharmby (Edinburgh Centre for Carbon Innovation) and Lorna Jarvie (South Ayrshire CPP)

- **Scene Setting** – the context, challenges and opportunities for Community Planning

Discussion – facilitated by Judi Kilgallon, Climate Change Project Manager, IS

- **Current practice** – what are we learning about what is working well locally and what the key barriers are?

- **What more could Community Planning do** – what is the role for Community Planning? What can we do collectively and collaboratively in this space? What is the change we need to support this?

Action Planning: What actions are needed to facilitate and effect change?

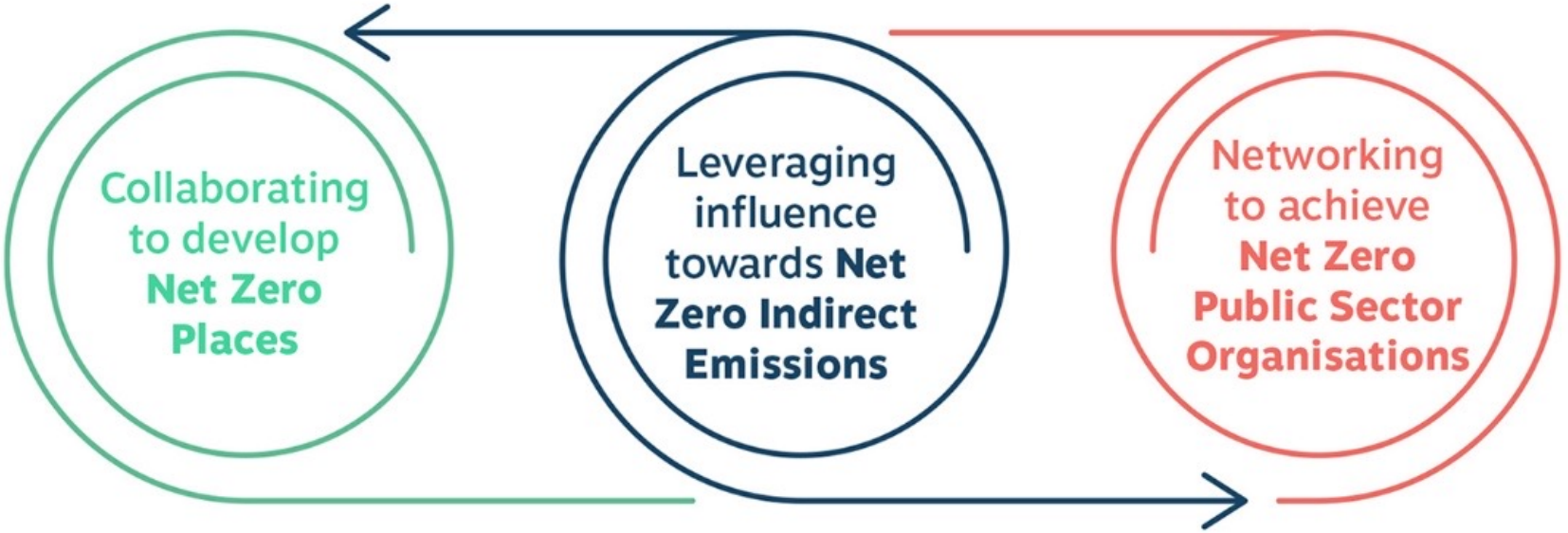
- **By Community Planning partnerships**
- **By individual Community Planning partners**
- **By the CPIB**

www.sustainablescotlandnetwork.org

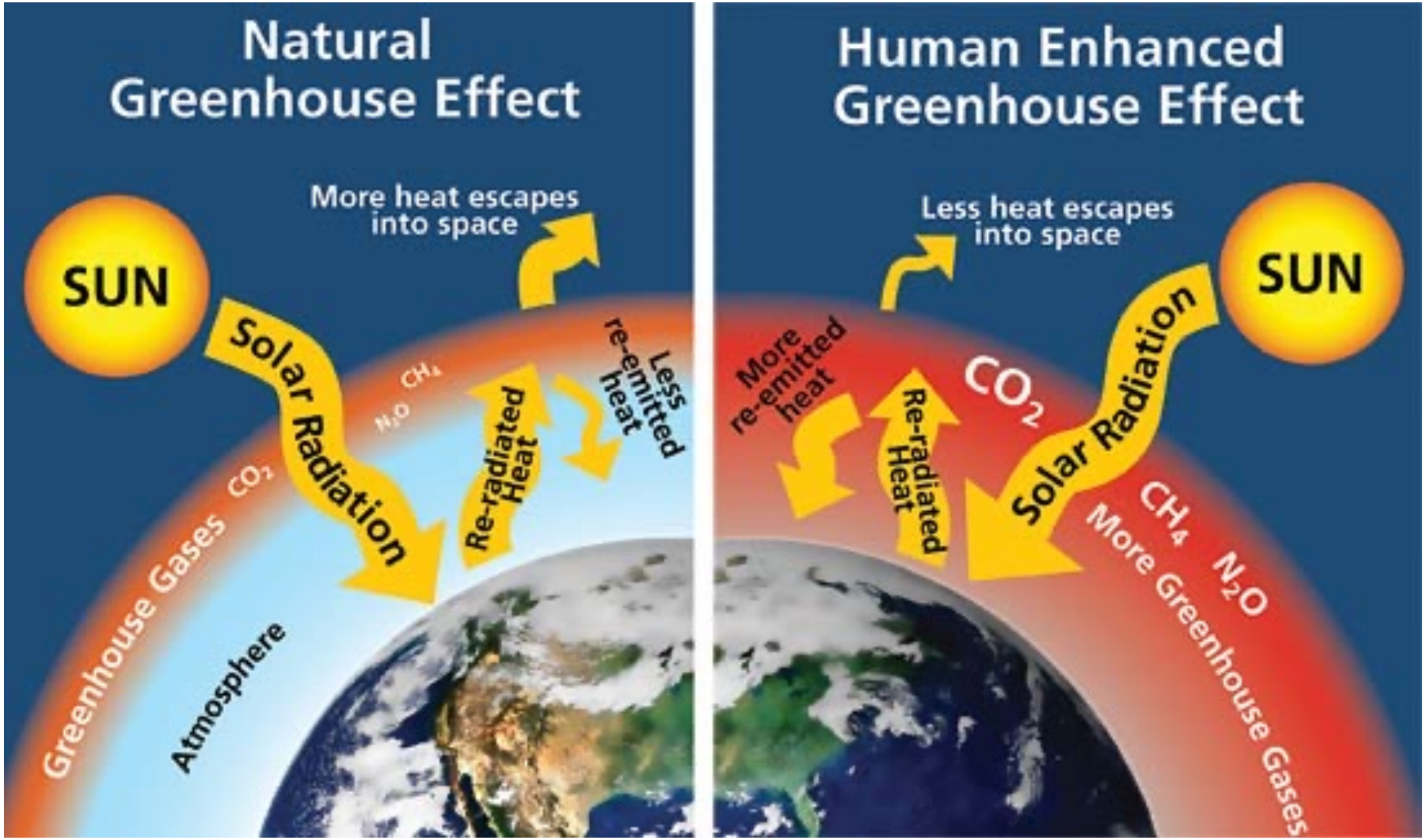
SSN Sustainable Scotland Network
Sustainable Scotland Network
STRATEGY
2020-2024
www.sustainablescotlandnetwork.org
Info@sustainablescotlandnetwork.org
@SSNscotland
ecci
EDINBURGH CENTRE FOR CARBON INNOVATION

The Challenge and SSN's Approach

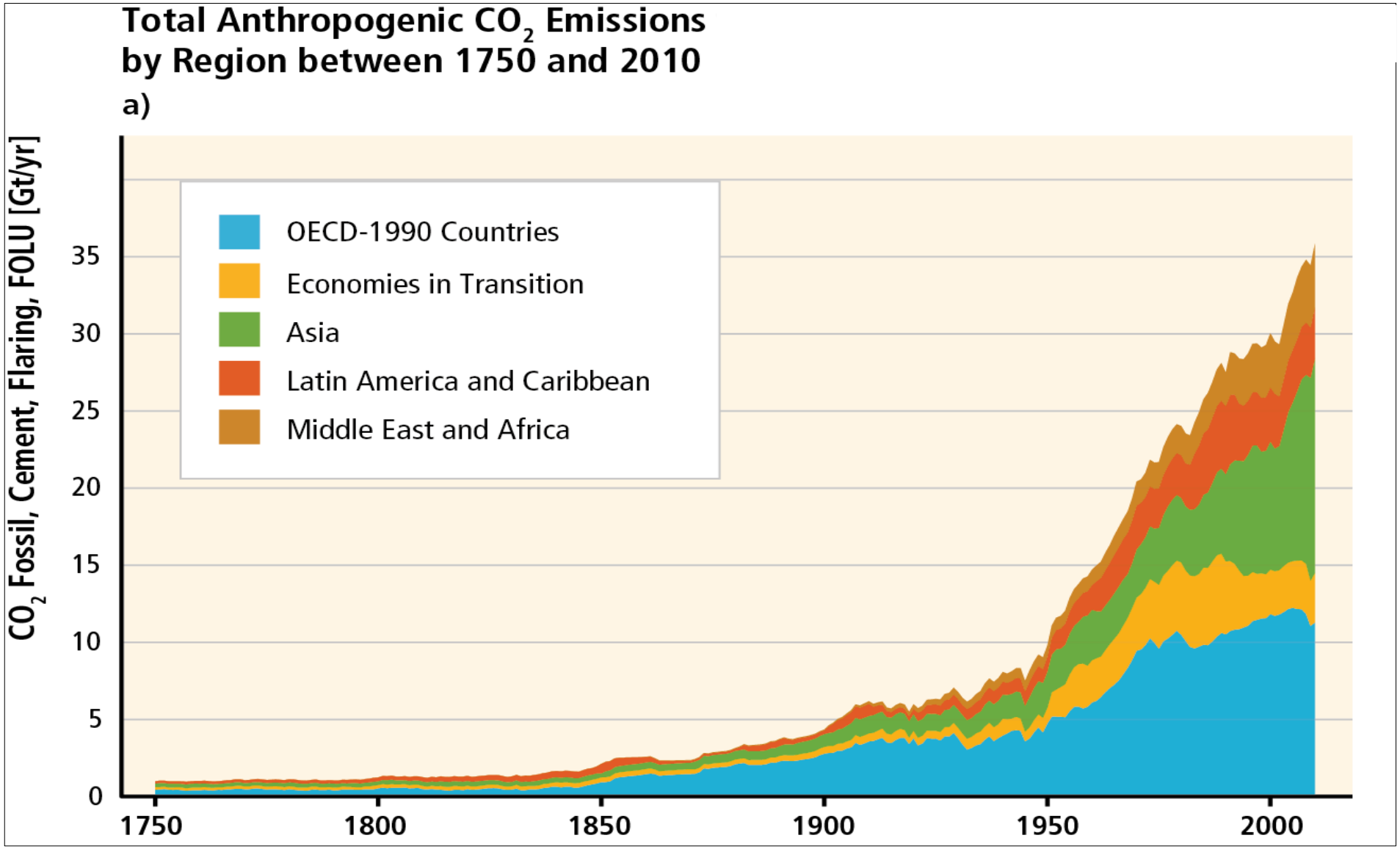
1. Global climate emergency, as well as public health, ecological and economic emergencies.
2. The current crises demand a green recovery towards net zero emissions and sustainability.
3. Climate change legislation, including Public Bodies Climate Change Duties.
4. The need for Scotland's public sector bodies to work together and scale-up action like never before.



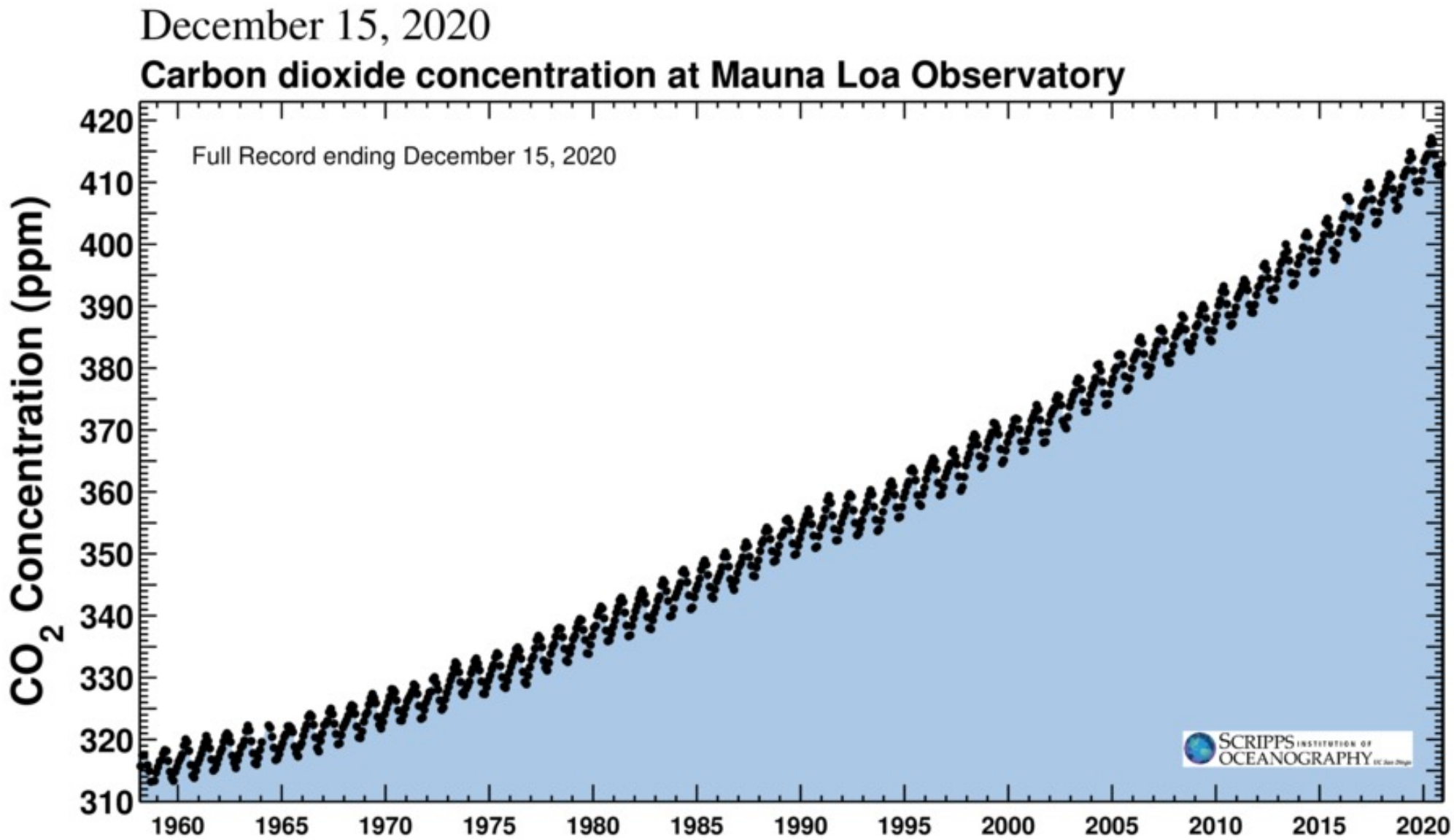
From Climate Change to the Climate Emergency



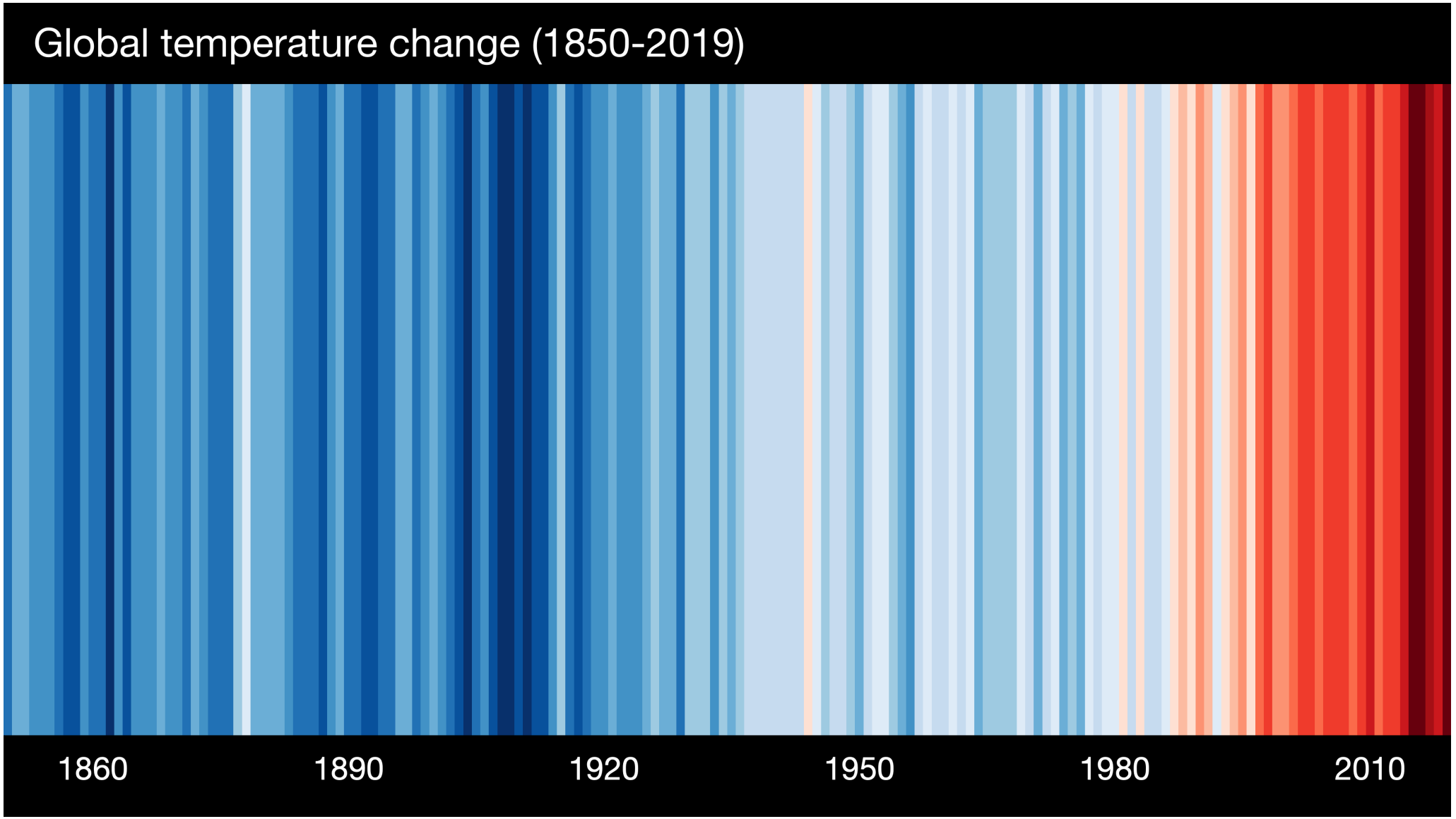
Global CO2 Emissions



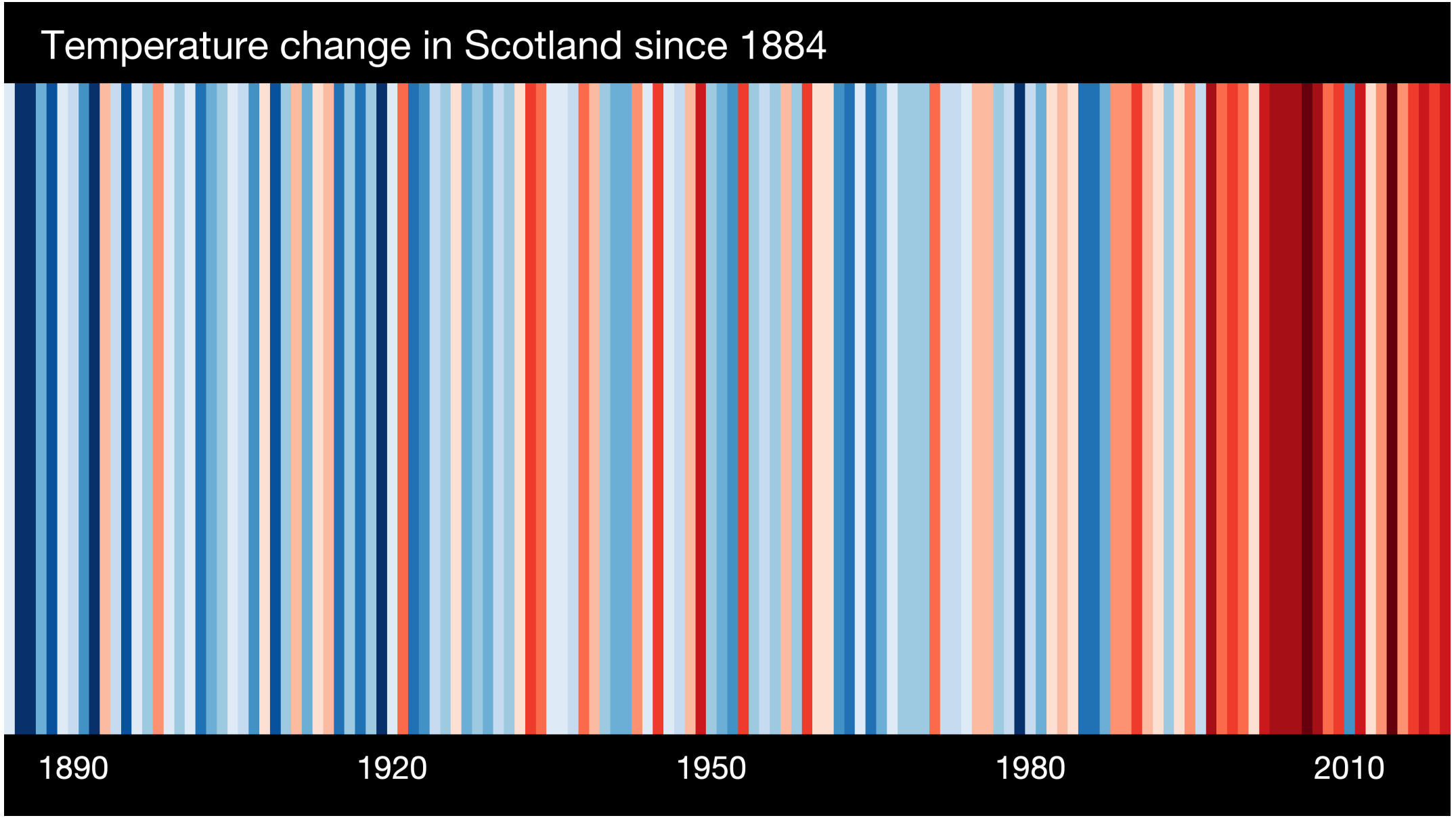
CO2 Concentrations



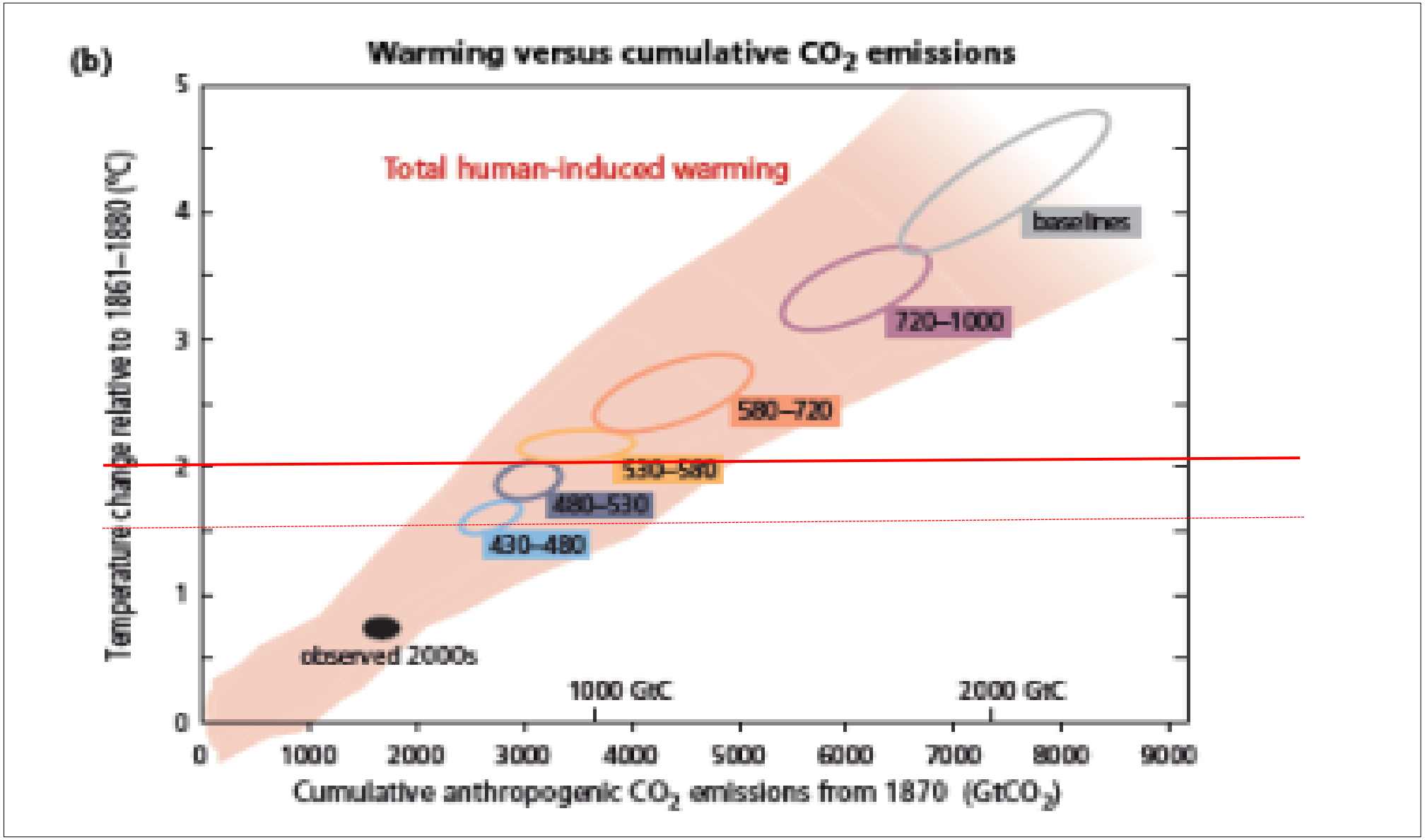
Global Temperature Change



Scotland's Temperature Change



CO2 concentration limits for ‘below 2C’



Climate Change Policy

www.sustainablescotlandnetwork.org

SDGs, NPF and Climate Action

National Outcome: Economy

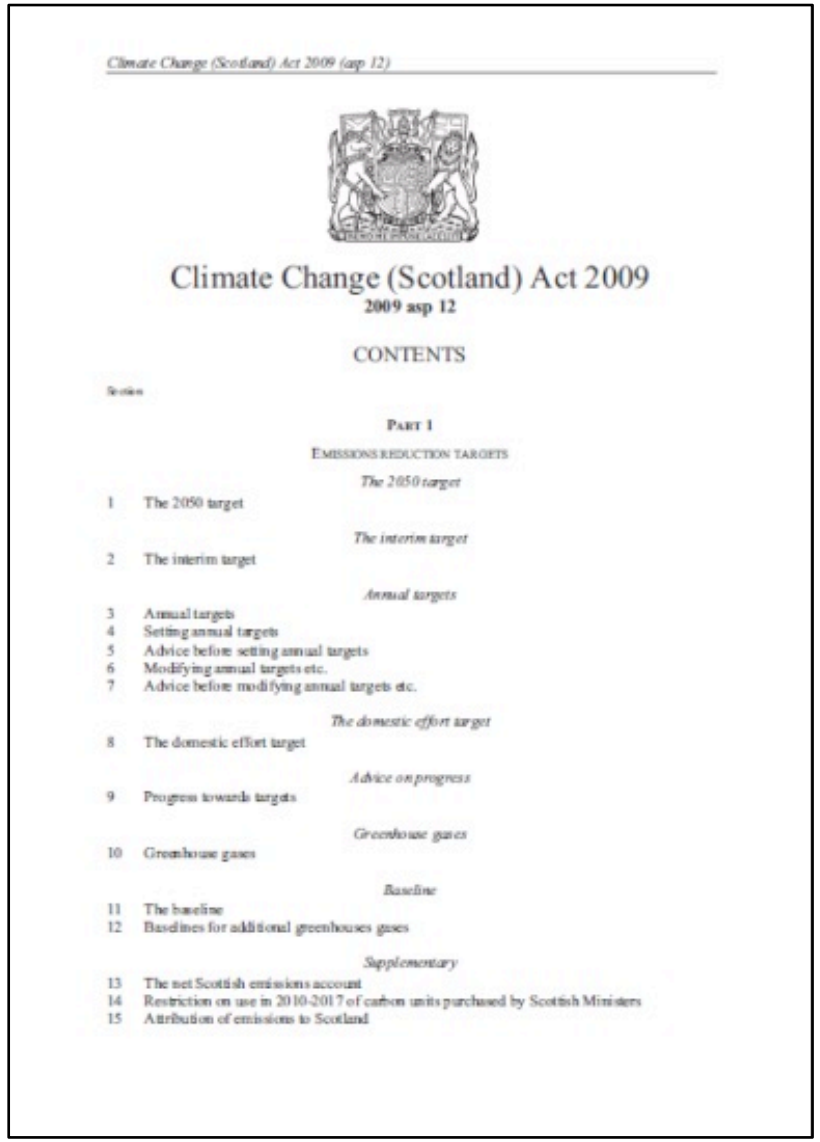
National Indicators

- Productivity
- International exporting
- Economic growth
- Carbon footprint
- Natural Capital
- Greenhouse gas emissions
- Access to superfast broadband
- Spend on research and development
- Income inequalities
- Entrepreneurial activity

Sustainable Development Goals

- 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

Climate Change (Scotland) Act 2009



Climate Change (Scotland) Act 2009 (asp 12)

Climate Change (Scotland) Act 2009

2009 asp 12

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Section

PART 1

EMISSIONS REDUCTION TARGETS

The 2050 target

1 The 2050 target

The interim target

2 The interim target

Annual targets

3 Annual targets
4 Setting annual targets
5 Advice before setting annual targets
6 Modifying annual targets etc.
7 Advice before modifying annual targets etc.

The domestic effort target

8 The domestic effort target

Advice on progress

9 Progress towards targets

Greenhouse gases

10 Greenhouse gases

Baseline

11 The baseline
12 Baselines for additional greenhouses gases

Supplementary

13 The net Scottish emissions account
14 Restriction on use in 2010-2017 of carbon units purchased by Scottish Ministers
15 Attribution of emissions to Scotland

Section 44: Public Bodies Duties

A public body must, in exercising its functions, act:

- in the way best calculated to contribute to delivery of the Act's **emissions reduction targets**;
- in the way best calculated to deliver any **statutory adaptation programme**; and
- in a way that it considers most **sustainable**

Mandatory Reporting (SSI): 2015 onwards

PBCCDR Amendment Order 2020

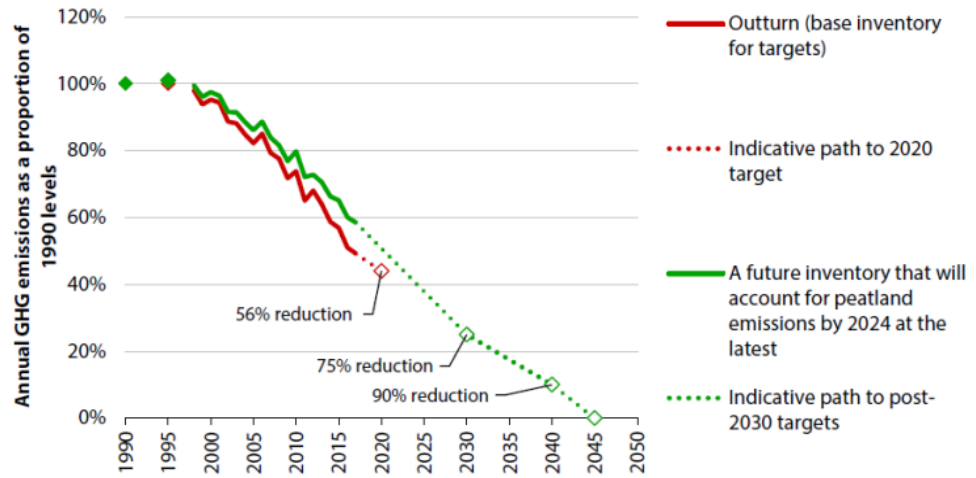
- Zero direct emissions
- Targets on indirect emissions
- Aligning resources
- Publishing reports

The Shift to Net Zero

Priority emission sources

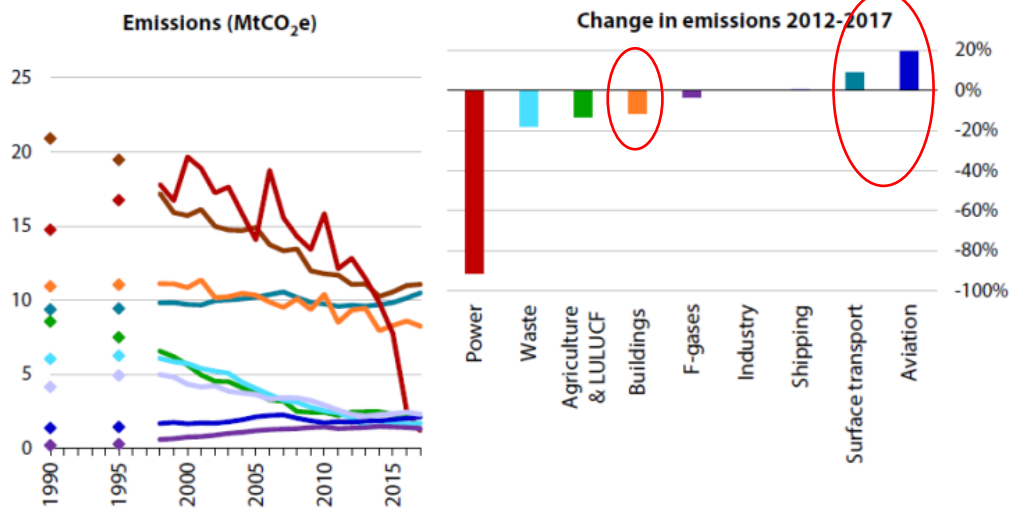
Scotland aims for Net Zero Emissions by 2045

Figure 1.4. Indicative pathways to Scotland's newly-legislated emissions targets



Action Required beyond Grid Decarbonisation

Figure 1. Scotland must act now to reduce emissions outside of the power sector



Public Sector Climate Action is Critical

- Driving-down emissions and scaling-up sequestration
- Eliminating emissions from public bodies' own operations
- Acting to influence supply chain emissions
- Planning, partnerships and investment for Net Zero Places

Programme for Government

Green Recovery
The Green New Deal and green recovery is the SG's coherent and strategic approach to Scotland's transition to net zero emissions by 2045:

- reducing emissions
- capturing the economic opportunities of the transition to net-zero
- driving the wellbeing economy through a just transition

Headlines include:

- A £1.6 billion investment over the next parliament to **decarbonise the way we heat our buildings and homes**
- £500 million for active travel **infrastructure**
- £100 million investment over the next five years in the **Green Industry and Jobs Fund**
- £70 million to improve local authority waste collection infrastructure
- £95m to decarbonise public sector buildings

The **Scottish National Investment Bank** will launch this year with £220 million of fresh seed funding in 2020-21 as part of the £2 billion capitalisation pledge to invest in businesses and markets that are key to our net zero transition

Green Investment Portfolio to identify over £3bn net zero investments in Scotland to global investors.

Develop **tools and guidance** to support a green recovery and climate and circular economy ambitions through **procurement**.

Policy Developments late 2020

Policy Developments 2021

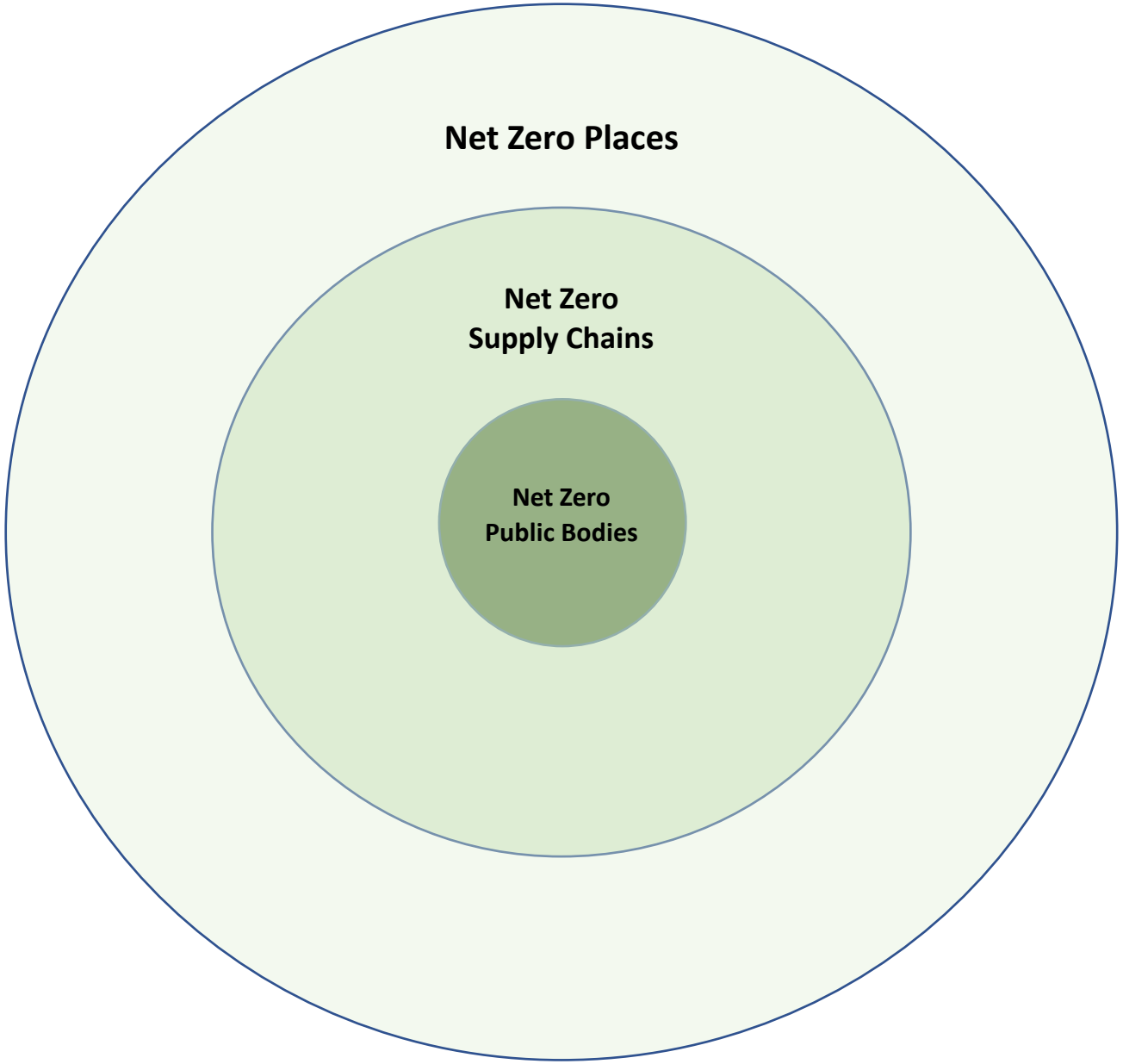
Key message one:
Pursue an orderly, managed transition to net-zero that creates benefits and opportunities for people across Scotland

Key message two:
Equip people with the skills and education they need to benefit from our transition to net-zero

Key message three:
Empower and invigorate our communities and strengthen local economies

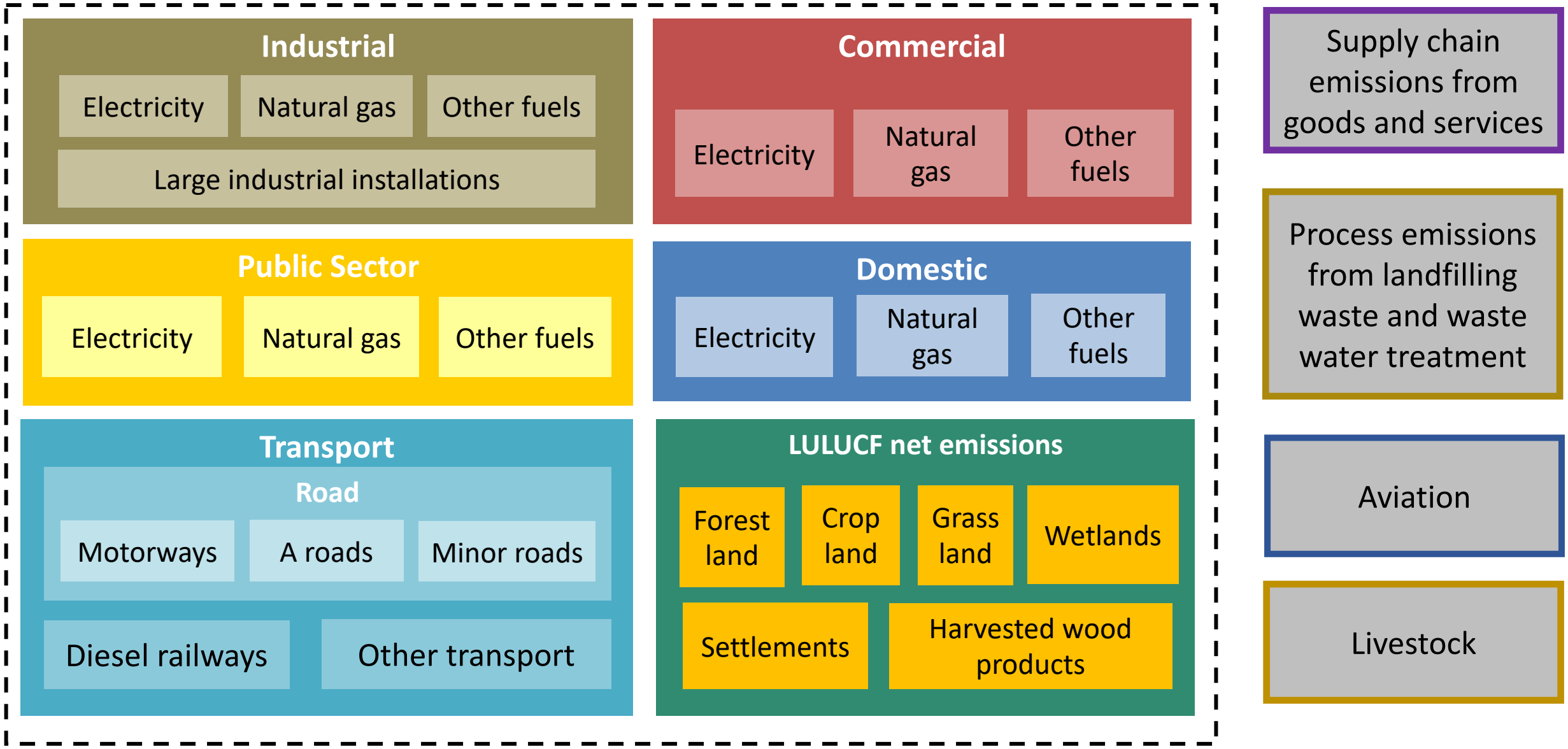
Key message four:
Share the benefits of climate action widely; ensure costs are distributed on the basis of ability to pay.

Framing Public Sector Climate Action

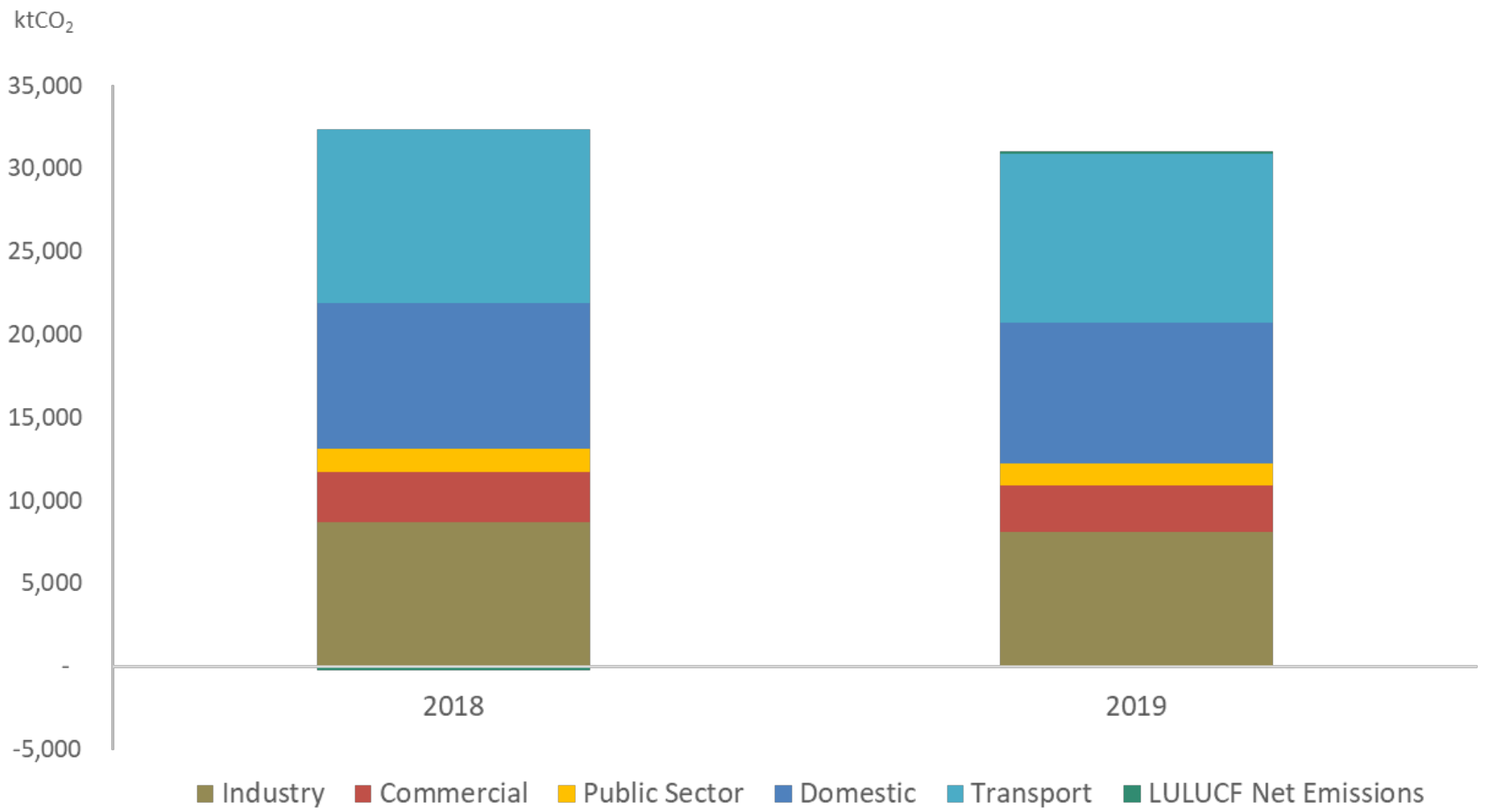


SSN
Sustainable
Scotland
Network

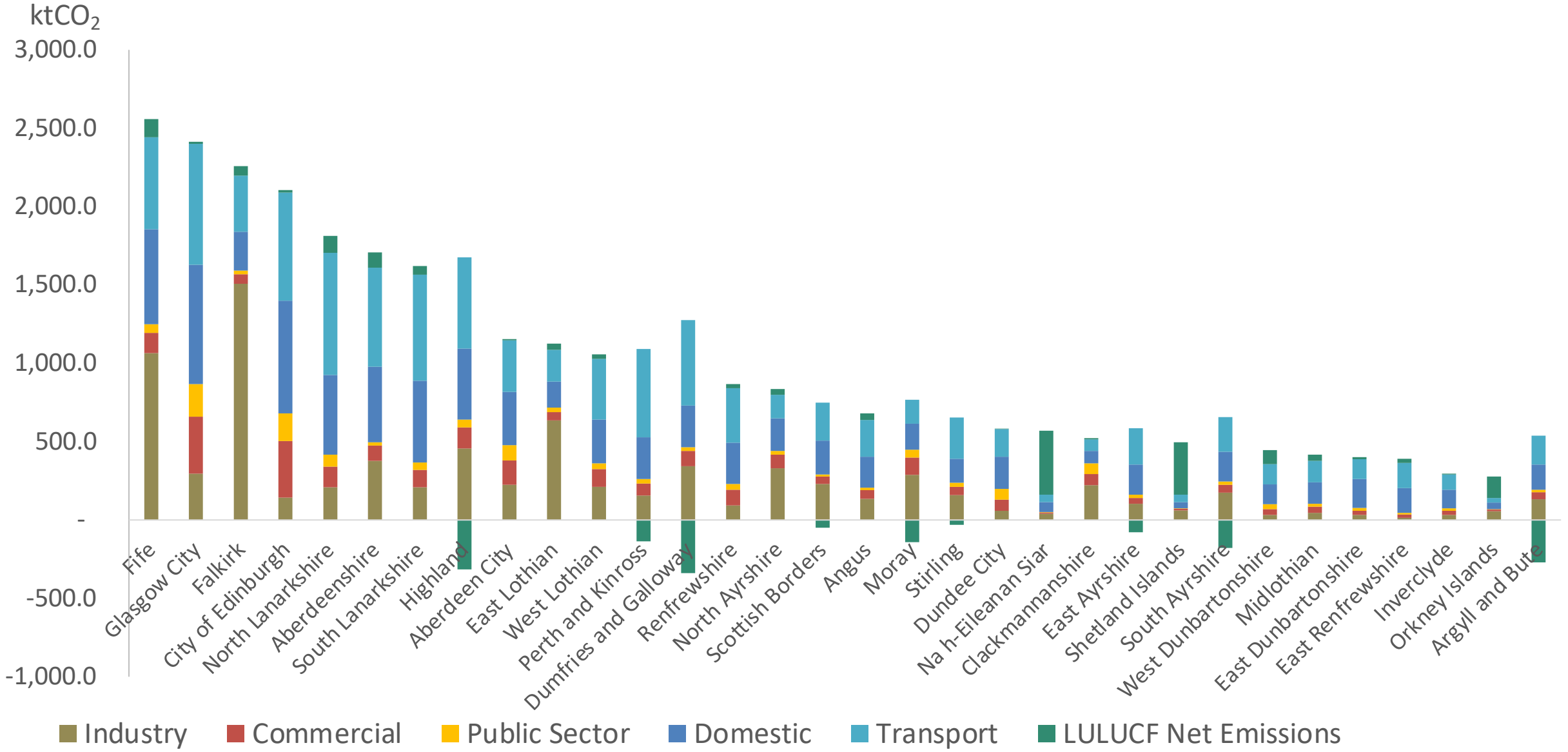
Area-wide emissions boundary



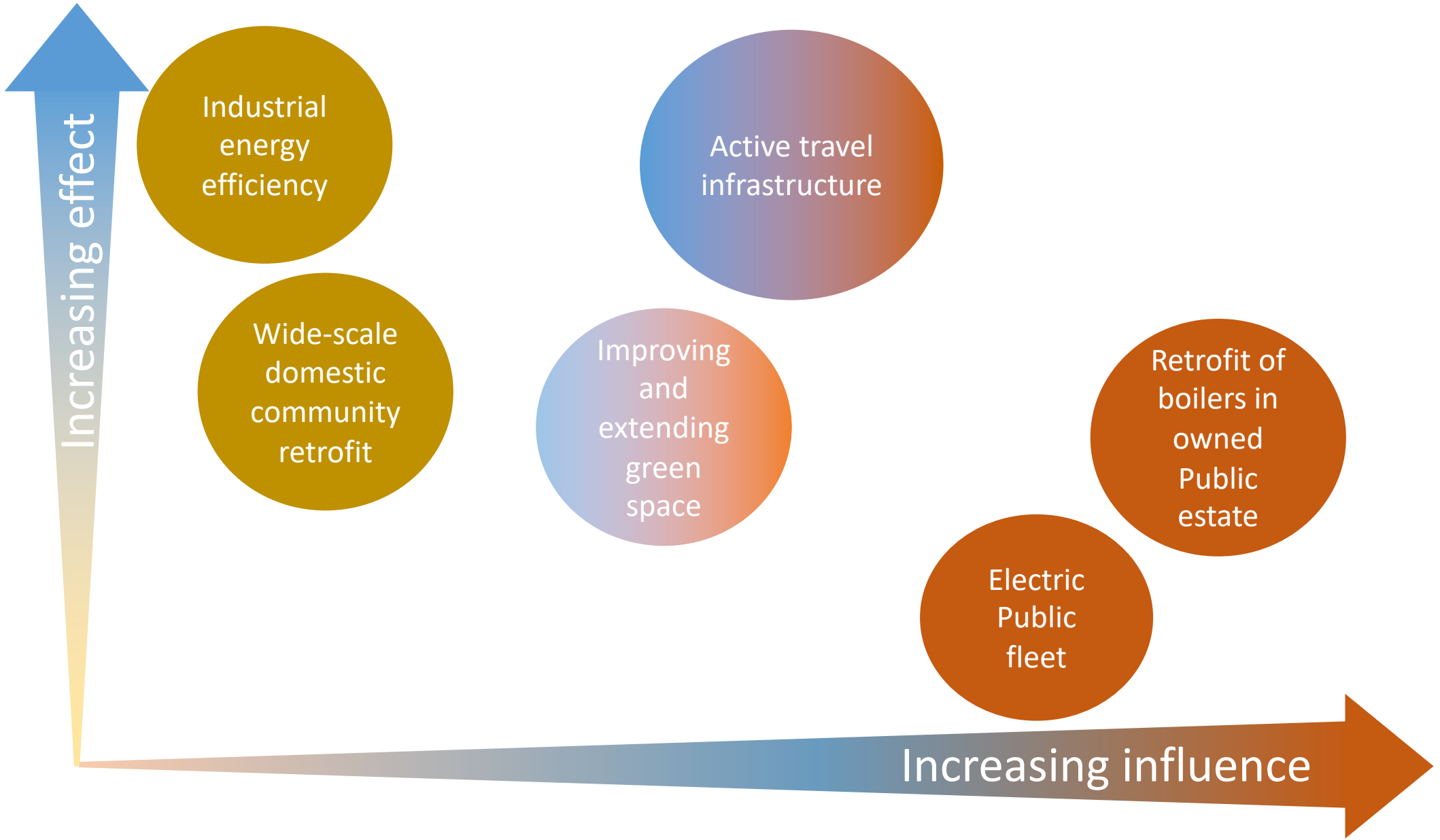
Local Authority territorial CO2 emissions estimates 2018 and 2019 (ktCO2)

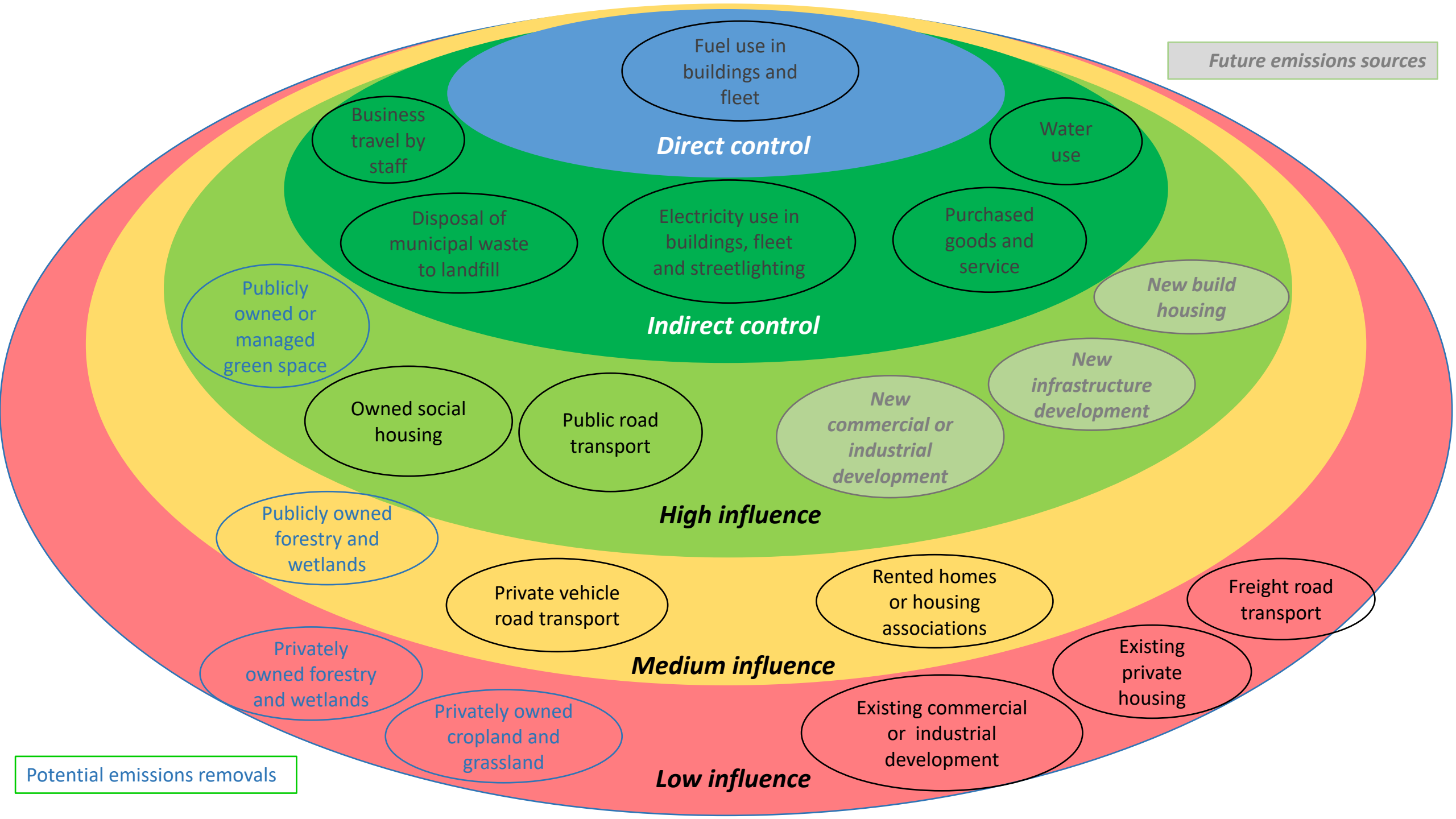


Area-wide carbon emissions, broken down by category and LA for 2019



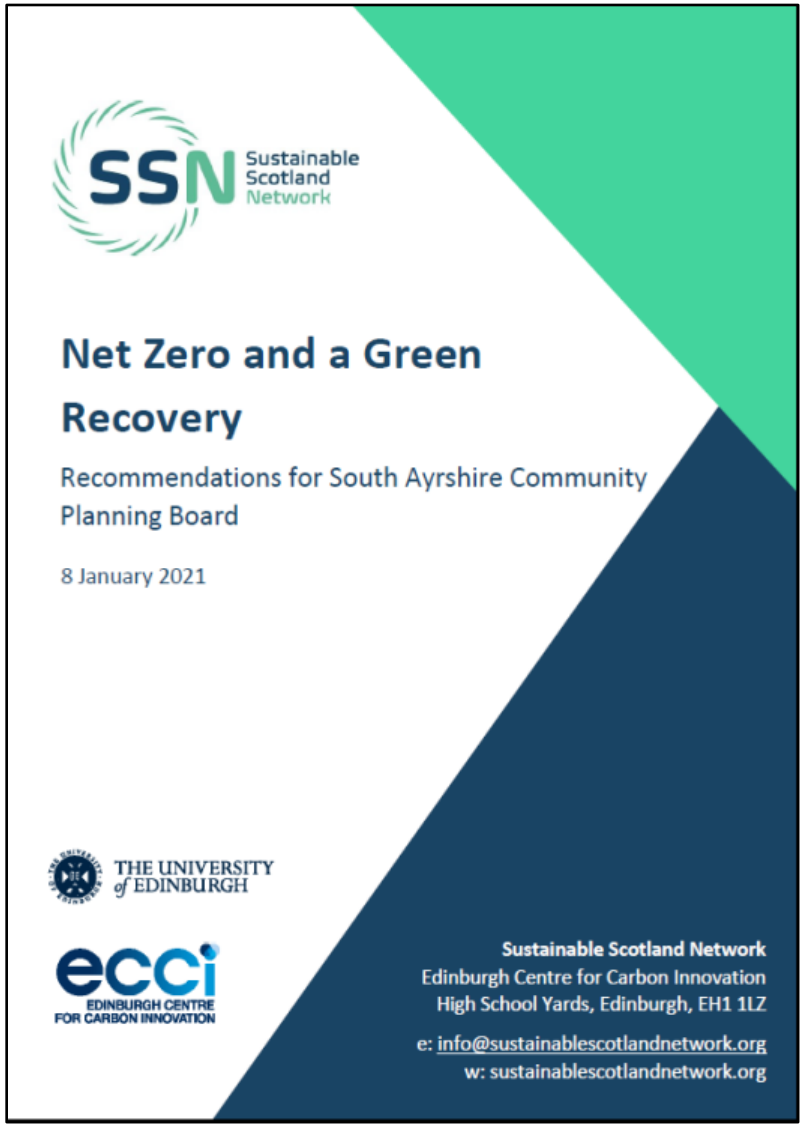
Understanding influence and effect




Future emissions sources
Fuel use in buildings and fleet
Direct control
Business travel by staff
Water use
Disposal of municipal waste to landfill
Electricity use in buildings, fleet and streetlighting
Purchased goods and service
Indirect control
Publicly owned or managed green space
New build housing
New infrastructure development
Owned social housing
Public road transport
New commercial or industrial development
High influence
Publicly owned forestry and wetlands
Private vehicle road transport
Rented homes or housing associations
Freight road transport
Existing private housing
Medium influence
Privately owned forestry and wetlands
Privately owned cropland and grassland
Existing commercial or industrial development
Low influence
Potential emissions removals

Ayrshire Regional Community Planning Initiative

Net Zero and a Green Recovery for Ayrshire



Project Drivers

- CP mandate – look at capacity to scale up action at regional-scale
- Climate Emergency and Net Zero GHG emissions by 2045 (2019)
- Covid-19 pandemic and call for a Green Recovery (2020)
- Programme for Government and Climate Change Plan Update (2020/21)

Project Approach

- Project scope and design agreed
- Stakeholder interviews with some key players
- Project Workshop on 23rd November 2020
- Project Report with findings and recommendations

Ambition, Opportunity and Drivers

1. Relevance of net zero and green recovery to existing regional policy and investment plans:

- Caring for Ayrshire
- Ayrshire Regional Growth Deal
- Well-being, Community Wealth Building and Place-making
- Recovery from Covid-19 pandemic
- Education, skills and training

- Regional Spatial Strategy
- Regional Land Use Partnerships

2. International and national policy moving towards net zero, with investment following

3. Co-benefits of health, well-being, resilience, prosperity, education and employment, as well as investment in ecological health to address the biodiversity crisis

Principles, Plans and Pathways

1. Learn from others

Example of Edinburgh Climate Commission and Place-based Climate Action Network

2. Cost-effective and economically sound investments – emphasis on low/no regret actions

3. A Routemap to Net Zero Emissions

Priorities and Recommendations

1. Leadership and Governance
2. Training and Skills
3. Communication and Engagement
4. Finance and Investment
5. Low/No Regret Options – seven suggestions
6. Public Sector Estate opportunities
7. Procurement
8. Land Use, Planning and Place-making

Progress and Next Steps

There is a clear desire and recognition in Ayrshire of the need for, and benefits of, **cross-partner regional collaboration, action and leadership on climate change**.

1. The **Officers Network** has met regularly to progress the work and share knowledge – akin to a regional SSN

2. A **draft vision and mission** has been drafted, as well as a **governance structure** and a suite of recommended **priority actions** – including developing a clearer pathway plan on energy and emissions.

3. A paper is in front of the **SAC CCP Board on 26th August** to recommend further development of this work, and investment in a resource to support regional CPP collaboration, partnership working and delivery.

Principles, Plans and Pathways

1. **There's an appetite** from partner orgs to work together and rise to this challenge collaboratively

2. There's also **an identified growing need** to do this, ie Scottish Government, new guidance etc

3. Community Planning Partnerships need to be **proactively working** through this in order to be able to deliver on their existing goals, outcomes, plans etc.

4. There is **expertise out there** to be shared and brought to the table

5. **Resource is needed** to deliver well against this, and **CPPs have the potential** to be a good place to work out how to identify, create and share that resource to get the best outcomes

Questions & initial reflections from CPIB members

Discussion & Action Planning

Discussion

- **Current practice:**

- What are we learning about what is working well locally? What are the key barriers?

- **What more could Community Planning do:**

- What is the role for Community Planning? What can we do collectively and collaboratively in this space? What are the changes we need to support this?

Action Planning: What actions are needed to facilitate and effect change?

- By Community Planning partnerships
- By individual Community Planning partners
- By the CPIB

Group Discussion

Your experiences - current practice

- What are we learning about what is working well?
- What are the key barriers?

Group Discussion

What more could Community Planning do?

- What is the role for Community Planning?
- What can we do collectively and collaboratively in this space?

To support the progress we need to see, what are the changes we need to support this in terms of:

- **Leadership**
- **Community Participation**
- **Governance/Decision making**
- **Data/Intelligence**
- **Joint resourcing/planning**
- **Innovation**

Action Planning

CPIB members are asked to identify and agree actions to take to support improvement

What actions are needed to facilitate and effect change?

- By Community Planning partnerships
- By Community Planning partners
- By the CPIB

Prioritising of Actions using Mentimeter

Join at

Menti.com

40 09 70 66

Net Zero and a Green Recovery

Recommendations for South Ayrshire Community Planning Board

8 January 2021

Sustainable Scotland Network
Edinburgh Centre for Carbon Innovation
High School Yards, Edinburgh, EH1 1LZ
e: info@sustainablescotlandnetwork.org
w: sustainablescotlandnetwork.org

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1. Overview

1.1 This report stems from calls for a workshop by South Ayrshire's Community Planning Partnership Board to determine options for more concerted collaborative action in the wake of Scotland's new net zero greenhouse gas emissions national target[1] and declaration of a climate and ecological emergency[2].

1.2 The Board members recognised the effort already being made by individual organisations, but agreed that more could and should be done by partners working together to exert a stronger influence on emissions being generated locally in communities and neighbourhoods through service delivery.

1.3 A workshop, involving the three Ayrshire Councils, community planning partners and other regional operatives was held 23rd November 2020 (delayed from September due to the COVID-19 pandemic). Workshop planning was informed by a handful of preceding interviews. A summary of workshop proceedings and list of attendees and interviews is provided in Annex 1.

1.4 The recommendations presented in this report are based on the interviewees' comments and workshop discussions on who to involve, what actions the CPP could take, and how to manage and monitor that action. It makes sense to take a regional approach with so many partners having a regional or national remit. This enables strategic and operational efficiencies from across Ayrshire in tackling challenges and realising benefits as witnessed from existing collaboration on e.g. Caring for

[1] Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets targets to reduce Scotland's emissions of all greenhouse gases to net-zero by 2045 at the latest, with interim targets for reductions of at least 56% by 2020, 75% by 2030, 90% by 2040.
[2] The Global Climate Emergency - Scotland's Response: Climate Change Secretary Roseanna Cunningham's statement, 14 May 2019

Ayrshire and the Ayrshire Growth Deal. Both of these initiatives and others, including the forthcoming Regional Spatial Strategy and Regional Land Use Partnerships , offer new opportunities and scope for integrating net zero ambitions as part of regional delivery.

1.5 The global pandemic has brought greater scrutiny to pre-existing inequalities that, if left unaddressed, will deepen and broaden in tandem with the growing impacts of climate change. Net zero ambitions, more recently enshrined in support for a green recovery, are increasingly being placed at the core of government plans and policies: from investment to regional development; place planning to public procurement; energy master planning to health and wellbeing; tourism to transport. Most recently, the Climate Change Plan update[3] and the Climate Emergency Skills Action Plan reflect ambitions for delivering net zero across all sectors in support of the green recovery.

1.6 The next decade is critical to reversing global emissions trends, "…despite a brief dip in carbon dioxide emissions caused by the COVID-19 pandemic, the world is still heading for a temperature rise in excess of 3°C this century – far beyond the Paris Agreement goals of limiting global warming to well below 2°C and pursuing 1.5°C.[4] A green recovery is the best contender for making sustainable, transformative changes that bring the best benefits for people, planet and prosperity but collaboration at all scales and faster pace is paramount to success.

1.7 By collaborating regionally to integrate net zero and the green recovery into local service delivery, Community Planning can serve a vital leadership role in influencing and trailblazing action for Ayrshire people and places. Progress in the next year will be vital to build the necessary momentum. Ayrshire has the chance to showcase innovation and commitment to a collaborative approach by aiming to announce a plan or pathway as part of SSN's public sector profile during the global United Nations COP26 summit taking place in Glasgow during November 2021.

2. The National Context

2.1 Scotland has committed to achieving net zero greenhouse gas emissions by 2045 with an interim target of 75% reduction by 2030. After the Scottish Government's declaration of a climate emergency, the first in the world, many public sector organisations have followed suit, including 20 local authorities as of February 2020. The global pandemic and knock-on effects of efforts to mitigate it have since brought in to sharp focus pre-existing vulnerabilities and inequities across society. These will broaden and deepen with the growing impacts of climate change and failure to limit emissions in line with the Paris Agreement.

2.2 After too long being considered solely an environmental issue, tackling climate change is increasingly being seen as an opportunity, as part of a green recovery from the pandemic, to address and improve the grand challenges of economic, social and environmental sustainability. The net zero imperative is about investment in clean growth that fosters community wealth building through a just transition to better employment, prosperity from new business opportunities and innovation, widespread adoption of low carbon technologies and improvements in land use, ecological stewardship to improve rural and urban environments for the benefits of biodiversity and climate resilience; all of which help deliver extensive public health and wellbeing outcomes and contribute to community resilience.

[3] Securing a Green Recovery on a Path to Net Zero: Climate Change Plan 2018–2032 – update, The Scottish Government, 16 Dec 2020

[4] Emissions Gap Report 2020, UNEP, UNEP DTU Partnership, 9 Dec 2020

2.3 Although public sector bodies in Scotland have a legislative duty to contribute sustainably to delivering national climate change targets much of the focus in terms of compliance reporting has until now been on corporate emissions[5]. Whilst this has helped reduce emissions from across the public sector, it has been largely due to decarbonisation of the electricity grid and end of life replacement of inefficient heating and lighting systems, driven often and understandably by cost savings rather than lifetime carbon savings.

2.4 Accounting for carbon through spend and resource use will become a new requirement of public bodies reporting duties for 2021/22[6], see table 1. This brings to the fore the role of the public sector in influencing others and taking a more strategic and collaborative approach to reducing emissions locally through service delivery and the general exercise of functions. It will also drive greater convergence of action on net zero through public sector spend and investment with other national priorities including community wealth building, place-making, inclusive and clean growth.

	New reporting requirement	**Typically would include**
1.	Demonstrate a target date for achieving zero direct emissions	Energy use in buildings Fuel use in fleet vehicles Waste generated on-site Water use on-site
2.	Any targets for reducing indirect emissions of greenhouse gases;	Procurement of goods and services
3.	How spending plans are aligned and resource use contributes to reducing emissions and delivering emissions reduction targets	Investment plans including asset replacement and refurbishment, business cases, community asset transfers
4.	Contribution to Scotland's Adaptation Programme	Building corporate and community resilience to climate impacts
5.	Publish progress towards achieving emissions reduction targets	Annual report

2.5 The Scottish Government has committed to a 'green recovery' from COVID-19, capturing the opportunities of a just transition to net zero by creating green jobs, developing sustainable skills and nurturing wellbeing. It recognises climate change as a human rights issue and the transition to net zero as an opportunity to tackle inequalities, sustain future prosperity and improve ecological balance.

2.6 Delivering a green recovery is at the heart of the latest Programme for Government[7], committing to addressing the twin challenges of biodiversity loss and climate change. The Climate Change Plan Update[8] reports progress on funding since September 2020 and further action to secure a green recovery is framed around the following key themes:

[5] The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015, SSI 347
[6] The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020, SSI 281

[7] Protecting Scotland, Renewing Scotland: The Government's Programme for Scotland 2020-2021, First Minister, 1 September 2020
[8] Securing a Green Recovery on a Path to Net Zero: Climate Change Plan 2018–2032 – update, The Scottish Government, 16 Dec 2020

2.6.1 Role of **public and private investment** in transitioning to net zero, including the previously announced £2 billion Low Carbon Fund plus additional investments:

- £180 million Emerging Energy Technologies Fund, supporting the development of hydrogen and providing impetus to the development of Negative Emissions Technologies (NETs);
- £120 million for Zero Emission Buses, driving forward a fully decarbonised future for Scotland's bus fleet and supporting the Scottish supply chain;
- £50 million to transform Vacant and Derelict Land for maximum environmental and community benefit
- £50 million to create Active Freeways, providing a sustainable link between towns, cities and national landmarks.

2.6.2 Increasing availability of and accessibility to good, **green jobs including training and reskilling**. Aligning the skills system with demand resulting from a green recovery and the transition to net zero, see also the Climate Emergency Skills Action Plan[9]

2.6.3 Embedding **resilience and security** - the Programme for Government committed to investing an extra £150 million for flood risk management over the next 5 years and £12 million in coastal change adaptation.

2.6.4 Prioritising actions to maintain longer-term **positive behaviours**, embedding behaviour change, encouraging participation in policy design and normalising action by communities for places and people[10].

2.6.5 Delivering a **place-based approach** working closely with those communities and organisations needing change, undergoing change or affected by change. Ongoing planning reforms to enable more focus on places and people and evolving concepts such as 20 minute neighbourhoods to prioritise quality of life and health as well as net zero ambitions.

2.7 The above, together with previously announced funding commitments and the proposed £24bn Infrastructure Investment Plan[11] to decarbonise business, industry and buildings, and repurpose existing assets creates a foundation for funding action at the local level, although more will be needed to help build critical capacity within the public sector and anchor institutions that are key to successful delivery. Nevertheless, action is vital and opportunities from planned investment such as Caring for Ayrshire and the Ayrshire Growth deal can serve as key enablers, integrating net zero as a core driver in project planning processes.

2.8 Principles and recommendations for taking forward action and leveraging the pace and scale of change required are presented below.

[9] Climate Emergency Skills Action Plan 2020-2025, Scottish Government and Skills Development Scotland, December 2020

[10] Climate Change - Net Zero Nation: draft public engagement strategy – consultation, The Scottish Government, 16 Dec 2020

[11] A National Mission with Local Impact - draft infrastructure investment plan 2021-2022 to 2025-2026: consultation, Scottish Government, September 2020

3. Key Principles

3.1 Community Planning Partners are well placed to champion transformative change to a net zero Ayrshire. Much change is already underway but to reap the full benefits of a green recovery and address challenges and common barriers a strategic framework is needed to enshrine agreed principles, plans, projects and practices, and that is based on place-making that involves and shares purpose and ownership with all sectors and communities across Ayrshire.

3.2 A set of five principles to help Edinburgh recover from the pandemic and tackle climate change in a joined up way were recommended in a report published by the Edinburgh Climate Commission[12]. They are represented below, with suggested adaptations that the Community Planning Partnership may wish to adopt or use to inform more bespoke principles.

1. GO FASTER: Covid-19 has broken the belief that big changes can't be made rapidly. Accelerate the transition to net-zero; lock in carbon reductions and lock out a rollback to business-as-usual; make low carbon the easier behavioural choice.

2. DO BETTER: Measure what matters; judge success against more than economic indicators; include biodiversity, wellbeing and carbon reductions.

3. BUILD STRONGER: Unleash the potential of local communities and producers; showcase innovation and positive adaptation; empower everyone to play their part in building a region resilient to future crises.

4. THINK BIGGER: The scale of ambition, the breadth of imagination, the commitment to collaborate and willingness to embrace change must match the challenge of achieving net-zero carbon emissions.

5. BE BOLDER: Use the voice of Ayrshire to set the pace for climate action ahead of COP26; recognise the moral limits of markets and lead the debate on delivering a sustainable future.

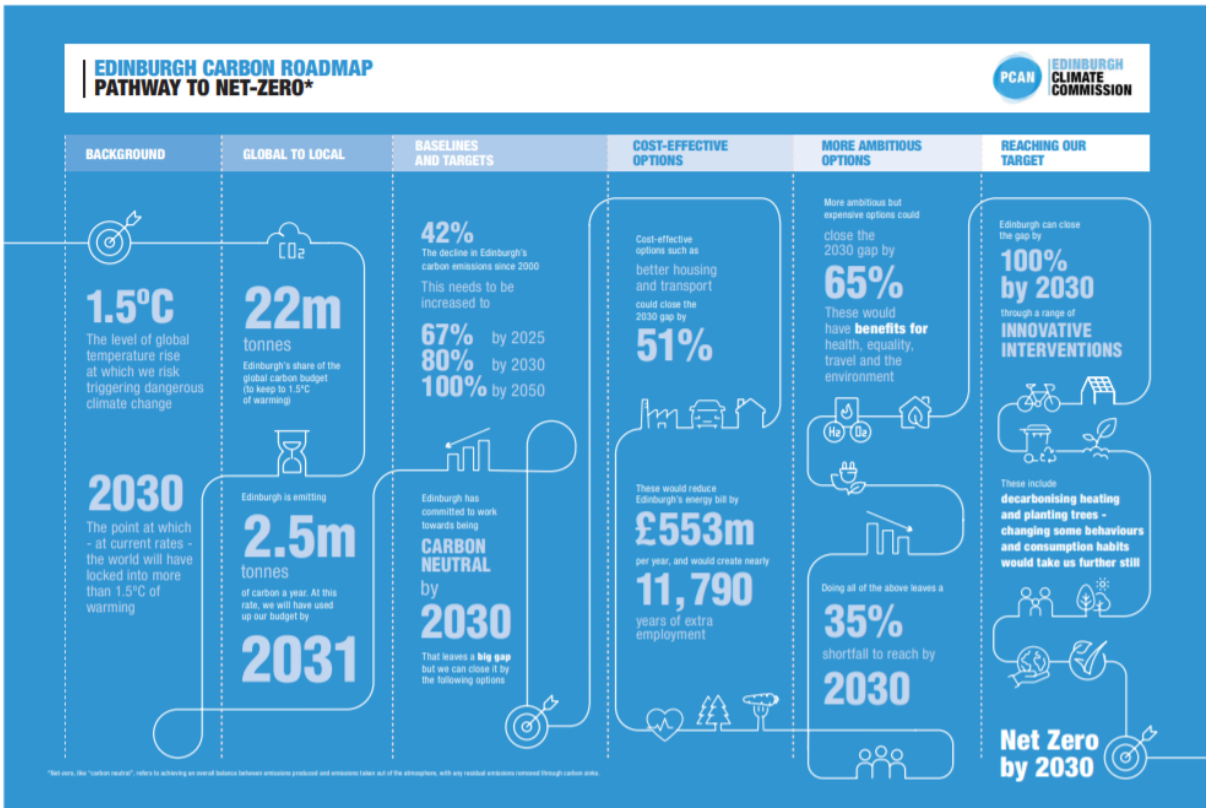
3.3 These principles, together with a priority workplan[13]and a roadmap[14] developed as part of the Place-Based Climate Action Network,[15] form a strong foundation that is helping to stimulate collective action across Edinburgh by harnessing existing appetite for change and creating impetus on achieving bold targets. To meet these targets, Edinburgh has identified options for closing the gap between its projected emissions and net-zero emissions that are cost-effective option and realise rapid returns on investment through energy cost reductions and also generate local social and environmental benefits. Edinburgh could close its emissions gap by more than 50% by adopting cost-effective options including improving energy efficiency in existing buildings and supporting active travel and modal shifts to public transport and electric and non-motorised transport options. This would reduce energy costs by over £500 million per year by 2030 whilst also creating nearly 12,000 years of employment and in the process help address fuel poverty, reduce congestion and productivity losses, improve air quality, and enhance public health and wellbeing.

[12] 'Forward, Faster, Together: Recommendations for a Green Economic Recovery in Edinburgh' The Edinburgh Climate Commission, July 2020

[13] Edinburgh Climate Commission: 2020 Work Plan

[14] "A Net-Zero Carbon Roadmap for Edinburgh", Edinburgh Climate Commission/ Place-Based Climate Action Network, Williamson, R., Sudmant, A., Gouldson, A. & Brogan, J. (2020)

[15] The Place-Based Climate Action Network (PCAN)



3.4 The above principles and approach taken by Edinburgh are borne out of the Place-Based Climate Action Network initiative, supported by the UK Research Council, which brings together researchers and decision-makers in the public, private and third sectors with the aim of building a replicable model for delivering climate policies on a global to local scale. It reflects good practice from other cities, municipalities and regions in the UK and internationally, drawing on globally recognised methodologies and approaches[16].

3.5 Lessons from Edinburgh's journey, together with the recommendations presented below, are proposed as critical steps toward Ayrshire Community Planning Partners formulating and implementing a strategic framework for leading, governing, enabling and supporting the adoption of a pragmatic yet ambitious, challenging but rewarding, course of coordinated action on securing a green recovery and net zero future for Ayrshire's people and places.

4. Recommendations

4.1 Leadership and governance

R1. Community planning partners must exert their substantive **scope for influencing**, in particular those public bodies which have a statutory duty to contribute sustainably to the delivery of Scotland's net zero target[17]. A first step is ensuring that **all partners understand the green recovery/net zero agenda, what their respective roles and responsibilities** are in exerting local influence, and also foster collaborative learning and sharing of good practice. For example, local authorities can leverage impact on potentially a third of local emissions through service delivery, planning and enforcement, housing, regeneration, economic development, education, skills services

[16] See for example "The Global Protocol for Community-Scale Greenhouse Gas Emission Inventories" WRI 2014

[17] Duties of public bodies relating to climate change, S44/Part 4, Climate Change (Scotland) Act 2009

and investments[18]. It is recommended that partners map and prioritise how delivery of their services and the exercise of functions can drive and influence action towards net zero emissions.

R2. Paramount to success is establishing a clear and accountable **governance structure** that has decision-making competence and authority to ensure net zero is a core commitment and driver across regional strategies and local service delivery. There are effectively **three options to consider in terms of net zero governance**, none of which are perfect and have associated pros and cons, see Table 1.

Table 1 Governance Options

Option	Pros	Cons
A. Use existing structures	Mature and existing working relationships e.g. CPPs	Difficult to penetrate pre-existing agendas, priorities no clear oversight / ownership fragmentation & duplication of effort, conflict or tensions, no or limited transparency and coherence. Low visibility and overall ownership Entrenched approaches
B. Create a new structure, partner-ship	Purpose built If afforded budgetary powers would effect tremendous influence and integrated delivery e.g. scope under proposed prosperity	Overlapping agendas/demarcation with other regional groups. Takes time to establish, adds complexity to decision-making, may circumscribe full integration of carbon management into the delivery of assets, functions and services. Remains peripheral if not afforded appropriate status
C. Hybrid of 1 & 2	Allows flexibility of approach, provides optimal balance to move agenda forward and evolve focus for longer-term integration.	Potentially confusing demarcation and risk of mixed messaging emerging. Inter-relationships and accountability obscured.

Health and wellbeing, economy, skills and community safety are already intertwined within CPPs, but they do not have shared/collective investment powers or funding. The Scottish Government's plan for a Scottish Shared Prosperity Fund delivered via Regional Economic Partnerships may offer a long-term solution to overall governance and decision-making as it will decentralise funding to support local decision-making on key policy aims and objectives to address and reduce economic and social disparities; enhance wellbeing; respond to climate change; and deliver a just and green recovery from the Covid pandemic.

R3. Terms of reference for the governing "body" need to include a process for agreeing targets and a route map or plan for delivering and reviewing programmes and projects, see for example "A Net-Zero Carbon Roadmap for Edinburgh"[19]. It is imperative to seriously consider, in tandem with counterparts in North and East Ayrshire, how Community Planning Partnerships can truly integrate net zero as a pragmatic but ambitious objective into collaborative action at necessary pace and scale. Making a **commitment to develop a strategic framework** with the aim of sharing Ayrshires' approach internationally during the COP26 activities in Glasgow later this year would give high profile to all of the ongoing effort and impetus for embarking on new ambitions and lasting change.

[18] Local Authorities and the Sixth Carbon Budget, Climate Change Committee, December 2020

[19] "A Net-Zero Carbon Roadmap for Edinburgh", Edinburgh Climate Commission/ Place-Based Climate Action Network, Williamson, R., Sudmant, A., Gouldson, A. & Brogan, J. (2020)

4.2 Training and skills

R4. The Climate Emergency Skills Action Plan (CESAP) 2020-2025[20] sets out the nature and scale of the long-term challenge presented by a move to net zero in the context of a just transition, and identifies immediate actions to support the development of the skills needed to meet the climate change challenge, particularly in relation to sectors identified as key for the transition to net zero. Partners should **establish a dialogue** involving relevant education and employment partners and agencies on both immediate and future skills and training needs, drawing on the findings of the CESAP, and to include emerging opportunities and demands for more land-based and environment-focussed employment and experience. Use this dialogue to embed climate emergency skills within education and training plans, and to develop a coordinated regional education, skills and training plan/programme to place Ayrshire at the forefront of climate emergency knowledge and skills development.

R5. As expectations grow, and climate action is fast-tracked, the demands on staff, senior leaders and elected members to understand, plan and act will become more acute. There are calls[21] for **investment in local net zero teams** to develop expertise in: capital financing for energy for net zero investments; area- wide procurement strategies; legal and contracting responsibilities; and clean infrastructure including heat, power, transport, waste, as well as carbon stores such as forests, to support a circular economy. The Ayrshire CP partners should explore options for creating and empowering a **virtual network of officers** that could operate as a hub of experts providing guidance and support on scaling up and coordinating regional action without necessarily entailing significant organisational change.

R6. In terms of **softer skills and carbon literacy** there are a variety of climate and carbon training courses currently available which are suitable for different levels of need and proficiency in decision-making including training for elected members and senior managers. SSN is currently working with The Improvement Service to map skills needs to training availability as part of our work with SSN members and will be evolving support and signposting via the SSN Local Authority Forum and other public sector partners such as EAUC Scotland and the NHS. The CPP Board should agree to establish training and support needs to develop a programme of capacity building for delivery tailored accordingly for partners and lead individuals.

4.3 Communication and engagement

R7. The **narrative on climate action** needs to change by framing the multiple co-benefits offered by a green recovery and clean growth for health, wellbeing, local environment, skills and employment opportunities. This narrative needs to be woven coherently and consistently into organisations' communications, not only internally and externally but also collectively on behalf of the community planning partnerships.

R8. The Partnership should consider applying relevant aspects of the **systemic approach** to engagement proposed in Scottish Government's Net Zero Nation consultation. Engagement with communities, including local business, is vital to instil a shared **sense of purpose and ownership centred on place** in helping shape and realise benefits while driving out inequities. SSN is working with Scottish Government and partners in developing a new version of the Place Standard Tool that

[20] Climate Emergency Skills Action Plan 2020-2025

[21] See for example Tingey, M., and Webb, J. 2020. Net zero localities: ambition & value in UK local authority investment. Energy Revolution Research Centre, Strathclyde, UK. University of Strathclyde Publishing.

will incorporate climate change impacts and actions to support engagement in community planning in this respect.

R9. Real or perceived tensions and policy constraints must be identified and addressed collectively by partner organisations and involve relevant stakeholders at the outset. Scotland's Climate Assembly[22] and the Edinburgh Climate Commission's Citizens' Assembly[23] are examples of '**deliberative democracy'** on climate change and some of the materials, including those referenced above would be instructive for informing community planning action on net zero.

4.4 Funding and investment

R10. New funding and **capital investment programmes**, including the Ayrshire Growth Deal and Caring for Ayrshire, have substantive implications for managing the regional carbon footprint. Specifically, associated infrastructure (new build, refurbishment and re-purposing), land-use change, transport planning, and goods and service provision must avoid carbon lock-in. Such programmes should be viewed as strong platforms and enablers for mainstreaming action on achieving net zero targets and ambitions. They need to have **net zero carbon embedded as a core principle** from the outset with actions, monitoring and assessment of outcomes subject to strong governance and management hierarchy.

R11. According to recent research[24] there is significant **untapped economic potential** of net zero carbon localities and many current public sector investments are failing to capture major cost-effective carbon savings. For example, Edinburgh's emissions could be reduced by around 55% from 2019 levels by investing in measures, such as district heating, with a payback period of less than 8 years, delivering annual financial savings of over £550 million. With a less dense mixed urban and rural population, the cost-benefits and payback period may not be as attractive but **economic and emissions modelling** to investigate savings potential for a range of scenarios would be a worthwhile step. An initiative being led by ECCI on behalf of the Scottish Cities Alliance to develop a carbon scenario tool to address some of the uncertainty may offer benefits and be applicable, with modifications, to Ayrshire and other regions with mixed settlements.

4.5 Low/no regret options

R12. Commit to adopting and fast-tracking opportunities for **short term wins as no/low regrets** interventions that offer good returns on investment, particularly in relation to active travel, sustainable transport, renewable energy and local procurement opportunities. Examples include

a. Encouraging **active travel**, supporting sustainable transport choices and minimising travel needs. Look at broader influences in respect of behaviours e.g. material barriers, poorly sited or unsafe cycle paths, lack of shelter on foot paths.
b. Embedding **sustainable travel hierarchy** within organisations' policies and in planning and review of service delivery including minimisation of travel needs for service providers and users e.g. options for decentralisation of NHS services to enable delivery at local community level. Health and Social Care Partnerships have a key role to play in influencing longer-term impacts in this respect.

[22] https://www.climateassembly.scot/
[23] https://www.edinburghclimate.org.uk/
[24] Williamson, R. F., Sudmant, A., Gouldson, A., & Boyd, J. 2019. The Economics of Low Carbon Cities: Achieving Net Zero in the City of Edinburgh Summary Report (Draft Version). Edinburgh: City of Edinburgh Council.

c. **Encouraging home-working** where practicable and non-detrimental to staff health and wellbeing[25]. Increased home-working during COVID-19 restrictions has helped reduce transport emissions and associated impacts including air quality, congestion etc. However, benefits must be weighed against adverse consequences including mental health risks and stresses, and potential substitution or increase in home energy use emissions, especially during winter months, which may offset transport emissions savings.
d. Developing **learning outcomes** and exploring how to **scale-up** and spread **successes** such as the Green Exercise Partnership, (Scottish Forestry, NatureScot, NHS National Services Scotland and NHS Health Scotland) which aims to build links between the health and environment sectors, following growing evidence that public health can be improved by people being in the natural environment.
e. Supporting low carbon, healthy food choices by **sourcing produce from local growers and suppliers** and challenging simplistic considerations of low, direct costs to consider wider best value in respect of health, wellbeing, employment and other beneficial outcomes. Engage actively with the Soil Association's Food for Life Scheme, and create opportunities to engage the Ayrshire farming community on the challenges and opportunities of shifting towards 'farming for a better climate'.
f. Increasing **sequestration** and cost effective **renewables** generating capacity e.g. the micro hydro project on the river Ayr will provide clean electricity to meet the demands of Ayrshire College and potentially 100 local homes. In addition the scheme will address barriers to migratory fish accessing spawning grounds upstream. High visibility of schemes such as this and the wind turbine at Girvan Hospital can serve as strong emblematic landmarks that instil a sense of community ownership and pride in becoming more sustainable.
g. Cutting back on non-essential maintenance of public land that is often for aesthetic reasons only but has significant adverse impacts on biodiversity is a progressive move increasingly being adopted across the UK by town councils. More so since people (and pollinators) were able to appreciate an unadulterated spring season that was for many a pleasant and rejuvenating albeit unintended consequence of lockdown.

4.6 Public Sector estate

R13. Rationalising and shared public sector estate bring real challenges despite potential cost and carbon saving opportunities. Nevertheless, a substantive increase in home-working, necessitated by repeated Covid-19 lockdowns, is accelerating the adoption of longer-term remote working arrangements in general, especially for office-based staff. Some developments and initiatives, already underway or planned, to consider building on include:

a. The **Work Local Challenge Programme,** announced under the 2020/21 Programme for Government, will look at innovation and deployment of local work hubs and office space solutions to enhance workplace choices and may open up options to rationalise, enable greater sharing of public sector estate.

[25] "Encourage home working and enshrine 'right to work from home' in employment legislation" Building Scotland's Green Recovery – Clean Growth Leadership Group, SCDI 2020

- An update of **Scotland's Digital Action Plan** including plans to invest in and drive digital connectivity should improve scope for remote working and reduce commuting and business travel needs.
- Reducing **geographical and organisational barriers** to service delivery. An example that could inform similar approaches elsewhere is the Ardrossan shared services work to rebuild schools and include integration of children's services. Research has also been carried out to understand the impacts of this approach for children's health and wellbeing and broader sustainability benefits.
- **Aligning NHS and Local Authorities' estate strategies** over next 3-5 years. Options to include non-restricted blue light premises and prospective co-location of staff could also be included.

b. Classify **public sector land-holdings** according to a range of beneficial uses including biodiversity and natural capital, access for communities to improve wellbeing and social capital including community/school gardens (food), active travel routes and learning and education opportunities; suitability for blue and green carbon i.e. sequestration potential; increasing renewables generation capacity (e.g. the ParkPower[26] initiative); and increasing resilience to climate impacts and vulnerabilities.

c. **Undertake a study on how partners can play a role in delivering public or community transport** and encourage community/shared transport schemes e.g. for hospital patients and visitors. This should be widened to include active travel provisions and implications for public transport and transport planning.

d. Adopt a general commitment to **greening of public sector estate** by increasing percentage areas given over to natural vegetation or rewilding without comprising health and safety standards where necessary e.g. roadside verges. This enables reduction in pesticides and resultant pollution impacts, improves biodiversity and offers scope for more skilled or semi-skilled employment.

4.7 Procurement

R14. Streamline procurement processes by creating **pre-procured routes** to funding and establishing a shared public sector procurement contract framework with local suppliers where feasible to influence contractors and suppliers in driving out carbon from their supply chains.

R15. Extend the existing **procurement sub-group** comprising the local authorities and the Ayrshire Growth Deal to procurement leads in other major partner organisations to ensure benefits realisations processes for joint ventures incorporate circular economy principles and net zero commitments.

R16. Consider creating a collaborative **sustainable procurement hub,** such as that established in NE Scotland.

[26] ParkPower is a greenspace Scotland programme exploring the contribution that urban green and blue spaces can make to the Scottish Government's ambitions to decarbonise the energy system.

4.8 Land-use, Planning and Place-making

R17. Strengthen the place-based approach[27] and encourage broader adoption of **place-based principles** including those principles identified for designing and adapting places to reduce, repurpose and absorb carbon[28].

R18. Ensure that **community benefits and developer contributions** (focused on emission reduction outcomes) are built into planning requirements and enforced to help deliver local planning outcomes and sustainability requirements.

R19. A recently commissioned active travel study for South Ayrshire is understood to be consulting with stakeholders on barriers to active travel. It is important that this takes a holistic view, **integrating the need to drive and address the role and demand of active travel within transport planning and infrastructure provision** more generally rather than being viewed as a separate, in some cases, purely recreational activity.

5. Next Steps

5.1 The workshop and preparatory work undertaken as part of this project demonstrated a clear desire and recognition in Ayrshire of the need for, and benefits to be gained from, **cross-partner regional collaboration, action and leadership on climate change**. Whichever of the principles and recommendations presented in this report are supported there are some critical next steps that must be agreed by the CPPB in order to make headway on the challenges and reap the benefits of coordinated action.

5.2 A **vision** for Net Zero Ayrshire is needed. A **governance structure** must be established to help ensure that the emergent vision incorporates community voices from across the county. A process must be undertaken to help realise the vision. This calls for a **strategic framework** that sets out key working principles and **prioritises actions** e.g. according to ease of change versus complexity, quick wins versus longer-term transformational change. A **virtual network of officers**, empowered to plan and coordinate Net Zero Ayrshire plans and actions, should be established as a hub of expertise.

5.3 The vision, governance structure and strategic framework will consolidate commitment and help drive change. By making progress on these critical components over the coming year Ayrshire will have a strong and compelling story to share with others across Scotland and also potentially on the international stage as part of proposed events that SSN is currently planning for **COP26** being held in Glasgow in November 2021.

[27] Place standard

[28] Designing for a Changing Climate: Planning Reform, Architecture & Design Scotland, October 2020

Annex 1: Workshop Proceedings and interviews

Agenda, held virtually 23 November 10am to 12:30pm

Workshop attendees

Group 1

Correia, Theresa	Senior Manager, Stakeholders & Partnerships	Scottish Enterprise
Howat, Eileen,	Chief Executive	South Ayrshire Council
Lees, Fiona	Chief Executive	East Ayrshire Council
Marquis, Liz	Director	Energy Agency Scotland
McCardie, Susan (F)	Community Planning Lead Officer	South Ayrshire Council
McGarva, Karen	Employer and Partnership Advisor	Department for Work and Pensions
McMeekin, Ian	Area Commander	Scottish Fire and Rescue Service
Oliver, Marie	Chief Executive Officer	Voluntary Action South Ayrshire
Piatek-Bednarek, Agnes	Senior Manager Corporate Sustainability	North Ayrshire Council
Thompson, James	Director of Finance, Student Funding and Estates	Ayrshire College
Wallace, Kerry	Area Manager Strathclyde and Ayrshire	NatureScot
Jarvie, Lorna (S)	Coordinator (Sustainability and Fleet)	South Ayrshire Council

Group 2

Blake, Ken	Sustainability Manager	Scottish Fire and Rescue Service
Craig, Allison	PMO	Ayrshire Growth Deal
Carr, Kevin	Assistant Director, Place	South Ayrshire Council
Frew, Derek	Superintendent, Partnerships	Police Scotland, Ayrshire Division
Graham, Nicola	Director, Infrastructure and Support Services	NHS Ayrshire & Arran
Haddock, Thomas	Infrastructure Coordinator	Sustrans
King, Louise (S)	Climate Change Officer	South Ayrshire Council
MacDonald, Alison	Organisational Lead – healthy, active environments	Public Health Scotland
Rae, Danielle	Strategy, Policy and Planning Officer	South Ayrshire Health and Social Care Partnership
Tooze, Claire	Area Manager	Skills Development Scotland
Wharmby, Clare (F)	Innovation Manager	Edinburgh Centre for Carbon Innovation

Group 3

Buchanan, Brenda	Partnership Advisor	Department for Work and Pensions
Comrie, Allan	Senior Transport Planner	Strathclyde Passenger Transport
Dalrymple, Kenny	Neighbourhood Services Lead	South Ayrshire Council
Filby, Lucy	LENs Development & Sector Lead Dairy Processing	Scottish Environment Protection Agency
Ed Forest	Biosphere Co-ordinator	Galloway and Southern Ayrshire Biosphere
Gombert, Marie (S)	Climate Change Officer	South Ayrshire Council
Kay, Alastair	Energy & Environment Manager	NHS Ayrshire & Arran
Jarrott, Andrew	District Forester	Forestry and Land Scotland
McAllister, Des	Local Lead	Sustrans
Tarvit, George (F)	SSN Director	ECCI
Williams, Sian		NatureScot

Interviews: held 23 September and 22 October 2020

John Burns Chief Executive, NHS Ayrshire and Arran

Eileen Howat Chief Executive, South Ayrshire Council

Elaine Caldow Public Health Programme Lead, NHS Ayrshire and Arran

Kevin Carr Assistant Director, Place, South Ayrshire Council