



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cabinet

A Meeting of the **Cabinet** of North Ayrshire Council will be held in the **Council Chambers, Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 02 May 2023** at **14:30** to consider the undernoted business.

Meeting Arrangements - Hybrid Meetings

This meeting will be held on a predominantly physical basis but with provision, by prior notification, for remote attendance by Elected Members in accordance with the provisions of the Local Government (Scotland) Act 2003. Where possible, the meeting will be live-streamed and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>.

1 Declarations of Interest

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2 Minute

The accuracy of the minutes of meeting of the Cabinet held on 21 March 2023 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION ITEM FOR DECISION

3 Review of Early Learning and Childcare (ELC) Hourly Rate for Funded Providers

Submit a report by the Executive Director (Communities and Education) seeking approval to increase the rate of payment to funded providers of early learning and childcare (ELC) in North Ayrshire who are contracted by the Council to deliver funded ELC to eligible 2-5 year olds (copy enclosed).

GENERAL BUSINESS FOR DECISION

Report by the Chief Executive

4 Digital North Ayrshire Strategy

Submit a report by the Head of Service (Finance) providing details of the refreshed Digital Strategy (copy enclosed).

Report by the Executive Director (Communities and Education)

5 Proposals for Community Investment Fund (CIF) Expenditure

Submit a report by the Executive Director (Communities and Education) on applications by Locality Partnerships to allocate CIF funding to proposed projects (copy enclosed).

Reports by the Executive Director (Place)

6 Lochshore Hub Lease

Submit a report by the Executive Director (Place) seeking approval to provide a lease of the Lower Ground Floor of the new Lochshore Hub to Garnock Rugby Club (copy enclosed).

7 Scottish Government Consultation on Building Community Wealth in Scotland

Submit a report by the Executive Director (Place) on the development of Community Wealth Building legislation by the Scottish Government and seeking approval for the proposed submission to the consultation on Building Community Wealth in Scotland (copy enclosed).

Urgent Items

Any other items which the Chair considers to be urgent.

Webcasting

Please note: this meeting may be filmed/recorded/live-streamed to the Council's internet site and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>, where it will be capable of repeated viewing. At the start of the meeting, the Provost/Chair will confirm if all or part of the meeting is being filmed/recorded/live-streamed.

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Cabinet Sederunt

Elected Members

Marie Burns (Chair)
Shaun Macaulay (Vice-Chair)
Tony Gurney
Alan Hill
Margaret Johnson
Christina Larsen

Church Representatives

Mr Andrew Bruce
Ms Elizabeth Turbet
Rev Mark Goodman

Teaching Representative

Ms Jacqui MacKenzie

Youth Council Representatives

Chair:

Apologies:

Attending:

IRVINE, 21 March 2023 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Marie Burns, Tony Gurney, Alan Hill, Margaret Johnson, Christina Larsen and Shaun Macaulay; Andrew Bruce and Rev Mark Goodman (Church Representatives); and Jacqui MacKenzie (Teaching Representative) (Agenda Items 3 and 4).

Also Present

Cameron Inglis.

In Attendance

C. Hatton, Chief Executive, M. Boyd, Head of Service (Finance), F. Walker, Head of Service (People & ICT) (Chief Executive's Service); R. McCutcheon, Executive Director, D. Hammond, Head of Service (Sustainability, Corporate Property & Transport), L. Kirk, Interim Head of Service (Economic Development and Regeneration); Y. Baulk, Head of Service and J. Barrett, Senior Manager (Housing & Public Protection), T. Reaney, Head of Service and S. Macfadyen, Network Manager (Neighbourhood Services) (Place); A. Sutton, Executive Director, R. Leith, Head of Service (Connected Communities) and S. Campbell, Senior Manager (Financial Inclusion) (Communities & Education); C. Cameron, Director (Health and Social Care Partnership); D. Forbes, Senior Manager (Financial Management) and L. Miller, Senior Manager (Audit, Fraud, Safety and Risk) (Finance); R. Lynch, Senior Manager (Legal Services), J. Hutcheson, Senior Communications Officer, C. Stewart and S. Wilson, Committee Services Officers (Democratic Services).

Apologies

Elizabeth Turbet.

Chair

Marie Burns in the Chair.

1. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 11 and Section 5 of the Code of Conduct for Councillors.

2. Minutes

The Minutes of the Meeting of the Cabinet held on 21 February 2023 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Proposal to close Kilwinning Early Years Centre and incorporate the provision as a new early years' class at Pennyburn Primary School

Submitted a report by the Executive Director (Communities and Education) providing feedback on the outcome of the statutory public consultation and seeking approval to close Kilwinning Early Years Centre and incorporate the provision as a new early years' class at Pennyburn Primary School. The Consultation Report was attached at Appendix 1 to the report.

The Cabinet agreed (a) to close Kilwinning Early Years Centre and incorporate the provision as a new early years' class at Pennyburn Primary School with effect from August 2023 and (b) otherwise to note the content of the Consultation Report set out at Appendix 1 to the report.

4. Future Holiday Meals Provision

Submitted a report by the Executive Director (Communities and Education) on the future provision of the school holiday meals and the use of the Scottish Government funding.

Members asked questions and were provided with further information in relation to:

- the anticipated uptake and demand from the service users of programmed activities over the Easter and October holiday period; and
- the support and resourcing of the activity programme from a Council perspective, particularly in respect of working in partnership with the voluntary sector.

The Head of Service (Connected Communities) undertook to request that the Locality team liaise with Church representative Andrew Bruce in response to his suggestion around partnership working with churches in terms of use of premises and/or personnel.

The Cabinet agreed to approve (a) the approach to the future use of the Scottish Government holiday meals funding as proposed in the report; (b) a summer programme of activities and food in localities to be designed with community partners; and (c) the replacement of shopping vouchers with a cash first approach for families with an assessed entitlement to free school meals.

5. Access to Information rights in Scotland: a Consultation

Submitted a report by the Head of Service (Democratic Services) seeking approval for the proposed North Ayrshire Council submission to the Scottish Government's Consultation on access to information rights in Scotland. The Consultation paper was attached at Appendix 1 to the report. The proposed consultation response was attached at Appendix 2 to the report.

The Cabinet agreed to approve the submission of the proposed consultation response set out at Appendix 2 to the report.

6. Revenue Budget 2022/23: Financial Performance to 31 January 2023

Submitted a report by the Head of Service (Finance) on the financial performance for the Council at 31 January 2023. Detailed explanations of the significant variances in service expenditure compared to the approved budgets, together with information on funding to be carried forward to support expenditure during 2022/23 were provided in Appendices 1-4 of the report. A full list of the proposed carry forward of earmarked funds was set out at Appendix 5 to the report. Information in respect of the Housing Revenue Account (HRA) was contained in Appendices 6 and 6a and information on virements/budget adjustment requests was provided at Appendix 7 to the report. Information on the IJB financial performance was presented in Appendix 8 to the report.

Members asked questions and were provided with further information in relation to:

- the timescale for reporting of projected underspends to Cabinet; and
- the earmarking of underspends to Roads and Energy Smart in accordance with an earlier budget decision.

The Cabinet agreed to (a) note (i) the information and financial projections outlined in the report and its associated appendices, (ii) the latest financial projection for the Health and Social Care Partnership highlighted at section 2.6 of the report and (iii) the current projected deficit position of KA Leisure; and (b) approve (i) the earmarking of £1.361m identified at section 2.5 of the report to meet future year commitments and (ii) the virements detailed at Appendix 7 to the report.

7. Capital Programme Performance to 31 March 2023

Submitted a report by the Head of Service (Finance) on progress in delivering the Capital Investment Programme for 2022/23.

Members asked questions and were provided with further information in relation to the anticipated levels of income from the Shewalton and Nethermaines Solar PV projects.

The Cabinet agreed to (a) approve the proposed revision to the General Services Capital Programme in respect of the additional borrowing requirement to support the Shewalton and Nethermaines Solar PV projects and (b) note (i) the revisions to budgets outlined in the report, (ii) the General Services and HRA revised budgets at 31 January 2023, and (ii) the forecast expenditure to 31 March 2023.

8. Strategic Risk Register 2023/24

Submitted a report by the Head of Service (Finance) seeking approval of the Strategic Risk Register for 2023/24. The Strategic Risk Register was attached at Appendix 1 to the report.

Members asked a question and were provided with further information in relation to the risk outlined in the report with regard to the implementation of the National Care Service, and the potential impact on the Council's resources.

The Cabinet agreed to approve the Council's Strategic Risk Register for 2023/24 set out at Appendix 1 to the report.

9. Financial Inclusion Strategy 2023-28

Submitted a report by the Director (Health & Social Care Partnership) providing an update on progress with the Financial Inclusion Project and the development of a Strategy for North Ayrshire. The Financial Inclusion Strategy for 2023-28 was set out at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to:

- the joined-up 'no wrong door' approach that would provide valuable assistance in terms of allowing people to access the appropriate services;
- the effective sharing of technology/data; and
- use of the third sector to deliver the best possible service to those impacted by the current cost of living crisis.

The Cabinet agreed (a) to approve the Financial Inclusion Strategy for 2023-28 set out at Appendix 1 to the report; and (b) otherwise to note the positive progress through the review of Financial Inclusion Advice Services.

10. Islands Emergency Cost Crisis Fund

Submitted a report by the Executive Director (Communities and Education) seeking approval for the allocation of the Scottish Government Islands Emergency Cost Crisis Fund.

The Cabinet agreed to approve the proposed distribution of the Islands Emergency Cost Crisis Fund.

11. Community Asset Transfer of the Toilet Block and adjacent land at Ardrossan South Beach

Submitted a report by the Executive Director (Communities and Education) providing an update on progress relating to the Community Asset Transfer of the toilet block and adjacent land at Ardrossan South Beach and seeking approval for the revised rent for the asset being transferred to Ardrossan Community Development Trust. The Ardrossan Community Development Trust (ACDT) Business Plan was attached at Appendix 1 to the report.

The Cabinet agreed (a) a revised of £600 per annum (10% of the current valuation of £6,000 pa); and (b) to note the ongoing progress of the Community Asset Transfer assessment process.

12. Home Office Asylum Dispersal

Submitted a report by the Executive Director (Place) on the Home Office's plans for asylum dispersal across the United Kingdom and highlighting the potential impact for North Ayrshire, taking into consideration the humanitarian resettlement schemes already being supported.

On behalf of Members, Councillor Burns, Chair, thanked officers, and indeed the people of North Ayrshire, for the considerable work and effort that had been put in to settling people in North Ayrshire through the humanitarian resettlement schemes while ensuring a smooth and orderly transition into the community.

The Cabinet agreed (a) that the Council was not in a position to offer social rented housing as part of the wider dispersal programme; (b) to approve the approach taken by Council officers to support Mears with the asylum dispersal programme by working in partnership through the North Ayrshire Refugee Task Force; (c) to note (i) the support being provided within North Ayrshire across the various humanitarian resettlement schemes, (ii) the current pressure on Housing and wider services and (iii) the Home Office rollout of a 'full dispersal' model for asylum seekers across the UK and the implications this has for North Ayrshire.

13. Roads Structures & Street Lighting Maintenance Programme 2023/24

Submitted a report by the Executive Director (Place) seeking approval of the proposed Roads, Structures and Street Lighting Maintenance Programme for 2023/24. The proposed Roads, Structures and Street Lighting Maintenance Programme 2022/23 was attached at Appendix 1a and 1b to the report. Details of additional works were set out at Appendix 1c. Details of how condition assessments are carried out and how roads, structures and lighting locations are prioritised, for inclusion in the maintenance programme, were set out at Appendix 2 to the report. The assessment matrix used for scoring and ranking structures for inclusion in the Structures Maintenance Programme was set out at Appendix 3 to the report.

The Cabinet agreed (a) to approve (i) the maintenance programme for 2023/24, as shown at Appendix 1a and 1b to the report and (ii) the additional works up to the value of £1m, identified for 2023/24 at Appendix 1c to the report should the Council realise an underspend of £1m or more for 2022/23; and (b) to note (i) the approach taken to determining the asset maintenance programme for roads, structures and street lighting and (ii) that the programme would be issued to the Locality Planning Partnerships for information.

14. Consultation on Scottish Government draft Energy Strategy and Just Transition Plan

Submitted a report by the Executive Director (Place) seeking approval for the proposed response to the consultation on the Scottish Government's draft Energy Strategy and Just Transition Plan. The proposed consultation response from the Council was set out at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to the importance and sustainable nature of the proposals, and the significant focus on areas such as this in terms of measures designed to address the climate crisis.

The Cabinet agreed to approve the response attached as Appendix 1 to the report as the Council's response to the Scottish Government consultation in relation to the draft Energy Strategy and Just Transition Plan.

15. Advertising and Sponsorship Framework

Submitted a report by the Executive Director (Place) seeking approval of the proposed Advertising and Sponsorship Framework for council assets. The proposed Advertising and Sponsorship Framework was attached at Appendix 1 to the report.

The Cabinet agreed (a) to approve the proposed Advertising and Sponsorship Framework attached at Appendix 1 to the report; (b) that officers would investigate and introduce further advertising opportunities as appropriate and in line with the principles of the proposed Framework; (c) that delegated authority be provided to the Executive Director (Place) to exercise any necessary functions in relation to implementation of the Advertising and Sponsorship Framework; and (d) to note advertising opportunities would be progressed on Council assets in line with the principles of the Framework, including the expansion of the existing roundabout advertising scheme and the progression of advertising on the Council's refuse collection vehicles and wider vehicle fleet.

16. Exclusion of the Public

Cabinet resolved in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following item of business on the grounds indicated in terms of Paragraph 9 of Part 1 of Schedule 7A of the Act.

17. Montgomerie Park – Proposed Sale of Phase One Retail Site

Submitted a report by the Executive Director (Place) advising of the Heads of Terms which had been negotiated for the sale of the Phase 1 Retail Site prior to entering missives for the sale of the site.

The Cabinet agreed to approve the recommendation as detailed in the report.

The meeting ended at 4.05 p.m.

NORTH AYRSHIRE COUNCIL

2 May 2023

Cabinet

Title:	Review of Early Learning and Childcare (ELC) Hourly Rate for Funded Providers
Purpose:	To seek approval from Cabinet to increase the rate of payment to funded providers of early learning and childcare (ELC) in North Ayrshire who are contracted by the Council to deliver funded ELC to eligible 2–5-year-olds.
Recommendation:	<p>That Cabinet:</p> <ul style="list-style-type: none"> • Agrees to increase the hourly rate paid by the Council to funded providers for provision of ELC to all entitled children aged 2-5 years from £5.31 to £5.76 for session 2022-23; • Agrees that this rate should be paid retrospectively from 1 August 2022, to be in place until 31 March 2024; • Agrees to receive a further report on proposed changes to be implemented from 01 April 2024 following a further review of the sustainable rate following the national review of the Real Living Wage in November 2023.

1. Executive Summary

- 1.1 North Ayrshire Council currently contracts with 16 funded provider nurseries and 58 childminders to deliver ELC entitlement to families across the authority. Funded providers - those in the private and not-for-profit sector and childminders - enter a contract with NAC which requires them to meet the National Standard for Early Learning and Childcare Providers. In return the Council pays an hourly (sustainable) rate for up to a maximum of 1140 hours per annum for each child in their care.
- 1.2 Since 2018, the hourly rate paid to funded providers, including childminders, has been £5.31. In addition and following the introduction of free meals and snacks as part of the 1140 expansion programme, funded providers receive a payment of £3 per meal (£2.50 for childminders) and 58.2p per snack provided. In some cases, funded providers have opted for NAC to provide meals through the school meals service.
- 1.3 Non-financial assistance is also provided by NAC staff to funded providers in the form of teacher support, professional learning for staff and managers and quality improvement support.

- 1.4 Guidance has been provided by Scottish Government in 2019 and again in 2022 to support local authorities to review and set the hourly rate paid to funded providers. This is to take account of additional funding pressures caused by the Covid 19 Pandemic and the current costs crisis. The Scottish Government expectation is that local authorities would undertake a review of the sustainable rate for implementation in August 2022.
- 1.5 North Ayrshire Council has undertaken ELC cost analysis with three funded providers who volunteered to be part of the exercise. The providers were asked to provide data relating to the costs of running their ELC business. Once collated, the data was analysed, an hourly cost calculated and a recommendation of what the hourly rate should be was provided by the cost analyst.
- 1.6 The proposed hourly rate of £5.76 takes account of the current budget pressures within ELC funding, the rate offered by neighbouring local authorities, the requirement for high quality ELC learning environments for all children in North Ayrshire, regardless of provider, and the need to sustain a high quality and vibrant funded provider and child-minding sector for the future.

2. Background

- 2.1 Since August 2021, all 3 and 4-year-old children and eligible 2 year-old children have been entitled to 1140 hours of funded early learning and childcare per annum. To deliver this across Scotland, Councils work with both Council-run services and local partner providers in the private and not-for-profit sectors, including childminders, to ensure there is sufficient capacity to deliver 1140 hours to all eligible families in their areas. In addition to the 41 Council establishments, North Ayrshire Council currently contracts with 16 funded provider nurseries and 58 childminders to deliver ELC entitlement to families across the authority. Funded providers enter a contract with North Ayrshire Council which requires them to meet the National Standard for Early Learning and Childcare Providers and in return NAC pay an hourly (sustainable) rate for up to a maximum of 1140 hours per annum for each child in their care.
- 2.2 A report to Cabinet on 19 June 2018 detailed the plan for the phased implementation of 1140 ELC hours during the period 2018 – 2020. This included the planned increase in the hourly rate paid to funded providers, including childminders, from £3.58 per hour to £5.31 per hour.
- 2.3 In addition to the hourly rate paid to providers and with the introduction of free meals and snacks for all early years' children as part of the 1140 hours expansion programme, as per Scottish Government guidance, funded providers receive an additional payment of £3 per meal (or the provision of a meal through the North Ayrshire Council School Meals Service). Childminders receive £2.50 for each meal provided. All registered childcare providers have access to funding through the Scottish Milk and Healthy Snack Scheme to provide milk and a portion of fruit or vegetables for every child each day at the national current rate of 58.2p per day.
- 2.4 In April 2019, Scotland Excel provided guidance for local authorities which set out the following key principles for setting sustainable rates for the delivery of funded early learning and childcare (ELC):

- Local authorities and providers should approach the sustainable rate setting process with a focus on a high-quality ELC experience;
- The rate should be evidence-based;
- Local authorities and funded providers should work together to be as transparent and open as commercially reasonable when discussing rates and costs;
- Local authorities should clearly set out what is included (and not included) in the support package in addition to the hourly rate, at the point of application; and
- Inflationary and real Living Wage increases should be reviewed on a regular basis, to understand any changes to these and their impact on costs.

2.5 The Guidance also highlights that, from a local authority perspective, the following points should also be considered:

- The rate should not have a detrimental effect on the local authority's ability to continue to pay for the service in the long-term;
- The wider package of 'in-kind benefits,' which are separate to the sustainable rate, available to the funded provider as part of their contract with the local authority; and
- The rate does not need to be cross subsidised by parents and carers through charges for non-funded hours.

2.6 The Guidance sets out that inflationary and Real Living Wage increases should be reviewed on a regular basis, to understand any changes to these and their impact on costs. As the Real Living Wage changes each year, in November, and the sustainable rate should reflect up-to-date information, an annual review of the sustainable rate is effectively required.

2.7 North Ayrshire Council provides a range of in-kind benefits to funded provider partners which include the following measures:

- Funded provider staff are included in all professional learning that is delivered by NAC staff to early years practitioners;
- Funded provider managers and business owners are included in all ELC Head Teacher meetings and in all relevant professional learning opportunities; and
- Teacher access is provided by the Council and each funded provider nursery has an allocated teacher who provides learning and development and quality improvement support for staff and managers.

2.8 These measures are in place to support high quality ELC experiences for all children in North Ayrshire. The Scottish Government Blueprint 2020: Funding Follows the Child and the National Standard for Early Learning and Childcare (ELC) introduced a new service model for funded ELC. The approach is 'provider neutral:' all settings must be able to meet the National Standards and deliver quality funded ELC, regardless of whether they are in the public, private or not-for-profit sectors, or are childminders.

2.9 Further joint guidance was provided for local authorities by the Scottish Government and COSLA in May 2022 to take account of additional funding pressures caused by the Covid 19 Pandemic and the current costs crisis, with an expectation that local authorities would undertake a review of the sustainable rate, and where a change was required, for implementation in August 2022. In Spring 2022, the Scottish Government commissioned Ipsos MORI to carry out an independent survey of all childcare partner

providers to collect data on the costs of delivering funded ELC in private, not-for-profit, and childminding sectors. It was intended that this exercise would inform the rate setting by local authorities for August 2022.

- 2.10 Whilst the output of the national Ipsos MORI cost collection survey, provided in May 2022, was helpful, it could only be considered as part of a rate setting process. Across our SWEIC region (North, South and East Ayrshire and Dumfries and Galloway Councils) there was low uptake by providers and so, to avoid potential identification and tracking of data to individual businesses, outputs were provided across the SWEIC region, leading to inconclusive data at local level.

Funded Provider Engagement

- 2.11 North Ayrshire Council has undertaken a schedule of regular network meetings with both funded provider nursery owners and managers and childminders throughout the 1140 Expansion programme. These engagement sessions have helped build strong collaborative relationships and ensured NAC understands the importance of the provision of a competitive and sustainable hourly rate for ELC.
- 2.12 Following discussion with funded providers on the results of the Ipsos MORI survey and the need for NAC to have a better understanding of the cost of ELC delivery across the funded provider nursery and childminder sectors in NAC, three funded provider nurseries agreed to be part of a confidential costs analysis exercise, to be undertaken by NAC's Finance Business Partner team. The need for commercial sensitivity to data privacy and the confidential nature of this work was clearly understood by all involved.
- 2.13 The exercise followed the format of the Ipsos MORI survey with respondents asked to provide data relating to the costs of running their ELC business. Once collated, the data was analysed, and a recommendation was formulated based on a holistic understanding of the business running costs of funded providers.
- 2.14 The proposed hourly rate takes account of the current budget pressures within ELC funding, the rate offered by neighbouring local authorities, the requirement for a high quality ELC learning environments for all children in North Ayrshire regardless of provider, and the need to sustain a high quality and vibrant funded provider and child-minding sector for the future.

3. Proposals

- 3.1 It is proposed that Cabinet:

- Agrees to increase the hourly rate paid by the Council to funded providers for provision of ELC to all entitled children aged 2-5 years from £5.31 to £5.76 for session 2022-23;
- Agrees that this rate should be paid retrospectively from 1 August 2022, to be in place until 31 March 2024;
- Agrees to receive a further report on proposed changes to be implemented from 01 April 2024 following a further review of the sustainable rate following the national review of the Real Living Wage in November 2023.

4. Implications/Socio-economic Duty

Financial

4.1 The additional cost of the increased payment over a 52-week period will be approximately £265,000 based on existing numbers of children. The cost of backdating payments to 01 August 2022 will be approximately £177,000, with provision previously made within early learning and childcare earmarked funds. Based on current numbers of children, this can be accommodated within the existing budget.

Human Resources

4.2 None.

Legal

4.3 In April 2019, Scotland Excel provided guidance for local authorities which set out key principles for setting sustainable rates for the delivery of funded early learning and childcare (ELC). These are detailed at 2.3 above. Scottish Government Guidance requires that rates are reviewed on an annual basis and processes will be put in place to ensure this takes place.

Equality/Socio-economic

4.4 In supporting a sustainable ELC provision within the private, not for profit and childminding sectors, we aim to reduce any inequalities of provision and quality of ELC services. We aim to ensure all children experience the best start in life, and families are supported into work, thus reducing poverty.

Climate Change and Carbon

4.5 None.

Key Priorities

4.6 The following Council Plan priorities will be addressed by the current proposals:

- Active and strong communities;
- Children and young people experience the best start in life; and
- Inclusive, growing, and enterprising local economy.

Community Wealth Building

4.7 The proposals support the following pillars of community wealth building:

- Advancing community enterprises; and
- Supporting local business activities and increasing the variety of ownership models.

5. Consultation

5.1 The following stakeholders have been engaged throughout this process:

- Funded provider nursery owners and managers
- Childminders
- Neighbouring local authorities.

5.2 A meeting took place with the funded provider network on 27 April 2023 to advise them of these proposals. If approved, communications with the funded provider and childminder network groups will be put in place immediately to advise them of the new hourly rate and the arrangements to backdate payments to 01 August 2022.

Audrey Sutton
Executive Director (Communities & Education)

For further information please contact **Andrew McClelland, Head of Service (Education)**, on **(01294) 324413**.

Background Papers

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NORTH AYRSHIRE COUNCIL

2 May 2023

Cabinet

Title:	Digital North Ayrshire Strategy
Purpose:	To provide details of the refreshed Digital Strategy.
Recommendation:	Cabinet is asked to approve the refreshed North Ayrshire Digital Strategy.

1. Executive Summary

- 1.1 The Covid-19 pandemic dramatically changed the way we work and how our services interact with Customers. This has led to a review of the Council's Digital Strategy to incorporate the learning from the pandemic.
- 1.2 The Digital Strategy outlines our engagements, renewed priorities and principles, focus and actions and importantly, how North Ayrshire Council's Digital Strategy aligns with the Scottish Government National Digital Strategy.

2. Background

- 2.1 A high number of North Ayrshire customers have access to online services and are happy to engage using this channel. There remains, however, gaps in terms of our digital offering and digital exclusion exists in the form of access to devices, connectivity and appropriate skills and support. This remains a challenge.
- 2.2 It is crucial that the Digital Strategy reflects the needs and ambitions for the whole of North Ayrshire. Engagement sessions have been successfully completed and this has included several engagement groups across North Ayrshire Council, customers, community planning partners and community groups. Importantly, this engagement covers a range of demographics. Initially, this was carried out online through the period of the pandemic and more recently through face-to-face group sessions.
- 2.3 In April 2021 the Scottish Government published its new digital strategy "A Changing Nation: How Scotland Will Thrive in a Digital World." This sets out several key principles to help support a digital nation. These principles have helped shape and influence the development of the North Ayrshire Digital Strategy. Some of the key areas of synergy include the principles of;
 - Collaboration
 - Being a data driven organisation

- Technology enabled
- Digital leadership and culture (through a digital first approach), and
- Digital services which are secure by design

2.4 In developing the Digital strategy, the priority areas identified are reflective of the key stakeholder groups. The Strategy must reach out beyond the confines of the Council and recognise the wider needs and aspirations for the area. As such, the priorities have been summarised as;

- Our Customers
- Our Businesses
- Our Learners
- Our Visitors
- Our People
- Our Communities

2.5 From the work undertaken to identify the areas of priority and this being supported by the guiding digital principles, the Strategy then sets out the specific areas of focus across each Priority and, to ensure this activity is both live and measurable, an action plan has been included in the Strategy to provide the initial baseline of activity as well as setting the foundations of a monitoring framework that will enable progress to be tracked across the life of the Strategy. It is also recognised however, that the strategy will be subject to regular review as technology evolves as well as the needs and aspirations of our stakeholders.

2.6 It is also important to recognise some of the current key areas of activity within the Strategy and the achievements. These include but are not limited to;

- From a customer perspective the period of lockdown led to a significant shift away from face to face to digital based services. This led to various improvements in digital services from the creation of e-forms to telephony routing and digital based referrals. There are clearly still gaps in how we best serve our customers, and this is currently being progressed through the Accessing the Council programme. This programme focuses on how the customer experience is improved through achieving a single point of contact model as well as effective customer relationship management.
- Supporting the business community through business advisor training which focussed on several key digital themes and moving forward, ensuring that available digital investment is used to help support businesses in improving their processes.
- Significant investment to date for pupils on in-school and home use digital devices, with continued planned investment and extend family digital learning opportunities across localities.
- Promotion of North Ayrshire as a visitor destination through digital marketing and communication e.g., heritage trail apps, use of QR codes in Eglinton Park and digital promotion of the Making Waves festival, with further digital opportunities ahead as part of the Ayrshire Growth deal investment.

- Ensuring our staff have the tools to help drive innovation and further develop their skills in using technology to improve service delivery. The Council has made significant progress in the new hybrid working model and this is supported by innovative software including Microsoft Office 365. It is also important to recognise the risks associated with cyber security and the Council has adopted a range of measures to address this.
- From a wider community perspective, it is vital that we continue to work with partners to remove barriers to digital inclusion across North Ayrshire. Council libraries have been critical source of digital inclusion by providing access to public wi-fi, devices and digital services. In terms of broader connectivity, we will continue to work with strategic partners to enhance the reach of the 4G / 5G infrastructure across communities, recognising the economic benefits that this will bring.

3. Proposals

It is recommended that Cabinet:

- 3.1 Approve the refreshed North Ayrshire Digital Strategy

4. Implications/Socio-economic Duty

Financial

- 4.1 None.

Human Resources

- 4.2 None.

Legal

- 4.3 Progressing the Strategy will be in accordance with all information management and data security protocols.

Equality/Socio-economic

- 4.4 Addressed through stakeholder engagement to ensure coverage across the citizen demographic.

Climate Change and Carbon

- 4.5 It is commonly recognised that a greater channel shift to digital based transactions will help deliver environmental benefits.

Key Priorities

- 4.6 This report supports the delivery of the Council Plan priority, 'An accessible Council that puts residents and communities at the heart of what we do'.

Community Wealth Building

4.7 None

5. Consultation

5.1 Key engagement Groups: -

Elected Members	Customers
Executive Leadership Group	Community Planning Partners
Heads of Service	Scottish Government & Partners
Colleagues	Tenant's Participation Team
Modern Apprentices	Community Groups
	Youth Cabinet Live

Mark Boyd
Head of Finance

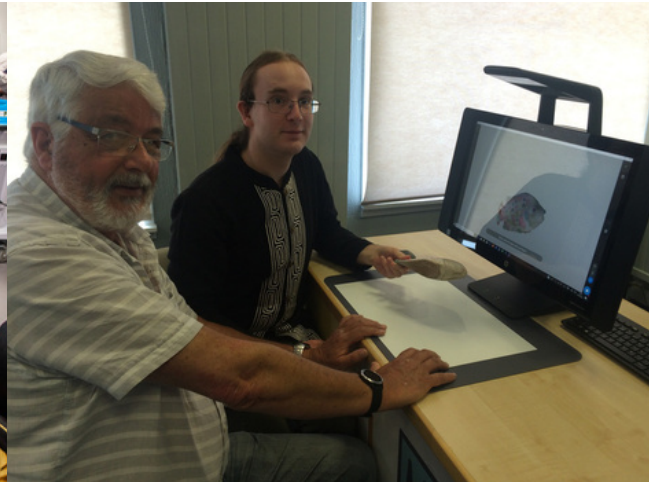
For further information please contact **Sheila Paisley, Senior Manager**, on 01294 342997.

Background Papers

0



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



Digital North Ayrshire

a leading innovative organisation

2023 - 2028

Introduction

North Ayrshire is a Council that is 'Fair for All'. Our mission is working together to improve well-being, prosperity and equity in North Ayrshire. We recognise there is strength in doing things together. We have therefore, engaged with and listened to our staff, customers, learners, visitors, businesses and communities to develop a Digital Strategy that meets our ambitions, vision and mission for the next five years.

Why did we refresh?

The Covid-19 pandemic has dramatically changed the way we work and how our services interact with customers. One of our priorities is to review the Digital Strategy in light of the learning from the pandemic.

What did we learn?

A high volume of our customers have access to online services and are happy to engage in this way. There are however, still gaps in terms of our digital offering and digital exclusion in the form of access to devices, connectivity and appropriate skills and support remains a challenge.

How will we use this learning to improve services?

We will continue to support our customers to increase levels of digital access, by providing more services online and offering more help to access these. We will endeavour to ensure that everyone has the ability and knowledge to participate in the digital world.

Digital North Ayrshire

We recognise that there are many benefits that digital engagement can bring. In light of the Covid-19 pandemic, increased customer expectations on local services, and a challenging financial climate, the Council must strive for innovation and continuous improvement.

North Ayrshire Council's vision is "to be a leading organisation defined by excellent and innovative services" and digital has a key role to play in enabling this.

Digital People

Digital is as much about people as it is technology. It is about how people engage with and utilise technology to enable new ways of living, learning, and doing business. We must embrace digital and reimagine the work that we do for a digital age. Many people no longer simply go online, they live online.

Key Stakeholders



We believe that applying a digital approach allows us to work and learn in a smarter way. We will collaborate with our key stakeholders to ensure we deliver excellent services to all.

Our Engagement



It is crucial that the Digital Strategy reflects the needs and ambitions for the whole of North Ayrshire. Due to the Covid-19 pandemic, the majority of our engagements have been successfully completed online and where possible face to face group sessions.

Key Engagement Groups

North Ayrshire Council: -

- Elected Members
- Executive Leadership Team
- Heads of Service
- Colleagues
- Modern Apprentices
- Customers
- Community Planning Partners
- Scottish Government & Partners
- Tenants' Participation Team
- Community Groups (i.e. Library Groups, Connecting Scotland Participants etc.)
- Youth Cabinet Live

Crucially, our engagement work will continue beyond the launch of the strategy. The strategy is only the start of the journey - we must bring everyone along with us if we are to truly transform as an organisation.

North Ayrshire Statistics

2022 North Ayrshire's People Panel Survey, (622 responses): -

- Overall, **95%** of all respondents have access to email or the internet
- **95%** indicated they have access at home
- **66%** have access via mobile phone
- **33%** have access through work
- **11%** access via local library

Digital is the preferred method to receive information (46%)



The [Connecting Scotland Programme](#) got 60,000 digitally excluded households online at the end of 2021.

North Ayrshire Council has made successful bids for devices during all programme phases to ensure our customers have digital access and support. Over 2,000 devices were provided throughout North Ayrshire and details of some of the other organisations in receipt of these are detailed below: -

Organisations: -

- Alzheimer Scotland
- Children 1st
- CEIS Ayrshire
- NHS Ayrshire & Arran
- Lennox Partnership
- The Salvation Army











Scottish Government - Principles of a Digital Nation

The Scottish Government published its new Digital Strategy [“A Changing Nation: How Scotland will Thrive in a Digital World”](#) in April 21. The strategy is jointly owned by local and national government, the principles are the backbone of the strategy and will support a digital nation applicable to Government, but also to People, Place, and the Economy. North Ayrshire has incorporated these principles within our digital strategy.



Principles of a Digital Nation

-  Inclusive, Ethical and User Focussed
-  Digital Leadership and Culture
-  Collaborative
-  Data-Driven
-  Technology-Enabled
-  Innovative and Sustainable
-  A Skilled Digital Workforce
-  Secure By Design



For more information on the Scottish National Digital Strategy click here: [National Digital Strategy](#)

Our Priorities

We have identified the following priority areas as being key to a digital North Ayrshire. Our priorities will determine what we focus on and what outcomes we will deliver.



Our Customers

We will support our customers to become more digital, designing services that are quick and easy to use making digital the preferred choice.



Our Businesses

We will support businesses to improve productivity by adopting, optimising new and resilient digital technology and investing in digital skills for the future.



Our Learners

We will use digital technology to build innovative and creative teaching approaches that will raise attainment across all schools and centres.



Our Visitors

We will promote North Ayrshire as a tourist destination through digital marketing and communication.



Our People

We will develop our workforce to ensure it is empowered, enabled and inspired to realise the benefits of digital.



Our Communities

We will work with our communities to nurture the use of digital technologies and improve digital skills across North Ayrshire.



Principles of a Digital North Ayrshire

Our principles underpin the work that we do and guide how we deliver in our priority areas.



"Digital technologies are transforming the way in which people live their lives in North Ayrshire"

1. Digital First



Our Services will be designed with our people and customers, encouraging and supporting them to use digital as their preferred choice of engagement.

2. Technology Enabled



Our technology will support our people and communities and will take into account the emerging digital solutions.

3. Secure by Design



We recognise that there are many threats to privacy and will ensure the Council's digital services are secure by design.

4. Data Driven



We will use our data appropriately to drive change and innovation, improve service delivery, make informed decisions and improve outcomes for our customers.

5. Digital Partnerships



We will work together with our partner organisations to raise awareness of new technologies, adopt digital and champion innovation.

6. Sustainable Future



To shape sustainable technology development and innovations, we will actively pursue digital solutions, whilst taking into consideration the changing landscape and challenges of sustainability.

7. A Single View of our Customers



We will streamline our digital services and strive to capture a single view of our customer contact to ensure customers can access the appropriate Council services.

8. Collaboration



We will collaborate to ensure we maximise the benefits and outcomes digitisation delivers for our customers, people and communities.

Our Customers



We have both external customers (our residents, learners, businesses and visitors) and internal customers (our workforce). We will put our customers at the heart of the organisation, designing and building our processes and services around them. With increasing demand and a challenging financial climate, our digital services need to be secure, easy to use and accessible to all.

Our Focus

- Design, develop and test new digital approaches with our customers to ensure they are user-friendly and meet their needs.
- Providing easy to access information about Council Services.
- Building a single view of our customers allowing us to offer more efficient and customer friendly services.
- Engaging with our customers to build an understanding of how we propose to use their data to improve the services we deliver to them, whilst ensuring that it is kept secure and that we process that data lawfully.
- Continue to embed better use of technology to help reduce travel and carbon emissions.
- Listening, understanding, and working with our customers; responding to their needs and keeping them informed; making it easy for them to interact and access our services and to actively encourage them to be participants in what we do.
- Ensuring our customers are given the right advice at the right time, whilst maximising benefit entitlements and supporting better outcomes.

Our vision:
Digital services so good that they are the preferred choice for all

"I like the fact I can pay my council tax online, have virtual meetings with council staff or third sector organisations to receive support"

North Ayrshire Council is currently working on Accessing Our Council Programme which will support the following principles: -

Single point of contact

Streamlined customer journey

One assessment for means tested benefits

Income maximisation for customers

Centralised debt advice and support

Our Businesses



We will support businesses to improve productivity by adopting, optimising new and resilient digital technology and investing in digital skills for the future.

Our Focus

- Work with partners to support businesses to understand and adopt new digital technologies.
- Support businesses to develop a culture and leadership that cultivates innovation, maximising the benefit of digital technologies.
- Work with partners and support businesses to invest in digital skills for the future.
- Support businesses to create new and additional employment to support business growth generated through digital opportunities.
- Support businesses to understand the necessity for lawful processing of data, the economic value of their data and protect against cyber security risk.
- Aligning our work with National Strategy for Economic Transition and "A Changing Nation" Digital strategy and the Council's Economic Covid Recovery Investment Plan.
- Play a leading role in the Ayrshire Growth Deal to ensure that digital infrastructure, skills and ambition help to drive future growth.

Our vision:

Productive, technology-enabled businesses with the digital skills required to innovate and thrive

As part of the Council's new Green Deal we will support businesses and community organisations to adopt new innovative practices, models and technologies to reduce their carbon footprint.

[Environmental Sustainability & Climate Change Strategy.](#)



21/22 Achievements

Completion of Business Advisor training which focused on eight digital themes: Process Digitalisation, Data Analytics, Marketing-E-commerce, Green Technologies, Cyber Security, Digital Skills, Innovation and Digital Leadership and Culture.

Actively working with 13 partners on digital activities, some of our partners include: - Digital Boost, Scottish Enterprise, Business Gateway, The Data Lab, Ayrshire College, University of the West of Scotland, Strathclyde University etc.

The Ayrshire Growth Deal will deliver £14M worth of investment to support world class digital infrastructure across Ayrshire.



350 digital interventions and support provided

50 digital transformation talks completed

102 digital grants supported, leveraging private sector investment

Our Learners



We will use digital technology to build innovative and creative teaching approaches that will raise attainment across all schools and centres. Our staff will have a positive attitude towards digital and a clear understanding of how digital can be used to improve learning.

Our Focus

- To develop the skills, fluency and confidence of staff, parents, and community educators in the appropriate use of digital technologies and to support the development of digital skills.
- To provide a future focussed curriculum by improving the use of technology in learning.
- To provide the required digital technologies which are aligned to and fully supports high quality digital learning and teaching that will lead to raised attainment.
- To continue to gain the Digital Schools Award Scotland accreditation and embed this practice in all our education establishments.
- To work alongside the Secondary Technicians and IT Service teams to develop systems and processes that will support the above areas of focus.



Digital Schools Awards is a national awards scheme to promote, recognise and encourage a whole school approach to the use of digital technology in schools. 12 of our schools have been awarded Digital School status with a further 35 currently being registered for the award.

Our vision:

To be sector leading, providing innovative digital education to prepare our learning communities for the challenge of a rapidly developing and changing technological world

A significant investment has been made by the Council on digital devices:

- **2021-22 - £1.234m for in-school devices with investment of £752k in subsequent years.**
- **An additional recurring investment of £250k to improve access to digital technology for home-based devices.**



Examples of our Digital Platforms / Apps



Xpressions App - is a service, providing parents with an app to receive messages from the school.



Glow is Scotland's national digital learning platform provided by Scottish Government and managed by Education Scotland



Satchel:one is a simple online homework calendar your child can use to keep up to date and on top of all their homework.



Seesaw is a platform for student / teacher engagement and enables the sharing of successes from school with home. The Teacher creates an online classroom where they can post home tasks, reminders or updates on events online for all the children and parents in that class to see.

Our Visitors



We will promote North Ayrshire as a visitor destination through digital marketing and communication.

Our Focus

- To work with businesses / organisations to create a digitally accessible platform which advises what is available in North Ayrshire.
- Develop a refresh of North Ayrshire's tourism strategic priorities, following completion of Making Waves programme and Regional Visitor Economy Strategy.
- Consider options to support digital infrastructure through Ayrshire Growth Deal project development.

Did you know about our Heritage Trail app?

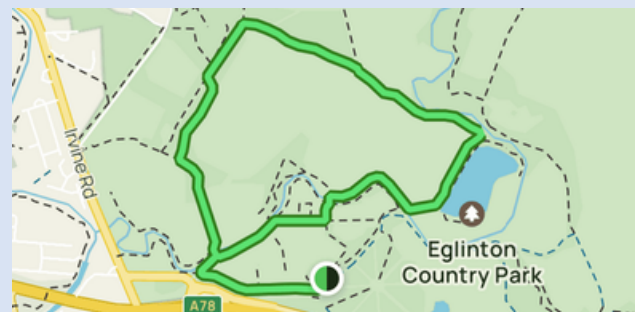
Our app



You can **download** our libraries' app and access the Heritage Trails app. Follow the trail on the move from a mobile phone or tablet.

While visiting North Ayrshire's visitor attractions our visitors will be given a great digital experience e.g. at Eglinton Country Park we have embraced the use of digital technology to enhance our visitor experience, through the use of QR codes: -

- to allow visitors to download maps at various points throughout the park.
- to download orienteering courses and maps which can be held digitally for future use.



Our vision:

Our visitors will have easy access to digital information about our destination

An example of digitisation in 2022 was the creation of a digital interactive website with link to a ticket booking platform for July 2022 Making Waves Festival.



Our People



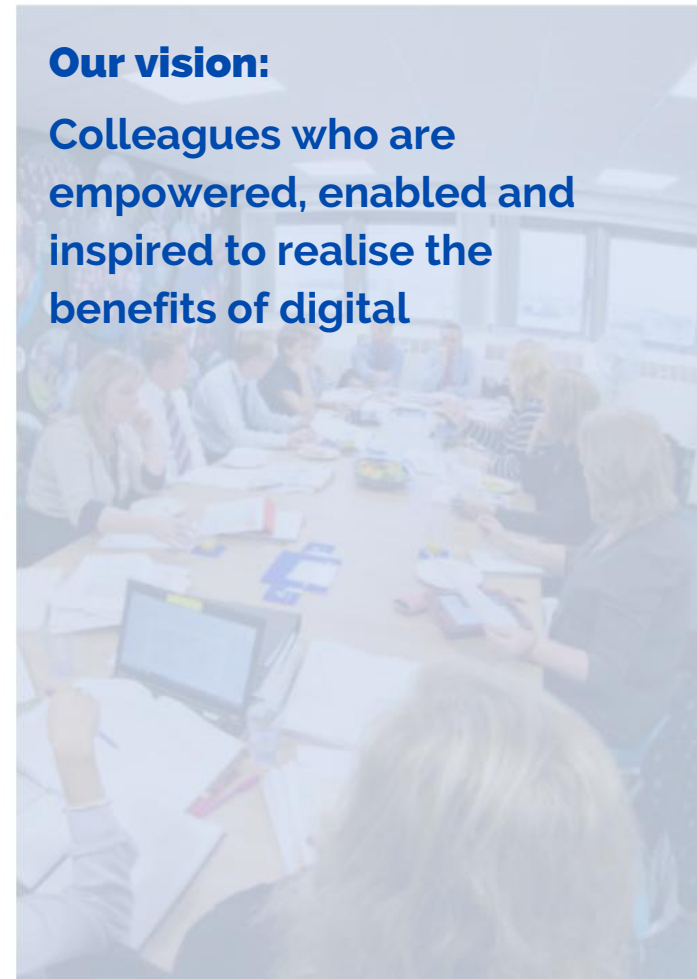
Our workforce shows a real commitment to continuous improvement and we are recognised as a progressive, forward thinking and innovative Council. Our ambition for our people is to create a culture where innovation and excellence thrives, in a North Ayrshire that is 'Fair for All'. It is only through our people, that we will realise this ambition.

Our Focus

- Gain a better understanding of the level of digital skills within our workforce. We will plan, support and increase these skills through our digital leads within our services.
- Encourage our colleagues to seek new, smarter ways of working using technology to improve our services.
- Having a leadership team that embraces digital technology and leads by example.
- Formalising our approach to how and where we work to ensure we have a more resilient and adaptable workforce.
- Continue to use our technology effectively to support our colleagues to work remotely where necessary, which will have a positive environmental impact through less travel.
- Reuse, recycle and procure technologies to support a greener environment.

Our vision:

Colleagues who are empowered, enabled and inspired to realise the benefits of digital



Utilising technology and expanding our remote access infrastructure, the Council has continued to deliver essential services to our customers and our office based staff have now adopted hybrid working.

"New ways of working has made me 'move on' in my thinking about how things can be achieved by the use of digital technology. Meetings are shorter and we are truly paperless! Even better when the meeting papers are on the invite! I actually engage with all staff across my teams more often virtually!"

Our Communities



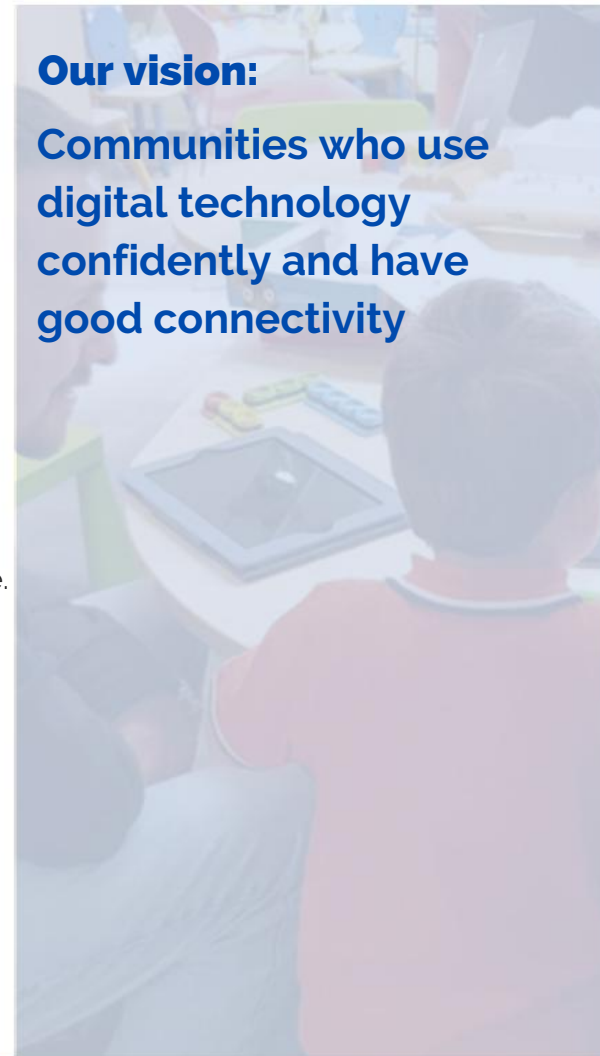
The Council recognises the crucial role digital will play to support a place-based approach and investments. We recognise that having access to a device or using digital services is an important part of daily living and there are clear links between social isolation, poverty and digital exclusion. Digital participation covers more than just access to the internet, it is about the skills to use it safely and the confidence to do so. By providing support we will endeavour to ensure that everyone is able to participate digitally, and we will provide free public Wi-Fi in council buildings, digital infrastructure and resources in schools, support community groups and offer lifelong learning activities which will increase digital participation further.

Our Focus

- Working with partners to improve digital access and remove barriers to digital inclusion across North Ayrshire.
- Developing the digital skills of our customers through training opportunities and mentoring.
- Ensuring we have community leaders who are able to assist those who need help using digital devices and accessing services.
- Promoting the many benefits of being digitally active, especially when it's addressing issues of poverty and health.
- Aligning our work with other relevant strategies where we can enhance learning and digital access.
- Continue to invest in our public Wi-Fi and devices to support our customers to get online.
- Providing access to employability interventions to develop digital skills for future employment.
- Investigate ways to use digital technologies to enhance place-based investment addressing local priorities, support changes within communities and contribute to a vibrant and inclusive economy.

Our vision:

Communities who use digital technology confidently and have good connectivity



Young Persons Guarantee Programme: -

- **100 Chromebooks and 18 months of Wi-Fi has been allocated to young people in North Ayrshire.**
- **A digital champion has been recruited to support young people engage with services through digital devices and channels.**



Libraries – 2021/2022: -

- **57,750 hours of Wi-Fi was accessed.**
- **24,121 eBooks and 17,263 audiobooks borrowed.**
- **93,464 digital magazines borrowed.**



"Thank you very much for providing me with the iPad, it has been a lifesaver"

Mrs B

92,106 users of Wi-Fi across 17 Wi-Fi sites in 2021 / 22

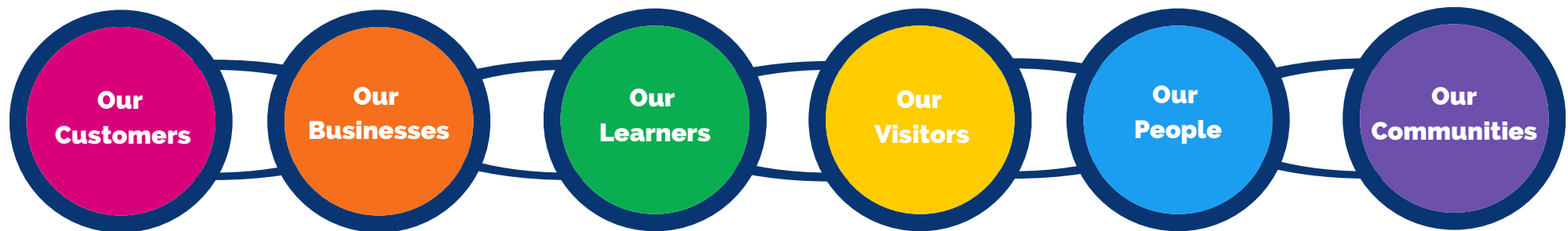
Summary

This Digital Strategy sets out our vision for North Ayrshire Council to continue to be an innovative leading organisation. The last few years has dramatically changed the way the Council works and how our services interact with our customers. This has given us the opportunity to rapidly progress digital transformation.

A large volume of our customers are happy to transact with us online, but we also recognise the social and economic impact of those who are digitally excluded, therefore this will be a key priority for the Council.

Our strategy sets out our key priorities, principles and actions that will allow us to fulfil our vision and progress in a digital world. The following actions will support and accelerate our journey towards a digital North Ayrshire that is inclusive, accessible, sustainable and fair for all.

North Ayrshire Council Supports: -



"The last few years has totally changed our approach, by enhancing the use of digital and pace of implementation. Digital formats have allowed better use of staff time, reduced our impact on the environment and most importantly demonstrated that services can be delivered in this way."

Our Customers - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
Take a customer centric approach in the delivery of all our digital services; we will not assume that our current solutions are the best and will be open to improvement	Review of our online digital services to identify opportunities for improvement and promote to customers.	<ul style="list-style-type: none"> • Digital uptake reporting • User accessibility testing • Complaints • Customer satisfaction
	Relaunch web chat.	<ul style="list-style-type: none"> • Web chat analytics
	Implement Customer Services Digital Team to monitor and support digital access.	<ul style="list-style-type: none"> • Digital uptake reporting • Complaints • Customer satisfaction
	Implementation of My Account.	<ul style="list-style-type: none"> • Number of existing account holders sign up for My Account • Number of new My Account registrations • Use of My Account by registered customers
	Investigating robotic process automation opportunities.	<ul style="list-style-type: none"> • Creation of business case • Number of processes identified for process automation opportunities

Our Customers - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
	Making appropriate and better use of our data using data analytics and increasing the use of business intelligence to improve access to data across the organisation to focus on delivery and better outcomes.	<ul style="list-style-type: none"> • Number of reports created and their usage
	Streamline referral pathways to ensure customers gain access to the appropriate support service.	<ul style="list-style-type: none"> • Number of referrals
	Website – Accessibility and usability.	<ul style="list-style-type: none"> • Website satisfaction • Siteimprove Accessibility Checker Tool • Customer Journey • Focus groups – lived experience testing

Our Businesses - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
To support businesses to improve productivity by adopting, optimising new and resilient digital technology and investing in digital skills for the future	Conduct Digital Pillar talks with businesses and create digital action plans.	<ul style="list-style-type: none"> • Number of digital pillar talks undertaken • Number of digital interventions • Number of enterprises supported • Number of digital partner referrals
	Work with Scottish Enterprise to deliver the recently developed Digital Diagnostic Tool.	<ul style="list-style-type: none"> • Number of subject matter experts supported
	Use the Shared Prosperity Fund to help support further digital adoption and enhance skills.	<ul style="list-style-type: none"> • Number of subject matter experts supported • Number of intervention (grant and consultancy).
	Use the Local Authority Covid-19 Economic Recovery fund to deliver £100k subject matter expert digital growth support.	<ul style="list-style-type: none"> • Number of businesses supported
	Deliver Business Gateway Digital Boost support.	<ul style="list-style-type: none"> • Number of subject matter experts supported
	Working with Skills Development Scotland to promote and encourage uptake of digital apprenticeships.	<ul style="list-style-type: none"> • Number of referrals to Skills Development Scotland or skills partners relating to digital apprenticeship

Our Learners - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
To use digital technology to build innovative and creative teaching approaches that will raise attainment across all schools and centres	To continue the delivery of the programme of digital device replacement across all schools and centres to ensure access for all.	<ul style="list-style-type: none"> • Device ratio in classroom • Devices appropriate to learning • Technology age profile/fit for purpose
	Roll out and embed the Digital Schools Award to all education establishments.	<ul style="list-style-type: none"> • Number of schools who gain the award
	Build and extend family digital learning opportunities across all localities.	<ul style="list-style-type: none"> • Number of opportunities • Number of participants • Customer satisfaction
	Build and extend IT professional learning programmes for all teachers and educators.	<ul style="list-style-type: none"> • The number of courses delivered/participants engaged • Customer satisfaction

Our Visitors - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
To support communications, marketing and businesses through digital technologies	Adopt regional Visitor Economy Strategy and Action Plan.	<ul style="list-style-type: none"> Plans published and available online
	Interface user actions on visitor economy with wider regional economic partnership to influence regional economic strategy and digital workstream.	<ul style="list-style-type: none"> Number of opportunities
	Progress development of Strategic Tourism Infrastructure Development Plans under Rural Tourism Infrastructure Fund funding (and thereafter progress any identified interventions through future Rural Tourism Infrastructure Fund funding rounds).	<ul style="list-style-type: none"> Mainland and Island Strategic Tourism Infrastructure plans in place Number of RTIF funded projects
	Compile an annual visitor management plan for 2023 – including promotion and digital solutions and communications.	<ul style="list-style-type: none"> Plan published and available online
	Work with industry partners to support infrastructure development including digital.	<ul style="list-style-type: none"> Number of infrastructure development projects supported

Our People - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
<p>Our workforce shows a real commitment to continuous improvement and we are recognised as a progressive, forward thinking and innovative Council. Our ambition for our people is to create a culture where innovation and excellence thrives, in a North Ayrshire that is 'Fair for All'. It is only through our people, that we will realise this ambition.</p>	<p>Relaunch the Digi Guru initiative – creation of digital champions within Services to support and enhance digital skills across the organisation.</p>	<ul style="list-style-type: none"> • Number and type of initiatives • Attendance reach across the Council of each initiative • Feedback and satisfaction results
	<p>Deliver face to face and online cyber training, and cyber learning events.</p>	<ul style="list-style-type: none"> • Number and type of initiatives • Attendance reach across the Council of each initiative • Feedback and satisfaction results • Cyber exercise results
	<p>Continue to utilise digital technology to support business process improvements.</p>	<ul style="list-style-type: none"> • The adoption of Microsoft 365 tools, including forms and automation tools by services • The number of business process improvements implemented across the Council
	<p>Continue investment in our digital infrastructure</p>	<ul style="list-style-type: none"> • Delivery of the ICT and Education Digital capital programmes

Our Communities - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
Communities who use digital technology confidently and have good connectivity.	Work with strategic partners to capitalise on 4G/5G connectivity initiatives within communities and enhance economic benefits.	<ul style="list-style-type: none"> • How many initiatives have been implemented
	Promote and embed digital opportunities as part of 'business as usual'.	<ul style="list-style-type: none"> • Number of opportunities • Number of participants • Customer satisfaction
	Identify gaps for digital access within Community Halls and Centres.	<ul style="list-style-type: none"> • Number of opportunities • Number of participants • Number of sites upgraded
	Develop mentoring opportunities, e.g., Digital Leaders.	<ul style="list-style-type: none"> • Number of Digital Leaders/volunteers • Number of voluntary hours undertaken
	Collaborate with Digital Scotland to maximise the benefits of the Reaching 100 programme for all, and work with suppliers, to understand their commercial roll out programmes and help raise awareness of broadband voucher schemes to fill the gaps.	<ul style="list-style-type: none"> • Increase in uptake of vouchers
	Establish a new Digital Innovation Hub to share knowledge, collaborate and find new ways to use digital technology and data to improve our services, our places, our communities, and the well-being of our residents.	<ul style="list-style-type: none"> • Engagement and the number of initiatives started
40		19

Our Communities - Action Plan

Priority Description	Key Action 2022/24	Metrics (How we will measure this)
North Ayrshire is well-connected with effective infrastructure	Explore new ways to use our digital platforms to improve how we engage with our customers and raise awareness of regeneration activities	<ul style="list-style-type: none"> Engagement stats Customer satisfaction
	We will utilise baseline data to inform future plans for active travel and behaviour change activities	<ul style="list-style-type: none"> Increase in data sources and usage Informed decision making Customer satisfaction
	Continue to use data to inform and monitor place-based investment	<ul style="list-style-type: none"> Increase in data sources and usage Informed decision making Customer satisfaction
A sustainable environment	Utilise digital technologies to raise awareness of sustainable and active travel options and improve access to journey-planning tools and information	<ul style="list-style-type: none"> Engagements stats Number of people signed up to journey planning tools Customer satisfaction
Adult Learners North Ayrshire has an inclusive, growing and enterprising economy and provides opportunities for adults to learn digital skills for future employment	Create additional digital learning opportunities to contribute to a diverse and inclusive digital economy for the future.	<ul style="list-style-type: none"> Number of participants achieving digital skills
	Develop further online learning opportunities to develop skills for future employment.	<ul style="list-style-type: none"> The number of courses delivered/participants engaged Customer satisfaction



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Digital First

Making Digital Your Preferred Choice

Free School Meals - Digital Case Study

During the initial stages of the Covid-19 pandemic customers who were eligible for means tested free school meals received quality food parcels delivered to their home. As the pandemic continued, we adapted our approach to ensure community need and demand were still met.

- In order to continue to support our customers during that period we introduced electronic vouchers for food which could be redeemed at a supermarket of their choice.
- The majority of our customers were happy with this and were able to redeem the vouchers with no issues.
- Our Customer Services Advisers were able to assist customers experiencing more difficulty, to use their smartphones to access these vouchers.
- We were also able to give advice on low-cost unlimited data plans which enabled access to the internet for those on a low income.



"'Customer A' was able to arrange an unlimited data plan and in turn had internet access so that she could not only redeem the supermarket vouchers, but she was also able to go online for help and advice in relation to Covid-19. Meantime, whilst waiting for the new data SIM, we arranged for the voucher to be redeemed on her behalf at a local hub where she was able to collect food."

Customer Service Adviser, Contact Centre



**1,192 food vouchers
provided to the
value of £29k**



Eglinton Country Park - Digital Case Study

Over the past decade our staff have utilised digital technology to play a greater part in supporting our customers' time outdoors and how it can enhance their interactions with nature. We have introduced new digital ways for our customers to connect with nature, adding value to their time outdoors and to learn and understand about the environment around them.

At Eglinton Country Park we have embraced the use of digital technology to enhance our visitor experience: -

- Through the use of QR codes: -
 - to allow visitors to download maps at various points throughout the park.
 - to download orienteering courses and maps which can be held digitally for future use.
- The Heritage App allows visitors to follow a trail and learn about the building heritage and history of the park.
- The Augmented Reality App triggers leaping salmon at the fish pass.
- By developing a digital education resource programme for 2022, schools and groups will enjoy supported learning - initial topics will include the history of Eglinton and Biodiversity.
- ID apps – through our partnership with Southwest Scotland Environmental Information Centre (SWSEIC) we promote and deliver training sessions on I-Record and iNaturalist to support Citizen Science projects. This allows anyone to record their sightings of fungi, flora & fauna into a national recording database to monitor biodiversity at a national level and track changes.



"In response to the Covid-19 pandemic our use of social media has increased significantly allowing us to continue our engagement with customers to enjoy and appreciate what was on their doorstep or through their window. We launched our Instagram site to encourage people to share their experiences of nature and to promote them to go outside to explore new areas."

Eglinton Country Park Ranger



Syrian Refugee Online Learning Case Study

Additional support was required to help Syrian families gain access to devices and acquire digital knowledge and skills, whilst overcoming language barriers.

- The Council recruited bi-lingual volunteers to help with digital literacy by setting up virtual calls to support online learning and language skills.
- A bid was made to Connecting Scotland for digital devices with 2 Chromebooks per Syrian family being provided.
- Video tutorials were provided in community language to support Chromebook set up and virtual calls.
- There was an increase in participation of online classes with a large group of people taking part in virtual calls which helped the families: -
 - adapt to our communities.
 - increase their employability and volunteer opportunities.
 - to do basic things such as get a doctor's appointment.



"I was helped by the volunteers to use the computer and activate my virtual meetings, this has made a big difference in my daily life as I begin to comprehend the language faster than before."

Ahmad, ESOL Learner

"The volunteers help us well, had it not been for the study classes held virtually, we would have learned nothing of the English language. "

Bothania, ESOL Learner

"The volunteers helped me very well. I am now able to use my computer and watch YouTube to learn."

Ibrahim, ESOL Learner



2 May 2023**Cabinet**

Title:	Proposals for Community Investment Fund (CIF) Expenditure
Purpose:	To determine applications by Locality Partnerships to allocate CIF funding to proposed projects.
Recommendation:	<p>That Cabinet:</p> <ul style="list-style-type: none">a) Reviews the enclosed applications from the North Coast and Cumbraes and Three Towns Locality Partnerships in line with CIF criteria;b) Approves the CIF application in relation to Ardrossan Scouts Group;c) Approves the early release of £15,000 from a sum of previously agreed to be ringfenced for Ardrossan Community Sports Hub; andd) Approves the CIF application in relation to West Kilbride Community Sports Club and Friends of Kirktonhall Glen.

1. Executive Summary

- 1.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All Strategy and the Council's Community Wealth Building Strategy. In June 2021, Cabinet approved a further £1m top-up for the funding, with a further £2m added in November 2021.
- 1.2 Locality Partnerships have subsequently continued to work on their local action plans and are refining proposals for expenditure in line with their locally identified needs. This is a difficult process, and it is a testament to the dedication of the Locality Partnerships and their community partners that proposals are now emerging to provide creative approaches to addressing local challenges.
- 1.3 This report brings forward proposals which respond to the specific need of the local community, and which have been developed based on local circumstances and opportunities.
- 1.4 These proposals have been approved to be submitted to Cabinet through a process of collaboration and consensus by the Three Towns Locality Partnership.

2. Background

- 2.1 Within its budget for 2017-18, North Ayrshire Council provided an allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All Strategy and the Council's Community Wealth Building Strategy. A further £3m was added to the funding in 2021, to be distributed among Localities as follows:

Locality	Value of CIF from first funding allocation (2017-18)	Expenditure to date	Value of CIF from second funding allocation (June 2021)	Value of CIF from third funding allocation (Nov 2021)	Total balance available
Irvine	£754 000	£562 184	£290 000	£580 000	£1 061 816
Kilwinning	£286 000	£286 190	£120 000	£240 000	£359 810
Three Towns	£598 000	£616 206	£240 000	£480 000	£556, 027
Garnock Valley	£390 000	£341 805	£150 000	£300 000	£498 195
North Coast	£468 000	£422 316	£170 000	£340 000	£555 684
Arran	£104 000	£45 226	£30 000	£60 000	£148 774
TOTAL	£2 600 000	£2 273 927	£1 000 000	£2 000 000	£3 326 073

- 2.2 It was agreed that the CIF awards range between £5,000 and £100,000 for the community organisations, as defined in the CIF guidance, in order to support proposals and projects that connect with:

- The North Ayrshire Fair for All Strategy, with consideration for how applications contribute to community support for the cost-of-living crisis;
- The Community Planning Partnership and Locality priorities;
- North Ayrshire Council's values, priorities, and business objectives;
- The Community Wealth Building and Environmental Sustainability and Climate Change Strategies;

And will also:

- Fulfil a compelling need and not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;

- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

2.3 The proposal development and application process has been agreed as follows:

- Locality Partnerships should continue to engage with their communities and stimulate interest in the CIF. Each Locality Partnership will then strategically assess the applications, make links, and look at the funding 'in the round.'
- If the partnership supports a bid then the group will be encouraged to submit a full application form, which they will decide upon before making a proposal to Cabinet for final approval.
- The proposal will go to the next suitable Cabinet for final approval.

2.4 The enclosed applications have been developed by community partners and North Ayrshire Council officers and are now recommended for approval by Cabinet. The proposals are as follows:

2.5 The Three Towns Locality Partnership

The allocation and funds committed to date are outlined in the table below.

The Three Towns Locality Partnership CIF allocation to date	£1,318,000
Ardrossan Community Development Trust	£25,000
Three Towns Growers	£100,000
The Training Station	£50,000
Ardrossan Castle Heritage Society	£17,912
Raise Your Voice For Ardeer	£100,000
Ardrossan Community Sports Hub	£43,320
Winton Circus Playpark	£48,288
Ardrossan Community Development Trust - Development Officer	£53,100
Raise Your Voice For Ardeer – increased cost for multipurpose hub)	£130,000
Ardrossan Community Association (Whitlees)	£48,586
Ardrossan Community Sport - Winton Park 3G	£100,000
CHAP – Advice Outreach	£45,767
Balance	£556, 027

2.6 Proposal: Ardrossan Scout Group - £100,000 (see Appendix 1)

2.6.1 Ardrossan Scout Group has been in existence for over 100 years. It is a registered charity. It is an autonomous organisation holding its own property and equipment. It is subject to the policies of the Scout Association, including Equal Opportunities Policy and Health and Safety Policy.

2.6.2. The aim of Scouting is to actively engage young people in their personal development,

empowering them to make a positive contribution to society. The Scouts also offer personal development opportunities to young and older adults through volunteering as leaders, assistants, and trustees.

2.6.3. The Scout Hut was built in 1967 and requires refurbishment to bring it up to modern day building standards, make it fit for purpose and more importantly sustainable with reduced running costs and maintenance. The fabric of the building is now failing and beyond designed lifespan.

2.6.4. The most pressing requirements are to:-

- Remove the roof, including removal of asbestos, and replace with an insulated alternative
- Remove all ceiling panels
- Install an effective and efficient heating system
- Reconfigure the internal layout to make a more flexible and usable space.

2.6.5. The funding requested is to support the first phase of work, which is the removal and replacement of the roof. An energy efficiency assessment has been completed by Business Energy Scotland, which includes financial savings and reduction in carbon emissions which would result from replacing the roof.

2.6.6. Once refurbished, the centre would be a pleasant and attractive space for existing users as well as for new users. The Scouts group have been working closely with other local groups including Ardrossan Community Development Trust (ACDT), Ardrossan Community Sports Hub and NAC Community Development Staff and this work would complement other local plans such as the South Beach project by ACDT.

2.6.7. The project would contribute towards the Locality Partnership's priorities of Regenerating Community Facilities, Increasing Civic Pride and Community Engagement and Improving Community Wellbeing through offering improved facilities for a range of activities. It would also help reduce carbon emissions and utilities costs. The total cost of phase 1 of the project is between £127,280.27 and £128,827.15. The remaining balance after the use of the CIF award would come from fundraising by and donations to the group which have been set aside for general refurbishment activities.

2.7 Proposal : Early Release of £15,000 to Ardrossan Community Sports Hub (see Appendix 2)

2.7.1. The Three Towns Locality Partnership is requesting the early release of £15,000 to Ardrossan Community Sports Hub. This will enable the project to progress with consultancy and design work needed to obtain match funding for the project. This award will be part of the £100,000 money previously ringfenced from CIF by Cabinet in January 2023 for the installation of a 3G synthetic surface at their Winton Park facility. The money is needed for planning, design, and architectural fees to allow the project to proceed. The group have indicated that until they are able to do this, the entire project is at risk of not proceeding and the early release will allow them to continue their work to obtain the match funding required. The full cost of the project including VAT is expected to be around £550,000.

- 2.7.2. The previous decision was that the £100,000 CIF funding remained ringfenced until the rest of the project funding was in place. Changing the conditions of grant to agree an early release of funds from a previously approved grant would require the suspension of Standing Orders as the decision to award the grant was taken less than six months previously. Cabinet is asked to consider whether it is appropriate to do so under these circumstances in order to allow the project to proceed.

2.8 North Coast and Cumbraes Locality Partnership

The allocation and funds committed to date are outlined in the table below.

The North Coast & Cumbraes Locality Partnership CIF allocation to date	£978,000
Organic Growers of Fairlie	£22,800
Clearer Minds	£30,200
Millport Town Hall	£200,000
Sing Your Song (WKCIL)	£14,892
Locality Priorities Worker	£35,948
West Kilbride Technical & Creative Training Programme	£76,605
Locality Priorities worker - extension of support	£41,871
Balance	£555,684

2.9 Proposal: West Kilbride Community Sports Club (WKCSC) and Friends of Kirktonhall Glen (FOKG) - £6,750 (see Appendix 3)

- 2.9.1. West Kilbride Community Sports Club (WKCSC) is a Scottish Charitable Incorporated Organisation (SCIO) established in 2013. The Club has undertaken two main projects so far in Kirktonhall Glen in pursuit of its aim of improving sports facilities in West Kilbride. These have been an upgrading of the formerly redundant tennis courts and the comprehensive refurbishment of a previously dilapidated sports pavilion. Both projects were completed within budget and to a very high standard. The tennis courts are now operated by the relaunched tennis club which has subsequently become one of the largest and most successful in Ayrshire with a membership of around 200 and an extensive coaching programme for young people. The new sports pavilion has been shared between the tennis club and West Kilbride Amateurs football club providing excellent facilities for both.
- 2.9.2. Friends of Kirktonhall Glen (FOKG) is a properly constituted sub-committee of West Kilbride Community Council. Established in April 2021 the group offers an opportunity for all those with an interest in the future of Kirktonhall Glen to take part in discussions about the Glen and how it may be developed and maintained. The group includes representatives from the Community Council, Sports Club, Environmental Group of WK Initiative, children's groups such as Woodland Wakeup, the Bee Keepers & the Civic Society. They have also been supported by local elected members.
- 2.9.3. The proposal is for funding to employ a Funding Consultant to scope the availability of funding for two projects and to complete applications on their behalf:

- 1) The potential to raise £800k for the development of a synthetic pitch on the currently derelict blaes area of the Glen. The Sports Club have already been accepted to submit an application for up to £250k to the Community Ownership Fund (COF).
- 2) To identify funding to cover a further 30% of funds needed to complete the upgrading of two pathways in the Glen. The initial 70% is being provided by Pathways For All through the Ian Findlay Fund.

2.9.4. Funding would be managed by West Kilbride Community Sports Club, with a small voluntary committee from both clubs overseeing the work of the funding consultant.

2.9.5. The proposal aligns well with the Locality Partnership's priorities of Increasing Social Inclusion and Improving Mental Wellbeing. Through the potential leverage of large amounts of external funding, it offers the residents of West Kilbride further opportunities to come together to engage in physical activity and enjoy the outdoors and green space. Some funding is already in place, specifically for the pathways project, and the support of the funding consultant would help to ensure that is accessed through finding appropriate match funding.

3. Proposals

3.1 That Cabinet:

- a) Reviews the enclosed applications from the North Coast and Cumbraes and Three Towns Locality Partnerships in line with CIF criteria;
- b) Approves the CIF application in relation to Ardrossan Scouts Group;
- c) Approves the early release of £15,000 from a sum of previously agreed to be ringfenced for Ardrossan Community Sports Hub; and
- d) Approves the CIF application in relation to West Kilbride Community Sports Club and Friends of Kirktonhall Glen.

4. Implications/Socio-economic

Duty

Financial

4.1 CIF funding is allocated within existing resources.

Human Resources

4.2 None.

Legal

4.3 A decision to release funding early to Ardrossan Community Sports Club would require a suspension of Standing Orders due to the timescale of the previous decision.

Equality/Socio-economic

4.4 The purpose of Locality Planning is to reduce inequalities, increase community cohesion and advance community empowerment. Each of the CIF proposals is tested against that purpose before being presented to Cabinet.

Climate Change and Carbon

4.5 Environmental and sustainability along with Climate Change and Carbon issues are considered in relation to each CIF application.

Key Priorities

4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing, and enterprising local economy
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The applications support the following pillars of community wealth building:

- Advancing community enterprises;
- Advancing local ownership of underused land and buildings;
- Making financial power work for local places; and
- Supporting local business activities and increasing the variety of ownership models.

5. Consultation

5.1 The proposals contained within this report have been developed by the Locality Partnerships, through consultation with local people, including young people.

Audrey Sutton
Executive Director (Communities & Education)

For further information please contact **Rhonda Leith, Head of Service (Connected Communities)**, on **(01294) 324415**.

Background Papers

Appendix 1: CIF Application: Ardrossan Scouts Group

Appendix 2: CIF Application: Ardrossan Community Sports Hub

Appendix 3: CIF Application: West Kilbride Community Sports Club and Friends of Kirktonhall Glen



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

The CIF will support proposals and projects that:

- Connect with:
 - The North Ayrshire [Fair for All Inequalities Strategy](#);
 - the [Community Planning Partnership](#) (CPP) and [Locality priorities](#); and
 - North Ayrshire Council's (NAC) values, priorities and business [objectives](#).
- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

When to apply and how?

- LPs should continue to engage with their communities, and stimulate interest in the CIF. The Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round'.
- If the partnership supports a bid then the group will be encouraged to submit a full application form (attached), which they will decide upon before making a proposal to Cabinet for final approval.
- The finalised proposal will go to the next suitable Cabinet for final approval.
- Forms should be returned to your Locality Officer, by email if possible:

For more information see the guidance form here: <http://www.northayrshire.community/wp-content/uploads/sites/60/2018/06/community-investment-fund-guidance-notes-17-12-17.pdf>

Colin Ferris
Locality Officer (Three Towns Locality)

North Ayrshire Council
Base: St John's
Email: colinferris@north-ayrshire.gov.uk



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

1. Details of your organisation

Name of Organisation
Ardrossan Scout Group

Postal Address for Correspondence

Name of Contact Person Sandra Bale

Position in Organisation Trustee/ Executive Group Member

Telephone Number [Click or tap here to enter text.](#)

Email Address

2. Brief description of your organisation

Please include its legal status, aims and objectives, activities or services provided and how long it has been in existence.

Ardrossan Scout Group has been in existence for over 100 years.

It is a registered charity. It is an autonomous organisation holding its own property and equipment. It is subject to the policies of the Scout Association, including Equal Opportunities Policy and Health and Safety Policy.

The aim of Scouting is to actively engage young people in their personal development, empowering them to make a positive contribution to society. We also offer personal development opportunities to young and older adults through volunteering as leaders, assistants and trustees.



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

The objectives are for young people and adults to work together, based on the values of scouting and :-

- Enjoy what they are doing and have fun
- Take part in activities indoors and outdoors
- Learn by doing
- Share in spiritual reflection
- Take responsibility and make choices
- Undertake new and challenging activities
- Make and live by their promise

They take part in activities such as nature studies, creative arts, cooking ,games, camping, first aid, outdoor activities and survival skills, all of which give them skills for life and include personal development such as teamwork, leadership, communication, and time management.

The Scout Group comprises 4 age group sections:-

- Beavers 6-8 years
- Cubs 8-10 years
- Scouts 10.5 -14 years
- Three Towns Explorers Unit 14 to 18 years

Currently we have 70 young people and support a voluntary adult leadership of 13 and 11 committee members.

As well as the various sections of the Scout Group using our premises at Kilmeny Terrace, Ardrossan, our premises are also open to community groups to let. Currently the following groups are using the premises to meet in and to store equipment:-

- Table Tennis Club
- Akaido Club
- Mother and Toddler Group
- Drum4UrLife Group
- Canoe Club
- Woodland Wake Up
- Attainment Training
- RamH College

This amounts to approximately another 60 users.



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

3. Title and summary of proposal

Tell us about your idea. Please describe in as much detail as possible, what the funding will be used for.

Please include:

- where it will be held / delivered
- who is your target audience
- who will benefit from it and how
- any partners that are involved.

ARDROSSAN SCOUT HUT REFURBISHMENT

The Scout Hut was built in 1967. We have to refurbish it to bring it up to modern day building standards, make it fit for purpose and more importantly sustainable with reduced running costs and maintenance. The fabric of the building is now failing and beyond designed lifespan. The most pressing requirements are:-

Remove the roof, including removal of asbestos, and replace with an insulated alternative

Remove all ceiling panels

Install an effective and efficient heating system

Reconfigure the internal layout to make a more flexible and usable space.

The roof is in poor condition, has been extensively patched and is progressively leaking. It has reached the end of its lifespan and to make the building sustainable for the future requires to be replaced.

The replacement of the roof would then allow us to upgrade the heating system, which is currently in the form of electric heaters suspended from the ceilings. These are inefficient and costly to run.

An energy efficiency assessment has been completed by Business Energy Scotland, which includes financial savings and reduction in carbon emissions which would result from replacing the roof.

We already have planning permission and have engaged an architect and a quantity surveyor. The plans have been drawn up in such a way that the refurbishment can be done on a phased basis, as and when funding allows.

As well as the current users, the target audience is new users. We recognise that the Scout Hut has not been fully utilised in the past and we want to open it up further to



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

community use and make it a local community centre, particularly as there is no community centre in this part of Ardrossan.

Community groups and Scout groups will benefit from it, along with individual users who may wish to let the premises. They will benefit from a modern facility, which is comfortable and warm. We believe that we can offer affordable lets for a range of groups. It can also be open to individual lets for events. We believe there is a demand for a modern, well appointed and affordable community facility in this area.

We have been liaising closely with Ardrossan Community Development Trust, who have plans in place for development of the South Beach area of Ardrossan to regenerate it and to bring more community use into that area and we consider that our plans would complement theirs. We have also been liaising with Ardrossan Community Sports Hub regarding possible joint activities and with North Ayrshire Council's community development officers.



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

4. What difference will this project make within the locality and to local services and programmes?

Please include:

- The outcomes you aim to achieve
- How you will approach reducing inequality
- How this proposal fits with the Locality Partnership priorities of 1. Promoting the Local Economy and Tourism 2. Regenerating Community Facilities 3. Increasing Civic Pride and Community Engagement, Improving Community Wellbeing.

OUTCOMES

Provision of affordable, comfortable and highly practical accommodation for as many community groups and individuals as possible.

Compliance with modern day building regulations and health and safety standards.

Reduction in energy costs and carbon emissions.

Increased income to the Scout Group to make its premises sustainable for the future.

Increased income to allow the Scout Group to invest in its young people.

REDUCING INEQUALITY

Make the premises fully accessible.

Increased income will allow the Scout Group to subsidise membership costs when required, to ensure that no one is unable to join the Scout Group because of finance.

The premises are open to all.

LOCALITY PARTNERSHIP PRIORITIES

Meets the following priorities: -

Regenerating Community Facilities - A refurbished Scout Hut to a high standard will allow increased community usage.



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

Increasing Civic Pride and Community Engagement - Will fit with the plans to regenerate this area of Ardrossan. Will give the community a facility that can be widely used and open to all.

Improving Community Wellbeing - Will allow more community activities to be held in this area of Ardrossan.



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

5. What engagement has taken place in relation to the project?

Please include the number of people who have been engaged with or consulted as well as the range of people.

A consultation was undertaken some years ago with members of the Scout Group, their parents, other users of the premises, community associations and children from local schools. They were asked about the current provision of facilities, their views of Scouting and what changes needed to be made going forward. In relation to the building itself, the most common concern was that, although well loved, it was not fit for purpose and should be upgraded. They considered that there was a need to upgrade the facilities to create a safe and comfortable environment in which to work and learn.

It also took account of a piece of research compiled by Community Education in 2014 involving 103 teenagers, which examined gaps in community provision in the area. Scouting was seen by them as closely linked to the outdoors and associated with adventure. 94% of the teenagers said they would like to take part in an adventurous activity. 79% said they would like to do some sort of outdoor activity.

The number of people engaged with across the more recent forms of consultation amounts to over 100.

A face to face consultation was held at our Christmas Fayre in November 2022, which was open to any member of the public. The results showed that 100% agreed that the Scout Hut was in need of refurbishment. 75% thought that their community group would use it. Of the remainder, some were not a member of a community group. Some were involved in groups in their local church. Members of St Peter's Church and of Park Church in Ardrossan have indicated that their lets are at capacity, so we believe that there would be an overspill demand to use our premises. 80% said that they as an individual would be interested in using it for a family event.

A number of adults who were former members of the Scout Group commented that the Scout Hut had not changed since their day.

A consultation was also held recently with user groups. Comments included:-

- "How cold it is."
- "Heating is not great, Sessions would be more relaxed and enjoyable with improved heating".



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

- “Improve the heating.”
- “Toilets are a bit iffy”.
- “The fabric of the building is rather tired. Any improvements would be welcome” .
- “ Disabled access - portable ramps are ok, but better access would be a bonus, both internally and externally. Improved access would allow us to widen the attraction of our drum circles”.

Things that user groups like about the building include the location and the size of the rooms. As well as having two large halls, meeting rooms, a kitchen and ample storage space, the Scout Hut is on a main bus route, close to two railway stations and has ample parking making it ideal for community use.

A further consultation was held online in February 2023. The responses came from Scout Group members, Adult Not for Profit Community Groups, Small Businesses, Other Groups and Local Residents with the majority of responses, 55% coming from those who classified themselves as local residents and the remainder split across the other categories. 85% responded that they would be interested in using the scout community hub if it was value for money and comfortably refurbished. Over 40% indicated that there would be up to 30 participants using the premises. Almost 40% indicated they would wish to use the entire facility. In terms of features which would be necessary for them as a group or individual, the top feature required by 78% of respondents was “warm and comfortable”. This fits in with our priority in the phasing of the works, which is to replace the roof and insulate it in order to minimise heat loss.



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

6. How will the project be managed?

Please include:

- How the finances will be managed
- Does the proposed project contribute to volunteering or employment opportunities in Three Towns? Please include the number of volunteering opportunities and employment opportunities
- If there are any staff requirements, please outline your HR plans

FINANCES

The finances will be managed by the Group Treasurer, with regular reports to the Executive Group, who will have overall control of the finances and the project. There is a project plan which breaks down the overall refurbishment into phases, as and when income allows. An architect and a quantity surveyor have been engaged to manage the project.

VOLUNTEERING

The Scout Group wishes to attract more volunteers to help run their own sections and allow them to increase their membership numbers. They also wish to attract more community users. They believe that a refurbished Scout Hut will attract more users generally and therefore will attract more volunteers



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

7. Amount of funding being requested.

Please supply details of funding being requested and any other funding you have had over the past 5 years, both financially and “in kind”.

Amount of funding requested (£) **£100,000**

Please give a breakdown of cost and recent quotations where appropriate.

OTHER FUNDING OVER PAST 5 YEARS

- Hugh Fraser Foundation £4,000
- Robertson Trust Wee Grants £2,000
- Robert Barr Trust £10,000
- Community Benefit Fund £2,700

BREAKDOWN OF COSTS

- Option 1 £127,280.27
- Option 2 £128,827.15

These options are based on recent quotations and include: -

Roof Replacement, Asbestos Removal, Scaffolding and VAT



COMMUNITY INVESTMENT FUND THREE TOWNS LOCALITY PARTNERSHIP

8. Monitoring and evaluation process

Please include detail on the monitoring and evaluation processes planned or in place.

The Executive Group will use the following outputs to monitor and evaluate the refurbishment:-

- Number of community groups using the premises.
- Number of hours per week when the premises are being used.
- Footfall per week.
- Number of Scout Group members.
- Number of community group members.
- Number of volunteers.
- Feedback from users.
- Reduction in energy and maintenance costs.



COMMUNITY INVESTMENT FUND

****** LOCALITY PARTNERSHIP**

The CIF will support proposals and projects that:

- The North Ayrshire Fair for All Strategy, with consideration for how applications contribute to community support for the cost-of-living crisis;
- The Community Planning Partnership and Locality priorities;
- North Ayrshire Council's values, priorities and business objectives;
- The Community Wealth Building and Environmental Sustainability and Climate Change Strategies;

And will also:

- Fulfil a compelling need and not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

When to apply and how?

- LPs should continue to engage with their communities and stimulate interest in the CIF. The Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round'.
- If the partnership supports a bid then the group will be encouraged to submit a full application form (attached), which they will decide upon before making a proposal to Cabinet for final approval.
- The finalised proposal will go to the next suitable Cabinet for final approval.
- Forms should be returned to your Locality Officer, by email if possible:

Name Colin Ferris
Locality Officer (Three Towns Locality)

North Ayrshire Council
St John's Primary School
Morrison Avenue
Stevenston
KA20 4HH
Email: colinferris@north-ayrshire.gov.uk
Tel: 475912/212
Mob: 0758461250



COMMUNITY INVESTMENT FUND

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For more information see the guidance form here: <http://www.northayrshire.community/wp-content/uploads/sites/60/2018/06/community-investment-fund-guidance-notes-17-12-17.pdf>

1. Details of your organisation

Name of Organisation

Ardrossan Community Sports Hub

Postal Address for Correspondence

Name of Contact Person Eddie Gibb

Position in Organisation Trustee

Telephone Number Click or tap here to enter text.

Email Address

2. Brief description of your organisation

Please include its legal status, aims and objectives, activities or services provided and how long it has been in existence.

Ardrossan Community Sports Hub are a Registered Charity (SC049582) who were created in 2019 to promote a healthier Ardrossan where people are more active more often and where physical activity and sport helps bring about positive benefits for individuals and our community, including a sense of wellbeing, resilience and civic pride.

We have 4 key objectives that we aim to deliver within Ardrossan:

- To promote excellent physical and mental health through participation in person-centred sport and physical activity.
- To promote a strong, resilient, sustainable, and supportive community which has pride in its achievements.
- To develop skills for life, learning and work through volunteering and employment.
- To improve access to sport and physical activities facilities and environments.



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We have 133 members and beyond this our gym membership numbers stand at 340. Our 8 member Board are well connected with trusted community organisations such as Ardrossan Castle Heritage Society, Ardrossan Community Development Trust, Winton Rovers CIC, and local Primary and Secondary Parent Councils. To develop our activities we've consulted extensively with local people and groups using social media with over 1400 Facebook followers.

During 20/21 ACSH took over a 7500sq ft private gym in Ardrossan which had shut down during COVID – bringing a redundant building back to life, resurrecting this as a community asset and operating it as a community gym. Since the gym opened in May 2021;

- more than 340 members have been signed up to take advantage of affordable, low cost gym membership generating membership income to provide the building block for a longer term sustainable community enterprise.
- 5 staff have been employed and sustained to operate the facility, creating valuable employment opportunities for residents
- several grant awards were secured to provide sporting activities for children and purchase equipment to enable local people facing financial hardship to access on line services and encourage children and parents to interact inside and outside during lockdowns.
- a large external grass area was developed following a request from Winton Youth Academy to provide a turfed area suitable for their youngest teams to train and play games.

Given ACSH's status as a Registered charity, our track record in resurrecting a redundant gym and success in quickly establishing a significant membership and community profile, it is envisaged that we will take the lead role in the Winton 3G project.



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3. Title and summary of proposal

Tell us about your idea. Please describe in as much detail as possible, what the funding will be used for.

Please include:

- where it will be held / delivered
- who is your target audience
- who will benefit from it and how
- any partners that are involved.

Project Title – Winton Park 3G

Background

Ardrossan Winton Rovers Junior Football Club (AWR) are a well-loved institution within the town of Ardrossan and are committed to developing even further as a community club. Community use of the facilities at Winton Park, however, is constrained as the grass pitch is unable to take more intensive use. Ardrossan Community Sports Hub (ACSH) have a growing reputation and profile after resurrecting a Community Gym of the town in 2021 – operating now as a local social enterprise with more than 340 members and a track record in securing grant funding for projects. 15 teams currently operate under the umbrella of Ardrossan Winton Rovers Youth Academy (AWRYA), with more in the pipeline, with more than 325 youngsters registered within the Academy.

Current Situation & Project Proposal

A significant majority of AWRYA teams report great difficulty in hiring training facilities and a pitch for home games in Ardrossan – with none of the 15 playing in Ardrossan itself. Academy Managers reported difficulties travelling to train or play home games - both logistically and in terms of costs, with lower turnouts when travel is involved as a result. Significant expenditure (c £50-70k pa) is made by the AWRYA teams outside of Ardrossan in facility bookings and ancillary spend whilst teams travel for home games and training – representing leakage from the local community.

Ardrossan contains significant pockets of deprivation with low income and poverty being a barrier to participation in sport. In health terms 45% of Three Towns data zones are in the top 15% most health deprived in Scotland, the highest rate for any local authority. Despite this there is obvious under provision of facilities within Ardrossan and the Three Towns when mapped against those available in other North Ayrshire towns such as Kilwinning, Irvine, Dregghorn and Kilbirnie. There are no Astro turf facilities within the Three Towns that are suitable in size or surface to accommodate 11 aside league games on.

As a result a project partnership has been established to develop the business case and assemble funding to install a 3G synthetic surface at Winton Park. The development of a new community asset



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would help give the AWRYA teams an identity and an affinity to the club and town – with a local survey establishing likely positive impacts on participation on sports and physical activity.

Project Partnership

The project involves a delivery partnership with key roles for each of the three parties involved

- Winton Park is owned by Ardrossan Winton Rovers Ltd, essential a holding company the shares in whom are wholly owned by Ardrossan Winton Rovers CIC – who are the legal vehicle for Ardrossan Winton Rovers Junior football team. Ardrossan Winton Rovers Ltd will retain ownership of Winton Park will lease the pitch to Ardrossan community Sports Hub for 25 years. Winton Park will remain the home ground of AWR who will have priority access to the facility for home matches and training. AWR will continue to operate the Supporters club, Hospitality Suite and changing rooms whilst making these available to the wider community.
- With a 25 year lease for Winton Park in place, Ardrossan Community Sports Hub would be the lead partner in this project seeking capital funding to install the new 3G surface and procure and manage the works contract. Post installation ACSH will be responsible for overall facility management, financial management and marketing and promotion of the facility including managing pitch bookings via their software system. ACSH intend to enter into an Agreement with Ardrossan Winton Rovers CIC for the maintenance of the facility.
- Ardrossan Winton Rovers Youth Academy teams would populate the facility for training and home games, providing sufficient income to make the facility financially sustainable and play a key role in managing and promoting wider community use.

What will the Funding be Used for

CIF funding will contribute to the capital funding package we are assembling for the project.

Indicative cost estimates secured earlier in 2022 suggest this could be c £615,000 which includes provision for replacement of the existing grass surface with a new 3g synthetic surface, associated drainage and substructure work, ball retention fencing and netting, 3 sets of 7 a side and 1 set of full-size goals, allowance for new LED floodlighting system, installation of a modular changing facility with multipurpose room on site, professional fees and unrecoverable VAT.

A detailed specification of the works involved is contained in the Business Plan, with an elemental cost breakdown shown in Section 7 of this application.



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4. What difference will this project make within the locality and to local services and programmes?

Please include:

- The outcomes you aim to achieve
- How you will approach reducing inequality
- How this proposal fits with the Locality Partnership priorities of ***

Outcomes

In developing the proposals set out in this application the project partnership will look to deliver the following activities and outcomes within the local community

- Develop and operate a sustainable 3G facility that is able to meet the requirements of the wider local community as well as the Ardrossan Winton Rovers Youth Academy for a safe, welcoming and accessible venue
- To promote excellent physical and mental health through participation in football, sport and physical activity.
- Enable more children and young people engage in and enjoy positive sporting and diversionary activity.
- Increase the number of players, coaches and clubs playing football and progressing through recognized national pathways.
- Design and deliver specific programmes for a range of different groups within the community and link with related clubs and promote the new facility as a venue for local social and leisure events
- Create employment and volunteering opportunities, developing skills for life, learning and work.
- To improve access to sport and physical activities facilities and environments.
- Increase the level of community engagement with the Winton Park facility and establish a reputation for quality and good practice.
- To promote a strong, resilient, sustainable, and supportive community which has pride in its achievements.
- Provide opportunities for participation in football and wider sports to local residents from underrepresented groups.

Tackling Inequality

Ardrossan with a population of c10,500, has quite significant challenges in relation to inequality, with numerous issues affecting the local population such as: low income, poor health, high unemployment, substance abuse and a lack of proper infrastructure in the town:



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Some of the statistics below paint a rather daunting picture with regards to some of the issues affecting our local Ardrossan residents.

- 7 out of 13 Ardrossan data zones, accounting for 55% of the population, rank within the 20% most deprived in Scotland
- In terms of income deprivation, 5 of Ardrossan's 13 data zones are in the worst ten percent in Scotland with 6 of the data zones having income deprivation levels twice the Scottish average.
- Ardrossan remains an unemployment blackspot. The neighbourhood of Ardrossan Central ranks the highest for both adult (9%) and youth (11%) unemployment in North Ayrshire. 7 of Ardrossan's 13 data zones are in the worst 20% for employment deprivation in Scotland.
- In health terms within Ardrossan 7 of 13 data zones are in the worst 20% in Scotland.
- Ardrossan Central has the lowest male life expectancy in North Ayrshire (68.2 years versus 75.3 years) and the third lowest female life expectancy (75.2 years versus 80.1 years)

This level of deprivation translates into significant inequalities in terms of being able to access and participate in sport and fitness activity – particularly for young people. This is compounded by the marked absence of local provision for sport and fitness within Ardrossan, where KA Leisure don't operate any facilities. Despite overall increases in sports participation across the country in recent decades research indicates that those living in the most deprived areas – such as those prevalent within Ardrossan - continue to maintain an especially low level of participation.

In March 22 we surveyed officials from the Ardrossan Winton Youth Academy about their experience of how the lack of facilities locally impact on young people's participation. Feedback received included:

- *Ardrossan has no 11 aside Grass or Astroturf pitches or goals. There are 10,600 people in Ardrossan, and they all must travel to Saltcoats or Ardeer Rec in Stevenston to get use of grass playing facilities, which in Winter are either swamped due to poor drainage or ice has made the ground unplayable. Not to mention travelling miles to get there and at cost using public transport or cars.*
- *I believe some of our boys pick and choose games depending on where it is based.*
- *Travel/time/expense are definite barriers to us at AWRYA and applies to a lot of our players.*
- *We must play all our home games away from home 9.5 miles away in Irvine - this proves to be a logistics problem most weeks trying to get 20-30 kids and parents that distance puts a strain on the coaches/parents and families. Also incurs additional costs as almost every week the team is having to travel away from its hometown to access decent quality facilities.*
- *Some Girls can't pay the expense so unfortunately miss out. It's a real issue.*
- *Some kids miss out as they won't or don't travel to the home games due to parents lacking transport or the distance/cost to get there.*

This feedback has been crucial in convincing our project partnership to develop our proposals for a new 3g facility at Winton Park. ACSH commissioned a community survey in April 22 to test residents' views on the 3G proposals which included their opinions about the potential wider community impacts. The feedback received from residents emphasised that the project would definitely play a



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role in addressing these inequality – with very large majorities expecting the project to have a positive impact on participation on sports and physical activity generally (92%) and on the health and wellbeing of people in the community (92%) whilst 89% felt it would improve the quality of life generally.

Three Towns Locality Partnership Priorities

The Winton 3G project will impact on the priorities of the Three Towns Locality Partnership in the following ways:

Promoting the Local Economy and Tourism

The project will lever significant new funding into Ardrossan from a range of public and Trust funders, leading to the creation of a significant new community asset.

In funding the upgrade of Winton Park this investment will, in turn, help stem the leakage of expenditure from Ardrossan. Our survey work with our Winton Youth Academy teams earlier in 2022 established that these teams make significant expenditure (c £50-70k pa) outside of Ardrossan in facility bookings, travel and other ancillary spend whilst teams travel for home games and training – representing leakage from the local community.

As local teams are able to play home games at the facility this will be reduced, with resultant benefits in terms of refreshment spend in local shops - not only from expenditure incurred by Winton players/parents but also from the resulting increase in visitor footfall to Ardrossan from opposition teams. Within our business plan we estimate that once the facility is up and running we will have around 66000 visits to Winton Park from over 1100 participants over the course of a year (including players, coaches, volunteers, youth and community groups).

More directly the project will create 3 jobs in managing and operating the facility which will provide paid employment opportunities for local residents – with 2 of these posts targeted specifically on unemployed young people. Over a longer period we expect increasing sessional employment opportunities to be created from the delivery of coaching and other skill development programmes which will take place at the facility

Regenerating Community Facilities

The Winton 3G proposals fit directly with North Ayrshire Community Wealth Building objectives. The Development Partnership we have put together involves collaboration to best effect between a local Community Interest Company (Ardrossan Winton Rovers), an existing SCIO (Ardrossan Community Sports Hub) and an aspiring SCIO (Ardrossan Winton Rovers Youth Academy) – all managed by voluntary Boards / Committees made up of local residents.

Use of Winton Park is currently limited to accommodating home games and training for Ardrossan Winton Rovers. A 'typical' weekly usage profile indicates that around a maximum of 8 hours activity



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per week takes place in the summer months – with this dropping further in Winter weather conditions as training requires to be moved off site to protect the surface. Ardrossan Winton Rovers as a community club would like to be able to offer more community use of the facility, but this isn't possible with the existing grass pitch which could not sustain further use given prevailing weather conditions and the maintenance regime required to keep the pitch in good condition.

The project will, therefore, upgrade the facilities at Winton Park, creating a new modern facility with a synthetic surface and associated facilities which will allow much more intensive use of Winton Park by the community. The facility will be available for use over 85 hours across 7 days per week not only by the clubs within the Winton Youth Academy structure but also for walking football, by local schools, community session (e.g. unemployed groups, walking clubs, youth groups) use by Ardrossan Community Sports Hub gym activities (e.g. boot camps, aerobics etc), and coaching courses.

Increasing Civic Pride and Community Engagement

The survey work we undertook to establish the local community's perceptions of the project established that a very significant proportion are supportive, with 80% expressing a positive view and only 3% expressing a negative view - with a significant majority of respondents (62%) very positive. Some of the benefits identified by those commenting included creating more of a focus for people in the local community to come together; improving social cohesion; and the facility being seen as good for the community generally.

Feedback from the coaches surveyed within the Winton Youth Academy also stated benefits of this kind:

- *Better facilities will be a great community asset that the Ardrossan Community can use which in turn helps social isolation, mental health, physical health, and fitness.*
- *Bringing back some Civic Pride to our town by establishing a proper community club in the heart of an underprivileged area.*
- *A home ground would give us girls an identity and an affinity to the club and town. We are forced miles away and are essentially nomadic.*
- *Keeps a lot of money in the town and helps local businesses and shops who otherwise are losing trade as the 15 teams never actually play in Ardrossan.*
- *We are buzzing as an academy that this site is being looked at as a potential new Astro turf facility, we think it would give the town a better community spirit, as well as a financial boost.*

Improving Community Wellbeing

Sport and physical activity are not the sole answers to widespread health issues – issues of diet, lifestyle and poverty are central to many of these. Nevertheless, there are clear health gains to be obtained by a general increase in regular participation in sport and other physical activity which will be facilitated for Ardrossan residents by this project. Physical activity has significant direct health



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benefits – making a significant contribution to the control and reduction of obesity and increased cardio-respiratory fitness reducing the risk of coronary heart disease mortality in particular.

It's well documented that a positive experience of sport and physical activity at a young age can contribute to a lifetime of participation in sports. The availability of the Winton 3G facility will make it much easier for young people and adults to participate in the recommended level of physical activity per week. Improved self-esteem, confidence, self-efficacy, and perceived competence result from long-term participation in sporting activities and team sports. The appeal of sport and sports-related employment can also be used within the education curriculum to engage disaffected pupils and improve academic performance and commitment to continuing education.

Football governing bodies across Europe have undertaken a lot of work in recent years to demonstrate that an investment in grassroots football can generate positive societal impacts by stimulating inclusion and integration as well as improved health and wellbeing for those playing. Using Social Return on Investment models, UEFA worked with several top academics and practitioners in the field to quantify both the positive social consequences of football and its overall economic impact.

In addition to obvious direct economic and employment benefits resulting from investment in football facilities the largest impacts are derived from "implied benefits" relating to education, integration, reduced crime rates, improved wellbeing, and reduced risk of type II diabetes and heart disease.

There's also evidence of impact on mental health, in terms of anxiety and depression and social benefits such as a reduced likelihood of people getting involved in the criminal justice system, in terms of people's greater propensity to be employed and in terms of improved educational performance.

We are confident that the development of a Winton 3G facility will have similar associated benefits for our community.



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5. What engagement has taken place in relation to the project?

Please include the number of people who have been engaged with or consulted as well as the range of people.

Two focused consultation exercises were undertaken to inform the development of our proposals

In March 2022 Ardrossan Community Sports Hub undertook a survey of the 15 teams playing under the umbrella of the Ardrossan Winton Rovers Youth Academy (AWRYA) – and representing 325 young people aged 5 to 20 years old. The aim of the survey was to gather information on the facilities currently used for training and playing home matches and to gauge the views of the Team Management on the adequacy of the these.

Key findings included:

- The 15 youth academy teams undertake 30 training sessions a week – with only 8 of these taking place in Ardrossan. 12 out of 15 AWRYA teams reported it to be very difficult to hire training facilities in Ardrossan
- Similar numbers reported it to be Very Difficult to hire a pitch for home games in Ardrossan – with none of the 15 playing in Ardrossan itself, the majority playing elsewhere in the Three Towns and 6 of the teams travelling as far as Kilwinning (6.2 miles), Irvine (8.6 miles) and Kilbirnie (11.1 miles) to play home matches.
- St Matthews, despite training on it out of necessity, is very poor surface predominantly for Hockey with sand based low generation Astroturf which has been there for years. This facility is also prone to surface water flooding.
- There are no Astroturf facilities in the Three Towns that are suitable in terms of size or surface to accommodate 11 aside league games on. Despite only having 6,000 more people than Ardrossan Kilwinning has 3 full size Astroturf pitches. Kilwinning is half the size of the three towns locality and has 3 times the amount of suitable all weather Astroturf facilities for anyone playing over age 12
- The survey went on to ask Team Managers about how they might use any new 3G Astroturf facility which could be created at Winton Park in Ardrossan. All 15 teams expressed a wish to train and play at the facility.

This was followed up by a wider community survey an independent survey of 189 Ardrossan residents conducted by IBP Strategy and Research in April 2022 on the impact which a new facility would have locally - not only on participation levels but also in wider community terms.

Those commenting positively referred to benefits such as increasing participation in physical activity generally; providing quality facilities to allow sports people to fully develop their potential; positive impact on pride in the area; and providing greater opportunities for participation amongst young people. A smaller proportion indicated that they felt the project would have a substantial impact on reducing crime and anti-social behaviour in the area whilst almost 9 in 10 felt it would improve the



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quality of life generally. These very positive views were reflected across all identified demographic groups.

Further consultations have taken place with key stakeholders.

North Ayrshire Council are proposing to redevelop the vacant site adjacent to Ardrossan Marina at North Shore. Following public consultation the development of the North Shore site is part of a wider £150M regeneration programme including Ardrossan Harbour, 130-150 new housing units, an extended marina, and a community campus which includes sports pitches for school and community use. The development is not likely to be completed until 2025.

The development framework for the site notes that sports pitches will be mainly used by the schools in school hours, with the pitches required to meet the needs of school curriculums but should be available for community use outside these times. Consultations took place with North Ayrshire Council staff in early June 2022. During the meeting it was emphasized that the Winton 3G facility and the new pitch within the Campus in North Shore would be able to dovetail to provide significant new capacity within the Town as follows:

- The proposals outlined in our business plan demonstrate significant demand (amount to c75% of peak period capacity and 40% of overall capacity) from teams within the Ardrossan Winton academy structure. This would be sufficient to financially sustain the facility, with room for additional peak time use by other teams outside the Winton family and would be almost exclusively free to be used during off-peak periods by the Community.
- In contract the new schools pitch within the North Shore Campus would have significant planned use during the day, Monday to Friday – which is effectively the off-peak period – with capability for use by the wider community in the evenings and weekends, including from teams who aren't able to access the Winton 3G facility at these times due to excess demand.

On this basis discussions took place regarding the range of potential funding opportunities both within and external to North Ayrshire, with local authority staff happy to provide further inputs and offer support for the proposals to strategic funders such as Scottish Football Association and Sport Scotland.

Consultations have also taken place with Cameron Watt, Football Facilities Manager at the Scottish Football Association, the potential key funder for the project. The SFA indicated their awareness of Winton 3g proposals dating back to 2013/14, understood the basis of a potential submission and confirmed that the project would be likely to be eligible to apply under Phase 3 of the Grassroots Pitches Fund in Autumn 2023.



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6. How will the project be managed?

Please include:

- How the finances will be managed
- Does the proposed project contribute to volunteering or employment opportunities in Three Towns? Please include the number of volunteering opportunities and employment opportunities
- If there are any staff requirements, please outline your HR plans

ACSH Board Facilities Management

As the lead partner within the project, **Ardrossan Community Sports Hub** will have the following roles and responsibilities

Financial Responsibilities

- Managing Winton 3G cash flow and ensuring it meets all its financial obligations and undertakings and that money received and spent is properly accounted for.
- Ensuring effective financial record keeping and procedures and production of regular financial reports as required to funders, members and stakeholders.

People Responsibilities

- Provision of line management, support and supervision of employees.
- Exercising duty of care to employees, volunteers, service users and visitors or visiting their premises.

Premises / Facilities

- Overall responsibility for the state, use and security of its premises, particularly in relation to legal uses and health and safety.
- Ensuring employer liability, public liability, building and contents insurance provision, compliance with fire and safety regulations, public health requirements and planning consents and regulations.

Legal / Governance Issues

- Ensure compliance with the relevant charity and company law
- Make decisions on and exercising general and legal responsibility for all contracts to be entered into by the organisation.
- Ensuring funding is used as per conditions of grant

Reviewing And Monitoring

- Ensuring regular review of performance against the terms and targets of contracts, grant awards and other funding



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- Ensure key stakeholders and funders are updated regularly on performance and progress and effectively manage relationships with them

Business and Project Development

- Developing and monitoring the Business Plan and its implementation
- Developing a Marketing and Promotion plan for the Winton 3G Hub and ensuring a strong brand within the local community
- Identifying new development opportunities and sourcing business development support as required

Financial Management

Ardrossan Community Sports Hub Board will be responsible for financial management of the facility and to this end have prepared 5 year financial projections for the facility which are set out within our business plan.

The main source of earned income for the facility will come from 3G pitch hire with peak period pitch fees projected to contribute 54% of income in Year 1 rising to 56% in Year 5 and determined by benchmarking with KA Leisure. Occupancy levels are based on known requirements by Winton Youth Academy teams together with prudent assumptions concerning use of the facility by local amateur teams, other youth football clubs and the general public hiring the pitch for their own leisure use

We have included grant funding contributions at reducing levels towards staff costs which we believe is realistic given the known availability of revenue grant funding from various sources and ACSH's track record to date in securing similar funding awards.

Staff Costs are the main cost item for the Winton 3G Hub over the life of this Business Plan – followed by the Sinking Fund provision required to be made to enable replacement of the artificial carpet surface after Year 8. Within Overhead Costs we have insured increased provision is made for Heat and Light cost given the recent and future predicted pattern of energy costs.

We have set out realistic and attainable income and expenditure targets which can deliver modest annual surpluses whilst ensuring key funder requirements such as Sinking Fund provisions to secure the longevity of the facility and sustain funder investments can also be met.

Proposed Staffing Arrangements

Ardrossan Community Sports Hub will employ a Facility Manager to manage the facility – supported by 2 Facility Assistants recruited via Employability programmes. Pitch bookings and payments will be made using industry standard on line software, minimizing the need for staff administration time.

It is intended that these staff will provide cover the facility during Peak operating hours – from 4.30 pm to 10pm Monday to Friday and during the weekends.



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During Off Peak periods in a typical week – essentially Monday to Friday 9am to 4.30 pm – it is envisaged that the facility will be used primarily for wider community use and access for these purposes and associated supervision will be provided for by Gym staff who are located within the nearby Ardrossan Community Sports Hub Community Gym.

The **Facility Manager** will have the following management and development roles and responsibilities

- Oversee the daily operations and management of Winton 3G Hub and its facilities including ensuring the safety and quality of playing surfaces and the safety of those using the facilities.
- Prepare annual budgets for Board approval and manage resources within budget
- Take the lead in proposing pitch hire, membership, room hire and other facility fees for Board approval
- Line manage, support and develop the Facility Assistants
- Work within specific guidelines, e.g. equal opportunities, health and safety and child protection
- Identify and develop sport, recreation and health initiatives and develop partnerships to develop initiatives and implement them
- Attend meetings, seminars and conferences and liaise with schools, partners and other Clubs to develop new opportunities and partnerships
- Ensure the facility is effectively marketed to ensure high usage rates and engagement within the local community – using social media, specific events and other relevant activities
- Identify potential opportunities to secure external funding
- Raising local public awareness of health and fitness issues and promote participation in sport, particularly amongst underrepresented groups
- Evaluate and monitor activities and projects using performance indicators

The **Facility Assistants** will have the following roles and responsibilities

- Act as first contact for sports facility visitors, dealing with enquiries.
- Maintaining admin procedures for the Winton 3G Hub and deal with cash handling as required
- Organize and schedule events as required.
- Assist the Facility Manager as required in the marketing of the Hub and its facilities including use of social media
- Assist in the set up / take down of sports equipment as required.
- Ensure that the safety and behaviour of the public is controlled to prevent injury, misuse and damage to facilities.
- Provide first-aid cover, and act as a Fire Warden ensuring that the appropriate documentation is completed
- Carry out routine facility checks and completion of relevant documentation
- Carry out general cleaning duties of the facility, including changing rooms, toilets and external areas.

Volunteering Opportunities



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All three organisations involved in this project have volunteers at the core of their operations.

Ardrossan Community Sports Hub have 8 Trustees who act on a voluntary basis across various roles to champion Ardrossan and make sure the Town secures the best resources possible. Ardrossan Winton Rovers CIC have a voluntary board of Trustees and facilitate volunteering opportunities currently mainly around Ground/Stadium Maintenance, fundraising and administration of the football teams. Ardrossan Winton Youth Academy have a volunteer Committee and have 15 teams with 32 coaches who train, coach and facilitate the Youth Academies games on a weekly basis. A further 44 volunteers are involved in the teams in other roles such as secretary, treasurer, and first aid/ safety officers.

With the new facility the deliver partnership will likely create further volunteering opportunities as the Youth Academy are expected to grow further so will need further coaches and off field voluntary support. They will likely also want to increase their board. ACSH and AWR will seek help with maintenance of new facility and will aim to upskill potential trainees or volunteers to allow more voluntary contribution to this new community facility.



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7. Amount of funding being requested

Please supply details of funding being requested and any other funding you have had over the past 5 years, both financially and “in kind”.

Amount of funding requested (£) **£100,000**

Please give a breakdown of cost and recent quotations where appropriate.

Cost Breakdown

In April 2022 a set of indicative capital costs for the installation of a 3G pitch at Winton Park with associated works were secured from Sportslabs. These are appended at the end of this application for information. The summary elemental costs, in the region of £615,000, are shown in the table below.

Estimated 3G Capital Costs

Element	Estimated Costs
Prelims	£25,622
Site Preparations	£34,888
Drainage	£12,357
Sub Base	£93,314
Shock Pad & Synthetic Turf	£200,673
Fencing	£17,022
Reinstatement	£2,197
Equipment	£9,966
Floodlighting	£50,000
Maintenance	£2,200
Modular Changing Room	£50,000
Sub Total	£498,239
Key Stage Inspection Fees & Testing	£4,420
Sportslabs Consultants Project Management Fees	£10,250
Net Total	£512,909
20% VAT	£102,582
Total	£615,491



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Current Funding Plan

One For The Team CIC conducted a review of key potential funding sources for a Winton 3G project in October 2022. **A summary of key and possible funding sources for the project is set out in the table below.** It is anticipated that ACSH will require to secure assemble a capital funding package between October 2022 and March 2024 to enable 3G installation between May – June 2024 - with contributions from between 6 and 8 funders required to meet the indicative Capital Costs set out above.

ACSH will continue to monitor the funding environment to identify new suitable funding opportunities as they arise.

Funding Body	Comments
Scottish Football Association	<ul style="list-style-type: none"> • Scottish FA Grassroots Pitch & Facilities Fund was created in 2021 using UK Government money. • Initially the money was used to support the replacement and enhancement of existing 3G pitches across Scotland, but mostly focused on areas identified in Deciles 1-6 of SIMD areas. • This fund in 2023 will open to applicants looking to transform grass pitches into Synthetic and will meet up to 50% (c£300,000 - £350,000) towards the cost on installation of pitch. • This has been identified as a Key Funding Source by ACSH and having spoken to SFA Football Facilities Manager, he feels Winton 3G are positioned well to apply at the next funding round in October 2023.
Sport Scotland	<ul style="list-style-type: none"> • Sport Facilities Fund (SFF) aims to support capital projects that create or improve places where people take part in sport and physical activity. • Sport Scotland have set 2 deadlines each year for this fund: the 1st of April and the 1st of September. The next deadline is 1st of April 2023. • Successful applicants can secure up to £100,000 towards their project if they successfully demonstrate that their project will meet Sport Scotland's key funding criteria (Increasing Participation and Progression)
North Ayrshire Council – Community Investment Fund (CIF)	<ul style="list-style-type: none"> • North Ayrshire Council have a Community Investment Fund which can provide Grants of up to £100,000 for projects which connect with identified local strategies. • The Three Towns Locality have already approved the Expression of Interest submitted by ACSH, to allow a full application for up to £100,000 to be developed.



COMMUNITY INVESTMENT FUND

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	<ul style="list-style-type: none"> • The Full Application will be submitted in early November 2022 to be considered at the next meeting of The Three Towns Locality.
Garfield Weston Foundation	<ul style="list-style-type: none"> • Garfield Weston Operate 2 grant schemes – one for under and one for over £100,000. • Themes Garfield Weston are looking to fund includes: Arts, Education, Youth, Health, Museums & Heritage, Community, Environment, Faith, and Welfare. • However, in practice Capital Grants are unlikely to be more than 10% of the total project cost (£50,000 or under) and are made when ACSH can demonstrate that they have raised funds locally, that their project is valued by the community, and they have identified approximately half the costs of the project already.
Suez Landfill – Primary Fund	<ul style="list-style-type: none"> • Up to £50k available from their Primary Fund, after successfully applying via Suez 2 stage application process. Which can take up to 6 months. • SUEZ Communities Trust consider projects which focus on physical improvement at an identified site. • To be eligible, your project site must be in Scotland. and in the vicinity of a landfill site or transfer station. ACSH are eligible. • Before SUEZ Communities Trust can release funding, a supported project must arrange a payment called the Contributing Third Party (CTP) payment – equal to 11.5% of the grant amount. ACSH willing to arrange this.

Additional funders who can be targeted include Barcapel Foundation; Postcode Trust; and Valencia Landfill Community Fund.

Previous Funding Support

ACSH have a good track record of leveraging in grant funding resources to enable delivery of our activities. Recent funding secured since 2019 is set out in the table below.

Grant Funding Received since 2019 by ACSH

Funder	Amount	Date Received	Purpose of Grant Funding
Sport Scotland	£9,800	April 2019	Grants to provide local children with sporting activities and purchasing of required Sporting Equipment to do so.



COMMUNITY INVESTMENT FUND

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Corra Scotland	£5,730	May 2020	Funding secured to help ACSH through the COVID 19 pandemic
Foundation Scotland The Community Response, Recovery and Resilience Fund	£5,000	June 2020	To fund the purchase of resources to encourage interactions between children and parents inside and outside the home during times of social distancing (board games, arts and crafts materials, books, etc.), and to enable people facing financial hardship to access online services.
National Lottery Awards for All	£9800	March 2020	Funding to allow ACSH to take young people to sporting events and provide a range of sports activities. The project aim is to inspire people in Ardrossan to participate in sport and give them access to new opportunities.
Corra Scotland - Winter Support Small Grants Fund	£3,390	December 2020	Funding to help families with Christmas gifts, food and fuel costs.
North Ayrshire - Community Investment Fund	£43,000	January 2021	Full contribution to wages for 1 year of a Fulltime Gym Manager and 1 Part Time Assistant Coach role.
National Lottery – Community Led Fund	£92,639	June 2022	Grant money obtained over three years to contribute towards salary of the Gym Manager and Coaching Assistants as well as for further cardio equipment within the ACSH gym.
North Ayrshire Ventures Trust Fund	£30,000	August 2022	Grant money obtained over three years to contribute towards Gym Manager salary cost.



COMMUNITY INVESTMENT FUND

**** LOCALITY PARTNERSHIP

8. Monitoring and evaluation process

Please include detail on the monitoring and evaluation processes planned or in place.

Ardrossan Community Sports Hub will ensure an effective monitoring and evaluation programme is in place to provide the feedback necessary to allow us to run the facility effectively and secure the impacts we want to deliver for the community. This will include:

Area	What Will be Monitored
Use of the facility	<p>Weekly recording of:</p> <ul style="list-style-type: none"> No of Games and Training Sessions No of Players/Participants % Occupancy levels in Peak and Off Peak periods <p>Use of information to monitor uptake as per business plan projections and to identify excess demand / access problems</p>
Beneficiaries	<p>Weekly recording of sociodemographic information on participants including age, gender, residence, disability, protected characteristics.</p> <p>Use of information to test who is using facility, ensuring maximum penetration within local community; help guide marketing and promotion activity to underrepresented groups; and identify need for creation of specific initiatives to address any issues arising.</p>
Financial Sustainability	<ul style="list-style-type: none"> Monthly financial reports noting Peak and off peak income from facility hire; event income; grant revenue funding received – all against target Monthly financial reports noting expenditure against budget <p>Use of information to monitor financial position, identify variances against budget and need to take remedial actions where required.</p>
Satisfaction Levels	<p>Quarterly surveys of facility users to gain feedback on services provided – from booking systems, access arrangements and affordability to quality of surface, changing rooms, spectator areas and refreshment facilities.</p> <p>Use of information to address concerns and review any policies or procedures necessary to ensure safe, welcoming, affordable and accessible facility</p>
Coaching Infrastructure	<p>6 monthly monitoring of:</p> <ul style="list-style-type: none"> Nos and Characteristics of coaches; qualifications obtained; progress through recognised national pathways



COMMUNITY INVESTMENT FUND

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and Volunteering	<ul style="list-style-type: none"> Nos and Characteristics of volunteers; no of volunteer hours; types of volunteering opportunities Questionnaires gathering information from coaches/volunteers on impact of these opportunities on skill levels, confidence, self-esteem and future aspirations <p>Use of information to ensure facility is creating necessary non-playing infrastructure and opportunities which are vital to long term success and supporting the development of volunteers.</p>
Wider Community Use	<p>Monthly recording of amount and type of use by different groups within the community including social and leisure use e.g. walking football, by local schools, community sessions (e.g. unemployed groups, walking clubs, youth groups), boot camps, aerobics, coaching courses etc.</p> <p>Use of information to gauge level of wider use made of facility by community and associated satisfaction levels.</p>
Impacts	<p>Anticipate carrying out annual survey work with facility users/participants, member clubs, wider community clubs and other community users.</p> <p>Use of information to test if facility has:</p> <ul style="list-style-type: none"> improved access to pitches for training and home games and resolved current barriers increased participation levels for different groups impacted positively on teams/participants affinity and association with Ardrossan and Winton Impacts on participants physical and mental health and wellbeing <p>Beyond this at the end of Year 3 we would anticipate commissioning a wider, independent community survey to establish:</p> <ul style="list-style-type: none"> residents perceptions of the facility; how well it has been received by local people; the contribution it has made in terms of terms of increasing opportunities for participation in football and wider physical activities and in delivering health benefits; and whether it has impacted on overall quality of life and pride in the community.

COMMUNITY INVESTMENT FUND

**** LOCALITY PARTNERSHIP

Ardrossan Winton Rovers - New 3G Pitch



Summary

	£	Allowances
Prelims	£25,622.24	6% standard prelims
Site Preparations (C10, C20, D20)	£34,888.00	removal of topsoils and levelling of the ground
Drainage (R12, R13)	£12,357.40	new parallel drainage system connecting to existing outfall
Base (Q10, 20, 22)	£93,313.68	Allowance for geotechnical layers and stone sub base complete with blinding layer. Note should engineered base layer be required an additional £50/60k would be required
Hardstanding (Q10, Q20, Q22)	£0.00	none allowed for
Shockpad & 3G Turf (Q26)	£200,672.64	allowance for new football turf system complete with infill and performance shockpac
Fencing (Q40)	£17,022.00	allowance for ball retention nets along the eastern touchline
Equipment (Q50, Q52)	£9,966.55	allowance for 3 sets of 7s and 1 set of full size goals
Floodlighting	£50,000.00	allowance for new LED floodlighting system to replace existing
Reinstatement (Q30)	£2,197.00	reinstatement of work areas
Maintenance (Q26)	£2,200.00	allowance for quarterly maintenance visits
Extra Over Items (Q40, Q52)	£0.00	none
Performance Testing (Sect.3 KSI Table)	£4,420.00	key stage testing and final performance testing.
Sub Total Exc VAT	£452,659.51	
Total Inc. VAT at 20%	£543,191.41	

this prices are based on recent tendered rates for comparable projects and subject to market fluxuations in terms of rates and a competitive tendering exercise



COMMUNITY INVESTMENT FUND

NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

The CIF will support proposals and projects that:

- Connect with:
 - The North Ayrshire [Fair for All Inequalities Strategy](#);
 - the [Community Planning Partnership](#) (CPP) and [Locality priorities](#); and
 - North Ayrshire Council's (NAC) values, priorities and business [objectives](#).
- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

When to apply and how?

- LPs should continue to engage with their communities, and stimulate interest in the CIF. The Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round'.
- If the partnership supports a bid then the group will be encouraged to submit a full application form (attached), which they will decide upon before making a proposal to Cabinet for final approval.
- The finalised proposal will go to the next suitable Cabinet for final approval.
- Forms should be returned to your Locality Officer, by email if possible:

Louise Riddex
Locality Officer (Kilwinning & North Coast)
Economy and Communities
Community Development Team
St John's Primary School
Morrison Avenue
Stevenston
KA20 4HH

Email: lriddex@north-ayrshire.gov.uk
Tel: 01294475913
Mob: 07980964858

For more information see the guidance form here: <http://www.northayrshire.community/wp-content/uploads/sites/60/2018/06/community-investment-fund-guidance-notes-17-12-17.pdf>



COMMUNITY INVESTMENT FUND

NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

1. Details of your organisation

Name of Organisation

West Kilbride Community Sports Club (WKCS) and Friends of Kirktonhall Glen (FOKG)

Postal Address for Correspondence

[Click or tap here to enter text.](#)

Name of Contact Person Kay Hall

Position in Organisation Secretary of FOKG

Telephone Number [Click or tap here to enter text.](#)

Email Address

2. Brief description of your organisation

Please include its legal status, aims and objectives, activities or services provided and how long it has been in existence.

WKCS is a SCIO

Established in 2013 the Club has undertaken two main projects so far in Kirktonhall Glen in pursuit of its aim of improving sports facilities in West Kilbride. These have been a) upgrading of the formerly redundant tennis courts and b) the comprehensive refurbishment of a previously dilapidated sports pavilion. Both projects were completed within budget and to a very high standard.

The tennis courts are now operated by the relaunched tennis club which has subsequently become one of the largest and most successful in Ayrshire with a membership of around 200 and an extensive coaching programme for young people. The new sports pavilion has been shared between the tennis club and West Kilbride Amateurs football club providing excellent facilities for both.

FOKG is the properly constituted sub-committee of West Kilbride Community Council



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Established in April 2021 the group offers a opportunity for all those with an interest in the future of Kirktonhall Glen to take part in discussions about the Glen and how it may be developed and maintained. The group includes representatives from the Community Council, Sports Club, Environmental Group of WK Initiative, children's groups such as Woodland Wakeup, the Bee Keepers & the Civic Society. We are also well supported by Local Councillor interest.



COMMUNITY INVESTMENT FUND

NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

3. Title and summary of proposal

Tell us about your idea. Please describe in as much detail as possible, what the funding will be used for.

Please include:

- where it will be held / delivered
- who is your target audience
- who will benefit from it and how
- any partners that are involved.

FUNDING CONSULTANT

We are seeking funding to employ a Funding Consultant to scope the availability of funding for two projects and to complete applications on our behalf.

We have already identified a consultant known to North Ayrshire Council who has agreed to research availability for the following:-

- 1) The potential to raise £800k for the development of a synthetic pitch on the currently derelict blaes area of the Glen. We have already been accepted to submit an application for up to £250k to the Community Ownership Fund COF.
- 2) To identify funding to cover a further 30% of funds needed to complete the upgrading of two pathways in the Glen. The initial 70% is being provided by Pathways For All, the Ian Findlay Fund.

Both these projects will be of benefit to an increasing number and wide range of people in our town.

- 1) The synthetic pitch will provide a multi sports area which will be available for a range of activities. It is of particular interest to our very active Football Club which provides access to teams from early primary upwards and is keen to promote girls' football. KA Leisure may also be encouraged to provide activities during school holidays when we have a synthetic pitch as their coaching is currently not available to our children.
- 2) Both pathways are a H&S risk. The section from Orchard Street to the Pavilion will be the main access during darker nights and requires lighting. There is also a gradient problem at the bridge. The pathway from the Catlinn Garden to the pavilion is full of trip hazards with uneven surfaces and steep gradients. All these issues will be addressed by this development. Eventually the extended and upgraded pathways will provide a safe surface for walkers, families with small children and wheelchair users. Resilient and safe pathways will be



COMMUNITY INVESTMENT FUND NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

constructed for access to the sports area of the Glen which currently offers football and tennis.

WKCSC and FOKG are working in partnership to carry out this work. Once the initial scoping for potential funding has been completed we will be in a position to revisit our ambitious plans and consider all options.

We are fairly confident about raising the 30% needed to complete the pathways funding but realise the synthetic pitch fundraising is challenging



COMMUNITY INVESTMENT FUND NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

4. What difference will this project make within the locality and to local services and programmes?

Please include:

- The outcomes you aim to achieve
- How you will approach reducing inequality
- How this proposal fits with the Locality Partnership priorities of 1. Improving access to financial services 2. Increasing social inclusion 3. Improving mental wellbeing 4. Supporting skills and work opportunities

West Kilbride is one of the only communities in North Ayrshire which does not have a synthetic pitch. We aim to provide a multi sports synthetic area in the centre of our town with upgraded pathways in order to be able to offer easy access to the area. These projects will address North Ayrshire priorities in the following ways.

- Wellbeing
- Work
- World

Our ambition is to offer healthy activities within our township. Currently most of our sports activities involve the regular ferrying of children and young people to sports grounds elsewhere. There is obviously significant expense and wasted time in doing this as well as involving the use of carbon fuels. Locally provided facilities will provide easy access for a wide demographic of our population in a safe environment.

The projects continue to involve a considerable number of volunteers - planning, managing, developing and maintaining services and activities. Our committees are well run and active. Our seven coaches should be particularly praised for their voluntary commitment.

Sports and healthy activities cross all social boundaries. West Kilbride is no different. Football is one of the most popular sports in our town and our tennis club is one of the most successful in Ayrshire.

Unfortunately, our football facilities are inadequate and do not service the needs of our community. Neither is there a facility for our netball players and Keep Fit groups who are also seeking a local all-weather practice area. This multi-use, all weather facility will open up opportunities for children, young people and adults.



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These two projects are intended to address the need for well-maintained access and a multi sports provision.



COMMUNITY INVESTMENT FUND NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

5. What engagement has taken place in relation to the project?

Please include the number of people who have been engaged with or consulted as well as the range of people.

PATHWAYS – a questionnaire was circulated to community groups and was published online. 130 people responded positively

SYNTHETIC PITCH – in an earlier consultation 42 people responded with most stating they would wish for the derelict red blaes area to be upgraded to a synthetic multisport area. The need for fencing around the synthetic pitch was highlighted because of dog fouling and Kilwinning Sports Club was held up as a model of excellence (we have taken advice from Kilwinning).

In both consultations the questionnaire was posted online. The offer of email comment was offered, and posters were circulated for the synthetic pitch.



COMMUNITY INVESTMENT FUND NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

6. How will the project be managed?

Please include:

- How the finances will be managed
- Does the proposed project contribute to volunteering or employment opportunities in North Coast? Please include the number of volunteering opportunities and employment opportunities
- If there are any staff requirements, please outline your HR plans

The finances will be managed by West Kilbride Community Sports Club

The Funding Consultant will be managed by a voluntary committee including John Wilson WKCSC, David Hutchison FOKG and Kay Hall FOKG

The ensuing projects will be managed by a voluntary committee involving West Kilbride Community Sports Club, West Kilbride Football Club and Friends of Kirktonhall Glen.



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NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

7. Amount of funding being requested

Please supply details of funding being requested and any other funding you have had over the past 5 years, both financially and “in kind”.

Amount of funding requested (£) **6750**

Please give a breakdown of cost and recent quotations where appropriate.

Funding for 15 days of consultancy at £450 per day.



COMMUNITY INVESTMENT FUND

NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

8. Monitoring and evaluation process

Please include detail on the monitoring and evaluation processes planned or in place.

This is a short-term project. The consultant will meet regularly with Kay Hall who will report progress to the others. Issues may be raised in this way whilst ensuring a single line of communication.

Evaluation is straight forward as potential funders will be listed and the committee will analyse the potential to complete the projects and will also consider variations for the next steps.

Cabinet

Title: **Lease Disposal – Lower Ground Floor, Lochshore Hub, Glengarnock**

Purpose: To seek Cabinet approval to provide a lease of the Lower Ground Floor of the new Lochshore Hub to Garnock Rugby Club.

Recommendation: That Cabinet approve the lease disposal of the Lower Ground Floor at Lochshore Hub to Garnock Rugby Club for a period of 25 years at an initial rent of £5,500 per annum, exclusive of VAT.

1. Executive Summary

- 1.1 The Lochshore Hub forms part of the first phase of development at Lochshore Park. This was delivered using a package of funding including the Scottish Government's Regeneration Capital Grant Fund as noted in the previous Cabinet report of 10 November 2020 when it was agreed to transfer the site from Scottish Enterprise to North Ayrshire Council.
- 1.2 Following practical completion of the development, this report is seeking Cabinet approval to grant a commercial lease to Garnock Rugby Club. The proposed lease will enable the club access to the Lower Ground Floor as identified within Appendix 1.
- 1.3 Having undertaken initial negotiations with Garnock Rugby Club, it is recommended that the Council grants a commercial lease, the terms of which have been agreed in principle, for a period of 25 years at an initial discounted rent of £5,500 per annum, exclusive of VAT. Due to the length of proposed lease being in excess of 5 years, Cabinet approval is required in terms of the Council's Standing Orders.

2. Background

- 2.1 Lochshore Park is a key regeneration and Community Wealth Building project for the Council. It aims to bring the site of the former Glengarnock Steelworks into positive use as an outdoor visitor destination. Cabinet approved the transfer of the site from Scottish Enterprise in November 2020 and received an update on the funding package for and approach to the delivery of the first phase of the project.
- 2.2 The first phase has seen the construction of the Lochshore Hub, acting as a bridge between the outdoors and indoors to facilitate visits and longer stays. This was delivered through a package of funding including from the Council's Capital Programme, Nuclear Decommissioning Authority, Garnock Rugby Club and the Scottish Government's Regeneration Capital Grant Fund.
- 2.3 The Ground Floor Level of the Lochshore Hub provides a café operated by the Council's Facilities Management Team, community rooms for hire and office space. The Lower

Ground Floor was designed in collaboration with Garnock Rugby Club and provides sports changing facilities.

- 2.4 Garnock Rugby Club agreed to contribute £350,000 towards the construction of Lochshore Hub which comprised of £200,000 of Club resources, £100,000 award from Sport Scotland and £50,000 from Scottish Rugby. Of this, £330,000 has been spent on their required bespoke fit out of the lower ground changing room area. The remaining £20,000 has been deemed as rent in advance over the first five years of occupation.
- 2.5 The commercial rent of the subjects is valued at £9,500 per annum. Considering the £20,000 rent in advance, a discounted rent of £5,500 per annum has been agreed for the first 5 years. On the fifth anniversary there will be a rent review.
- 2.6 The lease will be on Internal Repairing and Insuring basis with the club being liable for all repairs, maintenance, and statutory compliances within their leased area only.
- 2.7 The lease will make the club liable for 50% of costs in relation to reactive repairs, and cleaning of the common area of the ground floor only.
- 2.8 Formal subletting is not permitted; however, the lease will permit the club to undertake hourly lets, similar to the current arrangements for community or sports groups.
- 2.9 All other areas of the building will remain within Council operation with the Council liable for any items of maintenance, repair, and statutory compliance.
- 2.10 The lease will grant the tenant a right of use over the pitches. For the avoidance of doubt, this land will still be considered open space and remain available to members of the public.
- 2.11 As stated, Garnock Rugby Club have agreed to contribute £350,000 to the construction of this building. These funds are yet to be released. Consequently, the lease will be subject to the funds being transferred to the Council.

3. Proposals

- 3.1 It is recommended that the Council grants a commercial lease of the Lower Ground Floor, Lochshore Hub to Garnock Rugby Club for a period of 25 years at an initial rent of £5,500 per annum exclusive of VAT with a rent review period after 5 years.

4. Implications/Socio-economic Duty

Financial

- 4.1 The proposed lease will result in the Council obtaining a rental income of £5,500 per annum exclusive of VAT, for the initial 5-year period.

Human Resources

- 4.2 None.

Legal

- 4.3 Due to the length of lease being in excess of 5 years, Cabinet approval is required in terms of the Council's Standing Orders. The Legal documentation required for the lease will be progressed via Legal Services.

Equality/Socio-economic

- 4.4 The Lochshore Hub and partnership approach to its future operation with Garnock Rugby Club seeks to contribute to reversing economic, social and physical decline and reducing socio-economic disadvantage within the Garnock Valley. It contributes to tackling long-term vacant and derelict land at Lochshore thereby reducing its level and impact on communities. It aims to build community wealth and tackle local deprivation through the regeneration of our communities by maximising the potential of our land and assets in partnership with the Club.

Climate Change and Carbon

- 4.5 Sustainable and energy efficient measures have been incorporated into the Hub's development wherever practical.

Key Priorities

- 4.6 The Lochshore Park Hub and partnership approach to its future operation with Garnock Rugby Club aims to contribute to achieving the Council Plan priority outcomes and will contribute to the ambitions for: active and strong communities, good life-long health and well-being; an inclusive, growing and enterprising economy; and for a sustainable, vibrant, welcoming and attractive environment.

Community Wealth Building

- 4.7 The Lochshore Park Hub and partnership approach to its future operation with Garnock Rugby Club aims to contribute to Community Wealth Building by supporting equitable land development and the development of underutilised assets for community use.

5. Consultation

- 5.1 Consultations have taken place with Economic Development and Regeneration in arriving at the recommendation contained in this report.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **David Hammond, Head of Sustainability, Corporate Property & Transport** on **01294 324514**.

Background Papers

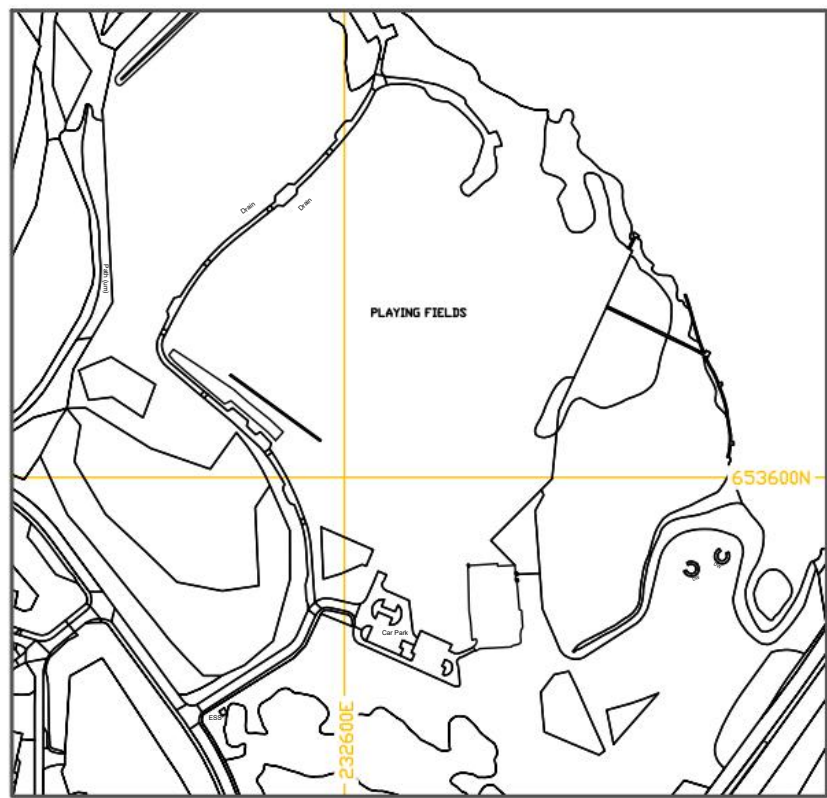
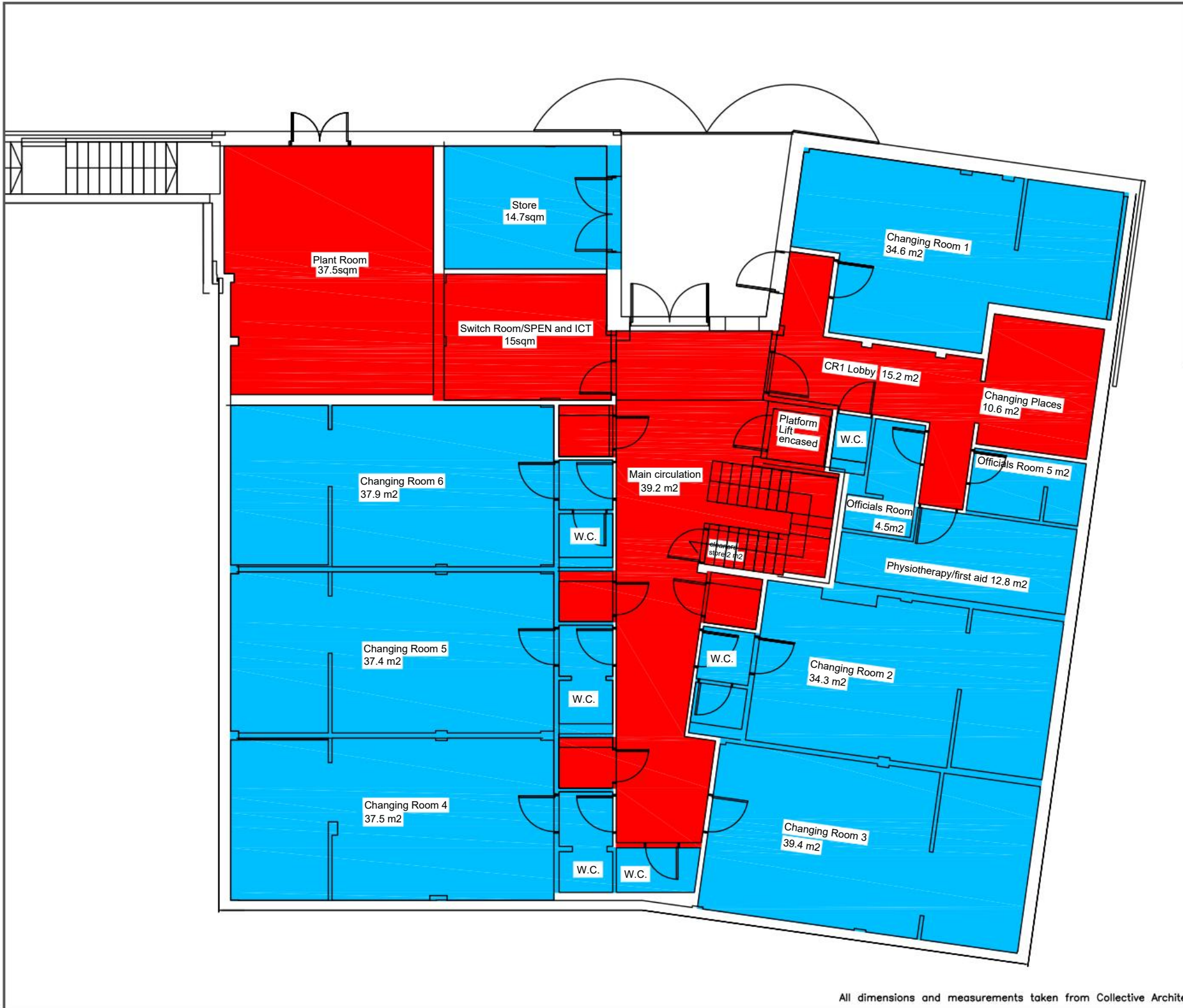
Cabinet Report – Lochshore Regeneration Project, 10 November 2020

1 – Lease Plan

THIS IS THE PLAN REFERRED TO IN THE FOREGOING LEASE BY THE NORTH AYRSHIRE COUNCIL
IN FAVOUR OF GARNOCK RUGBY CLUB OF:

Clubhouse, Glengarnock

Internal floor area = 445m² or thereby Shared area = 140m² or thereby GRFC area = 305m² or thereby



1:5000

Rev	Description	Drawn	Chkd.	Date

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Ordnance Survey 100023393

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Yvonne Baulk - Head of Physical Environment
Property Management & Investment - Estates
CUNNINGHAME HOUSE , IRVINE , KA12 8EE
(t) : (01294) 324888 (e) landandproperty@north-ayrshire.gov.uk

Title: **Property at
Lochshore
Glengarnock
KA14 3AW**

Project: **Temporary Occupation Licence**

Scale: 1:125	Filename:
Survey: AC	Type: Temporary Occupation Licence
Drawn: AC	Date: 06/10/2022
Checked:	OS Grid Reference: NS326536
Drawing No: 2022-10-06 - Garnock Rugby Club	Rev. Club.dwg
Sheet Size A3	



1:125

Cabinet

Title:	Scottish Government Consultation on Building Community Wealth in Scotland
Purpose:	To update Cabinet on the development of Community Wealth Building legislation by the Scottish Government and to seek approval for the proposed submission to the consultation on Building Community Wealth in Scotland.
Recommendation:	<p>That Cabinet:</p> <ul style="list-style-type: none">a) Notes the Scottish Government's intention to develop Community Wealth Building legislation in the current Parliamentary term;b) Notes the Council's participation in the Bill Steering Group and other Scottish Government events to inform the development of the legislation;c) Notes the extensive cross-service engagement to inform the proposed consultation response;d) Notes that a separate regional response is being prepared on behalf of the Community Wealth Building Commission; ande) Approves the submission of the proposed consultation response provided at Appendix 1.

1. Executive Summary

- 1.1 North Ayrshire Council is recognised as a sector leader in Scotland and the UK in adopting a Community Wealth Building (CWB) approach to local economic development. The Council launched Scotland's first CWB Strategy and established a CWB Commission in 2020. The Commission was subsequently expanded to support regional working in 2020 and drives forward a regional approach to CWB through a workstream approach. The 3-year £3 million Ayrshire Growth Deal CWB Programme commenced in 2021 and provides support to enterprises at a regional level.
- 1.2 The Scottish Government has committed to develop CWB legislation within the current Parliamentary term. As a recognised Local Authority leader in CWB, North Ayrshire Council has been a member of the Bill Steering Group and participated in other Scottish Government and partner events to share our expertise and learn from others. The consultation on Building Community Wealth in Scotland was formally launched on 31 January 2023 and closes on 9 May 2023.
- 1.3 This report seeks approval for the proposed consultation response as provided at Appendix One. The Council's work to date has provided a wealth of experience and

expertise in the practical adoption of the CWB model, as a Local Authority and key regional anchor organisation to inform the consultation response.

2. Background

- 2.1 North Ayrshire Council's pioneering approach to CWB is recognised nationally and internationally. This has progressed from its origins in an Inclusive Growth Diagnostic pilot undertaken from 2016-2018 and a follow up CWB Diagnostic completed in 2019, to the establishment of a CWB Commission and the development and publication of the North Ayrshire CWB Strategy in 2020, the first of its kind in Scotland.
- 2.2 The 5-year strategy sets out how the Council will work in partnership with local communities, businesses, and wider regional anchor institutions to create a fairer local economy to tackle poverty and inequality. This includes a comprehensive 55-point action plan which works across all 5 pillars of CWB. It provides a practical means to achieving a wellbeing economy in North Ayrshire. To support delivery of the strategy, eight new CWB posts were created across the Council. The first CWB progress report from May 2020 to April 2021 was launched in October 2021. Progress from 2021 onwards is recorded and reported through the Council's Corporate Performance Monitoring.
- 2.3 The North Ayrshire Council CWB Commission was expanded in 2020 to form Ayrshire CWB Commission. This is a partnership of nine anchor institutions including all three Ayrshire Councils, NHS Ayrshire & Arran, Ayrshire College, The Ayrshire Community Trust (3rd Sector Interface), Police Scotland, the Scottish Fire and Rescue Service and Scottish Enterprise. The purpose of the Commission is to progress and promote the development of a collaborative approach to CWB in Ayrshire. North Ayrshire Council acts as secretariat for the Commission which drives forward a regional approach to CWB through a workstream approach.
- 2.4 The Council launched a CWB Anchor Charter in October 2020 to aid collaboration and support anchors to use their economic levers and amend practices to align with CWB. The Charter has 16 pledges aligned across the 5 CWB pillars and a 6th pillar of Climate Action. There are currently 11 organisations signed up to the Charter including all 3 Ayrshire Integration Joint Boards.
- 2.5 The Economic Policy team hosts the £3m Ayrshire Growth Deal CWB programme which offers support to enterprises at a regional level. The 3-year programme commenced in spring 2021 and is comprised of:
 - Three CWB Locality officers within each Ayrshire Local Authority who work directly with local enterprises supported by a Programme Manager;
 - The Fair Work Ayrshire service to support businesses to embed Fair Work activities delivered by a Programme Manager and 2 Fair Work Officers;
 - A £1m CWB Business Support Fund to support CWB activities including social enterprises, employee ownership transition, cooperative development, and supplier development activities.
- 2.6 In 2021 the Ayrshire Regional Economic Partnership agreed to commission the development of a new Regional Economic Strategy for Ayrshire. North Ayrshire Council has led on the development of this strategy on behalf of the Regional Strategy Working Group. CWB is embedded throughout the strategy, highlighting the importance of this approach locally and regionally. The Strategy was adopted by the

Ayrshire Regional Economic Partnership and approved by the Ayrshire Regional Economic Joint Committee in February 2023.

- 2.7 The 2021-22 Programme for Government set out a commitment to bring forward a CWB Bill in the current Parliament. A commitment to CWB legislation was also reiterated within Scotland's National Strategy for Economic Transformation, published in March 2022. The Scottish Government consider CWB and other progressive commitments such as the upcoming Land Reform Bill, Just Transition Plans and the Refreshed Fair Work Action Plan as supporting economic reform and the transition to a Wellbeing Economy.
- 2.8 In January 2023, the Scottish Government launched a consultation paper on "Building Community Wealth in Scotland". The deadline for responses is 9 May 2023. The purpose of the consultation is to seek views on a proposal for a new duty to advance CWB and identify whether new legal measures or changes to existing laws are required to accelerate the implementation of CWB. The Council has valuable learning and substantial experience to draw upon from its CWB journey which has informed the proposed response to the consultation.
- 2.9 North Ayrshire Council was represented on the Bill Steering Group which developed the consultation paper. The Council has also led on engagement with Scottish Government officers and MSP Tom Arthur, Minister for Community Wealth and Public Finance, through the work of the CWB Commission. In preparing the proposed response to this consultation, officers have consulted widely across Council services, to ensure that the response is robust and comprehensive. Officers also engaged with anchor organisations through the CWB Commission, and a separate Commission response has been developed.
- 2.10 The main focus of the consultation relates to a 'duty to advance CWB', with three options proposed:
- Option A: a duty requiring Scottish Ministers and prescribed public sector bodies, covered by the Fairer Scotland Duty, to embed the CWB model of economic development into their corporate plans and wider strategies.
 - Option B: a duty requiring those public sector bodies statutorily obliged to be involved in community planning to produce a collective CWB place-based strategy and action plan which contains specific actions across the five CWB pillars to advance the CWB model of economic development in their Local Authority area.
 - Option C: a combined option, featuring a union of both options set out above.
- 2.11 The consultation notes that for Option B and Option C, there could be a statutory requirement to include business, third sector and communities in the development of a strategy and action plan. North Ayrshire Council is broadly delivering Option C through our CWB strategy and in collaboration with regional partners via the Commission. The proposed response favours Option C, with issues highlighted around ongoing resource and capacity, and around the capacity of anchors.
- 2.12 The consultation also poses questions about the five pillars of CWB: spending, workforce, land and property, inclusive ownership, and finance. This includes whether legislative change could help to remove barriers to progressing work under the pillars. The proposed response to the consultation is provided at Appendix 1 and includes proposals for potential legislative change drawn from across Council services.

2.13 Key points from the proposed response include:

- Emphasising the need for any legislative change, including a potential Duty, to be accompanied by financial resources to embed CWB within anchor organisations.
- Recognising the importance of Economic Development to protect funding, empower Local Authorities and ensure they have appropriate resources and capacity to deliver CWB.
- Recommending a flexible approach which would enable local circumstances to determine which Statutory Community Planning Partners are appropriate to be included in the development of a collective CWB strategy.
- Recommending that the Third Sector Interface (TSI) of each Local Authority is involved as a local or regional collaborative partner.
- Recommending flexibility to allow partners to prioritise CWB activity based on capacity and local needs and challenges.
- Outlining that a more simplified and coordinated approach to short-term and competitive funding would allow for a well-developed and genuinely CWB-focused delivery of services and activities.
- Suggesting a potential amendment to the Procurement Reform (Scotland) Act 2014 to allow preferential treatment to local suppliers, where the supply base exists. Noting that consideration could also be given to increasing the regulated threshold for supplies and services to allow more scope to award locally via Quick Quote.
- Proposing standardisation of the living wage rate and financial support for employers to increase National Minimum Wage to Living Wage rates, which would address in work poverty and support employers financially to pay the living wage and improve staff retention.
- Recommending the introduction and use of incentives to develop cooperative culture in Scotland and grow cooperative models of business ownership.
- Suggesting that the Scottish National Investment Bank (SNIB) adopts a proactive CWB approach such as investing in place based CWB initiatives and building capacity to support and grow more plural ownership models for enterprise.

2.14 A further report will be brought to Cabinet on the review and refresh of the Community Wealth Building Strategy. The review will be informed by the outcome of this consultation and will be aligned to the legislation and any associated duties arising from this.

3. Proposals

3.1 That Cabinet:

- a) Notes the Scottish Government's intention to develop Community Wealth Building legislation in the current Parliamentary term;
- b) Notes the participation of the Council in the Bill Steering Group and other Scottish Government events to inform the development of the legislation;
- c) Notes the extensive cross-service engagement to inform the consultation response;
- d) Notes that a separate regional response is being prepared on behalf of the Community Wealth Building Commission; and
- e) Approves the submission of the proposed consultation response provided at Appendix 1.

4. Implications/Socio-economic Duty

Financial

- 4.1 The new legislation that could arise from the consultation would place requirements on the Council that could initially require financial resources to embed CWB approaches further within the organisation to ensure that these duties can be met. There may be an ongoing resource implication associated with this. The consultation response emphasises the need for any legislative change, including a potential Duty, to be accompanied by financial resources to embed CWB within anchor organisations.

Human Resources

- 4.2 Eight posts were created across the Council to support the delivery of the CWB Strategy and CWB in North Ayrshire. Most of these are temporary funded posts therefore budget would be required going forward to sustain levels of delivery. A further thirteen posts support the delivery of the Ayrshire Growth Deal CWB programme on a temporary basis at a regional level. The consultation response emphasises the need for any legislative change, including a potential Duty, to be accompanied by financial resources to embed CWB within anchor organisations.

Legal

- 4.3 The new legislation that could arise from the consultation would result in legal implications and potentially duties for the Council. Legal Services have contributed to and reviewed the proposed response provided at Appendix 1.

Equality/Socio-economic

- 4.4 The Council's existing work on CWB focuses on actions to create a wellbeing economy where wealth and opportunities are spread more evenly throughout society. If legislation arises following the consultation, this will have a positive impact on the Council's efforts to ensure equality of opportunity and to improve socio-economic conditions for North Ayrshire.

Climate Change and Carbon

- 4.5 The CWB approach in North Ayrshire considered climate change to be a cross-cutting theme. Our work through the CWB Commission has also adopted a Climate Action pillar in addition to the five key CWB pillars. If legislation arises following the consultation, this could create further benefits in terms of climate action and carbon reduction, depending on the form the legislation takes.

Key Priorities

- 4.6 If legislation arises following this consultation, this would be relevant to the following Council Plan priorities:
- North Ayrshire has active and strong communities;
 - North Ayrshire's children and young people have the best start in life;
 - North Ayrshire has an inclusive, growing and enterprising economy;
 - North Ayrshire's residents and communities enjoy good life-long health and well-being;

- North Ayrshire is a sustainable environment; and
- North Ayrshire is a vibrant, welcoming and attractive environment.

Community Wealth Building

4.7 The focus of this report is on CWB and the proposed response to the consultation on potential legislation. The proposed response is informed by the learning and experience obtained from the Council's CWB journey to date.

5. Consultation

- 5.1 The proposed consultation response has been informed by extensive consultation with Council Services. Officers have also sought the views of external partners through engagement with the CWB Commission anchor organisations. This included a session for Council Services where Scottish Government officials presented on the consultation and answered questions.
- 5.2 The consultation has been discussed at the CWB Commission Lead Officer Working Group and at the March Commission meeting which was attended by the (then) Minister for Planning, Public Finance and Community Wealth Building, Tom Arthur. Discussions at this level have allowed for input from the anchor organisations to be considered in the proposed response. This forum also allowed Officers the opportunity to discuss the consultation with the Elected Members who sit on the Commission.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Emma McMullen, Senior Manager - Economic Policy**, on **Microsoft Teams** or **01294 324766**.

Background Papers

North Ayrshire Council, Community Wealth Building Strategy, May 2020

Appendix One – Proposed Consultation Response

Building Community Wealth in Scotland Scottish Government Consultation Closing date: 9 May 2023

North Ayrshire Council (NAC) welcomes the consultation on the proposed Community Wealth Building (CWB) (Scotland) Bill and the opportunity to participate in this important development in Scottish economic policy. NAC is proud to be a pioneer of the CWB approach to economic development in Scotland, being the first Scottish Authority to adopt this model over other, more traditional approaches to economic development.

We began our CWB journey in 2016, with an Inclusive Growth Diagnostic pilot which ran until 2018. On the back of this, we commissioned the Centre for Local Economic Strategies (CLES) to undertake a CWB Diagnostic in 2019. This led to the establishment of the North Ayrshire CWB Commission later in the same year. CWB was central to our 2019-2024 Council Plan, and we launched our CWB Strategy, the first of its kind in Scotland, May 2020. The Council's first CWB progress report from May 2020 to April 2021 was launched in October 2021. Progress from 2021 onwards is recorded and reported through the Council's Corporate Performance Monitoring.

We have gained a wealth of experience and expertise in the practical adoption of the model, as a Local Authority and key regional anchor organisation. This includes resourcing eight new CWB posts across different Council services to truly embed CWB throughout the organisation, in addition to managing the CWB Commission and providing capacity building support to the anchor institutions. We have also created a CWB Expert Advisory Panel which brings together experts from the UK, Europe and the US, to debate and advise on emerging ideas in CWB within the Local Authority.

In June 2020, agreement was reached at a regional level to expand the North Ayrshire CWB Commission into an Ayrshire CWB Commission, currently involving nine anchor institutions, and NAC remains as secretariat. Furthermore, in April 2021, the Ayrshire Growth Deal CWB Programme was launched, led by NAC. This £3m programme offers support to private and third sector enterprises across the region, in the form of business advice, grant funding for CWB activities and support to embed fair employment principles through Fair Work Ayrshire.

The North Ayrshire administrative boundary encompass the islands of Arran and Cumbre which have unique challenges and opportunities. Like most island economies, their infrastructure and rurality can be a limitation and they are highly dependent on their ferry services. The islands face a range of other key challenges, which the pandemic has tested the limits of including a lack of affordable housing, a reliance on and the impact of tourism, labour shortages and demographic changes.

The defined island geography can enable CWB approaches including developing local partnerships and buying and employing locally. A CWB and a place-based approach is therefore central to our approach to supporting our islands to recover from the impact of the pandemic and the current economic crisis. This aims to ensure a more inclusive economy going forward, aligned to the Islands Act and National Islands Plan.

With support from Scottish Government, Highlands and Islands Enterprise and North Ayrshire Council, both islands now have their own 10-year Local Island Plans. The Plans have been developed with and for the island communities that will drive the development of community, economic and environmental wellbeing of Arran and Cumbrae. These form the foundations on which to address long-standing issues and challenges faced by both islands and assist in

maximising the potential of Arran and Cumbrae. Island communities have been at the heart of shaping the plans through a range of engagement activities. The partners are also funding a new Senior Islands Officer post as part of a Recovery and Renewal Pilot. This aims to test new ways of working across stakeholders whilst delivering objectives of the Scottish Government's National Islands Plan and principles of CWB.

As outlined, our commitment to CWB cannot be underestimated and our approach is making a genuine difference, raising awareness of the concepts around CWB and delivering economic benefits for our communities. However, this work has required a substantial level of resource. At a local level in North Ayrshire, the total annualised salary cost in 2021/22 of eight CWB posts was £399,276. At a regional level, a sum of £3m has been invested in CWB through the Ayrshire Growth Deal. A further £123,832 has been invested in the Islands Recovery and Renewal Pilot project.

At a time of economic crisis nationally and at a UK level and with austerity and reducing budgets, never has the adoption of a CWB approach been more critical. It is however precisely because of the current economic climate that NAC is faced with reducing resources to allocate towards CWB. Therefore, our response to this consultation focuses on the need for any legislative change to be accompanied by:

- financial resources, or at least a refocusing and reprovisioning of existing resources to allow for more flexibility;
- a more joined up approach between the UK and Scottish Governments;
- less requirement for competitive bidding and the lost resources involved in that process; and
- thinking beyond the current short termism of economic development and regeneration funding.

NAC's approach to CWB is bold and again we would highlight our practical experience of delivering CWB activity since 2019. Whilst we would agree with terminology around 'rewiring the economy' and a 'shift change in approach' we would not, from experience, agree that this can be achieved through repurposing existing Local Authority resources. This is reflective of the fact that effecting change within our own organisation takes time and resources. Furthermore, supporting anchor organisations who don't have their own economic development teams takes considerably more time and resource.

In preparing our response to this consultation, we have consulted widely across Council Services, to provide as robust a response as possible. We have also engaged with our anchor organisations through the Ayrshire CWB Commission and a separate Commission response has been submitted.

Consultation Questions

Our response to the consultation questions is as follows:

Question 1a

We are proposing a duty to advance Community Wealth Building, which form do you think this duty should take:

- ☐ Option A
- ☐ Option B
- ☒ Option C
- ☐ Other

☐ No Duty

Please provide a reason for your answer. In your answer please include views on:

- which bodies should be covered by the proposals
- how to best ensure accountability for implementation to the Scottish Parliament
- how to best ensure the involvement of local communities, business and the third sector in the implementation of the duty

Views on CWB Duty

North Ayrshire Council (NAC) has shown economic leadership with the launch of Scotland's first [Community Wealth Building \(CWB\) strategy](#) in May 2020 which sets out a bold new economic model focused on wellbeing and inclusion. As a result, our response is informed by our extensive experience of working in partnership with local stakeholders, supported by an expert panel of leading economic experts to create an inclusive local economy and the delivery of our strategy.

NAC is currently broadly delivering Option C through the NAC CWB Strategy and in collaboration with regional partners via the CWB Commission. NAC leads the CWB Commission which includes the following partners: North, East and South Ayrshire Councils, NHS Ayrshire and Arran, Ayrshire College, Scottish Enterprise, Police Scotland, Scottish Fire and Rescue Service, and The Ayrshire Community Trust (TACT). Although the Commission does not have a specific CWB strategy, it does have an agreed workplan. This is currently being delivered on 3 of the 5 CWB pillars, procurement, land and assets and fair employment. The intention is to progress work on the other two pillars when resources allow.

NAC is in support of Option C and a statutory duty on prescribed public sector bodies would broadly align public bodies that are not presently delivering CWB with the approach of the Council. As noted above, this generally encompasses the approach currently taken by NAC. The ability to deliver Option C is however dependent upon the continuation of NAC CWB resources, some of which are temporary posts, and the capacity of partners to engage. We have concerns around the capacity and capability of our anchor partners to support the other two pillars of financial power and plural ownership. We would therefore recommend that there is flexibility within the duty to allow partners to prioritise CWB activity based on capacity and local needs and challenges.

In relation to embedding a CWB model of economic development within corporate plans, coordination across various services would be required as well as ongoing monitoring and coordination of activities to ensure maximisation of the approach. In our experience, the time and capacity required to embed CWB across an organisation should not be underestimated and requires on-going activity. CWB is a transformational approach which must be appropriately resourced to ensure maximum benefits.

North Ayrshire has invested in dedicated resources to deliver on specific CWB outcomes. These include a new Community Benefits Officer, one of eight dedicated CWB posts created in 2020, to review and update Community Benefits policy and associated KPIs and ensure our approach to Community Benefits meets the needs and ambitions of our communities. It is recognised that similar resources may be required by partner organisations to ensure they are able to deliver on specific CWB outcomes.

In relation to a coordinated partner based CWB Strategy and Action Plan, this would require a lead organisation to coordinate development of a strategy and action plan, monitor ongoing progress and outcomes and feedback to Scottish Government as required. The coordination of anchor activity and collaboration takes time to develop strategic and officer buy-in. It also

requires focussed effort to support organisations not traditionally involved in economic development to recognise their role as economic influencers and to take forward CWB in the way most appropriate to their respective organisations. In recognition of the importance of this work, NAC has invested in a CWB resource to support and coordinate the activity of the CWB Commission and Ayrshire Anchor Charter.

Best Value

It should be noted that in relation to the duty there is potential for issues and contradictions around securing best value if Councils also have overarching CWB duties. This should therefore be considered in the drafting of any duty and the legislation.

The requirement for a Local Authority to make best use of its financial and other resources, and to work with partners to maximise the use of their respective resources, is currently outlined in the Best Value Guidance issued by the Scottish Government under section 2(1)(a) of the 2003 Local Government in Scotland Act.

However, when determining the preferred option or tender for capital developments, it is difficult to measure Community Wealth Outcomes against the financial implications of project delivery, particularly in the current economic climate. For example, a feasibility study for a capital development is undertaken, and Option A is the lowest development cost, with Option B in second place. However, Option B will deliver additional CWB outcomes. Currently there is no mechanism to evaluate the additional financial investment required versus the additional outcomes.

We would suggest the following be considered:

- The best value definition be reviewed and redefined as appropriate, reflecting the principals of Community Wealth Building
- Development of an evaluation tool that provides measurements for different types of Community Wealth Building outcomes including socio economic and sustainability outcomes. This would allow them to be evaluated alongside the capital investment required. i.e., justification of spending £x to deliver y additional outcomes is reasonable.
- The implementation of projects that deliver the greatest Community Wealth Building outcomes, may not be the lowest cost option, additional funding could be made available to support these circumstances.

Bodies to be covered by the proposals

We would be supportive of proposed organisations covered by the Fairer Scotland Duty and Community Planning Partners to be included within proposals. If Option C is adopted there should be a clear list of organisations who are bound by a CWB Duty together with clear expectations of the requirements of the Duty and whether requirements are different for some organisations.

While we welcome Community Planning Partners being included within a CWB Duty, Schedule 1 of the Community Empowerment (Scotland) Act 2015 expands the list of Statutory Partners to include the following organisations:

- Historic Environment Scotland
- The health and social care Integration Joint Board for the area
- A National Park authority
- The board of management of a regional college
- A regional strategic body under the Further and Higher Education (Scotland) Act 2005
- Scottish Environment Protection Agency
- Scottish Natural Heritage

- Scottish Sports Council (i.e., Sportscotland)
- Skills Development Scotland
- VisitScotland.

As some of these organisations do not operate within all Local Authority areas, we would suggest a flexible approach is appropriate for each area. This would enable local circumstances to determine which Statutory Partners are appropriate to be included in the development of a collective CWB strategy.

We would strongly recommend that Third Sector Interfaces (TSIs) are also included within proposals. TSIs provide a crucial and important link to ensuring a CWB Strategy and action plan is relevant to the needs and opportunities of the Third Sector in that area. We consider this to be the best way to involve the Third Sector in the implementation of the Duty.

We would encourage the inclusion of the Scottish National Investment Bank (SNIB) in the proposals. We recognise the SNIB is included within the proposed list of organisations that are covered by the Fairer Scotland Duty. National agencies such as Scottish Enterprise, Cooperative Development Scotland and Supplier Development Scotland have a key role to play in delivering CWB. They should therefore have CWB built into their everyday activities including how support is provided to enterprises but also as a key focus through engagement with partners. Importantly, national agencies and the Scottish Government should be embedding CWB throughout their organisations as a matter of course if this is the preferred economic development model for adoption nationally.

Ensuring Accountability

There are potentially several options for ensuring accountability for implementation. These include:

- A CWB compliance tool as an addendum to the Equality and Human Rights Impact Assessment, which also incorporates the Fairer Scotland Duty and Island Proofing. This would provide a mechanism for organisations to consider projects and policies via a CWB 'lens' and encourage approaches to be designed with CWB in mind.
- If the preparation of a CWB strategy is statutory, then ministerial approval is likely to be required, impacting on time and resources. Furthermore, in terms of monitoring and evaluation of progress, the lead organisation for the review would need to be identified. This may include completion of a self-assessment by Councils on annual progress and submission to ministers for consideration.

Whichever method of ensuring accountability is chosen, it will be important to have agreed and clear measures or KPIs which are relevant to local areas' focus on economic development activity and outputs. For example, there could be an agreed long-list of KPIs to enable organisations to select those appropriate to their local context. The method adopted should also take account of public bodies' duties in relation to Best Value and associated auditing requirements.

The Council's first CWB progress report from May 2020 to April 2021 was launched in October 2021. Progress from 2021 onwards is recorded and reported through the Council's Corporate Performance Monitoring frameworks.

Involvement of local communities, business and the third sector

Local autonomy and flexibility should allow for decisions on how to involve local communities, businesses and the wider Third Sector. This may include consideration to involve key community groups, Community Development Trusts, businesses, the Chamber of Commerce

or Federation of Small Businesses.

We would suggest the statutory obligation would be to 'invite' rather than 'include' business, third sector and communities in the development of a strategy and action plan. This is reflective of the fact that Local Authorities are unable to guarantee the level of engagement or participation by others. Furthermore, the levels of these stakeholders will vary across different Authorities.

We would recommend that the Third Sector Interface (TSI) of each Local Authority is involved as a local or regional collaborative partner. There is a risk the CWB duty could become a policy led, top-down approach. Meaningful engagement and collaboration with the Third Sector will be essential to ensure CWB delivers benefits and opportunities appropriate for the local area.

To support and develop the Third Sector, the economic potential and capabilities of the sector should be mapped and baselined to understand what economic activity is currently underway. It should identify organisations that can transition away from a grant-led model and focus attention on those organisations to build capacity. This would require a focussed resource and is something that should be led at a national level.

CWB initiatives and projects can also actively involve local communities or businesses. For example the North Ayrshire [Community Benefits Wish List](#) has been designed to work closely with communities and the Third Sector in North Ayrshire (via the TSI) to ensure Council contractors deliver community benefits which are requested by the communities and Third Sector themselves.

Question 1b

One way the Scottish Government could support the implementation of the proposed Community Wealth Building duty is to provide statutory or non-statutory guidance. Would this be helpful to partners in meeting the proposed duty?

- ☒ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your answer please include views on:

- areas in which it would be helpful for this guidance to focus on, e.g. areas to consider when implementing the five pillars, links to further support materials
- whether the guidance should be statutory or non-statutory

Areas of Guidance Focus

Due to the potential for CWB being misunderstood in our experience, it would be helpful for guidance to clarify and simplify language around CWB. This should emphasise its role as an economic development model and ensure consistency across any materials produced. Any guidance should seek to deliver a whole systems approach and draw out the linkages across CWB pillars and demonstrate the added value of taking a holistic approach to CWB.

It would be useful to link the CWB approach to aspirations for a Wellbeing Economy and provide appropriate definitions of a Wellbeing Economy. Measurement indicators of CWB and a Wellbeing Economy which can be adopted at a local or regional level could also be provided. Consideration could be given to the establishment of a support network of CWB practitioners working across Local Authorities and other public sector institutions to help facilitate collaboration and share learning. NAC has already instigated discussions on this with

the Scottish Government.

Statutory or non-statutory guidance

At this stage we feel we cannot answer whether the guidance should be statutory or non-statutory. However, we would suggest that any guidance should be developed with practitioners. For example, this could be prepared via a steering group, in order that any statutory and non-statutory elements can be developed to best progress CWB at a local level across Scotland, to ensure delivery of the duty is feasible and realistic within the existing remit of Local Authorities, and to set out packages of support to public sector bodies to assist them in delivering any statutory elements of the duty.

Question 2a

Are there other non-legislative measures that you believe are required to accelerate the implementation of the Community Wealth Building approach in Scotland?

- ☒ Yes
☐ No
☐ Don't Know

Please provide a reason for your answer.

Resourcing Economic Development

CWB is a local economic development approach and therefore requires Local Authorities and anchors to be empowered to make changes locally and drive forward CWB. Finance is hugely restrictive for Local Authorities and other public services, with competing priorities and increasing pressures placed upon Services. Economic Development is not a statutory service however is essential for economic recovery from the effects of Covid-19 and to establish a wellbeing economy. The importance of Economic Development should be recognised to protect funding, empower Local Authorities and ensure they have appropriate resources and capacity to deliver CWB, particularly if there is a CWB Duty.

Within North Ayrshire, the Council currently has a comparatively well-resourced Economic Development service. Some other Local Authorities do not and many of our anchor organisations do not have this function at all. At a time of reducing budgets, it is essential to consider the protection of Economic Development services for organisations at the start of their CWB journey and to enable continued progress by organisations like NAC.

CWB is a transformational approach which requires new ways of working both within public sector organisations and in terms of relationships with other public bodies and local businesses and communities. Dedicated resources are essential to drive change, embed new initiatives and ensure true impact by making links across services and between CWB pillars. For example, the employability linkages with the Fair Work Ayrshire service, delivered as part of the AGD CWB Programme, mean that individuals are being matched with good quality local employment opportunities. This delivers better outcomes for the individuals and their local communities.

In 2020 North Ayrshire Council invested in several temporary posts which are focussed on progressing the 55 actions within the North Ayrshire CWB Strategy. These roles are as follows:

- Community Benefits Officer
- Procurement Development Manager
- Development Manager (Regeneration)

- 2 Regeneration Officers
- Community Wealth Building Co-ordinator
- Community Economic Development Officer
- Estates Surveyor Community Wealth Building

The roles above are in addition to the posts supported by the Ayrshire Growth Deal CWB Programme. In North Ayrshire this includes a CWB Programme Manager, three Locality Officers, a Fair Work Ayrshire Programme Manager and two Fair Work Ayrshire officers. The Fair Work Ayrshire staff posts are hosted by NAC but deliver on a regional scale. These posts are temporary, as they are funded for 3 years utilising allocated Ayrshire Growth Deal CWB programme funding.

It is our opinion that if the true transformational potential of CWB is to be realised through the proposed duty and/or legislation, Local Authorities and other public sector organisations must be appropriately resourced.

CWB and a Just Transition

NAC recently provided a response to Scottish Government's draft Energy Strategy and Just Transition Plan. It is recognised that there is a strong parallel between CWB and a Just Transition to net zero. CWB seeks to empower local economies and communities through diverse ownership models, such as local energy generation, and fair and good quality employment opportunities. Just Transition means that "nobody is left behind" in the transition to a net zero and climate resilient future.

The response noted that NAC broadly supports the vision and Just Transition outcomes set out in the consultation paper, however, to ensure Scotland can achieve this vision it is crucial to address the structural and economic barriers to a Just Transition. The following requirements were highlighted:

- increased funding for Local Authorities as a key delivery vehicle for net-zero;
- streamlining of the external grant funding landscape;
- investment in grid capacity, reduction of grid connection timescales and simplifying of the grid application process to unlock municipal energy opportunities; and
- skills development and capacity.

Short Term and Competitive Funding

Throughout this response and our engagement with Scottish Government officers, we have highlighted the importance of any legislation being accompanied by adequate resources. We do not agree that a CWB approach can be achieved simply by delivering Economic Development services in a different way with no additional resource or capacity. However, we are also cognisant of the current economic climate, reducing available revenue resources for Local Authorities, and the difficulty of creating an 'ask' to deliver CWB activity. If resources are not to be made available to accompany any legislation, we would like to see as a minimum a smarter and simplified approach to external funding for economic development and regeneration activity.

Competitive and short term funding rounds can be problematic, time consuming and a drain on resources particularly if bids are unsuccessful. Often funding is required to be used within very tight timescales, causing a preference for "shovel ready" projects. In some circumstances money also requires to be handed back to funders due to being unable to allocate funds within short timescales. There is a need for Scottish and UK Governments to look at the funding landscape and create funding opportunities over 3 or more years. This would enable a more proactive approach, ensure maximisation of benefits and outcomes and prevent funds

being returned. A more coordinated approach with funding allocated to places on a non-competitive basis would allow for a well-developed and genuinely CWB-focused delivery of services and activities, ultimately leading to the achievement of a wellbeing economy.

Other non-legislative measures

A CWB approach should be embedded in Growth Deals, with support to educate staff and embed CWB within business as usual practices. The Ayrshire Growth Deal (AGD) was originally envisaged as having CWB approaches built into the programme however there is considerable opportunity for a more proactive approach beyond the dedicated AGD CWB Programme. To enable more CWB prominence, a request was made to the Scottish Government to provide training for the AGD however this has not been actioned to date due to capacity issues. It is recommended that training and capacity building support to Programme Management Offices is provided by the Scottish Government.

The Scottish Government should ensure that CWB and inclusive economy aspirations are embedded within national investment decision making. This should include Scottish and UK Governments to ensure investment is targeted in places that need it most and that it advances wellbeing.

Question 2b

Are there specific actions required to advance delivery of the items contained within the Shared Policy Programme outlined on page 11 of the consultation paper?

- 'working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and micro-businesses, and improved access to training and labour markets for disadvantaged communities and individuals.
- encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers.
- where possible, to base public sector capital and revenue funding decisions on targeted social, economic and environmental outcomes'.

- ☒ Yes
☐ No
☐ Don't Know

Please provide a reason for your answer.

Capacity and Resources

Capacity and resources to develop and grow the local supply base are essential. Aspirations to procure from more local suppliers are admirable however support is needed to grow the local supply base and work with suppliers to ensure they are suitably equipped and "tender ready".

In North Ayrshire we have worked within legislation to facilitate more local access to Quick Quotes up to £49,999 for supplies and services and £499,999 for works. This has generated excellent results and is delivering opportunity for local growth. Our Procurement team monitors local spend to understand trends and informed by this our Business Development team works with the local business base to support growth and build capacity where feasible. Capacity within Local Authorities and across national agencies such as Scottish Enterprise, Cooperative Development Scotland and the Supplier Development Programme is essential to support the growth and development of Scotland's supply base.

While it may be possible to break down some frameworks and contracts into separate lots to

encourage more small and local suppliers to tender, the practicality of doing this is sometimes prohibited or limited by the capacity within the procuring service to manage several different contracts.

Question 3

Are there ways in which the law could be changed to advance the spending pillar of Community Wealth Building?

- ☒ Yes
☐ No
☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement.

Legislative Considerations

Procurement Legislation

There is potential for amendment to the Procurement Reform (Scotland) Act 2014 to allow preferential treatment to local suppliers, where the supply base exists. Reserving contracts over the regulated threshold for local providers would only exclude non-local providers in certain circumstances as the supply base does not exist in North Ayrshire for all requirements.

The regulated threshold could also be increased for supplies and services, from £49,999 to potentially a figure of £100,000 to allow more scope to award locally via quick quote with future increases being linked to inflation. This would enable Local Authorities to progress open quick quotes that are a lot less onerous than a full tender process to encourage more local bids. We understand that the quick quote threshold has not increased in several years, ignoring inflationary pressures.

Cooperative Incentives

There needs to be incentives to bring cooperatives together and stimulate opportunities. This could potentially be achieved by ringfencing or reserving a number of local and/or national contracts for collaborative or cooperative models of ownership. Currently public bodies in Scotland can make the decision to reserve public contracts for Supported Businesses. This is enacted in Scotland by Regulation 7 of the Public Contracts (Scotland) Regulation 2012 and as a public body councils can make use of these regulations to restrict the tendering process for goods or services to Supported Businesses only.

Historically Supported Businesses were enterprises where over 50% of their workforce had a disability. Fairly recent changes have refined this definition further to 30% of the workforce being from a disadvantaged background. We do not want to create competition between Supported Businesses and Cooperatives however if a Cooperative emerges from a disadvantaged area and employs a high proportion of disadvantaged people and is owned by those employees, reserved contracts could provide a strong incentive for local implementation.

Community Benefits

Consideration of community benefit legislation (i.e. community benefits need to be deliverable and proportionate and there can be legally supported actions available to contracting organisations for non-delivery) would also be worth exploring as contractors who choose to not engage currently face no repercussions for doing so. Consideration could also be given to

lowering Community Benefit thresholds from the current £4 million for compulsory community benefits noting that some organisations have voluntarily reduced their levels. If this was pursued this would increase the volume and necessitate the need for Community Benefits officers to monitor progress.

Non-Legislative Considerations

Local Spend Targets and Measurement

Any targets in relation to local spend must be set locally and should be realistic and appropriate to the local area. Different areas will have different strengths and weaknesses within their supply base and may have substantial gaps for some goods or services that public organisations are likely to procure. For example there are no Tier 1 construction companies based within North Ayrshire.

There must be a review and clear guidance on the measurement of local spend as this sometimes does not accurately reflect true local spend. For example Tier 1 contractors could use local suppliers however it is not possible for Local Authorities to measure this. The Local Government Benchmarking Framework (LGBF) excludes under £1000 spend. The location of head offices of some contractors are also outwith the local area even though they may be delivering the contract from a local site and employing local people.

Supply of Electricity Framework

Action is required to improve the national Supply of Electricity Framework as it does not allow for sleeving of electricity, albeit utility companies do offer such an agreement, out with the framework. Requests to include the provision for sleeving have been repeatedly made to Scottish Procurement, prior to the forthcoming framework in 2024. Sleeving is the industry term used to describe the process whereby the electricity supplier acts as an agent on behalf of the buyer to manage the offtake from the generator's asset and provides provision for the electricity to be included in the wider supply contract. Under such an arrangement power generated by the solar PV Farms project would be sold back to the Council at a lower price and enable utilisation of the energy generated in North Ayrshire.

This represents a barrier to Local Authorities pursuing large scale renewable projects, as maximum returns cannot be achieved to support business cases and nor will they be for the next 3-5 years under the new framework. This could have a significant impact on activity under the Community Wealth Building land and assets pillar.

Other Potential Areas to Consider

We would suggest that the following also be considered:

- Resource and incentivise for anchors to develop collaborative models of service delivery for example through simplified collaborative procurement frameworks and arrangements.
- An overhaul of the Public Construct Scotland (PCS) system to make it more accessible to smaller business.

Question 4

Employment law is reserved to the UK Parliament. Are there other devolved areas where the law could be changed to advance the workforce pillar of Community Wealth Building?

- ☒ Yes
☐ No
☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the

stakeholder suggestions outlined in the consultation paper which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament. We will cross-reference to responses received as part of the Fair Work Nation consultation which was held in 2021.

Pay

Standardisation of the living wage rate and financial support for employers to increase National Minimum Wage to Living Wage rates would address in work poverty and support employers financially to pay the living wage which will improve staff retention. Legislation around flexible working arrangements for parents would also be beneficial with the return of 10am – 2pm positions which are currently not as available but would offer suitable working hours and create a more flexible workforce for employers. For example, this could include tax savings for these types of positions to incentivise this for employers.

The concept of fair work is universally accepted however the ability for some sectors to adopt is limiting. Devolved power should specifically allow for support to be targeted in the sectors where margin challenges don't allow for investment in staff and so on. The main areas this affects include retail, hospitality and care.

Rates of pay for health and social care providers are too low and need to be increased. Low rates of pay are causing recruitment shortages. Local providers can't take on new care packages because they can't deliver within existing staff capacity and work is being handed back to the council. This acts as a barrier to growing local care suppliers, with more delivery by Local Authorities or large national care agencies.

The introduction of a Social Enterprise Rehearsal could also be explored. This would allow individuals to start up an enterprise without initially affecting benefits.

Question 5

Are there ways in which the law could be changed which are not already covered in the proposals for the Land Reform Bill to advance the land and property pillar of Community Wealth Building?

- ☒ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement.

Developer Contributions

As noted in the consultation paper, Local Authorities have existing mechanisms for securing financial or in-kind contributions towards infrastructure, affordable housing and other elements including open space, community infrastructure and public art from those undertaking development. These are sometimes informally referred to as 'developer contributions' for example, through Section 75 planning obligations.

Such obligations are required to meet the tests set out in Circular 3/2012. This includes being necessary to make the proposed development acceptable in planning terms; serving a planning purpose; and relating to the proposed development, for example to address a direct consequence. The capacity for developers to pay and Local Authorities to seek such

contributions is largely determined by the viability of any development. This takes account of land values and development costs, and the strength of the local market.

In this context, it is not considered that existing mechanisms for securing development contributions could support the wider aspirations of CWB and in particular the maximisation of land and property, especially in respect of privately-owned land. As such, it is considered that new mechanisms are required for enabling land value uplifts to be reinvested in economic, social and community facilities.

In the same way that a developer would be required to demonstrate how a proposed development would minimise lifetime greenhouse gas emissions or be 'nature positive', we consider that developers should also have to demonstrate how their proposals would contribute to the creation of a well-being economy and support CWB. For example, this could be demonstrated through developments supporting local supply chains and creating fair work opportunities.

In this regard, it is considered that Policy 16b of NPF4, represents a missed opportunity to embed CWB principles within the planning system. This policy requires a Statement of Community Benefit for development proposals that include 50 or more homes, and smaller developments if required by local policy or guidance. This Statement explains the contribution of the proposed development to meeting local housing requirements, including affordable homes; providing or enhancing local infrastructure, facilities and services; and improving the residential amenity of the surrounding area. This could have been broadened to demonstrate how the proposal contributes to CWB.

We would highlight the Central Lancashire Employment Skills SPD as an example of an approach that has been taken to support CWB through planning. The SPD requires 'Employment Skills Statements' (ESS) to be submitted alongside development proposals for housing (30+ units) and commercial floorspace (1000 m2+) setting out key performance indicators, targets and measures to promote local employment and skills opportunities; use of local supply chains; and the identification of community projects that can be supported by development. Once the content of the Statement has been agreed an accompanying Action Plan sets out how the ESS will be implemented.

There is merit in examining this approach further to consider how this, or an equivalent approach, could be adopted in Scotland, including in supporting the implementation of Policy 25 of NPF 4. NAC would welcome the Scottish Government's views and input into this. In particular, we would welcome guidance on whether the appropriate measures exist or are required to ensure developers evidence and deliver on any contributions towards CWB strategies agreed at the consenting stage.

Barriers to Local Energy Generation

NAC is commencing the construction of solar PV farms at two former landfill sites in North Ayrshire, demonstrating the alternative use of council owned land in conjunction with a commitment to reduce carbon emissions. However urgent action is needed to support Local Authorities in the uptake of emerging and existing large-scale renewable projects. Action is required to improve the national Supply of Electricity Framework as it does not allow for sleeving of electricity, albeit utility companies do offer such an agreement, out with the framework.

Sleeving is the industry term used to describe the process whereby the electricity supplier acts as an agent on behalf of the buyer to manage the offtake from the generator's asset and provides provision for the electricity to be included in the wider supply contract. Under such an

arrangement power generated by the solar PV Farms project would be sold back to the Council at a lower price and enable utilisation of the energy generated in North Ayrshire. Requests to include the provision for sleeving have been repeatedly made to Scottish Procurement, prior to the forthcoming framework in 2024.

The purchase of energy at a lower rate will maximise Council investment and enable reinvestment into communities. Local energy generation where profits are generated and invested and/or circulated locally is also an example of diversifying ownership in the sense that energy generation is not owned by large multi-nationals who extract the profit. Furthermore, the use of the former landfill sites as locations for the solar farms demonstrates the alternative use of council-owned land for the benefit of the wider community.

This represents a barrier to Local Authorities pursuing large scale renewable projects, as maximum returns cannot be achieved to support business cases and nor will they be for the next 3-5 years under the new framework. Furthermore, action is required to improve the electricity network to allow uptake of new solar farms and resource provided to Distribution Network Operators (DNOs) to reduce the lead in time for grid connections. The National Grid and DNO element of solar farm development is currently considered another barrier.

Consideration must also be given to the land use when considering large scale solar farm projects. North Ayrshire Council are currently developing two solar PV farm projects on former landfill sites and have first-hand experience of the complexities relating to power purchase agreements and grid connections.

Community Asset Transfer

Exploring the establishment of a consistent approach to Community Asset Transfers across public sector bodies would be beneficial. Organisations have different processes which can cause confusion for communities, businesses and the third sector looking to use or take on assets. There could also be greater emphasis on alternative use of assets as referred to within the Community Empowerment Act in order to provide greater flexibility for communities.

Other Potential Amendments to Consider

We would suggest that the following also be considered:

- Where the land purchase of a long-term vacant site is required to support the delivery of CWB, the market value of land should be determined on the basis of a realistic market value, taking account of the costs of development and any liabilities associated with the site. For example, a long-term vacant property with an active planning approval for residential use may be valued at £100,000, yet it is a blight to the local community. However, if the planning approval is not in place or has lapsed the value of the site may be c.£40,000. If a land purchase is then required, the owners' value expectations may be more than the current market value. We suggest that a mechanism should be developed to restrict an active planning approval inflating a land value at a point in time, when the condition of the land remains consistent, and potentially still a blight on communities.
- Changes in legislation are required to enable unproductive land to be restored to productive use for the benefit of local communities. This may include amendment to wording of current legislation that limits intervention or proposals to bring forward Compulsory Purchase Orders.
- Alternative use / maximisation of assets requires to negotiate various policies and doesn't always present a clear pathway to achieving CWB aims. For example, the concept of "best value" could be reconfigured to incorporate CWB values and ensuring best outcome for communities and/or enterprises, rather than something that exclusively represents best value to a Local Authority.

- Consider extending designation of enterprise areas or further creating incentives for individuals and enterprises. These would create more opportunities for local employment alongside supporting and growing the local business base.

Question 6

Are there ways in which the law could be changed to advance the inclusive ownership pillar of Community Wealth Building?

- ☒ Yes
☐ No
☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

Cooperative Incentives

There is a requirement for incentives to bring cooperatives together and stimulate opportunities. Potentially ringfence or reserve a number of local and/or national contracts for collaborative or cooperative models of ownership. Currently public bodies in Scotland can make the decision to reserve public contracts for Supported Businesses. This is enacted in Scotland by Regulation 7 of the Public Contracts (Scotland) Regulation 2012 and as a public body councils can make use of these regulations to restrict the tendering process for goods or services to Supported Businesses only.

Historically Supported Businesses were enterprises where over 50% of their workforce had a disability. Fairly recent changes have refined this definition further to 30% of the workforce being from a disadvantaged background. We do not want to create competition between Supported Businesses and Cooperatives however if a Cooperative emerges from a disadvantaged area and employs a high proportion of disadvantaged people and is owned by those employees, reserved contracts could provide a strong incentive for local implementation.

Other areas to consider

We would suggest that the following also be considered:

- Development of a new Social Enterprise strategy to increase and maximise opportunities for social enterprises to participate in the local economy, thereby enhancing CWB outcomes.
- Provision of start-up accelerator support, particularly for employee-owned businesses.
- To align CWB with municipal ownership, the Power of General Competence should be reviewed in Scotland. This is currently available to Local Authorities in England, Wales and Northern Ireland but not in Scotland. It would bring Scotland more in line with the rest of the UK and removes uncertainty surrounding legal obligations under Supply of Goods and Services Act (1982) and Local Government in Scotland Act (2003).

Question 7

Are there ways in which the law could be changed to advance the finance pillar of Community Wealth Building?

- ☒ Yes

- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

Law Changes

Work to ensure the Scottish National Investment Bank (SNIB) adopts a proactive CWB approach to investments would be welcomed. This could include investing in place based CWB initiatives and building capacity to support and grow more plural ownership models for enterprise. The Scottish Government should ensure progressive finance models are part of the financial services model and develop innovative credit union models for employees within businesses.

Tax and Business Rates incentives could help to advance the finance pillar. For example, similar to Enterprise Zone benefits, businesses locating or located in a designated area could benefit from a local business rates discount. The potential for Research and Development and recruitment tax relief could also be explored.

Clarification around the Supply of Goods and Services Act (1982) is also required. The inclusion of a restriction on the amount of income that a Council can generate from trading activity conducted outside the public sector under the amended Goods and Services Act. This statutory limit is to be set by Ministers, who are also provided with a power to allow it to be exceeded. No such limit has ever been set, leading to a divergence of opinion over whether it is therefore zero or unlimited.