

Economic Growth

Strategy 2020 – 2025



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Economic Development, Midlothian Council, Fairfield House, Dalkeith, EH22 3AA

FOREWORD

I am delighted to present this partnership strategy for growing Midlothian's economy 2020 – 2025. This outlines our Community Planning Partnership based approach to economic growth for the next five years which will put collaboration, inclusivity, innovation and ambition at the heart of what we do.



Cllr Russell Imrie, Cabinet Member
for Communities and Economy
Midlothian Council, December 2019

The Midlothian Council strategy follows extensive consultation across the area's key sectors; harnessing and capturing the needs and aspirations of our businesses, communities, third sector and citizens of Midlothian.

This strategy is written in the context of the Single Midlothian Plan with its three key shared outcomes of reducing inequalities in learning, health and economic circumstances and builds on the success of previous work, as well as adding insights from our valued stakeholders, partners and citizens, reflecting the commitment to work together to put Midlothian on the map as a great place to live, work and grow.

As Scotland's fastest growing local authority area, Midlothian has significant challenges and opportunities. Good growth is integral to delivery of this strategy; ensuring opportunities are available to all of our business, communities and our people. We will put a strong emphasis on local jobs for local people and that jobs created by capital infrastructure upgrades will be accessible to local contractors, would be employees, and our young people aspiring for careers in the industry.

Improving our skills landscape and developing our people to meet the future economic needs is a high priority for the Community Planning Partnership. Through this strategy, economic development partners in our Sustainable Growth Partnership will work with employers changing needs; collaborate to inform the Improving Opportunities Partnership, and the work of our education training and employability providers. This will well place our people to have the qualification; be it academic or vocational, to meet the growing needs of the economy, increase local employment, and ensure we are resilient to change.

The Edinburgh and South East Scotland City Region Deal (ESESCR) provides opportunity to undertake capital infrastructure works; including upgrading of the A701, A720 Sheriffhall grade separation, as well as investment in Data Driven Innovation at the University of Edinburgh's Easter Bush site which will be complemented by a Integrated Regional Employability and Skills programme.

Our business community is significant: of our 2,600 enterprises, small businesses account for 58% of the workforce and this is continuing to grow. Small businesses are crucial to the development of our economy, identifying gaps in the market and innovate to come up with solutions.

We seek to work with entrepreneurs to enable them to start up and facilitate their expansion through our business and enterprise support offer. Going forward, we aim to incentivise, advise and guide new and existing businesses, as well as inward investors with the message: Midlothian is open for business.

We have a strong ambition and vision for Midlothian, and this strategy will detail how we will deliver this in partnership with public sector agencies, key stakeholders, businesses and the community. We have developed this strategy's priorities and actions to deliver a structured approach to economic development in our towns and communities.

I invite you to be part of this and work with us on the journey.

INTRODUCTION

This document sets out the economic development vision and key priorities for Midlothian for the period 2020-2025.

Economic development increases the capacity of a local area to improve economic outcomes and uplift the area's quality of life. It is a process of transformation and continuous innovation, resulting in increased labour market productivity and improved infrastructure – all of which reduces costs and increases output.

Social and economic factors contribute to growth; social factors in ensuring there is an improvement in conditions and quality of life of the population i.e. access to the market, addressing poverty and inequalities and the socio-economic barriers associated with education and health deprivation. Economic factors can include developments to remove barriers and are measured by looking at income, life expectancy, poverty, inequalities and education outcomes.

Local economic development in the context of Midlothian is defined by partnership working with the Council, businesses, the community, third sector, and young people. This empowers, creates dialogue and allows the Council to make better informed choices on development by taking a bottom up approach to local issues, thereby increasing the efficacy of its services.

Midlothian Council has led the development of this strategy on behalf of its partners and it has been finalised with their input following workshops and online consultation. Our strategy provides a shared vision and key priorities for working in partnership with organisations that are integral to shaping and delivering growth for Midlothian's economy.

The purpose of this strategy is to set out our ambition to grow and transform the economy by taking and harnessing opportunity. Strategic objectives and key priorities set out in this document align with the Scottish Government's Economic Strategy and are in the context of the Community Planning Partnership's Single Midlothian Plan vision: **'Midlothian – a great place to grow'**, and its three key outcomes – reducing inequalities in learning, health and economic circumstances.

Our strategy sets out a series of strategic objectives for economic development and will contribute positively to the overall vision for our region. It links back to the themes, aspirations and delivery of Community Planning. It also sets a strategic context for other local plans such as the Midlothian Local Development Plan (MLDP) and the Midlothian Tourism Strategy.

The strategy offers support to the employability and anti-poverty actions of the Improving Opportunities Partnership by creating growth and quality employment opportunities.

In recognition of the challenging financial environment, our strategy seeks to deliver better outcomes for our economy in conjunction with our partnership and the future direction of Midlothian Council set out in the Medium Term Financial Strategy.

Economic development plays a strong role in our communities. The social elements of economic growth are also explored, particularly in relation to poverty and inequalities, and educational attainment. We recognise that good growth must be evident to all our people, and that economic development is a vital component in creating resilient and vibrant communities.

Our strategy supports the work of our key partners: Council services including: Education, Communities and Lifelong Learning, ICT and Digital Services; Skills Development Scotland, Developing the Young Workforce, Business Gateway, private sector and landowners, the third and voluntary sector, the Midlothian and East Lothian Chamber of Commerce, the

Federation of Small Businesses, Scottish Enterprise, Scottish Development International and Higher and Further education providers. Our associated actions will reflect our strong partnership based approach to achieving our objectives.

Midlothian has a number of sites which make up the current employment land supply for businesses and developers. The Midlothian Local Development Plan (MLDP) ensures a readily available supply for economic land, reflecting a range of sites and locations to help support local economic growth. Key employment sectors are recognised as: professional, scientific and technical services, construction, tourism, wholesale and retail, housing and construction and the public sector.

We recognise there is a need for more commercial property in many settlements – this is reinforced by increasing rental prices in the area over the course of the last five years. This strategy seeks to work with planning, developers and the local business base to address the scale of current and future economic growth and reverse the trend of over reliance on commuting outwith Midlothian by creating and unlocking sites for local employment opportunities.

Over the period 2020 to 2025, our focus of work will be to raise our profile and promote our diverse offer and to reap the benefits of increased visibility. Recent government policy has been focused on connection to create synergy and scale which is embedded in a sustainable economy and widened labour market.

Our strategy is underpinned by sustainability in achieving economic outcomes. We will accelerate the pace of this and ensure Midlothian is a green place, as well as a great place to grow. Through ambitious actions and setting the standard by pioneering a Carbon Charter, we will encourage our businesses to follow and embed sustainability in their actions. As an area with many former mining villages, we will innovate to investigate further alternative energy solutions such as geothermal energy drawn from mineshafts for community heat purposes, and work with our communities and developers to exploit sustainable energy solutions fit for our areas of the future.

We seek to build on our strengths and harness investments available through the Edinburgh and South East Scotland City Region Deal (ESESCR Deal) to deliver an enhanced infrastructure and pan city region to drive change. All of which will support our businesses to flourish, result in increased start-up activity and increased capacity for growth and which will continue to invite and capitalise on vital investment in our business community.

Putting Midlothian on the map is a key priority of this strategy. The area is home to world-leading centres of excellence offering significant further opportunities for internationalisation and foreign direct investment – uplifting the local economy and creating new jobs. With the support of Scottish Development International, we seek to diversify our business base to thrive, grow and internationalise with the objective of increasing the number of Midlothian foreign direct investment (FDI) projects

We will create new markets by developing a bespoke website for locating in Midlothian, to highlight its unique proposition. The interactive platform will send out a clear message that economic development is here to support investors and their business. This site will host information on:

Locating in Midlothian

- Competitive advantage of the area
- Research excellence / Data Driven Innovation capabilities
- Diverse business base
- Global connectivity

Business Support

- Start up support and entrepreneurial ecosystems and incubator space
- Investor opportunities; portfolio of property development
- Commercial property prospectus
- Midlothian company case studies

Key Sectors

- Business and enterprise
- Life Sciences
- Tourism
- Data and Digital
- Housing and Construction
- Food and Drink

Quality of Life

- A great place to grow
- Working in Midlothian
- Living in Midlothian
- Culture and green environment

News and Events

- Summary of local activity
- Local events/ dovetail to the business and enterprise community
- Midlothian profile / comparative advantage

This will raise the profile of the local authority area and showcase its assets to a global audience. Doing so will also enable capture of crucial data to ensure we are best equipped to analyse, target and support businesses and capitalise on investment potential.

The strategy has been prepared at a time of economic uncertainty following the current UK Government mandate to exit the European Union. As such, the future remains uncertain. This picture is reflected in weak growth, limited access to business finance for our business and indecision on export tariffs – which is effectively halting expansion of our medium and larger scale enterprises.

Our strategy will be supported by an annual monitoring plan prepared through the Community Planning Partnership's Sustainable Growth theme. This will allow flexibility to respond efficiently and proactively to any complexities that may arise in our local economy. The action plan will form one part of the Single Midlothian Plan 2020-21 and its priorities.



WHO WE ARE

Midlothian covers 354 square miles and has a population of approximately 90,000. It lies in the east-central lowlands, bordering the City of Edinburgh, East Lothian and the Scottish Borders local authority areas. Its area encompasses seven urban centres and is surrounded by a hinterland of rural communities. The town of Dalkeith is in the county of Midlothian with further sizeable settlements at Bonnyrigg and Lasswade, and Penicuik. Development corridors in the South East Scotland Plan (SES) Plan provide for significant settlement growth along the A701 and Borders Railway corridors.

Located to the south of Edinburgh city, in the Edinburgh and South East Scotland City Region and the gateway to the Pentlands, Midlothian has a varied topography. Castles, stately homes, country parks and the world famous late-gothic Rosslyn Chapel, which dates back to the 15th century, all reside here. With attractions such as Roslin Glen, Dalkeith Country Park, Vogrie House, Destination Hillend (development of Midlothian Snowsports Centre) and the Secret Herb Garden, Dobbie's and Butterfly World, there is a something for residents and tourists alike.

A thriving mining area in days gone by, Midlothian is home to number of former colliery villages. Newtongrange, a 19th century designed mining village, houses the Lady Victoria Colliery which is open to the public as the National Mining Museum Scotland featuring a 1,625 ft shaft and winding tower powered by Scotland's largest steam engine.

Midlothian has a strong offering at Straiton; the retail park is home to multinational companies including IKEA and Costco. Large national companies

also have a strong presence in the area: Sainsbury's, Marks and Spencer, Nike, Next, Halfords, and Boots to name a few.

The area has benefitted from major infrastructure upgrades in recent years, all improving transport links. The reopening of the Borders Railway in 2015 connects the key stations of Eskbank (Dalkeith), Newtongrange, Gorebridge and Shawfair directly to Edinburgh City and opens Midlothian up to Edinburgh, Scotland and beyond. Midlothian is strategically linked to the A1 corridor, connecting Edinburgh to the Scottish Borders and the north of England. Proximity to Glasgow is complemented by the M8 road network, connecting to the west of Scotland in under an hour; and the M90 towards Perth and the north in the same time.

Edinburgh is 20 minutes by car from Midlothian's centre and the airport is 30 minutes away. It is also only 1 hour 30 minutes from Glasgow airport, offering a range of commercial and business destinations and freight opportunities.

Midlothian is a well serviced area in the heart of the Edinburgh and South East Scotland City Region with a strong

community base, boasting educational centres of excellence and new multi-purpose facilities at Newbattle and Lasswade Community High Schools. The Loanhead Centre includes a primary school, health centre, swimming pool and leisure facilities. A new health and social care centre of excellence is proposed at Shawfair's new high school and more recently, the go ahead was given for a new Science Technology, Engineering and Maths (STEM) school in the A701 corridor. All of which makes Midlothian a great place to grow.

Combined with the diverse range of heritage and cultural activities, events and access to greenspace, the area boasts a high quality of life. Recent developments have increased the housing offer ensuring it caters for individual need and budget and benefits from strategic transport links. The new town of Shawfair, which has commenced development and has a recently opened rail station on the Borders Railway, will provide 4,000 housing units, business and industrial units, formal and informal open space, and will include a new Town

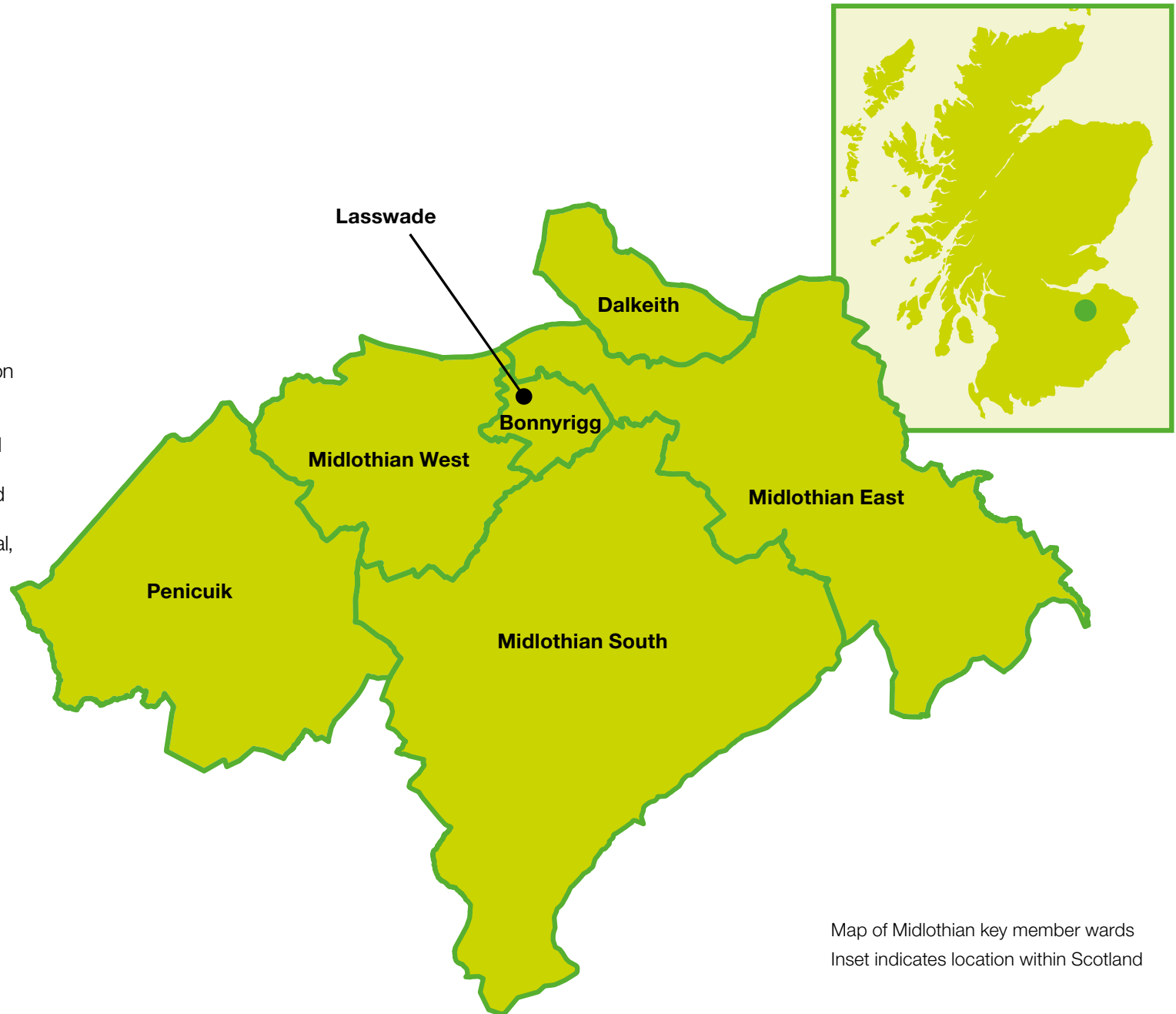
Centre, with retail, food and beverage, commercial business, community, social and education facilities. This will sit adjacent to the partially developed Shawfair Business Park, and open up wider investment potential.

Midlothian's historic community was based around coal mining and heavy industry including papermaking, carpet making and mills along the River Esk. However like the majority of post-industrial regions, these sectors have disappeared since the 1970s. To facilitate diversification, the Council over the years has delivered a number of capital programmes to deliver physical improvements to the built environment. Midlothian has invested in redeveloping the Bilston Glen mining site to become an industrial estate with British Coal Enterprise and Scottish Enterprise and supported the development of the wider Easter Bush Campus in partnership with Scottish Enterprise, The University of Edinburgh, Northern Property and Moredun Research Institute.

Considerable investment was undertaken by the Council using European funding with Scottish Enterprise and other

partners to reform all coal bings across Midlothian, allowing these sites to be developed for other industrial uses or housing.

Midlothian is now known for its rolling green hills and its world class scientific research to improve livestock health. Science based companies already at Easter Bush include: BioReliance, Ingenza and Biobest. The University of Edinburgh site at Easter Bush, the Roslin Institute and Moredun Institute are world renowned for their contribution to education on infectious diseases, support of sustainable agriculture and creation of solutions to ensure safe and sustainable food and water supplies, thereby addressing climate change and conserving biodiversity. The proposed investment, as part of the ESESCR Deal, will enhance these capabilities.



Map of Midlothian key member wards
Inset indicates location within Scotland

WHAT WE DELIVER

This strategy sets out our commitment to grow Midlothian's economy in the context of local and national policy, and alongside our partnerships.

NATIONAL AND CONTEXT	CONTEXT FOR ECONOMIC DEVELOPMENT	PRIORITIES
Scottish Government	Scotland's Economic Strategy	<ul style="list-style-type: none">• Sustainable and inclusive growth• Creativity, entrepreneurship and skills development• Investment and innovation• Internationalisation
	Town Centre Action Plan	<ul style="list-style-type: none">• Collaboration• Investment• Accessibility
Single Midlothian Plan	Community Planning Partnership	<ul style="list-style-type: none">• Reduce the economic circumstances gap• Reduce the gap in learning outcomes• Reduce the gap in health outcomes
Midlothian Local Development Plan	Sustainable Economic Growth	<ul style="list-style-type: none">• Allocating sites for econ dev• Statutory policy to support the right business in the right location and to protect residential amenities• Making provision for business in the right location
Business Gateway	Free advice and guidance service to local businesses	<ul style="list-style-type: none">• Economic wellbeing of Scotland
Midlothian Council	Medium Term Financial Strategy – provide stability and prioritises actions	<ul style="list-style-type: none">• Preventative, sustainable, efficient, modern, innovative and ambitious services

PARTNER AGENCIES	REMIT AND STRATEGIC FRAMEWORK	PRIORITIES
Scottish Enterprise	Strategic Framework	<ul style="list-style-type: none"> • Business growth • Collaboration • Sustainability, equality, wellbeing • Talent, skills resources • Ambition
Scottish Development International	Scottish Enterprise Business Plan 2018 Scotland: A Trading Nation: A plan for Growing Scotland's Exports	<ul style="list-style-type: none"> • Securing more inward investment and capital investment • Supporting more companies and sectors to innovate through increased research and development, new products, services, markets and business models • Supporting more companies and sectors to internationalise and compete in growing markets around the world
Skills Development Scotland	Strategic Plan 2019 – 22	<ul style="list-style-type: none"> • Enable learners and workers to make informed learning and career choices • Empower people to achieve equitable learning and employment outcomes • Provide effective learning pathways into productive employment • Help create an increasingly productive and resilient workforce
Further and Higher Education	Edinburgh College (Dalkeith)	<ul style="list-style-type: none"> • Delivering an expansive curriculum to meet the needs of industry and equip students to meet the demands of the modern workplace
	Moredun Research Institute	<ul style="list-style-type: none"> • Globally recognised high quality research institute • Disseminate knowledge, skills and expertise to bring benefits to animals, livestock producers, the economy and to society at large
	Scotland's Rural College	<ul style="list-style-type: none"> • Agri-rural education, research and consultancy
	University of Edinburgh (Easter Bush) – vision programme developments	<ul style="list-style-type: none"> • Readily accessible campus with substantial environmental improvements • Extensions to Advanced Computer Facility • Global Academy of Agriculture and Food Security
The Third Sector Interface	Midlothian Third Sector Interface Annual Report	<ul style="list-style-type: none"> • Support volunteering and good practice in volunteering management
	Midlothian Voluntary Action	<ul style="list-style-type: none"> • Peer support and training • Social enterprise • Community planning

SECTOR	AGENCY	PRIORITIES
Town Centre and Place	Scotland's Towns Partnership	<ul style="list-style-type: none"> • Town centre first principle; local need and circumstances • Vibrant town centres • Recognising the role of the City Region Deal • Improving the interdependent relationship of hub cities and hinterland towns
Sustainable Accessibility	Midlothian Active Travel Strategy	<ul style="list-style-type: none"> • Create a well-connected network of active travel infrastructure • Encourage and enable safer walking and cycling environments
Climate Change	Midlothian Climate Change Strategy	<ul style="list-style-type: none"> • Sets out the Vision, Objectives, and Action Plan to become an earth friendly Council
Midlothian Local Development Plan		<ul style="list-style-type: none"> • Sets the Council's Town Centre Policy
Midlothian Council Procurement Strategy 2018-2023	Procurement Strategy 2018-2023	<ul style="list-style-type: none"> • Works to the strategic themes of: economic, social, commercial efficiency and contract and supplier management
Tourism	Midlothian Tourism Strategy and Action Plan	<ul style="list-style-type: none"> • Capitalise on Midlothian's strengths and opportunities • Encourage more visitors
	Midlothian and Borders Tourism Action Group (MBTAG)	<ul style="list-style-type: none"> • Tourism project to capitalise on Borders Railway opportunities/ increase preparedness of tourism businesses across the region
	Scottish Tourism Alliance – Scotland's Tourism Strategy	<ul style="list-style-type: none"> • People, Place, Businesses and Experiences • Grow value and increase benefits of tourism
	Visit Scotland	<ul style="list-style-type: none"> • Leading marketing organisation for Scotland • Marketing, attendance and promotion in tandem with Midlothian Tourism Forum and the Council
	Borders Railway Blueprint: Strategy for the future	<ul style="list-style-type: none"> • Capitalise on the potential from the railway line • Create new places to visit – maximise opportunities for employment, business tourism and leisure
Place	Rural development and diversification: Tyne Esk LEADER Local Development Strategy (14-20)	<ul style="list-style-type: none"> • Rural development and diversification • Develop the local business base • Promote community cohesion • Promoting economic growth; employment land, business growth and job opportunities, improving connectivity
	Midlothian Local Development Plan	
Life Sciences	Easter Bush: Midlothian Science Zone - Updated Framework Masterplan	<ul style="list-style-type: none"> • World leading centre for agri-technology and 'one health' and bio-life/ science sectors • Expanding base of manufacturing linked to key sectors • Maximise the benefits of co-location with clinical services, commercial partners and policy makers
	Easter Bush Development Board	
Data and Digital	Edinburgh and South East Scotland City Region Deal – Data Driven Innovation	<ul style="list-style-type: none"> • Data driven innovation hub at the University of Edinburgh, Easter Bush and supercomputing facility • Increase contribution of university research and in-demand graduate skills to Midlothian's economy • Launch spinout companies, attract business and drive public and private sector investment
	Midlothian Council Digital Strategy 2016 - 21	<ul style="list-style-type: none"> • Marketing and communications, information technology, data analytic and improved digital services
Business and Development	Midlothian and East Lothian Chamber of Commerce	<ul style="list-style-type: none"> • Represent SME's • Support development of business and offer the network, advice and solutions to succeed
	Federation of Small Businesses	<ul style="list-style-type: none"> • Experts in business • Support vital business services, including: advice, financial expertise, support • Powerful voice in Government • Aim: to help smaller businesses achieve their ambitions

Midlothian is a diverse economy and, as such, a number of organisations have been set up with the Council and industry to drive forward key sectors of the economy. This approach represents strong local partnerships and collaborations and ownership in delivering economic development. The model of public/private partnership working which focuses on business support is one which we seek to replicate throughout delivery of this strategy.

The Single Midlothian Plan¹ is a three-year plan with associated annualised priorities to deliver local outcomes, all of which contribute to the national context. This strategy for growing Midlothian's economy and its associated actions will directly link to these outcomes and will operate within the 'Sustainable Growth' theme of the Community Planning Partnership. The 2019/20 top priorities are:

1. Support regeneration of town centres
2. Deliver further affordable housing
3. Increase use of renewable energy
4. Increase sustainable travel
5. Work with key start-ups or groups of new businesses that are able to grow without causing displacement and that will increase economic activity in Midlothian

Scotland's Economic Strategy

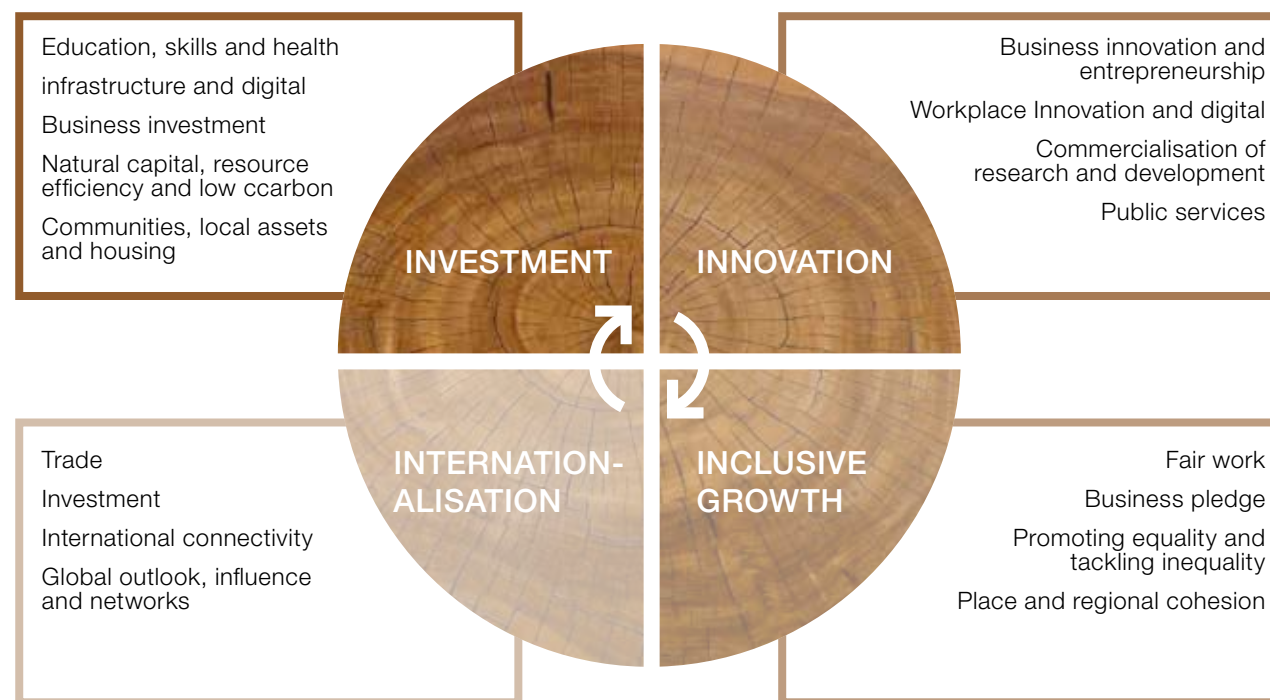
is characterised by four key principles:

- **Investment** in people, infrastructure and assets
- An economy where growth is based on **innovation** and new ways of doing things
- A society that promotes **inclusive growth** and creates opportunity through a fair and inclusive jobs market and regional cohesion to provide economic opportunities
- A country with an **international** outlook and focus

¹ Single Midlothian Plan:
www.midlothian.gov.uk/downloads/download/89/single_midlothian_planS



Diagram 1: Key Priorities: Scottish Government's Economic Strategy²



In addition to this, and in light of the budgetary challenges facing local authorities, the Council has developed a **Medium Term Financial Strategy** to provide stability and to revisit its priorities against a reduction of centrally allocated funding. The four pillars of: working with you, for you; preventative and sustainable; efficient and modern; and innovative and ambitious are embedded in this strategy to enable future planning and investment in Midlothian as a great place to grow.

This strategy and vision for the future is intrinsically linked to our strategic priorities and is reflected in our commitments and partnership-based approach to delivery.

² Scottish Government's Economic Strategy:
www.gov.scot/publications/scotlands-economic-strategy

CONSULTATION

This strategy was compiled following consultation with the community, businesses, the private and third sectors, young people and our stakeholders. Six sectoral specific sessions were undertaken in areas of key importance for Midlothian's economy:

1. Community Planning and Place
2. Business and Development
3. Employment and Skills
4. Data and Digital
5. Life Sciences
6. Food and Drink including Tourism

Consultation was accompanied by an online survey which was open to respondents for the duration of the six week consultation period.

We asked

Midlothian Council seeks to grow its economy by delivering on developing a series of strategic priorities making the area a great place to live, work and grow.

We asked for your views on what we were doing well, what we are not doing that we could be doing; and who could deliver on our priorities to realise them. The objective of this was: to work together, achieve better outcomes, deliver best value for our local citizens, businesses and young people; and to maintain a flexible and responsive economy where everyone can benefit from the uplift.

The consultation launched on 20 August 2019 and concluded on 27 September 2019. The consultation sought views on six strategic priorities:

1. To integrate Midlothian with the regional economy and promote the region internationally
2. To improve the skills landscape
3. To increase economic participation
4. To build on the success of our key sectors
5. To improve the vibrancy of our town centres and make them more environmentally friendly
6. To accelerate growth through infrastructure upgrades

You said

On average, 25 people attended each of the six consultation sessions. Membership comprised: private individuals, representatives from the local community, business organisations, the further and higher education sector, young people from local secondary schools, government agencies and representative bodies.

A further 50 responded to the online consultation making the total engagement approximately 200 individuals and businesses.



Key themes from respondents by sector:

Community Planning and Place	Facilitation of people to encourage partnership working and collaborative projects, increase revenue by growing visitor base
	Better communication; integrate the community to drive economic changes
	Make stronger links between community planning, town planning and economic development
	Investment in infrastructure
	Work with businesses, foster creativity and entrepreneurship and support mixes of enterprise: social and commercial
Life Sciences	Easter Bush is a great location for co-working and networking. Increasing levels of collaboration between academic institutes and with industry partners; the proximity of the different partners / stakeholders on campus facilitates this
	Web content is helpful for promotion to companies/ investors. Keep relevant, refresh and tie into social media streams
	Take an outward view: increase impact to wider Scotland, UK and global. Engage with science and technology developments in the wider region; create opportunities for the agricultural sector locally to repurpose waste gases as an energy source
	Look to the national context and global themes and concerns: climate change, food security, laboratory grown protein, industrial biotech, etc. Work to promote research to minimise pollution from animal gasses and promote the positives of our livestock systems.
	Opportunity for spin outs from academic institutes, and 'spin-ins'
Business and Development	Modern employment land
	Incentives for investors
	Become an entrepreneurial Council; set up a development company to access low borrowing rates
	Better use of media to communicate messaging
	Simplified planning process
Food and Drink including Tourism	Create a brand for Midlothian
	Maximise spin offs from the Edinburgh Festivals
	Better prominence of Midlothian's assets online / maximise digital resources through Midlothian and Borders Tourism Action Group
	Better signposting of public transport and improve connectivity
Employability and Skills	More businesses to offer modern apprentices / consider sharing apprentices curriculum
	Converse with local employers: understand the skills needs for local jobs and take a streamlined approach with education providers to aligning the curriculum to jobs of the future / transforming the region into a digital powerhouse and capitalising on the Data Driven Innovation (DDI) Skills Gateway
	Ensure transport link ups between locales and education providers
	Enhance business networks and explore co-working spaces/ incubators to facilitate entrepreneurs/ start ups
Data and Digital	Replicate community hub model to educate young people, upskill parents and integrate the community in adult education
	Make use of big data and design to deliver better public services
	Explore outdoor wifi – enhance the learning environment in schools
	Prepare people with data and digital skills for the world of future work
	Undertake more foundation apprenticeships; foster digital inclusion, upgrade digital tech and embed data and digital in future planning

We did

This ambitious five-year strategy has been compiled following thorough consultation with our residents, communities, businesses, partners and our young people.

We have analysed the feedback from workshops and online responses in tandem with our strategic priorities to identify key actions in alignment with local and national policy.

Following your feedback on evaluating impact, we will strengthen the accountability and visibility of this strategy by creating an annual update of our key actions with the Community Planning Partnership which will identify due dates and delivery milestones and monitor progress by way of performance indicators.

Communication and flexibility were recurring themes in our consultation. While we are already engaging with our key partners, we recognise the need to enhance our approach and plan to develop a new website and digital platform. This will provide a channel for ongoing engagement and together, we can promote the area as an attractive location for investment, with a strong labour market, and development opportunities in our locale in critical areas such as innovation.



OUR VISION AND STRATEGIC PRIORITIES

Vision

The Single Midlothian Plan's overarching vision of Midlothian is '**a great place to grow**'; and that remains paramount to the growth of our local economy. To complement this, we seek to recognise our unique assets and to raise the area's profile. The vision for economic growth is:

For Midlothian to be a recognised area in which to live, work and do business; an economy that is sustainable, inclusive, ambitious and internationally recognisable as home to leading clusters of science, innovation and tourism offers from which all our citizens can benefit

We wish to highlight Midlothian's excellent quality of life – to visitors, residents, employers or employees in the area. Our economy is diverse, sustainable and world leading in its offer and opportunity.

We seek to grow ambition – to promote the area on the world stage; build upon our existing successes to harness the skills and talent of our local workforce and young people. Our young people will be given the tools and skills and education required to fit the changing demands of the economy – making the local offer one from which all our citizens can benefit.

Achieving this

To achieve this, and following consultation with you, we identified a series of four key pillars and strategic priorities which will be embedded in our actions:

Four Pillars

- 1. Innovation** – we will identify challenges, be proactive in finding solutions, be sustainable in our actions – and be resilient to change;
- 2. Inclusion** – we will ensure community benefit is achieved through our ambition to grow Midlothian's economy. We will work with our education providers, businesses and partner agencies to develop and harness the skills of our citizens to create a strong economic base;
- 3. Partnership working** – we will continue to foster our partnerships and engage with our stakeholders to enable good growth and inclusivity and enhance the reach and impact of our messaging;
- 4. Ambition** – we will recognise and capitalise on the opportunity that exists for Midlothian, by creating a platform for digital development, internationalisation and new channels for inward investment.

In short, we recognise the need to do things differently – to be innovative, be inclusive in our approach, work with our partners, and be ambitious in our approach to capitalise and harness our growth potential.

Strategic Priorities

1. To integrate Midlothian with the regional economy and promote the region internationally

Midlothian forms part of the wider Edinburgh and South East Scotland City region economy. Edinburgh represents a powerhouse of the Scottish economy – as well as the wider UK economy – boasting the second highest Gross Value Added (GVA) per capita among major UK cities. Connections and dependencies between Midlothian and the Edinburgh city economy are increasing, particularly in characteristics of the labour market and travel to work areas. It is therefore practical and beneficial to prioritise better integration between Midlothian and the wider region.

City Region Deals are agreements between the Scottish Government, the UK Government and local government, designed to take long-term strategic approaches to improving regional economies. The delivery model encompasses local authorities, the private sector, education and skills providers and economic agencies – all with the aim of working together to drive inclusive economic growth.

The Edinburgh and South East Scotland City Region Deal (ESES CR) offers Midlothian the opportunity to better integrate with the regional economy, gain vital investment in infrastructure, reap benefits through cross-region labour markets,

programmes for employability and skills development and significantly develop opportunities linked to data driven innovation.

The ESES CR Deal comprises the local authorities of Edinburgh City, Midlothian, East Lothian, Fife, Scottish Borders and West Lothian. The deal represents a £1.3 billion investment which will, over the course of the next fifteen years, deliver inclusive economic growth to the region through housing, innovation, transport, skills and culture. Through the deal, Midlothian will benefit from closer alignment to the regional economy and the investment package will upgrade critical infrastructure to meet with future growth demand.

Regionalising economic development departs from traditional competitive approaches to meeting the growth agenda. Instead, it promotes co-operation – where collaboration between competitors is seen as more important, can yield enhanced knowledge, participation and deliver mutually beneficial results. This forms part of this strategy's four pillared approach to growing Midlothian's economy: promoting partnerships and innovation in approach.

As Scotland's fastest growing local authority area, the landscape and demographic of Midlothian is changing. This strategy seeks to package the offer: as Scotland's most innovative, climate friendly and fairest local economy.

We want to position the area for crucial inward investment by developing our assets and portfolio and capitalise on the City Region Deal offer by developing our infrastructure, housebuilding and data driven innovation hub at Easter Bush. The Midlothian international offer is significant – an attractive place based economy with a world renowned research and development hub on its doorstep. We seek to create new opportunities for foreign direct investment (FDI) by partnering with the wider regional economy, particularly in critical areas to meet growing agendas such as climate change by exploiting our excellence in agri-tech, data and life sciences and showcase this on the world stage.



2. To improve the skills landscape

The world of work is changing: the jobs we do today may not exist in the next decade, nor do we have an awareness level of what the jobs in the next decade may be. This creates a clear opportunity for Midlothian; to innovate to provide solutions, and streamline the employment/ education offer. Put simply, we want to better understand and support skills demand and supply.

Data and digital technology offers an opportunity to transform the region into a digital powerhouse to make Edinburgh and South East Scotland the Data Capital of Europe. Through work with the City Region Deal's Data Driven Innovation (DDI) Skills Gateway, Midlothian has benefited from a programme of investment at Newbattle High School, leading some of the early schools engagement work, and will have the opportunity to engage in a wider programme around data skills and in work reskilling for those at risk of job losses. The DDI skills activity takes an inclusive approach; where the whole population can benefit from opportunities to develop data literacy skills and upskill in preparedness for the future world of work.

Through closer link-up with our skills and employment agencies, we will commit to better engage our employers to join up demand and invest in our people to retrain them for the jobs of the future. This approach will be supported by utilising data and insights available to us through Skills Development Scotland's Regional and

Sectoral Skills Investment Plans³, and form part of our commitment to working with education providers to bring skills demand and supply closer together.

We will manage this in conjunction with the Scottish Government's Future Skills Action Plan⁴ to create increased system agility and employer responsiveness, and opportunities to upskill and retrain and accelerate the learner's journey. All of which will support people throughout their working lives and empower our businesses to take advantage of future opportunities.

The drivers for change in our skills market are:

Economy – our productivity and uncertainty relating to the UK's withdrawal from the EU

Technology – disruption to occupations: increased agility in the workforce

Socio-demography – population growth/ disruption to in-migration with EU workers potentially affected

Policy – collaboration with our skills and enterprise agencies, and restraints to public finances

3. To increase economic participation

Improved labour market participation is a key driver of economic growth. Increased numbers of people in employment will enhance our area's participative economy, as well as improve the standard of living. Through this strategy, we seek to increase the capacity of our citizens to participate and benefit from an inclusive economic

growth in ways that recognise their value and contribution. All of which will ensure a fairer distribution of the benefits of growth and empower our people to be part of the local jobs market. We seek to reverse the current trend for out-commuting from Midlothian, and to provide opportunities and co-working space for entrepreneurial flair and creativity to flourish.

Midlothian's growing population creates a new demand for jobs and a new labour market supply. Economic participation must be balanced by social factors: ability to participate in the labour market, health and skills levels. We will work with employers, education providers, agencies and partners to ensure the supply of education and skills is responsive to, and aligned with, actions to increase demand for skills. We will engage employability and positive destination agencies to remove barriers to participation, and create a supportive environment for entrants and re-entrants to the work place.

Inclusivity will be embedded in delivery of this strategy and we will work closely with the Council's Communities and Lifelong Learning service and partner agencies to increase job outcomes for those disadvantaged in the labour market to deliver an effective service which meets their needs.

The Integrated Regional Employability and Skills (IRES) programme, as part of our City Region Deal, will help our area prosper and help to address inclusion challenges through inclusive growth opportunities. Skills inequality and

polarisation can result in a hollowing out of the labour market. By taking a regionalised approach to employability and skills, we will: increase targeted support to those with health conditions and disabilities, low income families (<60% median wage), disadvantaged or care experienced young people, those from minority ethnic communities and those with gender and age inequalities. Our inclusive labour market development model will take a five pillared approach:

1. Regional leadership and improved capacity
2. Understanding need and opportunity
3. Building strong employer and citizen relationships
4. Targeted skills development
5. Active opportunity monitoring

We will continue to provide a supportive business environment. Through Business Gateway Midlothian and core economic development activity, we will deliver tailored advice and enterprise support to increase our business base, develop our key sectors with high-growth potential and lobby for competitive taxes to incentivise business growth and attract new inward investors to the area.

³ Scottish Government, Future Skills Action Plan for Scotland. Available at: www.gov.scot/publications/future-skills-action-plan-scotland-evidence-analysis-annex

⁴ Skills Development Scotland, Regional Skills Assessment: Midlothian. Available at: www.skillsdevelopmentscotland.co.uk/media/44078/midlothian-la.pdf

4. To build on the success of our key sectors

Midlothian's economy is growing; creating opportunities for developing our competitiveness and reach. Many of Scotland's key sectors, as identified by the Skills Investment Plan can be found here: construction, food and drink, ICT and digital technologies, tourism, housing and construction and life sciences.

We will continue to target sectors and companies where we have a comparative advantage and capitalise on Midlothian's reputational assets. This will be complemented by an innovative and partnership based approach enhancing performance of sectors which are crucial employers in the region - retail, care and logistics - and we will foster better dialogue with these industries.

Tourism is one of our key industries and captures a significant amount of local activity. It is fast paced and responsive to market demand, and together with the industry, Visit Scotland and the Midlothian Tourism Forum, we will continue to build on the opportunities for Midlothian following the reopening of the Borders Railway and Midlothian and Borders Tourism Action Group's (MBTAG) development work in events projects, travel trade development and training. New digital avenues have been explored and successfully implemented through MBTAG, including a 'Scotland Starts Here' mobile app that harnessed over 1,500 points of interest, 650 tourism businesses, 20 hours of audio and more than 89

routes. Through phase two of the MBTAG project, we will work with the industry to embrace the focus to digital marketing and development of a destination marketing strategy, as well as a consumer facing website 'Scotland Starts Here' and continue to educate the travel trade on Midlothian's tourism product and offer. All of which will ensure our unique visitor offer is clearly on the map, and grow the tourism economy through increased day spend and overnight stays.

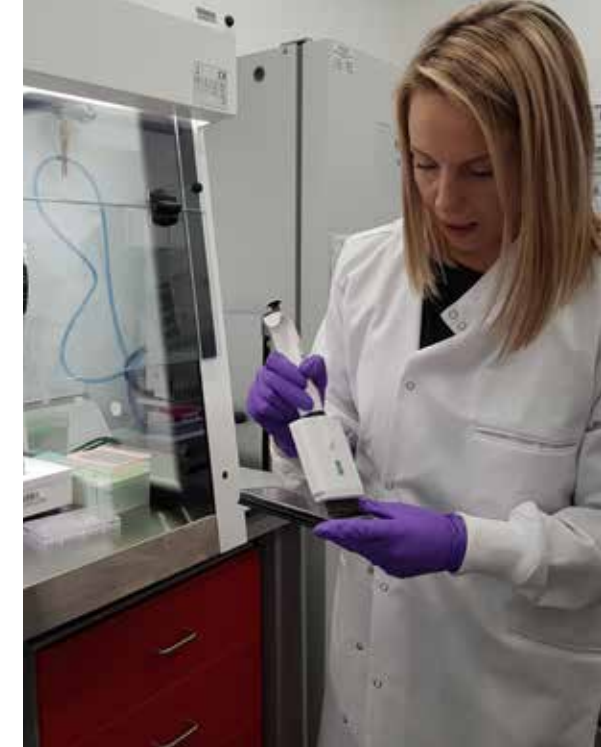
Successful businesses need a supportive environment in which to invest and grow, and we seek to harness the Scottish Governments' enabling approach to regulatory systems, specifically by working more closely in effective development planning, and solutions-orientated development solutions to stimulate our business economy.

In conjunction with Council regulatory services such as planning and environmental protection, we will promote the integrated authorisation framework as set out in the Regulatory Reform (Scotland) Act 2014, and take a 'One Council' approach to provide businesses and investors with a streamlined message, clearer guidance and reduce the administrative burden - all of which will increase our competitiveness as a destination to do business.

We recognise the growth ambitions of our local companies - and of those aspiring to make Midlothian a great place to do business. Taking the approach outlined above and through

increased dialogue with businesses, developers and industry, we will strategically assess our employment land portfolio and pilot a Simplified Planning Zone to kick start investment. This will remove the requirement for planning permission for certain types of development, and offer businesses and developer's certainty of permission should they meet conditions outlined in the brief.

Through continued dialogue with industry and businesses, we will develop our life sciences, food, drink and tourism, rural, construction and small business sectors to best position them to meet the challenges of the future.



5. To improve the vibrancy of our town centres and make them more environmentally friendly

We recognise that our town centres are evolving; consumer demand is shifting away from retail and opportunity exists to modernise and reshape our high streets to meet the needs of users. Our centres will be increasingly complemented by additional activities and service provision to ignite community cohesion through exploiting heritage, leisure and public transport links. We will also look to revitalise the economic performance and quality of life in rural areas by exploring the 'Smart Villages' model which align with Midlothian's size and smaller settlements. This explores transitioning towards 'smarter' areas through renewable energy, digitalisation, social innovation and mobility – all with stakeholder engagement, and to achieve more balanced development.

Midlothian comprises a mixture of large town centres and smaller hubs – all of which vary from place to place, are in different stages of development, and have issues and opportunities unique to their area. As such, what may work in one area may not work in another.

We will develop a better understanding of our town centres by working within the Scottish Government's principles of 'Town Centre First' and 'Place'⁵ to identify area specific strengths and weaknesses and to exploit and develop these

accordingly. Using the 'Place Standard' and working with the CPP's existing neighbourhood planning processes to support collaborative and efficient working, we will create frameworks for our town centres in a participative manner, creating a structured conversation with our communities to establish where priorities lie. Doing so will assess the social, physical and environmental qualities of our areas, as well as fostering collaboration between key groups to identify improvements.

Our towns' and communities' diversity is represented and promoted by individuals and organisations who have an interest in them. Increasing capacity building is fundamental to creating better partnerships and collaborations to uplift and inject vibrancy into our town centres. Together with the CPP's neighbourhood planning processes, which are reinforced by the new Planning Act and Scotland's emphasis on community plans for place, we will facilitate place based decision-making around town centres to position our towns to meet the challenges of the future. We will maintain a good knowledge of local data and performance to better understand the fundamental functions and performance of our towns, as well as creating baseline data to measure progress.

Communication will be key to our town and place based branding; from serving our own communities, to capturing the imagination of potential visitors

and investors. A stronger focus will be placed on place based activities and communications, and we will use our website as a tool to seek further input from young people in the evolution and development of our places of the future.

We seek to improve our town centres environmentally. In light of the Scottish Government's Climate Emergency declaration, we will work closely with planning and building standards to put environmental sustainability and resilience at the heart of town and community planning.

6. To accelerate growth through infrastructure upgrades

Midlothian is an area experiencing rapid growth. It is the fastest growing council area in Scotland with a population of 91,340 as at June 2018, representing a 1.4% increase from 2017. Midlothian's growth is significantly higher than Scotland's population growth figure at 0.2% for the same period. The projected increase between 2016 and 2026 for the area is 13.3% against a Scotland average of 3.2%. To cope with this unprecedented growth, a scheduled programme of upgrades to existing infrastructure is required to accelerate the pace and unlock investment potential.

The City Region deal provides a mechanism to upgrade Midlothian's critical infrastructure, acting as a catalyst to accelerate economic growth and encourage further investment. This

strategy supports the City Region Deal programme of works for Midlothian and will work with partners to deliver £120m funding for a grade separation at the A720 Sheriffhall Roundabout to separate local traffic from traffic on the City Bypass; construction of the new A701 relief road and A702 spur road; and £110m direct investment to build a world-class Data Infrastructure Hub at the University of Edinburgh's Easter Bush site.

The planned investment will unlock Midlothian's potential and capitalise on its strengths, particularly in research, technology and innovation – all of which will enable economic growth.

⁵ Scottish Government, Town Centre Regeneration. Available at: www.gov.scot/policies/regeneration/town-centre-regeneration

Scotland's Towns Partnerships, Place Standard. Available at: www.scotlandstowns.org/place_standard

PRIORITIES AND ACTIONS

1. To integrate Midlothian with the regional economy and promote the region internationally

Rationale: Midlothian's population is witnessing rapid growth and the potential for inward investment is significant. We want to grow the number of investor queries and convert them into relocations, growth of our key sectors and employment numbers. Doing so will put Midlothian on the map, and we will use digital media to communicate our unique assets and offer. We want to demonstrate that as a local authority, we have an effective investor support package; tailored help, advice and relationship management, access to external funding and regional aid. All of which will demonstrate Midlothian is a great place to do business.

In partnership we will:

- Work with Digital Services and Communications to develop a new website platform for locating in Midlothian and complement this with marketing and content to enhance visibility for investment
- Package together the offer for investors and businesses through an up-to-date investment prospectus
- Communicate our successes to generate new interest and stimulate wider investment



Key actions

Outcomes	Baseline at 2016	Current position (2018/19)	2021	2025
Number of Planned New Jobs from Completed Inward Investment Projects (cumulative)	0	71	80	100
Amount of private investment secured to the area through Regional Select Assistance (cumulative)	£552,000	£3,832,000	£4,500,000	£6,000,000
Number of unique website views	N/A as new indicator	N/A as new indicator	5,000	10,000

⁷ Scottish Local Authorities Economic Development Indicators Framework

⁸ Economy, Energy and Fair Work Committee, SP Paper 613, 11th Report 2019 (Session 5) / Scottish Enterprise

2. To improve the skills landscape

Rationale: Midlothian's economy comprises a mix of skills levels and we need to better understand the lay of our skills landscape in order to understand where gaps exist and how best to plug them. Many of our existing programmes of support aim to streamline the skills to match to jobs in the area, and this is an approach we have identified for improvement and better alignment to economic development and engagement with businesses through Business Gateway. We require a better dialogue with our areas employers to capture current and future skills need and demand – and communication to trickle up and down to ensure this is reaching our jobseekers and education providers. Our workforce demographic is changing We will explore innovative ways to engage the working age population by extending working lives of those willing and able to contribute. This will highlight opportunities for an older workforce and increase capacity.

In partnership we will:

- Streamline the employment/education offer and work with education providers to bring skills demand and supply closer together
- Work closely with Skills Development Scotland and Midlothian Council Communities and Lifelong Learning to engage Business Gateway Midlothian clients to identify their employment needs
- Utilise insights available to us through Sectoral Skills Investment Plans
- Participate in the ESESCR Deal Skills and Employability partnership and programmes
- Engage with Midlothian Third Sector Interface to develop and promote volunteering as a route for skills development and into employment.



Key actions

Outcomes	Baseline at 2016	Current position (2019)	2021	2025
Increase the number of employer engagements	No shared data base available	Established shared baseline in 2019	2% increase	10% increase
Increase the number of people in employment in Midlothian ⁹	41,200	46,000	48,000	50,000

⁹ Nomis, Labour Market Profile - Midlothian

3. To increase economic participation

Rationale: Much has been achieved in recent years to transform the Midlothian economy, and unemployment statistics have demonstrated that the employment rate is consistently higher than that of the Scottish and UK average. Midlothian's total employment is projected to increase by 9% over the next decade, representing 3,300 jobs and performing considerably better than the rate of growth at both the Scottish and UK levels (3%, and 5%, respectively¹⁰). However, youth unemployment rates in Midlothian are some of the highest in the country.

This suggests that while many existing programmes of support have been valuable in ensuring gainful employment to some of the working population, more analysis and critical assessment is required to ensure it is not a polarised picture for our young people. This will be critically assessed by using insights and data available and we will work closely with the Integrated Regional Employability and Skills (IRES) programme to address inclusion, promote inclusive growth opportunities for all age groups and target developing our young workforce to reverse this trend.

In partnership we will:

- Build on the foundations of our economy
- Work closely with Business Gateway Midlothian, Lifelong Learning, Skills Development Scotland, Scottish Enterprise and Developing the Young Workforce to engage employers
- Utilise insights available to us through the Scottish Government, Skills Development Scotland, Office of National Statistics
- Align closely to Midlothian Lifelong Learning and our educational centres of excellence and high schools to promote local opportunities in conjunction with our business community, social enterprises and the Third Sector



Key actions

Outcomes	Baseline at 2016	Current position (2019)	2021	2025
Increase gross weekly earnings (median) by Midlothian Workplace in comparison with Scotland gross weekly earnings (median) ¹¹	£544.20 / £534.50 101.8%	£560.80/ £576.70 97.2%	100%	105%
Percentage of young people aged between 16 and 19 engaged in employment, training, further or higher education	89.3%	92.9%	95%	97%
Single Midlothian Employer Offer	new target	new target	Central contact point in place and used by 30 businesses	40 businesses have used the contact
Increase the number of jobs available locally ¹¹	30,000	31,000	33,000	36,000

¹⁰ Skills Development Scotland. Available at: www.skillsdevelopmentscotland.co.uk/media/44078/midlothian-la.pdf

¹¹ Nomis. Available at: www.nomisweb.co.uk

4. To build on the success of our key sectors

Rationale: Midlothian's key sectors comprise professional, scientific and technical services, construction, tourism and food and drink, wholesale and retail. It is a diverse business base; our tourism offer is a world renowned and growing sector with a number of cultural assets and destinations. We will work to support development of a refreshed Midlothian Tourism Strategy for 2020 and beyond to ensure Midlothian's tourism sector capitalises on the spin offs from the City Region Deal and developments in the South of Scotland, including creation of the South of Scotland Enterprise area. The area's contribution to bio and animal sciences at Easter Bush (Midlothian Science Zone,

Moredun Institute, Moredun Scientific) has global visibility and momentum and is changing how we address climate change and food sustainability. New models of data and digital delivery are being pioneered in Midlothian. The Digital Centre of Excellence at Newbattle High School (2018), a partnership between Midlothian Council and the University of Edinburgh, has developed a world class facility to transform learning and equip our young people with the skills required to support the economies of the future and the fourth industrial revolution (artificial intelligence). This will be complemented by the development of the supercomputing and data analysis facility at the University of Edinburgh to support 1,000 organisations to use data to innovate as part of the City Region

Deal. Growth and job creation have been broadly consistent across our sectors in recent years and we want to ensure that this trajectory continues upwards, is capitalising on our successes, innovation, the spin offs - and spin ins - from the wider region to build upon our key sectors. All major Scottish housebuilders that are currently building or plan to build in Midlothian i.e. at Shawfair, will increase employment opportunities and access to apprenticeships in the construction sector.

In partnership we will:

- Work with key sectors to promote and enhance our assets, including: Midlothian Science Zone, Easter Bush Development Board, Visit Scotland, Midlothian Tourism Forum

- Work closely with the University of Edinburgh and Data Driven Innovation to use data intelligence to increase our area's productivity, aligning opportunity with key sector strengths
- Work to maximise community wealth building and, with our colleagues in Procurement, : grow the local economy; create employment and training opportunities; and increase the local supply chain participation when procuring goods or services
- Use our new online platform to target advertising and promotion, increase tourism numbers and investment potential and create opportunities to advertise associated jobs

Key actions

Outcomes	Baseline at 2016	Current position	2021	2025
Increase numbers of employees in our key sectors				
Business and Enterprise ¹³	22,160	23,740 (2019)	27,000	30,000
Life Sciences ¹⁴	1,250	1,250 (2018)	1,500	1,750
Tourism ¹⁵	2,000	2,250 (2018)	2,500	2,750
Data and Digital ¹⁶	1,000	800 (2018)	1,000	1,250
Food and Drink ¹⁷	690	800 (2018)	1,000	1,250
Increased GVA output per job filled as a percentage of Scotland ¹⁸	98.6%	99.7% (2017)	100%	105%
Number of companies Registered with Supplier Development Programme ¹⁹	230	271 (2018)	300	350

¹³ Scottish Government, Businesses in Scotland

¹⁴ Scottish Government, Growth Sector Statistics

¹⁵ 'Sustainable Tourism' - Scottish Government, Growth Sector Statistics

¹⁶ Nomis - Business Register and Employment Survey
Definition of Data and Digital Sector here

¹⁷ Scottish Government, Growth Sector Statistics

¹⁸ Scottish Local Authorities Economic Development Indicators Framework /
ONS Subregional productivity: labour productivity indices by UK NUTS2 and NUTS3 subregions

¹⁹ Scottish Local Authorities Economic Development Indicators Framework

5. To improve the vibrancy of our town centres and make them more environmentally friendly

The role and function of town centres is changing; our centres represent more than just physical buildings – they are at the heart of our communities and the opportunity exists to adjust their function to meet the needs of our users. We seek to increase our business base through reducing vacant premises on our high streets to repurpose them based on need. Creation of a more vibrant evening economy will address local need and reenergise our areas by creating new demand for local leisure, shopping and convenience amenities.

Creating a model for town centre living, the Shawfair Town Centre development will lead by example, creating a sustainable and environmentally friendly town which will bring together residential, business, education, retail, community, social and leisure facilities to successfully coexist together. We will work with our partners to repurpose vacant premises to embrace change, and create local, sustainable and environmentally friendly places for our people which are accessible on foot and by public transport. The creation of a new Town Centre at Shawfair, fit for the 21st century, is a unique opportunity that will be embraced by the Council and its partners.

In partnership we will:

- Work with our communities and developers to facilitate conversations based on need and demand and embed sustainability in future town planning
- Work with planning and communities to undertake 'Place Standard' frameworks for our town centres for the Local Development Plan
- Embed the principles of sustainable planning in our future proposals and develop low carbon commercial and light industrial units to utilise the latest carbon reduction technologies
- Work with public transport providers to join up our population hubs to an integrated transport network
- Collaborate with Third Sector partners such as Development Trusts and other local anchor organisations to enable community-led social enterprise solutions to town-centre regeneration

Key actions

Outcomes	Baseline at 2016	Current position	2021	2025
Create low carbon/ energy efficient business co-working space at Shawfair town centre	N/A as new indicator	N/A as new indicator	2 units	4 units
CO2 Emissions Per Capita (t) ²⁰	4.7	4.5 (2017)	4	3.5
Develop a Carbon Charter and aim to sign up new businesses	N/A as new indicator	N/A as new indicator	Carbon Charter signed with 5 businesses	Carbon Charter has 15 businesses

²⁰ UK Govt - Emissions of carbon dioxide for Local Authority areas

6. To accelerate growth through infrastructure upgrades:

Rationale: The City Region Deal represents a significant investment to upgrading our existing infrastructure, and developing our key sectors. Midlothian's Local Development Plan identifies a number of sites for business and new employment in our locality, with investment in improving utilities and access. A recent survey of local business has indicated more needs to be done to facilitate expansion of local businesses,

and to invest and develop our successful business property portfolio: Loanhead, Bilston, Newbattle etc., to ensure our investment prospectus is relevant, attractive and accessible. From research carried out in-house, we are aware our current land supply does not meet the increasing demands of our business users and in order to increase our area's competitiveness, we need to invest and capitalise on economic opportunities in and around our identified sites for employment, and key growth corridors surrounding the A720, A7 and A701.

In partnership we will:

- Facilitate business growth and expansion by taking a joined up approach to development; work closely with developers and investors, identify alignment to key priorities and support a Simplified Planning Zone
- Lobby for and promote access to funding to promote local economic activity and promote better understanding of this between local stakeholders to maximise uptake
- Work with Scottish Enterprise and Scottish Development International to create a platform for growth investment by promoting our offer online through a newly formed website
- Work with Midlothian Council Property and Estates to create an online search facility on our website to promote property/ employment land portfolio
- Ensure our businesses have sufficient digital connections to drive their growth ambitions
- Deliver ESESCR Deal infrastructure enhancements

Key actions

Outcomes	Baseline at 2016	Current position	2021	2025
Review the employment land portfolio to increase take up	0/257.59 ha = 0% take up	4.08/257.59 ha = 1.6% take up	5% take up	10% take up
Identify a site for a modern light industrial use and low carbon business park	N/A as new indicator	N/A as new indicator	Site identified	New business park operational
Identify an employment land site suitable for a simplified planning zone	N/A as new indicator	N/A as new indicator	Site identified	Site developed

²¹ Midlothian Employment Land Audit 2018

DELIVERY

Our strategy sets a new direction for growing Midlothian's economy, and whilst it will create a new momentum, its scope cannot address all of our area's opportunities. To achieve success we must continue to work in partnership with our communities, businesses and stakeholders to:

Identify opportunities and have an agile and flexible approach to achieving objectives

Maximise the value of our partnerships and resources; work in collaboration and meet investment demand in a cohesive fashion

Build upon what has been achieved and further develop our area's economic development potential

Demonstrate our supportive and successful approach; create long term and sustainable development opportunities and package the area as a location for private sector investment

Focus

Our strategic objectives and associated key priorities and actions have identified a series of outcomes which, at the time of writing, will allow us to deliver and measure success against our priorities and current resources.

Place based economy

Economic Development exists to build the social and community capacity associated with resilient communities and to lessen the requirement for public sector intervention. The goal is to create thriving, self-sustaining communities across the area. The key priorities and actions in this strategy will

be implemented in partnership with our people, thereby ensuring everyone has a role identifying and maximising the growth opportunity.

Early intervention

This strategy is embedded in providing support to encourage business growth and jobs. It is interlinked to improving outcomes for our residents to access the labour market and lessen dependency on the public sector and welfare system.

Equality

An equalities impact assessment has been created in tandem with this strategy and all of our actions and priorities seek to meet the needs of our communities, including minority groups who have been invited to be part of the consultation process and will be crucial to the delivery of our strategy.

Sustainability

Economic development activities are committed to the principles of community benefit. Where feasible, products and services will be locally procured and the labour market will have a strong local focus. New developments will reflect a low carbon economy, and we will encourage green modes of transport, increase our re-usage and recycling proficiency; and strive to increase energy efficiencies in our domestic and industrial stock.

Consultation and Engagement

Midlothian Council sought out the process for this strategy in consultation with communities, businesses and key stakeholders. The participative approach to identifying need has informed this strategy and will be integral to delivering on increasing economic capacity.

This strategy sets out a number of key priorities and actions which require to be addressed to achieve sustainable economic growth from 2020. We have outlined our ambition, innovation, partnership and inclusive approach to doing so – all of which will put the needs of our people at the heart of our activity.





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